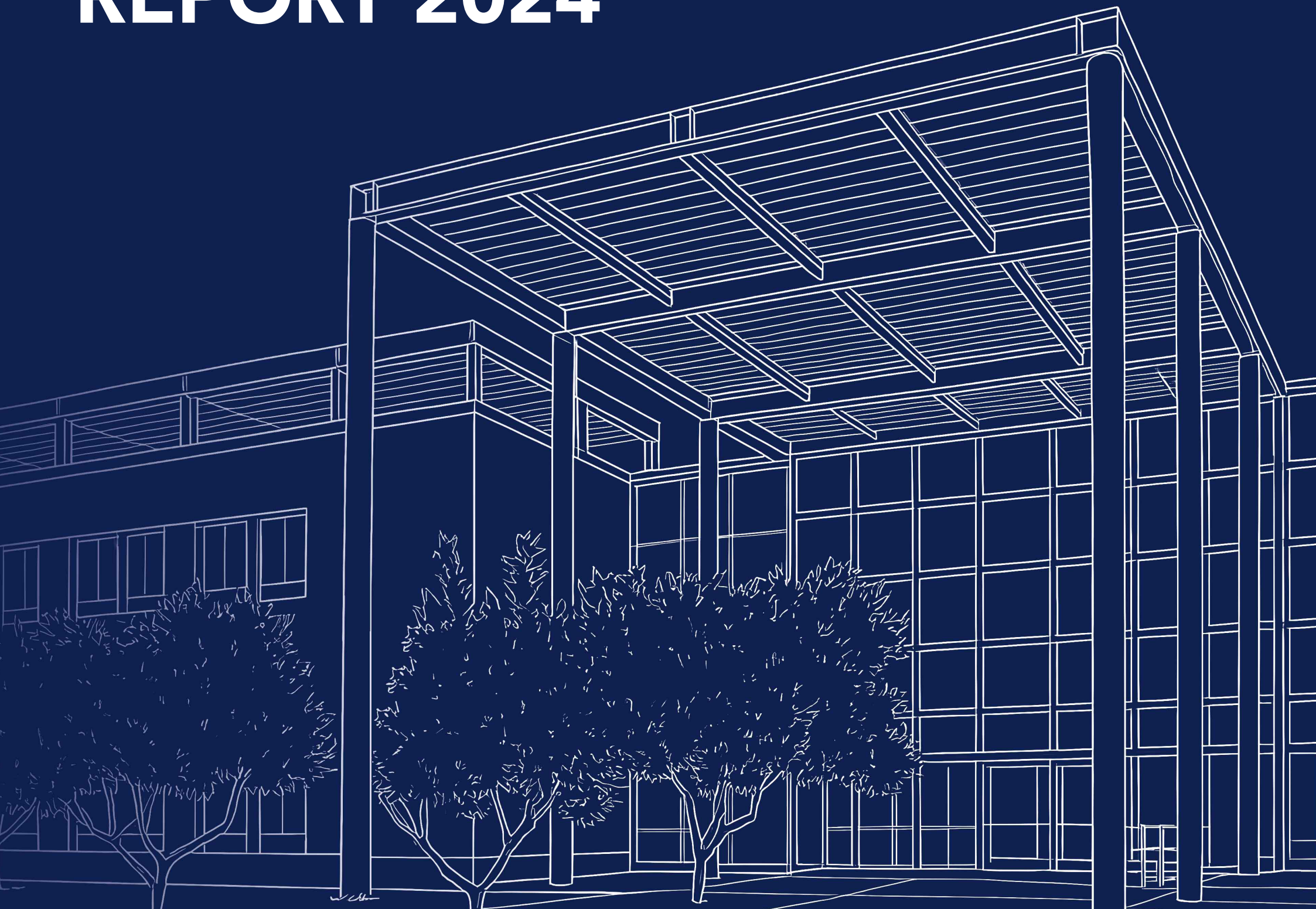


Campus Bio-Medico University Hospital Foundation

# SUSTAINABILITY REPORT 2024



FONDAZIONE  
**POLICLINICO UNIVERSITARIO**  
CAMPUS BIO-MEDICO





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# » LETTER TO STAKEHOLDERS

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## **Letter from President Carlo Tosti to Stakeholders regarding the 2024 Sustainability Report**

This Sustainability Report reflects our commitment to transparently share the strong connection between our core values and our daily actions. Through this document, Campus Bio-Medico University Hospital Foundation aims to clearly and rigorously demonstrate the alignment between its guiding values and the decisions made to translate them into concrete actions. Therefore, this report is not only a tool to communicate our work but also a vital opportunity to genuinely reflect our ongoing commitment to individuals, the community, and the environment.

This choice is rooted in a long-standing vision – originally conceived by Blessed Álvaro del Portillo, successor to Saint Josemaría Escrivá as head of Opus Dei – who first envisioned the

establishment of a university and hospital in Rome, dedicated to the education and care of people, with a special focus on the youngest and most vulnerable. For over thirty years, our work has been guided by the conviction that every act of care, every investment, and every path of training and research must place the whole human being at its centre. This certainty is perfectly embodied in the phrase “Science for Man” – a concise expression of the fundamental principle guiding our work. It reflects not only our commitment to sustainability in its environmental, social, and economic dimensions but also the personal responsibility embraced by every colleague serving at our Hospital and other healthcare facilities in Rome.

As outlined in our articles of association, the Foundation operates on a not-for-profit basis and is dedicated to the protection and promotion of the human person through healthcare, education, scientific research, and innovation in the biomedical and health sectors. From this perspective, preparing a Sustainability Report means revealing who we are and who we strive to remain: an institution that evaluates the impact of its actions, openly shares its goals and challenges, and steadfastly commits to its mission for the future.



In an era of rapid and unpredictable change, we believe that true sustainability lies in the ability to preserve and uphold a long-term vision. It means resisting the pull of immediate urgency and instead guiding daily decisions with a clear purpose – one that honours future generations and acknowledges the responsibility we owe to them.

It means building trust, collaboratively designing and carrying out shared projects, and deepening the responsibility we hold toward those who entrust us with their own health and that of their families, alongside our colleagues, and all who choose to join us in creating value for the entire community.

We are an organisation where healthcare, research, and innovation are continuously integrated to respond effectively and compassionately to the health needs of the community, while developing new models of healthcare aimed at enhancing quality and outcomes.

From this perspective, this report marks a significant milestone in our history. The Campus Bio-Medico University Hospital Foundation is currently undergoing the accreditation process as a Scientific Institute for Hospitalisation and Healthcare (IRCCS) in Orthopaedics. This effort aims to strengthen its position as a leading centre for muscular-skeletal diseases, fostering innovation and advancing new tools for prevention, diagnosis, and treatment.

This step also follows in the footsteps of our Thirtieth Anniversary – an occasion that

allowed us to reflect on our past while looking ahead with renewed purpose. Our goal is to more deeply integrate the dimensions of healthcare, research, and innovation, and to contribute ever more effectively to enhancing the quality of life for patients and their families. In this sense, the achievement of these goals is also the result of a governance model designed to ensure effective integration between healthcare, education, and research – while preserving the University's identity and upholding the institution's scientific excellence. A special thank you goes to all members of the Board of Directors, as well as to CEO and General Manager Paolo Sormani, for their dedication and passion, which consistently guide their commitment to serving this institution. We are also deeply grateful to the founding bodies and to the Campus Bio-Medico University of Rome, whose support proudly upholds our Hospital as a Teaching Hospital of national and international standing. Finally, I extend my sincere thanks to all those who contributed to the creation of this report, and to everyone who, with dedication and professionalism, upholds our mission each and every day.

The future is calling us forward. My hope is that we continue to shape it together – with vision, responsibility, and courage.

**Carlo Tosti**

*Campus Bio-Medico University Hospital  
Foundation President*



**Letter to stakeholders from Paolo Sormani, CEO and General Manager of the Campus Bio-Medico University Hospital Foundation**

The Sustainability Report marks a pivotal moment in the growth and evolution of the Campus Bio-Medico University Hospital – just over thirty years since our founding in December 1994, which saw the beginning of our care and research activities, and three years since the establishment of the Foundation.

The financial statements have been prepared in accordance with the methods of the Global Reporting Initiative (GRI), which has defined a set of internationally recognised indicators known as the Sustainability Reporting Standards. Through this publication, we aim to share the story, initiatives, and goals that have defined us since the beginning – addressing, first and foremost, the key stakeholders to whom we dedicate our commitment and with whom we seek to maintain an ongoing, transparent dialogue.

This report forms part of our broader strategy to establish ourselves as a Green Hospital,

fully aware of the crucial role the healthcare sector plays in driving the ecological transition. A cornerstone of this journey is energy efficiency. To this end, we have invested in a comprehensive plant renewal plan that incorporates alternative energy sources – such as photovoltaic systems and tri-generation – which now supply approximately 57% of our electricity needs. Starting in 2025, the Hospital is expected to rely exclusively on energy generated from renewable sources.

Another focal point of the project concerns waste management. The introduction of separate waste collection has already yielded significant results in recent years, including a 31% reduction in mixed packaging waste. These efforts are complemented by initiatives to promote the use of eco-friendly and compostable materials, as well as to encourage reusable solutions – such as technical fabrics designed for repeated use.

Furthermore, in our vision of sustainability, ESG criteria are enhanced by an additional dimension – the “H” for Human – reflecting a valuable perspective that is increasingly recognised and embraced by industry experts. This perspective reaffirms the founding values of our institution, where respect for human dignity is a fundamental aspect of healthcare – beginning with the many professionals who serve in various roles within the Hospital, and extending to the patients who turn to us for treatment and support.

In 2024, the Foundation experienced notable staff growth, continuing an upward trend with



a 4% increase compared to the previous year, reaching a total of 1,775 employees. Even more significantly, women make up 61.5% of our workforce, underscoring the vital role of female colleagues in the Hospital's operations and reflecting our strong commitment to gender equality. This commitment is also reflected in our daycare service for children aged 3 months to 6 years – a tangible support for employees and their families that helps foster a healthy balance between work and personal life.

Over the past year, we have also enhanced our training offerings with the program "Key Skills – The Future Together: Value in Action". This project engages all our staff and focuses on developing essential transversal skills to enhance employee engagement and elevate the quality of care we provide to our patients. With the well-being of our patients at heart, we have continued to implement various social initiatives, consistently striving to give back value to the community. Among the many initiatives we undertake, I would especially highlight our open clinics – accredited by the National Health Service and operating year-round – that provide specialist consultations and therapeutic services without the need for appointments.

Free screening campaigns are a vital part of our efforts to promote prevention and increase public awareness. Additionally, through Tariffa Amica (friendly rate), we provide social private benefit packages at reduced costs and with shorter waiting times, ensuring that an

increasing number of people have access to high-quality healthcare.

These are just a few of the key projects we have undertaken together in 2024 – projects that this Sustainability Report allows us to share, highlight, and celebrate.

I would like to sincerely thank President Carlo Tosti and all members of the Board of Directors who support me in governing the Hospital, as well as our dedicated doctors, nurses, technicians, and administrative staff. I also extend my gratitude to the promoting bodies – the Campus Bio-Medico Association and Campus Bio-Medico SpA – for their trust and unwavering support.

I would also like to express my sincere gratitude to the Ministry of Health, the Lazio Region, ASL Roma 2, and all other institutional stakeholders for their invaluable collaboration. Our shared commitment will enable us to better address the challenges facing the healthcare system, with the goal of ensuring citizens increasingly broad, equitable, and high-quality access to healthcare.

With the support of all those who stand by us every day, I am confident that we will not only continue to grow along this path but also envision and build a future that is even better, fairer, and more responsive to the needs of the most vulnerable.

**Paolo Sormani**

*Campus Bio-Medico University Hospital  
Foundation CEO and General Manager*

# » HIGHLIGHTS

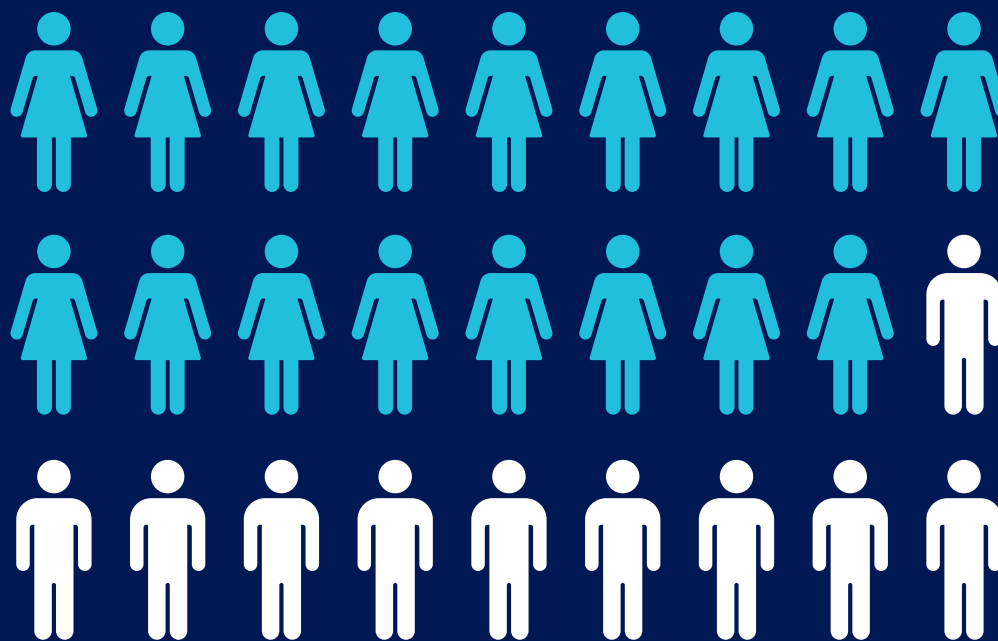
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**1,775**

Workers

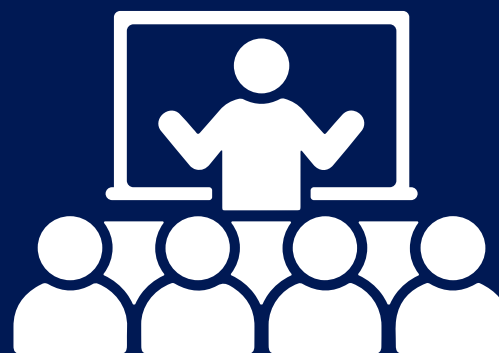
**61.5%**

Female  
employees



**9,399**

Training hours 2024



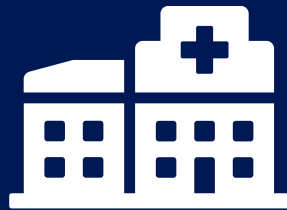


**Joint Commission International (JCI)**  
and **ISO 45001** certifications



**130**

Volunteers



**3**

Open clinics



**1**

Bioethics Center



**62,388**

GJ and EE consumed in 2024



**149.21**

ML of water consumed in 2024



# » HIGHLIGHTS HEALTHCARE AND ASSISTANCE SERVICES

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**17,928**

Acute inpatients  
and

**9,955**

Day hospital patients



**348**

Accredited beds  
and

**41**

Authorised beds



**33,676**

Emergency Room  
Visits



**468**

Discharges for  
rehabilitation



**4,372**

APA services  
under NHS



**851,823**

Specialist services  
under NHS





The facility features 8 wards, a day-surgery unit, and an oncology day hospital, with a total capacity of 348 NHS beds – 13 of which are dedicated to intensive care and 4 to the Coronary Care Unit (CCU) – along with 41 individual beds, 12 residential beds, and 48 home-care beds at the palliative care centre “Insieme nella Cura”. The facility also includes a Pathology Services Unit, a Test Collection Centre, a Blood Transfusion Centre, and an Analysis Laboratory.

The facility includes 13 operating rooms, 4 endoscopy suites, and 3 operating rooms dedicated to Hemodynamics, Electrophysiology, and Radiology. It also houses 4 surgical out-patient units and an advanced imaging department equipped with 3 magnetic resonance machines (including a 3 Tesla unit), 3 CT scanners, and 3 traditional radiology rooms. The Radiotherapy department is equipped with four linear accelerators – two located at the Trigoria site and two at the Longoni Oncology Centre.

The facility comprises over sixty Operating Units and delivers healthcare services both under agreements with the National Health Service and

privately. It offers outpatient services, day-hospital and day-surgery care, as well as multidisciplinary inpatient units structured by intensity of care, and a Level I Emergency Department (DEA) designed in accordance with the highest standards of quality and safety. The hospital serves as a Level I Neurovascular Treatment Unit within the Stroke Network, acts as a vicarious HUB in the Cardiac-Surgical Emergency Network, and functions as a Spoke Trauma Point within the Trauma Network.

The hospital wards of the University Hospital are designed for high operational flexibility, featuring single and double rooms that accommodate patients from various clinical specialities. Patient allocation is based on hygiene and organisational criteria, particularly the similarity of treated conditions and the corresponding complexity and type of care required – for example, medical, surgical, oncology-haematological, cardiology, and cardiac surgery cases. Table 1 presents the trend of key indicators related to the healthcare and assistance services provided by the Foundation over the three-year period 2022–2024.

Healthcare and assistance services provided over the three-year period 2022–2024				
Service type	Unit of measure	2024	2023	2022
Accredited beds	Number of beds	348	348	348
Authorised beds	Number of beds	41	41	41
Acute inpatients	No. of discharges	17,928	17,730	17,622
Day hospital patients	No. of discharges	9,955	9,691	9,334
Rehabilitation	No. of discharges	468	468	481
Hospice - Palliative care of which on-site of which at home	No. of days	21,332	21,581	20,559
	No. of days	4,176	4,150	3,714
	No. of days	17,156	17,431	16,845
Emergency Room	No. of visits	33,676	31,177	28,757
Tariffa amica	No. of services	141,842	122,156	107,037
APA services	No. of services	4,372	4,108	4,086
Specialist services	No. of services	851,823	791,921	829,361

Table 1 – Healthcare and assistance services provided over the three-year period 2022–2024

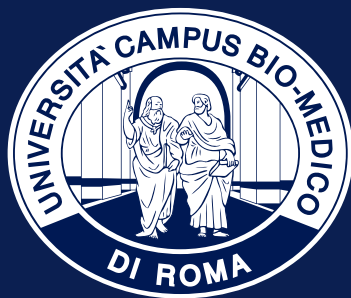
Overall, the specific indicators of the healthcare and assistance services provided by the Foundation reflect a slight increase in acute ordinary hospital admissions, with a growth of 1.1% compared to 2023. Medical day hospital activity increased compared to the levels already recorded in 2023 (+2.7%), along with Consolidated Outpatient Services (APA) (+6.4%) and specialist services (+7.6%) over the same period. In 2024, 33,676 patients were admitted to the Emergency Room. Emergency Room visits increased by 8% compared to 2023. Of these, 63% resulted in discharge to home, while only 16% led to hospital admission. As for triage colour-code prevalence, the majority of patients were

assigned a blue code, accounting for 39% of cases.

In 2024, the Hospice at the “Insieme nella Cura” Palliative Care Centre – comprising 12 residential beds and 48 patients in home care – delivered a total of 21,332 care days, including 4,176 days in residential services and 17,156 in home care.







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# **1. CAMPUS BIO-MEDICO UNIVERSITY HOSPITAL FOUNDATION GOVERNANCE**



# 1.1 ABOUT US<sup>1</sup>

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The **Campus Bio-Medico University Hospital Foundation** operates on a not-for-profit basis and is dedicated to the protection and promotion of the human person through healthcare, education, scientific research, and innovation in the biomedical and health sectors, encompassing both clinical

practice and translational medicine. It is responsible for managing the University Hospital, which operates in close synergy with the Campus Bio-Medico University of Rome – founded in 1993 with the mission to establish a cultural vision that places the value of the individual at the core of biomedical sciences.



Figure 1 – Campus Bio-Medico University Hospital Facility

Inaugurated in 1994 and relocated to its modern facility in Trigatoria in 2008, the Hospital serves as **a leading centre for clinical excellence, education, and scientific research**. Here, healthcare is seamlessly integrated with education, enabling students of the Departmental Faculty of Medicine and Surgery to acquire practical skills in an environment that fosters both professional development and personal growth. The Hospital fosters an **interdisciplinary approach**, where professionals collaborate in teams both within their specialities and across *different Operating Units and services, delivering an innovative and effective model of healthcare*.

**Respect for the individual is a core value:** each patient is assigned a dedicated physician and nurse who support them throughout the healthcare journey, ensuring a compassionate relationship founded on hospitality, attentive listening, and the utmost respect for human dignity. The Hospital comprises over *sixty Operating Units and provides healthcare services both under agreements with the National Health Service and on a private basis*. The Hospital features a **Level I Emergency Department**, designed to the highest standards of quality and safety, **multidisciplinary inpatient units** organised by intensity of care, as well as **outpatient, day-hospital, and day-surgery**

**services**. It also **houses specialised facilities, including the Center for Elderly Health, the “Insieme nella Cura” Palliative Care Centre, and the Oncology Radiotherapy Centre located in the Prenestino neighbourhood**.

The Hospital strives to be a place where healthcare, research, and innovation come together to meet the health needs of the community with both effectiveness and compassion. Through the collaboration of healthcare and non-healthcare professionals, innovative care models are developed that enhance the quality of care. Moreover, clinical activity is conducted in continuous alignment with the University's educational goals, placing students at the heart of a professional development journey that empowers them to drive the transformation and advancement of health systems.

**The Hospital's mission is guided by a profound spirit of service**, carried out with responsibility and dedication in accordance with **the teachings of St. Josemaría Escrivá, founder of Opus Dei**. Every day, medical and healthcare professionals dedicate themselves to delivering the highest quality healthcare, placing the individual and their needs at the heart of a compassionate care journey grounded in clinical excellence and the ongoing pursuit of innovative solutions.



## CAMPUS BIO-MEDICO UNIVERSITY HOSPITAL FOUNDATION ROLE

The Campus Bio-Medico University Hospital Foundation was established by the Campus Bio-Medico University of Rome along with its founding entities – the Campus Bio-Medico Association and Campus Bio-Medico S.p.A. – which serve as guarantors of the Foundation’s commitment to fulfilling the institutional objectives set forth in its Articles of Association and Charter of Purposes<sup>2</sup>. In December 2021, the sale of the business unit was finalised, resulting in the transfer of healthcare and hospital operations from the Campus Bio-Medico University of Rome to the Campus Bio-Medico University Hospital Foundation.

The University has transferred to the Foundation all tangible and intangible assets, liabilities, human and instrumental resources, as well as all active and passive contracts related to the delivery of healthcare and hospital services and the fulfilment of associated objectives.

Accordingly, the Foundation has assumed *ownership and management of the Hospital and its business operations*, succeeding to the same legal standing as the transferring University.

All activities are carried out with the aim of establishing a virtuous relationship focused on



<sup>2</sup>Source: Chamber of Commerce, Industry and Crafts of Rome, Certificate of the Campus Bio-Medico University Hospital Foundation, 22 November 2024.





the principle of unity. **The close synergy with the University and other entities within the Campus system embodies a commitment to advancing the development of the Campus Bio-Medico University Hospital.** This includes fostering collaboration with public and private organisations, both domestic and international, while ensuring sustainable and financially balanced management.

Figure 2 – Campus Bio-Medico University Hospital Hall



## THE CAMPUS BIO-MEDICO UNIVERSITY HOSPITAL FOUNDATION AS A TEACHING HOSPITAL

The Campus Bio-Medico Foundation distinguishes itself as a Teaching Hospital through its strong university affiliation, governed by agreements and conventions that ensure strategic alignment between the Hospital and the University in education, research, and innovation, while respecting the managerial autonomy of both institutions. Thanks to its multidisciplinary approach to the diverse and complex cases it manages, advanced technological resources, and substantial patient volumes, the University Hospital provides an ideal environment for training the doctors of tomorrow<sup>2</sup>. The Joint Commission International accreditation, awarded as an Academic Medical Center, further ensures the seamless integration of clinical care, applied research, and education<sup>3</sup>.

As a University Hospital, the facility conducts training activities for students enrolled in Medicine and Surgery, Nursing Sciences, Physiotherapy, and Radiology and Radiotherapy Techniques degree programs within the Faculty of Medicine. Additionally, it hosts students participating in specialised training programs organised by the Faculty, other university faculties, or the Campus Bio-Medico University Hospital Foundation. Through the agreement between the University and the Foundation, students undergo a training program designed to develop them into autonomous and well-rounded professionals,

focusing not only on technical expertise but also on their overall personal and professional growth. The training program for students, as outlined in the agreement, is coordinated by the Heads of each Operating Unit and structured under the guidance of clinical tutors. Special emphasis is also placed on fostering the development of skills in clinical research.

The Campus Bio-Medico University Hospital Foundation also serves as a training centre



Figure 3 – Campus Bio-Medico University of Rome Entrance

<sup>2</sup>Source: The Hospital as a Teaching Hospital.

<sup>3</sup>Source: Campus Bio-Medico University Hospital Foundation, Business Plan 2024-2026, p.80.

for medical residents from the University's specialisation schools and for doctoral candidates. Specialist trainees work alongside attending physicians in clinical activities.

The high quality of clinical work and the effectiveness of the on-the-job training are evidenced by the increasing number of traineeships requested and partnership agreements from both Italian and international students and trainees. The traineeships, focused on teaching innovation, incorporate new technologies into both clinical practice and educational methods. Clinical Management works closely with the Faculty of Medicine to ensure traineeships are effective and conducted with respect for patients, healthcare professionals, and students alike. The educational program places the student at the heart of the professional development experience, aligning training goals closely with clinical objectives.

In recent years, traineeships have successfully integrated a variety of programs, welcoming American students from the "Doctors in Italy" initiative, as well as students from Spanish (Aloya, Ribamar, Fuenllana) and Italian vocational high schools. Traineeships emphasise close patient interaction and personalised mentoring, while considering the spatial and temporal constraints imposed by clinical activities and the evolving nature of healthcare.

This dynamic environment broadens professional horizons and recognizes the dedication of staff involved in training the next generation of professionals.

The training activities for students, supported by the careful supervision of the University Hospital's healthcare staff, are distinguished by a strong emphasis on the ethical dimensions of medical practice – reflecting the core values that have defined the institution since its inception. Indeed, the Foundation places special emphasis on the ethical and bioethical education of both staff and students. Launched in 2024, the Postgraduate Course in Clinical Bioethics has deepened awareness of these critical issues, equipping the Foundation with personnel well-prepared to engage thoroughly and in alignment with the institution's vision. Finally, University students actively participate in numerous volunteer activities within the Hospital, particularly offering support to the elderly.

In collaboration with the University, the Foundation serves as a centre for both theoretical and practical training, welcoming not only UCBM employees and students but also external healthcare and non-healthcare professionals.



Figure 4 - University Simulation Center students





**2,100**

Total number  
of enrolled students



**17**

Degree courses completed



**630**

Junior doctors



**20**

Phd students  
with clinical positions

**MISSION, VISION AND VALUES**

**VISION**

*“To promote the holistic well-being of the sick – both in body and soul”*

It is from this principle that the commitment to personalised care is driven – a commitment that serves as the central focus for the efforts of everyone working at the Campus Bio-Medico University Hospital Foundation<sup>4</sup>. Here, *compassionate care, dedicated*

*assistance, clinical training, and the pursuit of innovative therapies and care models come together in synergy* to meet the unique health needs of every individual. All of this is made possible by a comprehensive, personalised, and person-centred approach that fosters collaboration among all professionals – both healthcare and non-healthcare alike.

In developing healthcare programs, the hospital collaborates closely with the Faculty of Medicine and Surgery, a key driver of the cultural and organisational changes shaped by the evolving healthcare landscape. The educational program places the student at the heart of the professional development experience, aligning training goals closely with clinical objectives.



Figure 5 – Attentive and compassionate patient relationship management as fostered by the multidisciplinary professionals of the Campus Bio-Medico University Hospital Foundation.

<sup>4</sup>Source: Campus Bio-Medico University Hospital Foundation, “Business Plan 2024-2026”, p.8.

## MISSION

The mission of the Campus Bio-Medico University Hospital Foundation is succinctly expressed by the motto *“Science for Humans”*<sup>5</sup>. The goal is to deliver *the highest standards of healthcare and assistance*, through a sustainable organisational model and patient-centred services that address each individual health need. Consideration of each patient’s individual circumstances, a spirit of hospitality, and top-tier hospital infrastructure form the foundation of the care delivered by the Foundation’s professionals to patients and their families.

*Goals related to healthcare quality are inherently tied to research activities*, which foster ongoing progress in medical and biomedical knowledge, and to educational efforts, which are vital for the training and professional growth of healthcare practitioners and students.

The Hospital and Campus environments are purposefully designed to promote well-being and functionality, with materials and furnishings chosen to positively influence visitors’ experience and guarantee exceptional comfort.

The Foundation is committed to all activities that support its goals and continuously enhance its organisational structure. It forges partnerships with both Italian and foreign bodies and institutions, securing agreements for the execution of activities or provision of

services funded by public and private entities, while encouraging involvement in national and international calls and tenders.

*The Foundation aims to be a centre where compassionate care, clinical education, cutting-edge therapy development, and innovation unite to serve the needs of each person.*

This goal is made possible by the diverse expertise of the Foundation’s staff, whose contributions are recognised as invaluable and essential to fulfilling the mission.



## VALUES

The Foundation's activities are grounded in the following core values<sup>6</sup>:



### **Putting the Individual First**

The Foundation's clinical activities focus on the well-being and health of every patient, ensuring timely and effective care, with particular dedication to the final stages of life. In accordance with ethical, deontological, and moral principles, the patient's active participation in the care process is encouraged by ensuring they are continually informed about their health status, while respecting their dignity, autonomy, and privacy. This applies irrespective of the patient's physical or mental condition, social status, religious beliefs, or cultural background.



### **Citizen-user Relations**

Simplifying administrative healthcare programs and ensuring transparency in decision-making strengthen relationships with patients and citizens, fostering trust and understanding while facilitating access to healthcare services.



### **Professional Commitment and Personal Accountability**

The pursuit of excellence is a hallmark of the professionals who serve within the Foundation. Professional growth is fostered through continuous skill development, supported by training and scientific research. Professional dedication is harmoniously balanced with all aspects of life – beginning with family and personal relationships – promoting the individual's holistic growth in a free and conscious manner.

<sup>6</sup>Sources: Campus Bio-Medico University Hospital Foundation, "Business Plan 2024-2026", p.10; <https://www.policlinicoCampusbiomedico.it/la-Fondazione>



### **Interdisciplinary Collaboration and Teamwork**

The Foundation fosters integration across organisational units and professional roles by encouraging collaboration within multidisciplinary teams, all within a respectful, trusting, and productive work environment.



### **Career Growth**

The Foundation has invested significant effort in designing a comprehensive training program that develops every professional profile and unlocks individual potential, while fostering a shared sense of collegiality and commitment to the institution's values.



### **A Relationship Style Rooted in Courtesy and Trust**

Each professional at the Foundation, fully aware of the patient's suffering and the challenges faced by their family, is committed to engaging with respect and courtesy. They present themselves appropriately within the care setting, using professional and considerate language that acknowledges the patient's condition. This approach fosters a climate of trust, helping to ensure the patient feels supported in accessing services and receiving appropriate care.



### **Pursuit of Truth**

*Governance*, patient care, scientific research, and professional training are all driven by a commitment to seek truth through careful observation of reality, applying the knowledge gained for the benefit of patients and everyone working within the Hospital and Campus.



### **Social Responsibility**

Invoking the ethical value of work, especially in the health sector, calls on everyone to take responsibility toward the citizen-user, their institution, and society as a whole. Every professional bears the responsibility to consider the impact of their decisions and actions on individuals, society, and the environment. Everyone is committed to using available resources consciously, responsibly, and with economic sustainability in mind.



### **Promoting Health and Preventive Care**

The Foundation fosters collaboration with local health and medical facilities to advance preventive medicine and epidemiological monitoring, actively promoting healthy lifestyle initiatives within the community.



### **Information and Communication**

Enhancing the quality and effectiveness of communication by fostering a culture of health information that actively engages communities, social, and volunteer organisations – facilitating citizen access to health services and promoting genuine freedom of healthcare.



### **Ethics**

Every activity of the Foundation ensures the maintenance of appropriate levels of care in accordance with ethical standards.



### **Timely Access to Care**

The Foundation is committed to monitoring and managing waiting times to ensure they do not compromise the effectiveness of diagnostic and therapeutic services.





### **Performance and Quality**

Significant emphasis is placed on developing guidelines and indicators – including outcome measures – to monitor and evaluate clinical programs and patient/user satisfaction.



### **Occupational Health and Safety**

Occupational safety and health are fundamental pillars of well-being and quality healthcare. Developing a safety governance model is essential for overseeing service delivery and clinical activities, with a focus on protecting not only users but also staff and trainees. This model should promote a culture of safety and environmental responsibility as the cornerstone of quality healthcare.



### **Innovation**

Fostering innovative management practices and technologies that integrate service quality with the efficient and rational use of economic, structural, and professional resources is essential for the continuous improvement of services, while ensuring efficiency and sustainability.



### **Constructive Dialogue with Social Partners**

A mature and transparent dialogue with social partners is essential for the organisation's growth and its positive impact on society. Constructive dialogue with trade unions, volunteer organisations, and advocates for user rights fosters a collaborative environment and enables effective responses to the needs of all stakeholders.



### **Environmental Sustainability**

To develop a hospital model with a low environmental impact, policies were adopted and programs promoted to encourage the use of environmentally sustainable energy and improve energy efficiency. Environmental sustainability is actively pursued, ensuring respect for the environment and the preservation of natural resources.

# 1.2 FOUNDATION GOVERNANCE<sup>7</sup>

The Campus Bio-Medico University Hospital Foundation is a non-profit organisation comprising the Campus Bio-Medico University of Rome, the Campus Bio-Medico Association, and Campus Bio-Medico S.p.A., with the mission to manage the University

Hospital's activities in healthcare, education, and scientific research. Foundation **governance is organised across multiple levels**, ensuring strategic and operational coordination aligned with the achievement of its institutional goals.



Figure 6/7 – Board of Directors and Board of Management

<sup>7</sup>Source: Campus Bio-Medico University Hospital Foundation Articles of Association.

The Foundation's governing bodies consist of the **Board of Directors, the President, the General Manager, the Board of Auditors, and the Scientific Director**. These bodies are supported by the **Board of Management** and **Scientific Committee**, which support the General Manager and the Scientific Director respectively. The Board of Management consists of 10 members, including 3 women and 7 men. The **Board of Directors** serves as *the Foundation's strategic leadership body, overseeing both ordinary and extraordinary management*. It consists of **seven members**, of which 6 men and 1 woman: four appointed by UCBM, two by the Promoting Bodies and one jointly appointed by the Founders, who also assumes the role of President. Its key responsibilities include *approving strategic, industrial, and financial plans, managing the budget, and appointing the Foundation's main executive officers*. The Board may delegate specific duties but retains oversight of critical decisions, including asset management and amendments to the articles of association.

The **President** not only presides over the Board of Directors *but also serves as the Foundation's legal and institutional representative. He is responsible for coordinating strategic activities, overseeing the work of the executive bodies, and ensuring effective collaboration with the founding*

*organisations and public institutions.*

Appointed by the Board of Directors, the **General Manager** is responsible for *the operational management of the Hospital, overseeing administrative, financial, and healthcare activities*. He is supported by the Board of Management, comprised of key members from the hospital and academic sectors, tasked with ensuring a unified approach to Hospital management.

The **Board of Auditors**, consisting of **three standing members and two alternates**, is responsible for *overseeing proper administration* of the Foundation, ensuring compliance with statutory regulations, and upholding principles of transparency and economic sustainability.

Lastly, the **Scientific Director**, appointed jointly by the Board of Directors and the Founders, *oversees the Foundation's research and training activities*. He also coordinates the *Scientific Committee*, an advisory body that fosters integration between the academic activities of UCBM and those of the Hospital.



Overall, the **governance** of the UCBM Hospital Foundation is **designed to ensure effective integration of healthcare, education, and research activities**, while preserving the institution’s university identity and commitment to scientific excellence:

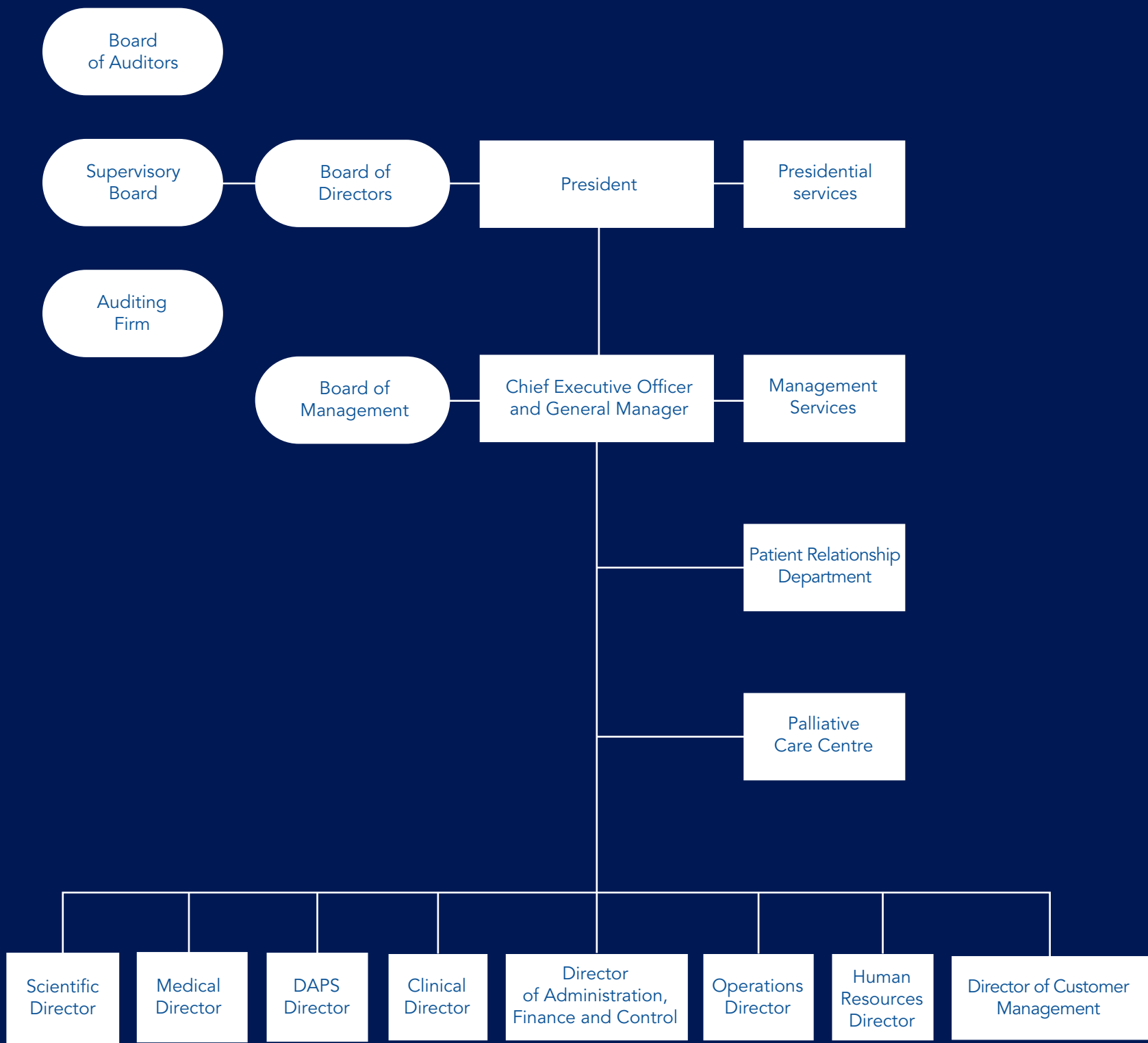


Figure 8 – Foundation organisational chart

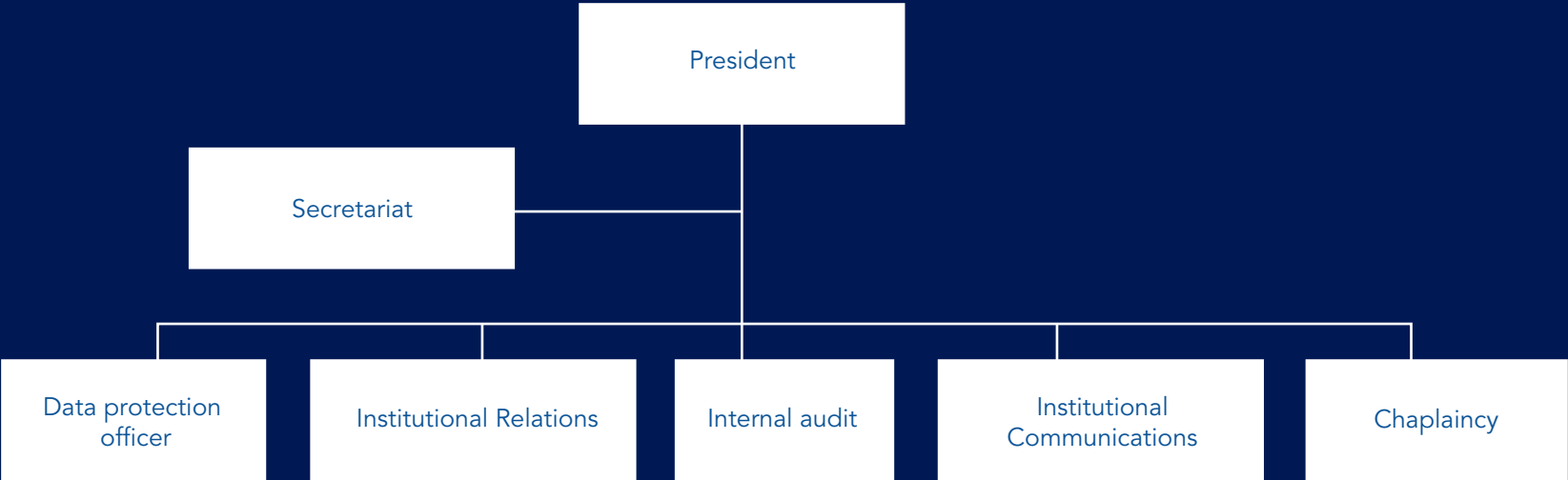
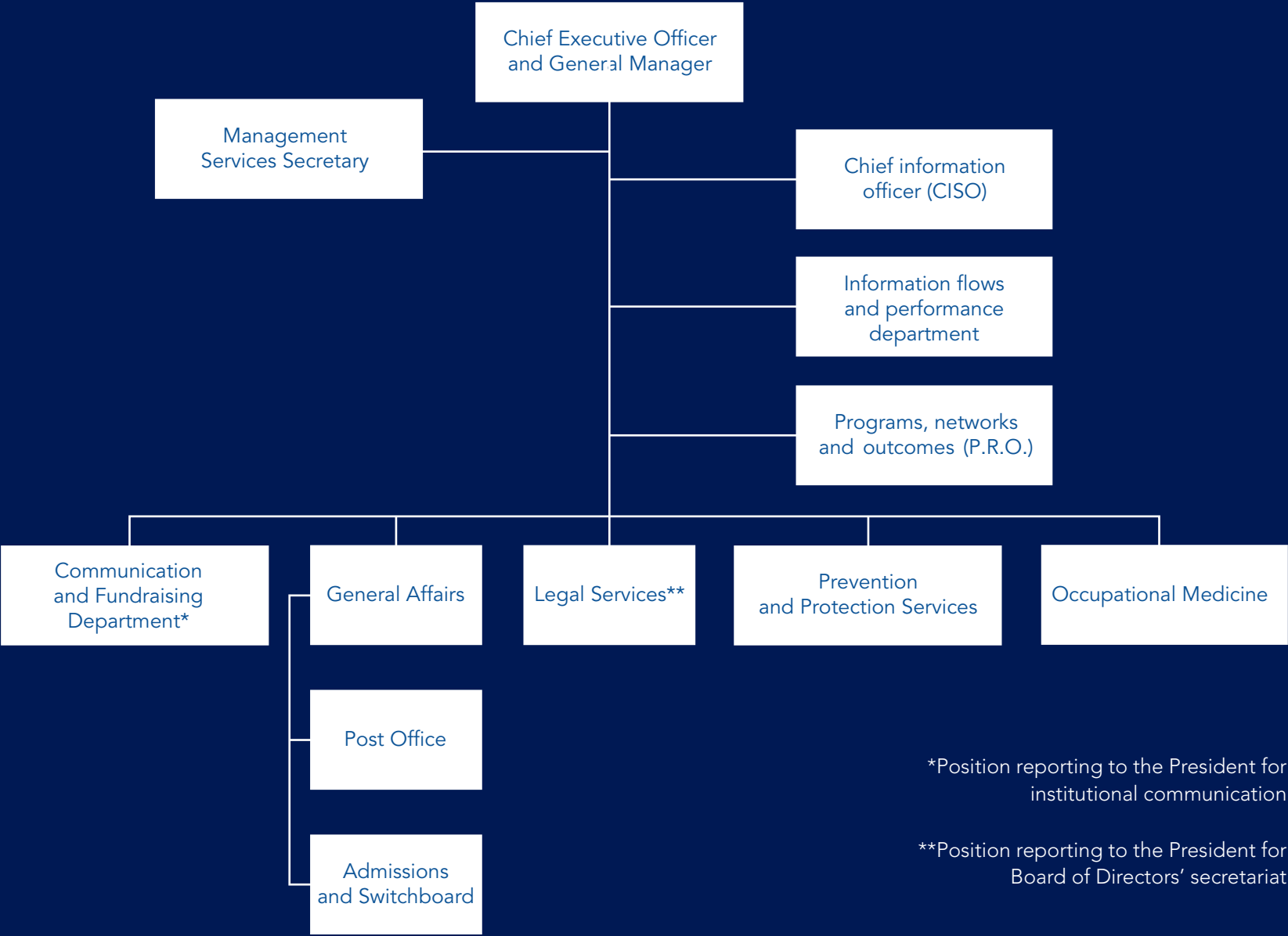


Figure 9 – Presidential Services organisational chart



\*Position reporting to the President for institutional communication

\*\*Position reporting to the President for Board of Directors' secretariat

Figure 10 – General Manager organisational chart

# SUPPLY CHAIN

The supply chain of the Campus Bio-Medico University Hospital Foundation is organised into two specialised areas within the Operations Department<sup>8</sup>: **the Procurement Area**

**for Medical Devices (MD), Medicines, and In Vitro Diagnostic Medical Devices (IVD), and the Procurement Area for Goods, Services, and Works.**

The Foundation's Procurement Areas:



Figure 11 – Supply Chain

<sup>8</sup>Source: <https://www.policlinicocampusbiomedico.it/governance/direzione-operations>



The **Procurement Area** coordinates negotiation and preparatory activities – including benchmarking and managing commercial relations – to facilitate the purchase of goods and services in line with the Foundation’s needs. It is also responsible for the formalisation of commercial contracts pertaining to both medical and non-medical goods, and for ensuring the proper management of the warehouse in accordance with the principles and procedures established by the Governing Bodies. In selecting economic operators, companies, organisations, consultants, and professionals – including those from abroad – with whom it establishes relationships for the supply of works, goods, and services, the Foundation upholds principles of transparency, objectivity, and traceability. Each procurement request (RDA) is assessed according to defined expenditure thresholds. Specifically, for amounts exceeding €50,000, a tender process must be initiated. For major procurement contracts, the Prevention and Protection Service and the Data Protection Officer (DPO) are engaged. For tenders, a Work Group is appointed to conduct the negotiation process. This group includes, at minimum, personnel from the Management Service and the Procurement Area. The Work Group proposes suppliers to invite, prepares the technical-administrative documentation, and evaluates the submitted offers. The appointed Tender Committee evaluates the bids, assigns scores, and determines the supplier ranking.



Figure 12 – Supplier management process

All supplies are evaluated by the Management Service in collaboration with the Procurement Area, based on the criterion of the most economically and technically advantageous offer. Once the successful supplier is identified, the Management Service prepares a file documenting the economic and technical criteria used in the selection process.

**The management of supplier qualification, registration, and records** within the Foundation is regulated by a dedicated procedure that outlines the required phases, activities, and control measures. This procedure defines the roles and responsibilities of the parties involved, ensuring compliance with applicable regulations, the Code of Ethics, and the Organisational Model pursuant to Legislative Decree 231/01<sup>9</sup>.

Suppliers wishing to participate in tender procedures must apply for registration in the Foundation's Supplier Register and successfully complete **a pre-qualification process**. This process applies to all suppliers of goods, services, and works, with certain exceptions – such as suppliers holding patents, those accredited by regulatory authorities, and cases involving urgent procurement. Pre-qualification is valid for two years and must be renewed prior to its expiration.

The Procurement Area, in collaboration with Legal Services and other relevant departments, defines the eligibility criteria for suppliers. Suppliers are subject to periodic evaluations (vendor ratings) to assess their continued

eligibility for inclusion in the Register. In the case of negative evaluations or serious breaches, a supplier may be suspended or removed from the Register.

The management of the Supplier Register is entrusted to personnel from the Procurement Area, in coordination with other competent departments. All changes to supplier records must be verified and approved, ensuring the accuracy and confidentiality of the data. The personnel involved are responsible for ensuring the traceability and proper archiving of documents, facilitating future audits and verifications. Non-compliance with the procedures will result in the application of disciplinary measures as outlined in the company's disciplinary system. This approach guarantees transparency, objectivity, and traceability in supplier management, thereby contributing to risk mitigation and the continuous improvement of the Foundation's operations.

**Social responsibility** is a strategically important factor in the **selection, qualification, and evaluation** of the Foundation's suppliers. To ensure practices align with ethical principles, the assessment includes evaluating the financial status and, for major procedures, reviewing documentation related to technical and professional suitability – such as ISO 45001 certification for the Occupational Health and Safety (OHS) management system. Additionally, an "accountability" report may be requested to assess the ethical conduct of the supplier.

<sup>9</sup>Source: Management of Supplier Qualification, Registration, and Records within the Documents Received and Supply Chain Processes.

# 1.3 ETHICS AND REGULATORY COMPLIANCE<sup>10</sup>

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**The Organisation, Management and Control Model pursuant to Legislative Decree 231/2001** (hereinafter also “Model 231”) adopted by the Campus Bio-Medico University Hospital Foundation is a **fundamental tool to ensure transparency, integrity, and effectiveness in the institution’s management and operational activities**. This model was implemented in accordance with Legislative Decree No. 231 of 8 June 2001, which established the administrative liability of legal entities for certain offences committed in their interest or for their benefit within the Italian legal framework.

The Foundation adopts this model *to establish a governance system aligned with current regulations and to prevent the commission of offences* that could lead to sanctions or harm its reputation. The Foundation’s Model 231 is founded on a thorough analysis of its operational activities, identifying risk areas and implementing targeted procedures to mitigate potential liabilities. The document is structured into a General Section and several

Special Sections, which outline the control measures applicable to specific categories of offences covered by the Decree.

A key element of the model is *the identification of sensitive activities*, meaning those most exposed to the risk of criminal offences. Accordingly, the Foundation has established an **internal control system** *that includes preventive measures such as the reinforcement of governance structures, the implementation of operational protocols, personnel training, and the adoption of a Code of Ethics*. The latter represents a fundamental component of the model, as it sets out the principles of integrity, honesty, and transparency that must guide all professional activities.

<sup>10</sup>Source: Campus Bio-Medico University Hospital Foundation Organisation, Management and Control Model pursuant to Legislative Decree no. 231 of 8 June 2001 – General Section.





## The Code of Ethics<sup>11</sup>

The Campus Bio-Medico University Hospital Foundation **Code of Ethics** is a **foundational document that governs the ethical and professional conduct of all individuals operating within the Foundation**.

Inspired by **the principles of legality, integrity, and transparency**, the Code is grounded in compliance with applicable laws and internal regulations, *with the aim of fostering a fair, safe, and respectful working environment that upholds the rights of all individuals*. The Foundation is committed to the protection and promotion of the human person through its work in healthcare, education, scientific research, and biomedical innovation, operating in close collaboration with the University and other founding bodies. The Code of Ethics sets forth *core principles*, including fairness in dealings with public authorities, the prohibition of nepotism and favouritism, the safeguarding of corporate confidentiality and resources, and the protection of the health and safety

of both workers and patients. Additionally, it prohibits all forms of discrimination, corruption, money laundering, and unlawful conduct, while fostering a work environment grounded in fairness, transparency, and mutual respect. Special emphasis is also placed on environmental protection and the safeguarding of privacy, particularly concerning sensitive patient data.

The Foundation implements measures to ensure compliance with regulations combating organised crime, corruption, and market abuse, enforcing rigorous internal controls and fostering continuous staff training to ensure full understanding and adherence to the Code.

*Compliance with the provisions of the Code of Ethics is an obligation for all members of the Foundation, and any violation will result in disciplinary measures in accordance with applicable regulations.*

<sup>11</sup>Source: Campus Bio-medico University Hospital Foundation Code of Ethics pursuant to Legislative Decree 8 June 2001 n. 231.

The **Supervisory Body (SB)** plays a central role within the Model 231, tasked with *overseeing the implementation of the model, ensuring compliance with established procedures, and reporting any irregularities or violations.* The SB operates with *complete autonomy*

*and independence*, guaranteeing effective and impartial oversight. Its responsibilities include collecting and analysing reports of offences, conducting periodic audits, and making recommendations for the ongoing update of the model.



## Whistleblowing<sup>12</sup>

Another important aspect of Model 231 pertains to **the management of reports concerning illegal or non-compliant conduct** through **whistleblowing mechanisms**. The Foundation has established confidential channels that enable employees and stakeholders to *report misconduct securely and anonymously*. Reports are handled with *the highest level of confidentiality* and may result in disciplinary actions if violations of the model are confirmed. Through a dedicated platform, employees and third parties can report incidents – whether actions or omissions, past or reasonably anticipated – concerning colleagues or external parties that they have become aware of within their work environment. Such reports may involve conduct that could cause harm

or damage, including impaired reputation, to the Campus Bio-Medico University Hospital Foundation, particularly if they pertain to offences, irregularities, or other violations, including but not limited to:

- the Organisation, Management and Control Model pursuant to Legislative Decree no. 231/2001 and the procedures that constitute its implementation;
- the Campus Bio-Medico University Hospital Foundation Code of Ethics;
- the laws, regulations, standards or internal procedures (e.g. on corruption, antitrust, money laundering, etc.).

The **disciplinary system** constitutes a fundamental pillar of the model, establishing **sanctions** *that are proportionate to the severity of the violations committed*. These sanctions apply to both employees and external collaborators and are designed to enforce adherence to the rules and principles set forth by Model 231. The Foundation is also committed to regularly updating the model in response to regulatory and organisational developments, ensuring continuous monitoring of its effectiveness.

In conclusion, the adoption of Model 231 by the Campus Bio-Medico University Hospital Foundation reflects the institution's steadfast commitment to fostering a corporate culture grounded in legality and transparency. By implementing preventive, control, and sanctioning measures, the Foundation seeks to safeguard its integrity, enhance risk management, and foster an ethical work environment fully compliant with applicable regulations.



Thanks to the significant commitment of the Campus Bio-Medico University Hospital Foundation during the 2023–2024 period, there have been no instances of non-compliance with laws and regulations, nor any cases of corruption, anticompetitive behaviour, antitrust violations, or monopolistic practices.



# 1.4 THE FOUNDATION'S PRINCIPLES OF VALUE CREATION

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## THE IMPORTANCE OF ACCESSIBLE CARE AND THE FOUNDATION'S COMMITMENT

*"Service – that is the key word you should never forget. Through your work and all other important tasks, you are called to serve others with joy."*

This testimony, inspired by *the teachings of Saint Josemaría Escrivá, Founder of Opus Dei*, underscores the dedication of the professionals at Campus Bio-Medico University Hospital Foundation, who approach their work with responsibility and a Christian spirit of service<sup>13</sup>.

A distinctive feature of the Foundation is its commitment to fostering a *patient*

*relationship style grounded in courtesy, respect, and the building of trust – an integral part of the care process and a tangible expression of attention to each person's dignity.*

This added value becomes especially evident when the relationship with the patient involves a level of closeness that enters their personal sphere, requiring continuous and direct engagement with their body, intimacy, and life experience. Beyond delivering care with the highest professional competence, the Foundation recognises the significance of each individual's life moment amid changing health conditions, taking appropriate actions to promote well-being and uphold dignity in every circumstance.

The Foundation is committed to a healthcare model that goes beyond merely diagnosing and treating diseases, addressing the comprehensive needs of patients – including physical, psychological, emotional, and existential aspects – that evolve throughout the course of illness and treatment. These approaches emphasise a **patient-centred model of healthcare** rather than one focused solely on performance metrics.

In the hospital wards, each nurse is assigned a specific number of patients per shift and is supported by social and health professionals in carrying out various procedures. The nurse implements a comprehensive care process

that includes assessing the patient's needs, prioritising care, and executing interventions both independently and in collaboration with other professionals.

To foster a more humane and patient-centred care process, the Foundation relies on a dedicated and solid base of **volunteers**. After completing the required training, volunteers work alongside healthcare staff and admission teams to provide users with information, ensure safety, and offer support and companionship to the most vulnerable or those in difficulty.



Figure 13 – Campus Bio-Medico University Hospital Foundation Life on the Wards

Hospitality services form the foundation of care activities, ensuring quality and safety across the entire facility. Patient Catering Services and the Laundry and Wardrobe Service place patient care at the forefront, fostering a culture of dignity and support for both patients and healthcare and administrative staff.

Each patient receives a personalised diet. Meals are delivered to the hospital wards using closed trolleys and served on trays featuring porcelain crockery, stainless steel

cutlery, glassware, and napkins. The dishes are housed in dual thermal containers to guarantee optimal hygiene during transport and maintain the proper serving temperature. In accordance with the new national hospital catering guidelines, the Foundation ensures that patients can adhere to their religious dietary requirements<sup>14</sup>. This project is closely integrated with the planned implementation of the computerized diet management system<sup>15</sup>.



Figure 14 – Campus Bio-Medico University Hospital Foundation Life on the Wards

<sup>14</sup>Source: Life on the Wards | Campus Bio-Medico University Hospital Foundation

<sup>15</sup>Source: Campus Bio-Medico University Hospital Foundation, "Business Plan 2024-2026", p.44.



Digital innovation is essential for meeting the evolving challenges of the healthcare market in this decade. The growing adoption of electronic devices and internet-connected applications is fundamentally transforming people's behaviours and their engagement with digital healthcare. It was therefore essential to rethink the provision of health services. After identifying activities that patients could independently perform using their own devices, even outside the healthcare facility, the Foundation initiated *the digitalization of its administrative and clinical processes along the entire healthcare program* (Patient Journey).

To enhance the range of digital services available to patients and streamline remote access to the Foundation's offerings, the "**Patient Journey Digitalization Plan**" was developed.

Over the past three years, the **My-Hospital Program**, the Foundation's on-line services portal, has been made fully accessible and operational.

This program offers free access to a range of digital services, including booking appointments and exams, paying for reservations, self-check-in to reduce waiting times at reception, on-line download of medical reports, complimentary Wi-Fi throughout the University Hospital, and the delivery of targeted newsletters featuring

updates on new services and prevention initiatives.

To access the services offered by the My-Hospital Program, users must register on-line and complete the identification process either in person at the My-Hospital desk within the Hospital or more conveniently and immediately through the **Public Digital Identity System (SPID)**.

This suite of functions offers the Foundation's patients a faster and more convenient alternative to traditional service channels.

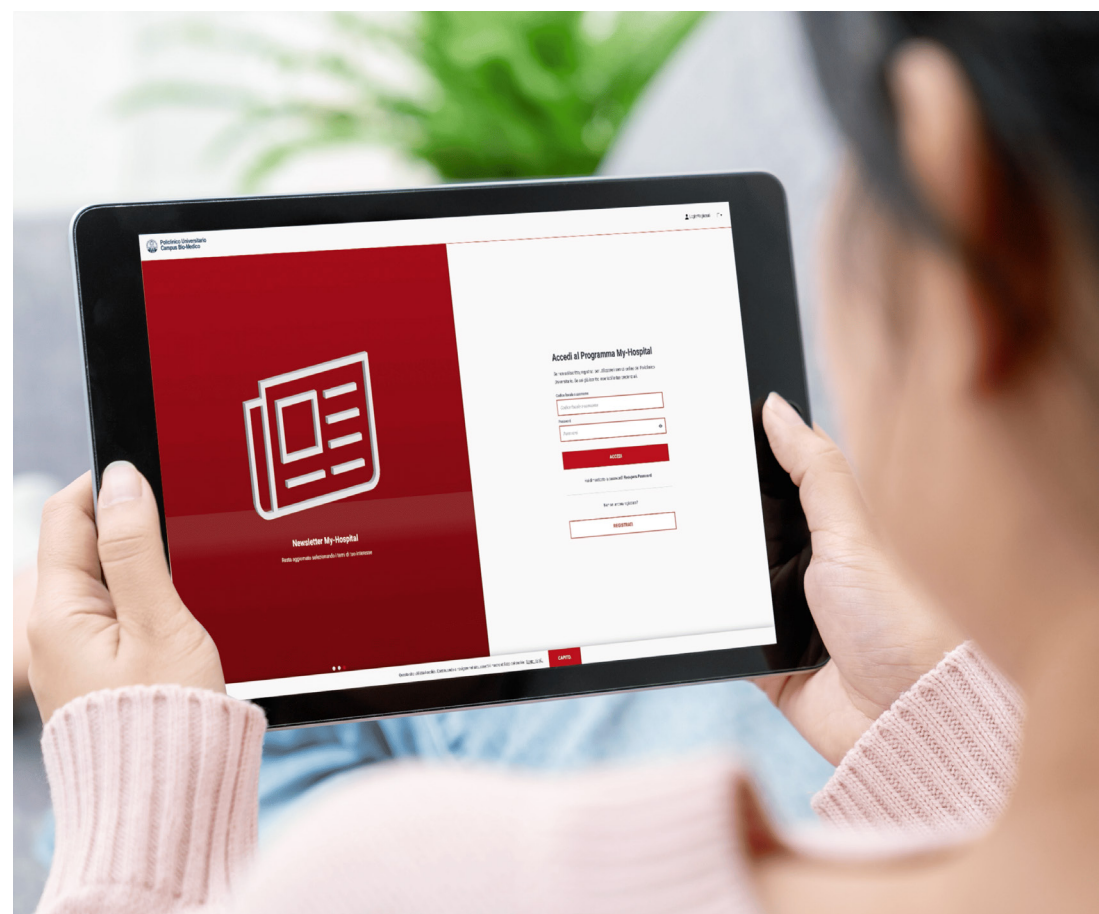


Figure 15 – My Hospital program homepage

## **CAMPUS BIO-MEDICO UNIVERSITY HOSPITAL FOUNDATION CHRISTIAN IDENTITY**

The Campus Bio-Medico University Hospital Foundation, while maintaining a civil character, is profoundly inspired by Christian principles that resonate universally. The Hospital was founded through the encouragement of Blessed Álvaro del Portillo, then Prelate of Opus Dei, who inspired members of the Prelature to establish a hospital and university in Rome grounded in the message of St. Josemaría Escrivá: to live the Christian faith and charity with coherence and courage in everyday life, especially through one's work. The Christian identity is a fundamental and distinctive element that permeates all healthcare and welfare activities of the Foundation. Professionals working within it are committed to carrying out their duties with a deep sense of responsibility and a spirit of Christian service, inspired by a transcendent vision rooted in the Magisterium of the Catholic Church and guided by the teachings of St. Josemaría Escrivá and Blessed Álvaro del Portillo.

An institutional relationship, formalised through an agreement, exists between the Campus Bio-Medico University of Rome and the Prelature of Opus Dei. The Prelature supports the Foundation's mission by offering doctrinal and spiritual formation, promoting its Christian identity, and providing spiritual assistance to those who seek it – primarily through the ministry of appointed chaplains. Opus Dei emphasises that all Christians are called to holiness – a life fully inspired by faith – particularly in the ordinary aspects of daily life such as relationships,

study, work, and routine tasks, which acquire profound meaning when carried out with love. To support the pursuit of this ideal, Opus Dei offers the Foundation various formative opportunities – such as lectures and courses on matters of faith, programs to enhance family life and professional commitment, and occasions for deepening a filial and trusting relationship with God through meditations, monthly recollections, and annual retreats.

The Chaplaincy carries out a mission of evangelicalism for the entire Foundation community by offering the celebration of the Sacraments, catechesis for Confirmation and Marriage, moments of Eucharistic adoration, preaching of the Word of God, personal spiritual guidance, faith-based testimonies, and support in the exercise of charity, particularly toward the sick and the poor. The priests of the Prelature of Opus Dei are always available to employees, patients, and their families – offering the Sacraments, personal spiritual guidance, and emotional support. They maintain a regular presence in the hospital wards, providing comfort and accompaniment to those in need. Patients of religions other than Catholicism may submit a request to the Medical Director, who will arrange for ministers of their respective faiths to provide spiritual assistance. Each person is free to spontaneously organise activities, discussions, and moments of prayer. Personal spiritual guidance can also be requested from the University Chaplaincy to help live out the spirit and message of a Christian life in everyday settings.

The formation and promotion of the Christian identity and spiritual life of employees are supported through a range of initiatives coordinated by the Chaplaincy. Daily Holy Mass is celebrated in the Hospital chapel at times convenient for staff participation. Additionally, Sunday Mass is broadcast via the internal TV system to hospital rooms, enabling patients and their families to join in worship remotely. Whenever a new facility is inaugurated or new equipment installed, a brief ceremony is held that includes a blessing by the chaplains and the participation of the staff who will be working there.

Álvaro del Portillo was beatified on September 27, 2014. On **May 12, 2024** the **liturgical feast of Blessed Álvaro del Portillo** was celebrated with the inauguration of a small aedicule featuring a commemorative painting by artist Sofia Novelli. The event was attended by employees, volunteers, and friends, and was presided over by Don Giovanni Manfrin, Vicar of Opus Dei in Italy. In May, the statue of Our Lady of “Noaltri” was displayed for two days, during which it was the focus of a continuous pilgrimage involving doctors, students, patients, and their families, alongside various celebrations and devotional activities.

In June 26, in celebration of the feast of Saint Josemaría Escrivá, brief interviews are conducted and shared across the Foundation’s social media channels. Starting November 2024, Christian-inspired value statements have been prominently displayed on the LED walls in the entrance hall.

Prayer moments for employees are organised on significant liturgical occasions, such as the Stations of the Cross – featuring reflections

and prayers prepared by various clinical areas, departments, or services of the Hospital – and on February 11, the Day of the Sick, with the active participation of patients, their families, volunteers, and healthcare staff. Other significant moments include the Christmas Holy Mass and the Triduum for the Immaculate Conception, as well as special Holy Masses dedicated to the families and in memory of deceased colleagues. On major liturgical celebrations such as Easter and Christmas, the Chaplaincy organises spiritual formation sessions, retreats, and instructional lessons, while catechesis is offered within the respective departments to support staff faith development. Additionally, the Foundation produces informational brochures for patients featuring brief Gospel passages that emphasise the connection between Christian values and care work. In 2024, 3,000 copies were produced for Easter and 5,000 for Christmas, personally distributed to inpatients, day hospital patients, and outpatients during their visits.

Finally, every year the Foundation hosts the traditional “Nativity Scene Competition,” involving staff from each department, service, and office. During the Christmas season, a small wooden nativity scene is also gifted to every hospitalised patient, spreading festive spirit throughout the Hospital. In 2024, the magnificent artistic nativity scene, crafted and generously donated by Maestro Franco Artese, was prominently featured as the centrepiece for a series of events, presentations, and interviews exploring the profound meaning of the Christian Christmas.



## Wellness during therapy: the complimentary oncology beautician service<sup>16</sup>

Aligned with the Campus Bio-Medico University Hospital Foundation's commitment to personalised patient care, the Hospital launched the **complimentary oncology beautician service** during the Oncology Day Hospital at the end of 2024, in collaboration with the Professional Association of Oncology Beauticians (APEO). This service provides *personalised consultations and treatments designed to alleviate the side effects of cancer therapies*, significantly enhancing the physical and psychological well-being of patients. The launch of the service was made possible thanks to the generous donation of Mario Mozzetti, owner of the historic Roman restaurant "Alfredo alla Scrofa." The goal of the Foundation's professionals is not merely to treat the illness, but *to care for the patient as a whole*, recognising that *psychological and emotional well-being are integral to the healing process*. This new service, which integrates beauty treatments into the cancer care program, provides meaningful support in managing the side effects of therapies, helping patients regain self-confidence and a sense of well-being throughout their treatment.

The collaboration with APEO enables *the Foundation to provide a high-quality professional service free of charge*, significantly enhancing the quality of life for cancer patients. The treatments, delivered by APEO-certified professionals following innovative protocols, are available by appointment at the Oncology Day-Hospital, following a consultation with the patient's referring physician. *The oncology beautician service represents a further step in the Foundation's commitment to a more human-centred healthcare approach, attentive to the overall well-being of each patient*. It perfectly embodies the Foundation's vision of medicine, which places the person at the heart of every care process.

## Enuresis, the paediatric centre

In February 2024, the Campus Bio-Medico University Hospital Foundation inaugurated the “**Paediatric centre for Enuresis and Other Urinary Disorders**”, establishing a dedicated point of reference for families and young patients dealing with enuresis and related conditions. This condition, which affects approximately 15% of children aged five to six, can have significant psychological repercussions – lowering self-esteem, impacting emotional well-being, and limiting participation in social activities. The Centre leverages the Foundation’s extensive expertise in paediatric urology, having treated approximately 500 patients over the past three years and contributing significantly to the field through numerous scientific publications. Professor Pietro Ferrara, Director of the Paediatrics Unit and Head of the Centre for Enuresis, noted that families often face difficulties in accessing appropriate diagnostics and treatments, largely due to widespread confusion and misinformation surrounding the management of enuresis.

The Centre provides *comprehensive treatments beginning with a specialist consultation and a detailed interview with the parents*, placing special emphasis on *educational aspects, diets, sleep hygiene and pelvic floor rehabilitation*. In more complex cases, further diagnostic evaluations – such as bladder ultrasound and urine flow rate test – may be conducted to gain a deeper understanding of the condition.

The treatment also includes *psychological support to empower the children and actively involve them in their care*, reassuring them that they are not alone and that many children their age face similar challenges. At the same time, parents are encouraged to avoid blaming or ridiculing the child, especially by discussing the issue with others or seeking advice in the child’s presence.



Figure 16 – Paediatric centre for enuresis and other urinary disorders

## The Wig Bank: supporting the patient beyond the disease<sup>17</sup>

For many women, losing their hair is not just a physical change but an emotional one, often impacting their self-esteem and well-being. In addition to the emotional toll, managing this situation can also involve a **significant financial burden** for those who choose to purchase a wig or explore alternative solutions. For many women, hair is

closely tied to their sense of self, and watching it fall out due to illness can be emotionally overwhelming – despite knowing the loss is temporary.

In an effort to support patients through this challenging period, the Foundation has established a **collaboration with the**



Figure 17 – Patient visiting the Wig Bank



**Wig Bank, offering a specialised service for all oncology patients at the Hospital.** As of April **2022**, the Medical Day Hospital on the Foundation's second floor includes **a specially designated area equipped with a private fitting area and a stock of approximately 50 synthetic wigs and head coverings, made available through an agreement with a leading industry provider.**

Through this service, patients **can access wigs, head coverings, or personalised solutions** on a complimentary loan basis, with the sole obligation to return them after use. Patients are received by appointment by specialised volunteers who offer compassionate guidance and emotional support in choosing the most suitable solution for their needs. All wigs are thoroughly sanitised and restored by professionals before being made available again.

The creation of the Wig Bank was made possible through **the initiative of Rita Fantozzi**, parliamentary journalist and editor with Adnkronos. In her posthumous book "Malata di vita" (Imprimatur Editor, 2016), Rita shared the story of her challenging fight against cancer and generously allocated the copyright to create a fund for financing the project.

This initiative was **promoted by the Friends Association of Campus Bio-Medico University of Rome**, in partnership with the Atri NPO Association and the Prometheus Foundation, and supported by the Rotary and Rotaract clubs participating in the "Innamorata di Vita" project.

Anyone interested in supporting the Wig Bank may contribute in one of two ways:

- Donating a gently used wig to help provide support for other patients.
- Donating your hair in accordance with straightforward instructions to guarantee its correct collection and reuse.

Through this initiative, the Wig Bank continues to stand as a **beacon of solidarity and hope**, supporting cancer patients in regaining self-confidence and facing their treatment with increased calm and assurance.

## THE HEALTHCARE BIOETHICS CENTER

To uphold the ethical values integral to daily clinical practice and to provide guidance to healthcare professionals, the Campus Bio-Medico University Hospital Foundation has established the **Healthcare Bioethics Center**<sup>18</sup>. The Clinical Director entrusts the Center with *internal ethical consultation,*

*delivering expert opinions on specific matters,* especially those related to new clinical initiatives. The Health Bioethics Center (HBC), draws on *the expertise of colleagues from other institutions* as necessary, including the Interdisciplinary Group on Clinical Bioethics and Counselling (GIBCE).

The Healthcare Bioethics Center aims to:

- 1 Provide ethical guidance for any expanded and/or newly introduced healthcare activity or service, starting from the design stage;
- 2 Encourage lines of research that uphold the ethics of quality work while promoting positive models aligned with institutional goals, fostering dialogue between ethics and fields such as economics, management, law, and public health policy;
- 3 Collaborate in these areas with other healthcare institutions, whether of Christian inspiration or of different orientations;
- 4 Provide every professional at the Hospital with the necessary tools to obtain adequate bioethical training and receive ethics counselling when desired.

To support this commitment, the Campus Bio-Medico University Hospital Foundation offers a *comprehensive clinical bioethics training program for all staff*, aimed at encouraging open dialogue on ethically relevant issues

identified by hospital personnel. The primary training objective was to equip participants with the foundational knowledge needed to engage effectively in the application phase, which is the focus of the second objective.

<sup>18</sup>Source: Campus Bio-Medico University Hospital Foundation, "Business Plan 2024-2026", p.13.

Together with the Bioethics and Humanities Research Unit of Campus Bio-Medico University of Rome, the HBC organises the annual *“Well done medical job – Ethics of job well done in Medicine”* conference and administers the *“Better Medicine”* prize, a competitive award honouring projects

aligned with the conference theme<sup>19</sup>. The conference aims to showcase, share, and recognise initiatives that promote virtuous behaviours, enhancing quality and safety with a focus on both patients and healthcare professionals, all within the framework of a “well done work ethic”.



## BETTER MEDICINE AND END OF LIFE CARE

**MAY 4, 2024**  
CAMPUS BIO-MEDICO UNIVERSITY OF ROME

Figure 18 – “Better Medicine and End of Life Care” conference poster

<sup>19</sup>Source: “Better Medicine And End Of Life Care” conference brochure, May 4, 2024. [https://ecm.uniCampus.it/uploads/ecmuniCampus/event/1528//card/Better%20Medicine\\_agg14032024.pdf](https://ecm.uniCampus.it/uploads/ecmuniCampus/event/1528//card/Better%20Medicine_agg14032024.pdf)



The event includes a comprehensive program of workshops, round tables, and collaborative training sessions centred on case studies, with participation from international scholars, medical professionals, and University students and graduates.

The first editions of the *“Better Medicine and End of Life Care”* conference, held on May 5, 2024, brought together health professionals from around the world with the goal of elevating palliative and end-of-life care to an exemplary level within daily clinical practice. The event championed an *interdisciplinary and integrated vision of palliative care*, underscoring the need for an approach that extends beyond the mere management of physical symptoms. Acknowledging the multifaceted nature of the human experience during illness and at the end of life, the conference highlighted the necessity of managing symptoms within a comprehensive context that includes physical, emotional, social, and spiritual aspects.

The Health Bioethics Center (HBC) also promotes the publication of research in nationally and internationally indexed scientific journals and oversees its own editorial series, *“Well Done Work Ethics”* (Seu – Rome)<sup>20</sup>. Research activities are carried out in partnership with the Bioethics and Humanities Research Unit of Campus Bio-Medico University of Rome.

## **COMMUNICATING THE FOUNDATION'S VALUES**

The Foundation organises a variety of events, conferences, and community initiatives designed to create spaces for dialogue and interaction, thereby enhancing involvement and trust among its target audience.

The Campus Bio-Medico University Hospital Foundation employs multiple digital platforms to effectively convey and disseminate its core values of hospitality, innovation, and comprehensive patient-centred care. Notably, its web presence via the institutional website and social media channels plays a crucial role, allowing the Foundation to engage a wide audience in a timely and interactive manner. Moreover, the Foundation hosts events, conferences, and community initiatives that create spaces for meaningful discussion and strengthen communication with patients, healthcare professionals, and the wider public.

# "Voce Del Verbo" Project

In 2024, the periodic meetings of the Value Communication Committee resulted in the development and implementation of the "Voce del Verbo" project.

Within the Foundation's communication tool kit, "Voce del Verbo" functions as an effective resource to aid staff in communicating during conferences, conventions, welcome days, training sessions, newsletters,

articles, and social media content. The value identity is captured in twenty-seven sheets, each highlighting expected behaviours, keywords, and curated citations. Easy to consult, it is a tangible "rainbow" of inspiration for speeches – whether in internal or external contexts – or for communication materials, and has also served as a training resource in 25 staff meetings.

In 2024, value communication activities were divided into:

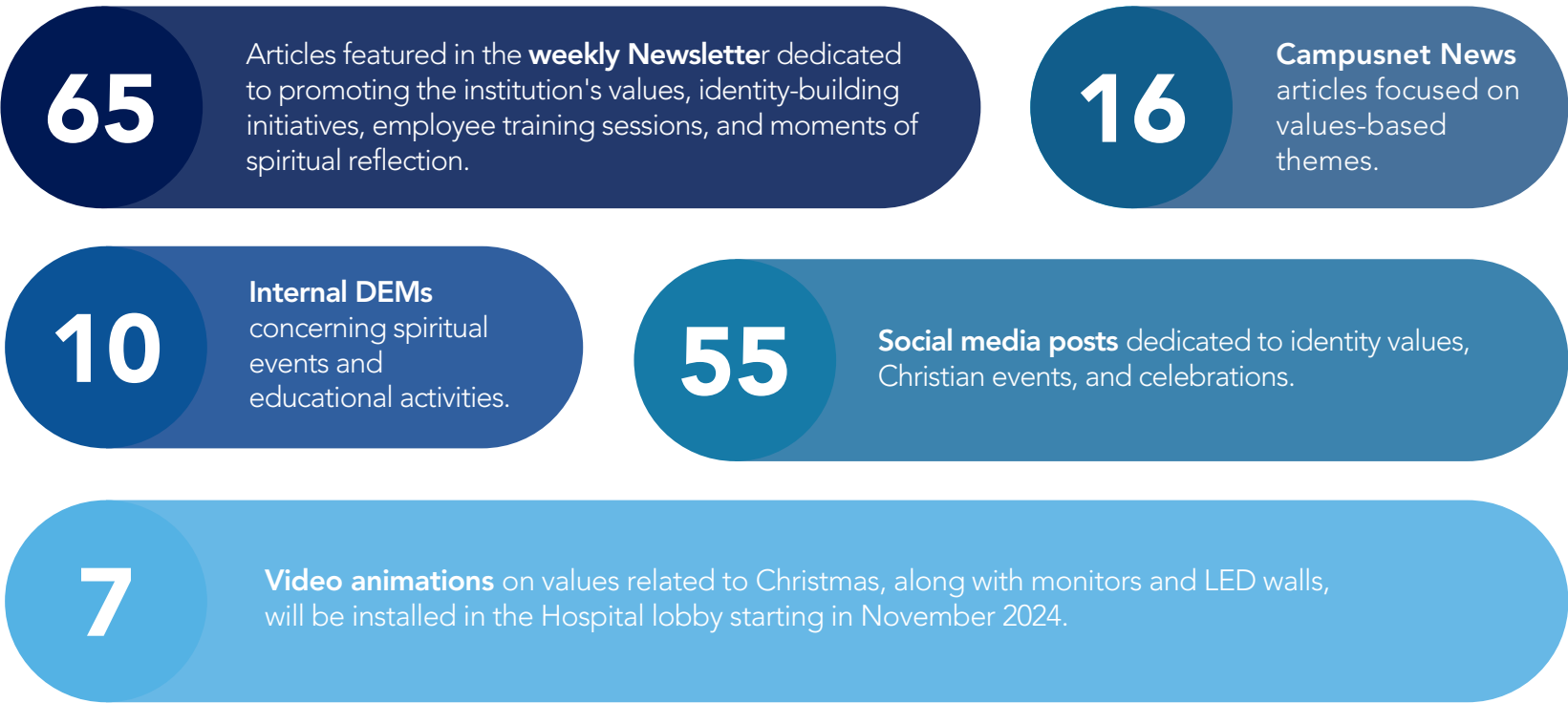


Figure 19 – The Foundation's Value Communication Activities

WEB PRESENCE

In recent years, the Foundation has undertaken a process of enhancing and modernising its communication through social media, enabling it to reach a broader and more diverse audience. With 5.368 followers and 616 posts in 2024<sup>21</sup>, the Foundation consistently publishes one post per day on **Instagram** six days a week. The content features staff interviews, in-depth looks at health services, medical advice, testimonials

from philanthropic and social initiatives, event coverage, and the promotion of new projects. A similar strategy has been adopted for the Foundation's **Facebook and LinkedIn** pages, which have 6,784 and 5,484 followers respectively, with one post published daily, six days a week.



**Instagram**

**5,368** followers  
**6** posts a week



**Facebook**

**6,784** followers  
**6** posts a week



**LinkedIn**

**5,484** followers  
**6** posts a week

<sup>21</sup>Data collected from the official Campus Bio-Medico University Hospital Foundation pages on March 4, 2025.



The **Newsletter** plays a key role in disseminating the Foundation's values to all staff and to other entities within the Campus System. It highlights institutional life, training initiatives, research projects, awards and recognitions, innovations, events, and more.

Published by the Customer Management Department, the newsletter regularly provides members of the My-Hospital program with information on health services, preventive initiatives, healthy lifestyle advice, and public events.

## Campus Stories

To mark the thirtieth anniversary of the University and the Campus Bio-Medico University Hospital, the documentary "**Campus Stories**" was created. Through 14 compelling narratives, it explores the deep roots of an institution that places the individual and their well-being at the heart of its mission. Directed by Andrea Pellizzer, the film weaves together the lives and testimonies of professors, researchers, doctors, nurses, students, educators, administrators, and chaplains – united by their passion for their work and their shared commitment to caring for others. The film, created in collaboration with twelve University students, is available on the UCBM YouTube channel<sup>22</sup>.

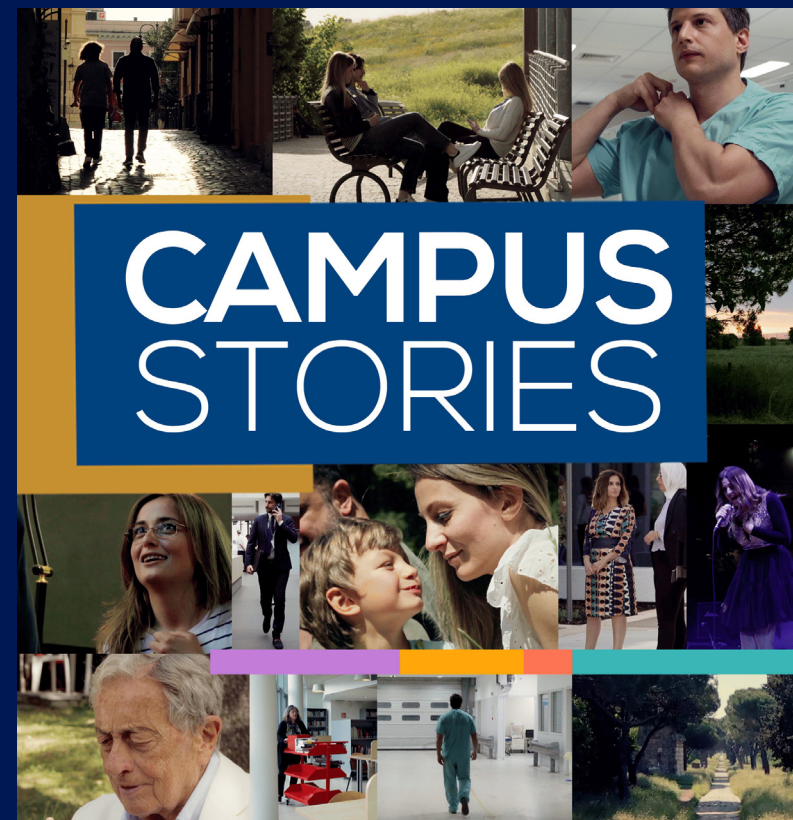


Figure 18 – "Campus Stories" film poster

<sup>22</sup>Source: <https://www.biomedicalfoundation.org/Campus-stories-proiettato-a-piazza-di-spagna-il-docufilm-che-racconta-i-30-anni-del-Campus/>

## EVENTS

In line with its commitment to promoting the health and well-being of individuals and the community, the Foundation organised over 120 events in 2024 – both within and beyond its hospital facility – helping to raise awareness and encourage

prevention on medical and health-related issues<sup>23</sup>.



>120

Events organised  
in 2024



22

«Education Box»  
training events



In 2024, the “**Education Box**” initiative featured **22 training events**, bringing together doctors from various specialities, along with nurses, social workers, and physiotherapists, to explore techniques and best practices in clinical and healthcare settings. These sessions provide a dedicated space for learning and dialogue, aimed at empowering patients, caregivers, and family members to manage health consciously and independently. Free and open to the public, these events aimed to **promote a culture of prevention and clinical education**, turning health communication into a meaningful moment of genuine sharing. The principle of humanising care has been fully embraced in these initiatives, which have gained increasing recognition and participation among those who wish to take an active role in the processes of care and prevention.

January 20, 2024



On January 20, 2024, a meeting was held with patients affected by soft tissue sarcomas – rare tumours that develop in the body's connective tissues and affect approximately 5 out of every 100,000 people in Italy. The meeting provided an opportunity to present the latest therapeutic advances in treating these rare cancers, but more importantly, to share personal experiences and strengthen the sense of community. The event was organised in collaboration with the Don Gnocchi Foundation and the SarkNos Association, which has been supporting patients and their families throughout the long treatment journey for this type of tumour since 2022. The Association, chaired by the head of the Foundation's Soft Tissue Sarcoma Surgery Unit, has approximately 160 members. Every September, it organises the SarkRace, a community run/walk to raise funds in support of sarcoma research.



May 11, 2024



On May 11, 2024, the sixth edition of “Run For Liver” took place, organised by the Foundation's Clinical Medicine and Hepatology Unit. The event aimed to promote liver health and raise awareness about the prevention of conditions such as hepatic steatosis, metabolic syndrome, and diabetes. During the event, over 300 medical consultations and free screenings were provided by experts from the Foundation and ASL RM2. Additionally, the results of the “Run for Liver” program were presented, highlighting the progress of four patients who participated in a personalised nutrition and training regimen. Students from the Trigoria schools took part in the “Liver Art” contest, showcasing their creative interpretations of the liver. The day concluded with a run or walk through the scenic Decima Malafede Nature Reserve.



Figure 19 – Run For Liver



## April 7, 2024 Bicinrosa: Promoting Breast Cancer Prevention

**Bicinrosa** is an *annual solidarity ride through the streets of Rome*, organised by the Breast Unit of the Campus Bio-Medico University Hospital Foundation to mark World Health Day. The event focuses on cancers linked to genetic-hereditary mutations, which are increasingly being diagnosed in younger women.

In addition to raising awareness among the media and institutions about breast cancer prevention, Bicinrosa has successfully generated funds to support breast cancer research.

In 2016, the Lazio Region designated the Foundation's Breast Unit as a reference centre

for the diagnosis and treatment of breast cancer. The team is dedicated to maintaining high standards of care and advancing scientific research, which in recent years has helped improve treatments and increase survival rates for women affected by breast cancer.

Finally, the initiative helped raise visibility for women who have faced the disease, as well as for all those engaged with this cause, inspiring hope through the testimonies of women who have approached their cancer journey with resilience and a positive spirit.



Figure 20 – Participants of the VII edition of Bicinrosa, April 7, 2024

# 1.5 VALUE CREATION AND DISTRIBUTION

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The year ending December 31, 2024, marked the Foundation's third year of operation.

In 2024, institutional activities in both welfare and research continued steadily and without interruption. Specifically, investments have continued to position the Foundation as a centre of excellence in robotic surgery, alongside plans to expand facilities for healthcare activities by 2026.

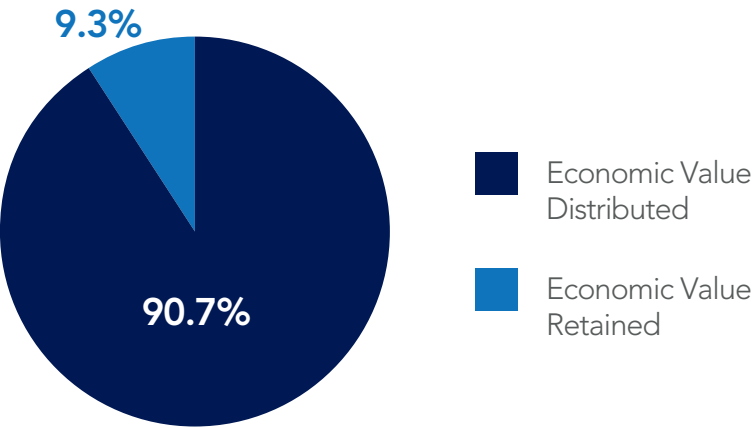
The Economic Value Statement is a restructured version of the Foundation's Income Statement, reflecting the wealth generated and redistributed.

Specifically, this statement highlights the economic performance of the Foundation's operations, the wealth distributed to its key stakeholders, and the institution's capacity to create value for its community of interest.

In 2024, the Foundation's Economic Value Generated totalled €281,469,863, marking a 6% increase over 2023. The Economic Value Distributed reached €255,009,515, up 5% from the previous year, while the Economic Value Retained within the institution amounted to €26,460,349, reflecting a 14% increase compared to 2023.



Economic Value Generated 2024



Economic Value Generated 2023

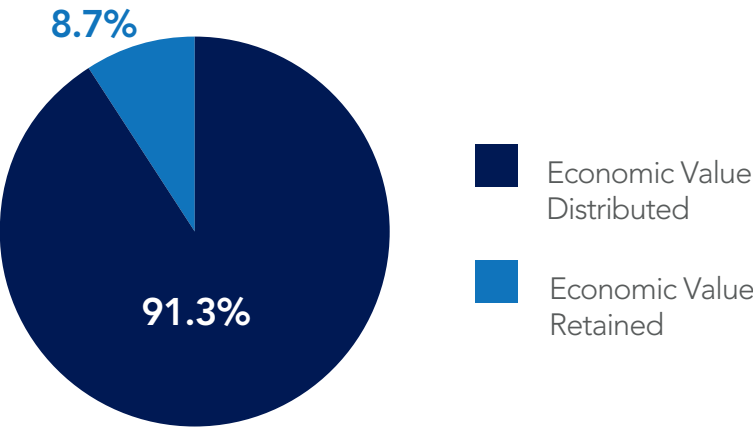
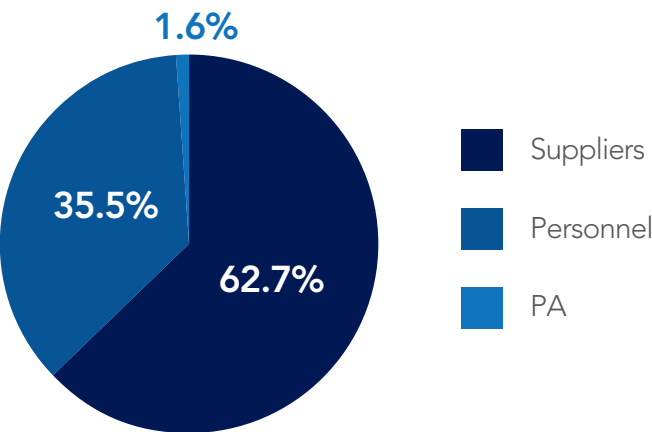


Figure 21/22 – Economic Value Generated distribution in 2024 and 2023

As illustrated by the graphs comparing economic value distribution in 2023 and 2024, 63% of the Foundation’s wealth was allocated

to suppliers, 35% to staff, and 2% to the Public Administration.

Economic Value Distributed 2024



Economic Value Distributed 2023

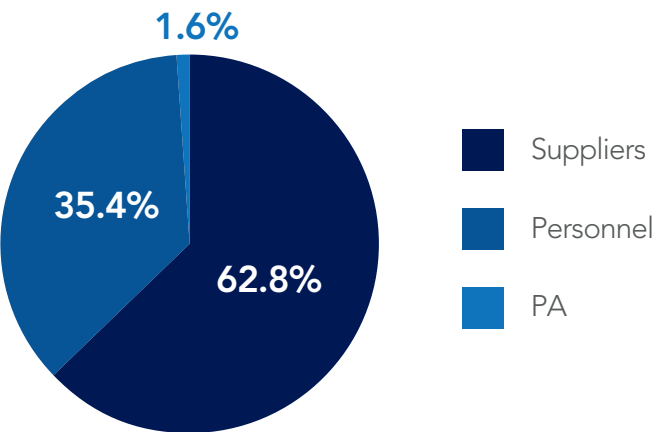


Figure 23/24 – Economic Value Generated distributed in 2024 and 2023

# 1.6 MATERIALITY ASSESSMENT AND MAIN STAKEHOLDERS

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The Campus Bio-Medico University Hospital Foundation places great importance on maintaining **open and transparent dialogue with its stakeholders**, aiming to continuously enhance its services and positively contribute to the social, economic, and environmental development of the community.

In accordance with the Sustainability Reporting Standards applied in preparing this document, and to better steer its sustainability initiatives, the Foundation conducted a thorough analysis to

identify its key stakeholders. Identifying the stakeholder categories that either influence or are influenced by the Foundation – and who participate in stakeholder engagement activities – is a vital step in advancing sustainable development and fostering transparent communication. This process involved benchmarking against best practices of comparable institutions nationwide, along with a thorough assessment of the context in which the Foundation operates. Over the years, the Campus Bio-Medico University Hospital Foundation has built

strong relationships with its stakeholders, committed to managing its care activities ethically, transparently, and with a spirit of innovation. *The Foundation fosters ongoing,*

*responsible dialogue with stakeholders, who both influence and are influenced by its activities.* The following figure illustrates the identified stakeholders.



Figure 25 – Campus Bio-Medico University Hospital Main Stakeholders


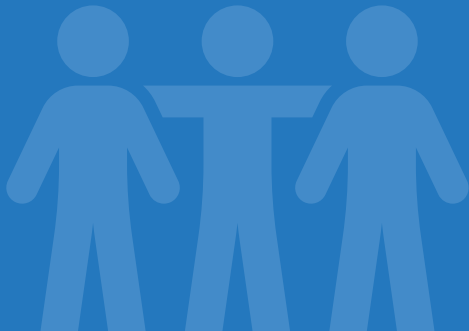

Additionally, in line with the Reporting Standards, the Campus Bio-Medico University Hospital Foundation conducted its first **Materiality Assessment** to *identify the most significant economic, social, and environmental issues – referred to as “material topics” – for both the organisation and its stakeholders.* This process aims to *identify the Foundation’s positive and negative impacts*

*on the external environment concerning key sustainability aspects, guiding corporate strategies and stakeholder engagement toward the most relevant priorities.* The term “impact” refers to the effects an organisation has on the economy, environment, and society. To identify priority topics, the Foundation conducted a preliminary context analysis



and benchmarked against national best practices. The results of this phase were further explored and discussed in a focus group with the team responsible for drafting

this document, enabling the integration of key insights, refinement of strategic priorities, and identification of the main areas of interest in sustainability.

Material Topics	
Environmental Responsibility	<div>Atmospheric Emissions and the Fight Against Climate Change</div> <div>Energy Consumption and Transition to Renewable Energy</div> <div>Waste Management and the Circular Economy</div> <div>Material and Water Management</div> 
Social Responsibility	<div>Local Community Support and Development</div> <div>Workers' Health and Safety</div> <div>Diversity, Inclusion and Equal Opportunities</div> <div>Personnel Growth, Enhancement and Training</div> <div>Personal Care and Management</div> <div>Product and Service Safety and Quality</div> <div>Privacy and Cybersecurity</div> <div>Scientific Research and Innovation</div> 
Governance	<div>Mission, Values and Business Ethics</div> <div>Compliance and Anti-Corruption</div> <div>Responsible Supply Chain Management</div> <div>Philanthropy and Volunteer Work</div> 

In the coming years, the Foundation is committed to enhancing the identification of material topics and their impacts, aligning closely with evolving sustainability regulations.



FONDAZIONE  
POLICLINICO UNIVERSITARIO  
CAMPUS BIO-MEDICO

## **2. CAMPUS BIO-MEDICO UNIVERSITY HOSPITAL FOUNDATION RESEARCH, DEVELOPMENT AND INNOVATION**

# 2.1 FOUNDATION RESEARCH & DEVELOPMENT

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The Campus Bio-Medico University Hospital Foundation is a place where *care, education, research, and innovation come together at their highest level in service to the individual*. Internationally, the Foundation is also recognised for the quality of its medical-scientific research, distinguished by *its commitment to excellence and focus on technological innovation*.

Thanks to its close collaboration with the University and in line with its mission, “Science

for Man,” the Foundation conducts research projects, clinical studies, and advanced trials. The goal is to develop *new tools for the prevention, diagnosis, and treatment of complex diseases*, addressing current needs and advancing the quality of care. Knowledge gained in the laboratory and scientific discoveries are swiftly translated into clinical practice, directly impacting patients' health and enhancing both their life expectancy and quality of life.

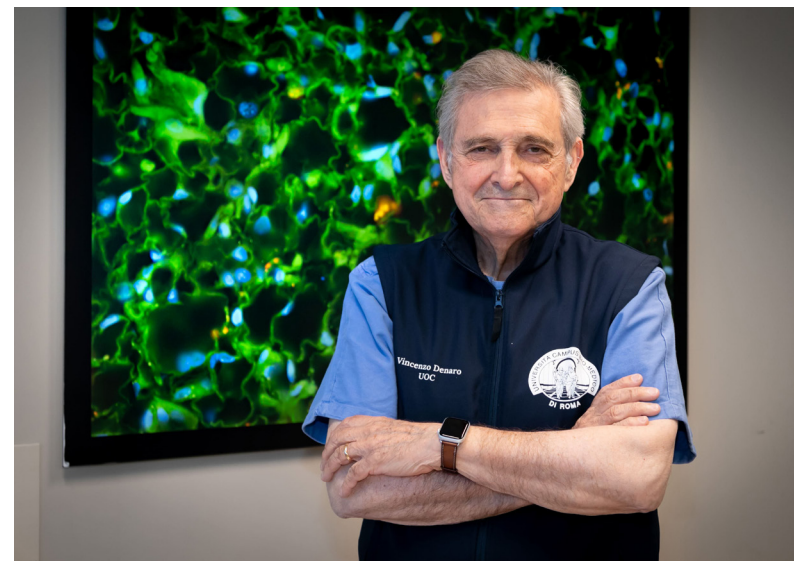


Figure 26/27 – Research activities conducted at the Campus Bio-Medico University Hospital Foundation and the Scientific Director Vincenzo Denaro



Research is primarily focused on the following cross-disciplinary areas:

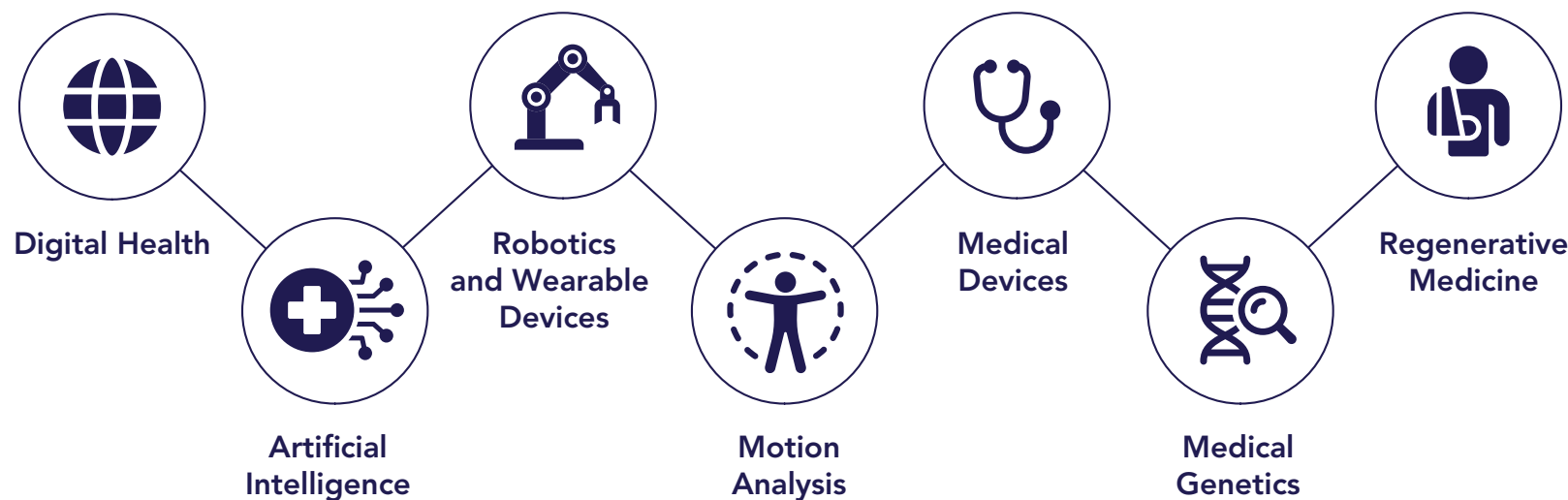


Figure 28 – Research areas

In recent years, the Foundation has initiated the accreditation process as a Scientific Institute for Hospitalisation and Care (IRCCS) in the field of Orthopaedics. This effort aims to strengthen its position as a leading centre

for muscular-skeletal diseases, fostering innovation and advancing new tools for prevention, diagnosis, and treatment. The main research areas under evaluation for IRCCS recognition include:

- 1 Reconstructive and Regenerative Orthopaedics, and Advanced Cell Therapy
- 2 Immune-rheumatism, Infectious, Oncology, Metabolic, Traumatic, Neurological, and Genetic Disorders of the Locomotor System
- 3 Technological Innovations, Robotics, Bioengineering, and Intelligent Wearable Systems Applied to Locomotor Disorders

In addition, the Foundation's research activities place *strong emphasis on the priorities outlined in the Health Implementation Plan* issued by the Ministry of Health. These include e-health, advanced diagnostics, medical devices, as well as minimally invasive, regenerative, predictive, and personalized medicine, along with biotechnology, bioinformatics, and pharmaceutical development.

In addition, significant emphasis is placed on *developing technologies that enable innovative and effective patient care, including the application of artificial intelligence in diagnostics and personalised medicine.*



Figure 29 – Genetic research



The Power of Cartilage. The Power of You.

Among the projects undertaken in 2024, *ENCANTO<sup>24</sup>*, stands out as a significant European research initiative focused on

*treating arthritis through the regeneration of knee cartilage using lab-grown cells.* The Campus Bio-Medico University Hospital Foundation served as the project coordinator. With the involvement of 18 experts from 9 EU countries and one non-EU country, and backed by €11 million in funding, *ENCANTO aims to advance regenerative medicine as a less invasive alternative to traditional prosthetic treatments.*

Additionally, the Foundation seeks to foster care research by actively involving staff who work directly with patients<sup>25</sup>. **Nursing research** is evolving to tackle emerging challenges, including supporting the integration of new technologies and exploring patient experiences to enhance care processes.

<sup>24</sup>Source: D'Alessandri E., "Bio-Medical Campus, between regenerative medicine and avant-garde robots", in Ortopedici & Sanitari, January 30, 2024.

<sup>25</sup>Campus Bio-Medico University Hospital Foundation, Business Plan 2024-2026, p.75.

## Research Steering Committee

Pursuant to the Agreement between the Campus Bio-Medico University of Rome and the Foundation, a *Research Steering Committee* was established, comprising six members: three appointed by the Foundation – including the Foundation’s Scientific Director – and three appointed by the University, which must include the Research Vice-Chancellor and/or the Research Coordinator of the Faculty of Medicine and Surgery.

The Research Steering Committee appoints a Coordinator who serves a 12-month term, as well as a Secretary – who may be external to the Committee – responsible for recording the minutes and also serving a 12-month term<sup>26</sup>.

Research primarily focuses on the locomotor system, targeting pathologies affecting muscles, bones, and joints. The primary responsibilities of the Research Coordinator include:

1. Provides assessments on the alignment and complementarity of the strategic research plans of both institutions;
2. Facilitates the exchange of information between the Foundation and the University regarding ongoing research activities and oversees updates to the activity programs;
3. Conducts scientific and financial evaluations of research projects for funding calls and mobilises support structures to assist principal investigators;
4. Provides recommendations on temporary resource transfers between research support structures and submits approval proposals to the General Managers;
5. Decides on participation in research calls, updates guidelines for joint involvement, and approves any exceptions;
6. It monitors the collaboration’s outcomes and progress toward strategic objectives on a quarterly basis, maintains the registry of researchers and collaborators on the collaboration “Platform”, and performs other duties as outlined in the Agreement.

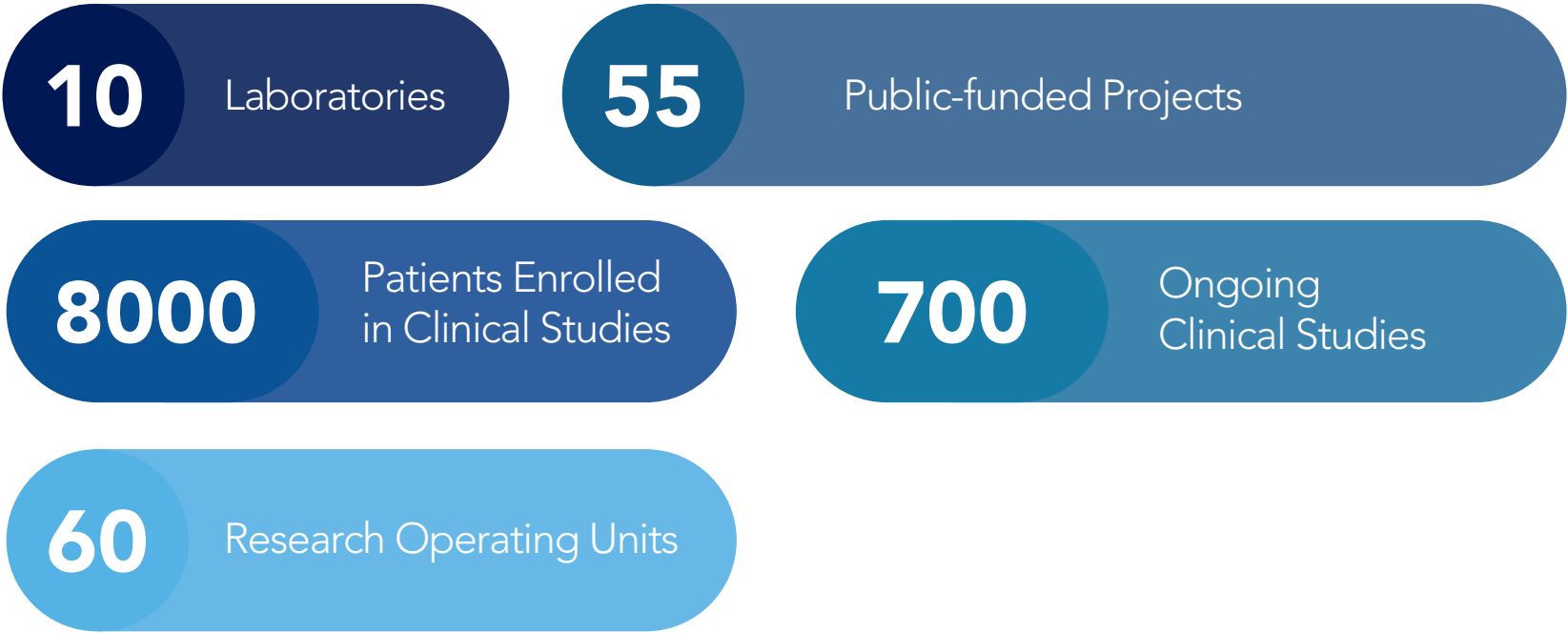
<sup>26</sup>Source: Campus Bio-Medico University Foundation, Research Regulations



The Foundation’s research activity encompasses over 60 operational research units, 10 laboratories, and more than 700 ongoing clinical trials involving over 8,000 patients. Additionally, it manages over 55 projects funded by public and private organisations through competitive calls or commissioned<sup>27</sup> (“third-party”) contracts.

Clinical research activities undergo evaluation by the Territorial Ethics Committee, which ensures the protection of the rights, safety, and well-

being of trial participants and serves as a public guarantee of this protection. Finally, to support the growth and strengthening of research activities, in 2024 the “Research Center” spaces were designated within the CESA building – an area dedicated to clinical and translational research with an interdisciplinary approach. The centre will occupy approximately 600 square meters, featuring four laboratories (150 square meters), four outpatient clinics (80 square meters), and technical facilities (136 square meters)<sup>28</sup>.



<sup>27</sup>Campus Bio-Medico University Foundation, Business Plan 2024-2026, p.49.

<sup>28</sup>Campus Bio-Medico University Hospital Foundation, Business Plan 2024-2026, p.53.



# 600 sqm

Total Research  
Center Surface Area



# 136 sqm

Technical Environments



# 4

Clinics



# 4

Laboratories

## Training & Research

The Foundation actively promotes and supports **the continuous professional development of its staff** , in alignment with **Joint Commission International (JCI)** standards<sup>29</sup>.

All professionals involved in research participate in a structured training program

that includes **seminars and courses** designed to enhance both theoretical knowledge and practical skills. The objective is to deepen understanding of research methodologies – particularly **observational and interventional studies** – while ensuring continuous updates on regulatory developments in the field.

<sup>29</sup>Campus Bio-Medico University Foundation, Business Plan 2024-2026, p.64.

## GATHERING, TRACKING, AND SHARING OF RESULTS

*Sharing results* is a central focus, structured around *two main channels: internal and external*.

The **internal channel** involves sharing results within the scientific community through the registration of protocols in public databases, the publication of both positive and negative findings, and the availability of underlying data.

In 2024, more than 680 scientific articles were published, achieving a field-weighted citation impact (FWCI) of 1.5<sup>30</sup>, including over 190 publications focused on orthopaedics and related pathologies.

The **external channel**, by contrast, targets communication with the general public.

In this context, the Foundation organised its first Research Day in January 2024, which saw extensive participation from institutions and the scientific community of numerous IRCCS across the country. The day provided researchers with an opportunity to share the key findings from the Foundation's primary research activities.

To enhance the systematisation and monitoring of research communication activities, the Foundation recently acquired **Scival** and **Doc2Res** software.

Additionally, the Foundation plans to establish a *"Biostatistics and Data Management"*

service, to support researchers in study design, with a focus on the architecture, protection, collection, processing, management, interpretation, and presentation of data<sup>31</sup>.

Finally, **REDCap** (Research Electronic Data Capture) was acquired – an electronic data capture (EDC) software that streamlines data collection for surveys, observational studies, and randomised controlled trials.

## CLINICAL TRIALS

The Foundation conducts extensive **clinical trials**, encompassing a broad spectrum of *studies, including pharmacological trials and investigations into advanced medical devices*.

Clinical trials aim to enhance care, treatment, and services by providing patients with access to the most advanced and innovative therapeutic strategies.

All clinical trials conducted by the Foundation strictly adhere to current regulatory standards.

The internal authorization process begins with a local feasibility assessment by the *Clinical Trials Commission (CSC)*, ensuring that the Research Units are equipped to conduct trials in accordance with the required quality standards<sup>32</sup>.

<sup>30</sup>FWCI is a bibliometric indicator that compares the number of citations received by a publication to the average number of citations for similar publications worldwide: FWCI = 1 – Average Industry Citations | FWCI > 1 – Above Average Impact | FWCI < 1 – Below Average Citations.

<sup>31</sup>Campus Bio-Medico University Hospital Foundation, Business Plan 2024-2026, p.57 -59.

<sup>32</sup>Source: Campus Bio-Medico University Hospital Foundation, Clinical Trial Regulations, in Documents received, Governance.

Established by resolution of the Director General, the *Clinical Trials Commission (CSC)* is responsible for assessing the feasibility of trials proposed through the *Clinical Innovation Office (CIO)*. The CSC is composed of the Head of the Clinical Innovation Office, who also serves as Coordinator, the Medical Director, the Director of Professional Health Care Services, the Clinical Director, and the Director of the Pharmacy. Participation in clinical trials is entirely free and voluntary, and requires the patient's written consent after receiving comprehensive information from the research physicians<sup>33</sup>. The information provided covers potential benefits, risks, available therapeutic alternatives, and the insurance coverage in place for any possible adverse events. Each clinical trial must be approved by the relevant national or international health authorities, as well as by the Territorial Ethics Committees. Additionally, each trial undergoes continuous monitoring to ensure adherence to

ethical standards and to safeguard patient safety. A significant proportion of the trials conducted at the Campus Bio-Medico University Hospital are phase II and III studies, focusing primarily on innovative pharmacological therapies. In recent years, collaborations with both Italian and international partners have been further strengthened. Notably, this includes joining the GlaxoSmithKline (GSK) PEER network<sup>34</sup>. In 2024, 167 clinical trials were approved, of which 67 profit (40%) and 100 non-profit (60%). With reference to non-profit trials, 58 are promoted by the Foundation and 42 by other non-profit promoters. A significant proportion of the trials conducted at the Campus Bio-Medico University Hospital are phase II and III studies, focusing primarily on innovative pharmacological therapies. In recent years, collaborations with both Italian and international partners have been further strengthened. Notably, this includes joining the GlaxoSmithKline (GSK) PEER network<sup>35</sup>.



With reference to non-profit trials, 58 are promoted by the Foundation and 42 by other non-profit promoters.

<sup>33</sup>Source: <https://www.policlinicoCampusbiomedico.it/sperimentazioni-cliniche/partecipa-a-studi-di-fase-ii-iv>  
<sup>34</sup>Campus Bio-Medico University Hospital Foundation, Business Plan 2024-2026, p.58.  
<sup>35</sup>Campus Bio-Medico University Hospital Foundation, Business Plan 2024-2026, p.58.



**ENGAGING IN FUNDED RESEARCH  
AND PARTNERSHIP PROJECTS**

To support its research efforts, the Foundation participated in **competitive funding tenders**, in collaboration with the University.



18

Projects Funded  
under NRRP, PNC  
by MUR and the  
Ministry of Health



8

Ministry of Health  
2022 Targeted  
Research Tender  
Projects



9

Ongoing European projects  
on pancreatic cancer,  
reconstructive and  
regenerative orthopaedics,  
treatment of neurological  
disorders, and management  
of cardiac conditions

Additionally, the Foundation has been recognised by INAIL as part of a network of excellence for advancing research projects in innovative upper and lower limb prosthetics, in collaboration with the INAIL Prosthetic Centre in Vigorso di Budrio. Specifically, the Foundation serves as the coordinating centre for a project on upper limb bionic surgery, collaborating

with other leading institutions in the field such as the Rizzoli Orthopaedic Institute, as well as centres of technological innovation including the Sant'Anna School of Advanced Studies, the Italian Institute of Technology, and the University of Bologna. The Foundation also participates as a partner in a project on lower limb prosthetics, coordinated by the Rizzoli Orthopaedic Institute.

## APPLICATION OF ARTIFICIAL INTELLIGENCE IN RESEARCH

A promising avenue of research for the Foundation is the integration of **artificial intelligence (AI)**<sup>36</sup> in clinical practice. Driven by advances in big data, AI is increasingly being applied to complex medical challenges, such as building advanced databases to support the development of personalised diagnostic tools and genetic algorithms.

*By leveraging large-scale clinical datasets, the Foundation advances the testing and validation of AI algorithms in diagnostics and personalised medicine, particularly in the fields of orthopaedics, endoscopy, resuscitation, and imaging diagnostics.*

## ADVANCEMENTS AND INVESTMENTS IN ROBOTIC SURGERY

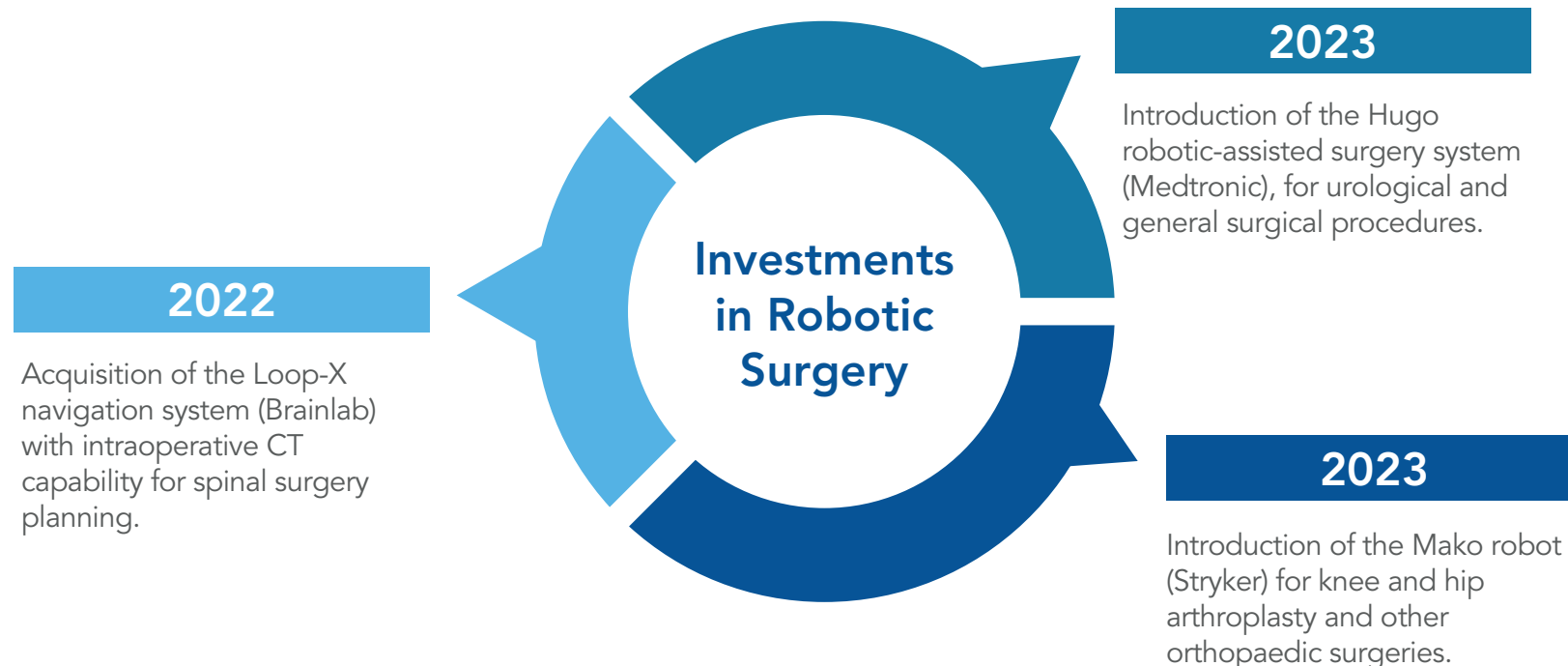
Robotics is poised to play an increasingly **central role** in the future of surgery. Its *numerous benefits* include minimised trauma to anatomical structures and internal organs via precision mechanical arms, reduced post-operative pain, and accelerated restoration of physiological function.

As a result of significant investments in advanced robotic technologies, the Foundation has evolved into a leading *centre for robotic surgery*, operating three cutting-edge robotic systems that enable greater precision, reduced hospitalisation time, faster recovery, and minimised post-operative discomfort.



Figure 30 – Cutting-edge technological instrumentation at the Campus Bio-Medico University Hospital Foundation

<sup>36</sup>Campus Bio-Medico University Foundation, Business Plan 2024-2026, p.67.



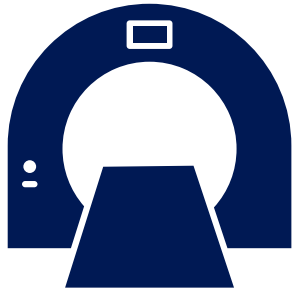
By combining these three robotic technologies, the Foundation aims to establish itself as a technologically advanced surgical centre, dedicated to providing patients with care that meets the highest standards of quality and safety. The Hospital also features *Siemens Avanto (2008) and Aera (2013) magnetic resonance imaging systems*, each equipped with 1.5 Tesla magnets.

In 2024, the Hospital upgraded one of its MRI systems to a new 3 Tesla unit, providing enhanced clinical and diagnostic capabilities due to its superior signal-to-noise ratio and higher spatial resolution. Equipped with artificial intelligence, the new 3 Tesla MRI streamlines diagnostic protocols and shortens examination times, enhancing both efficiency and patient experience.



Figure 31 – Mako robot in the operating theatre





The Loop-X CT scanner (Brainlab) is employed during spinal procedures to provide exceptional precision, thereby reducing the risk of injury to the spinal cord. This portable CT scanner is used in the operating room to precisely plan the trajectory of screws inserted between vertebrae.

The Foundation has also recently acquired two diagnostic support systems based on artificial intelligence: Arterys and Rapid. The first is a cardiac MRI analysis module that visualises intra-cardiac blood flow in 4D, assesses ventricular function and cardiac perfusion, and reduces reporting times. The second is

a rapid stroke diagnosis system that classifies stroke types and predicts outcomes, aiding clinical treatment decisions and enabling remote patient monitoring through wearable devices. In 2024, a system for extracorporeal shock wave lithotripsy (ESWL) was installed, significantly enhancing the Foundation's

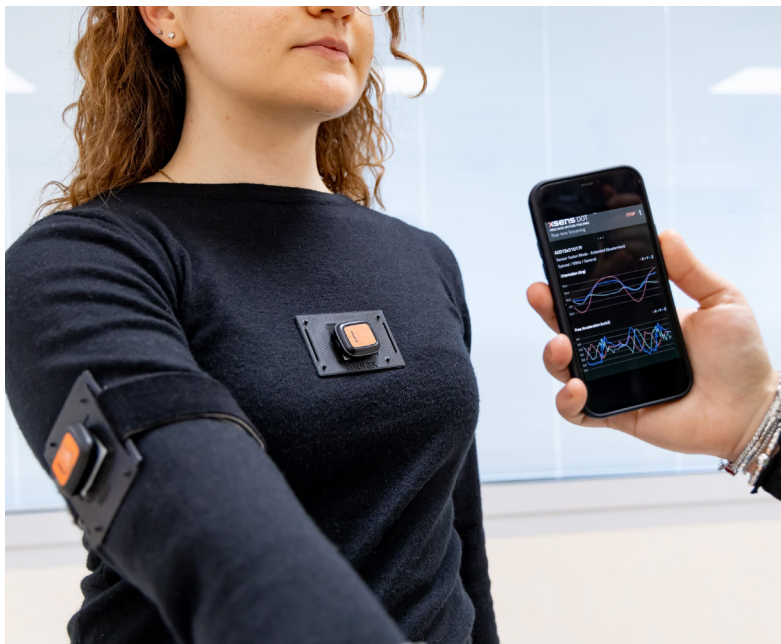
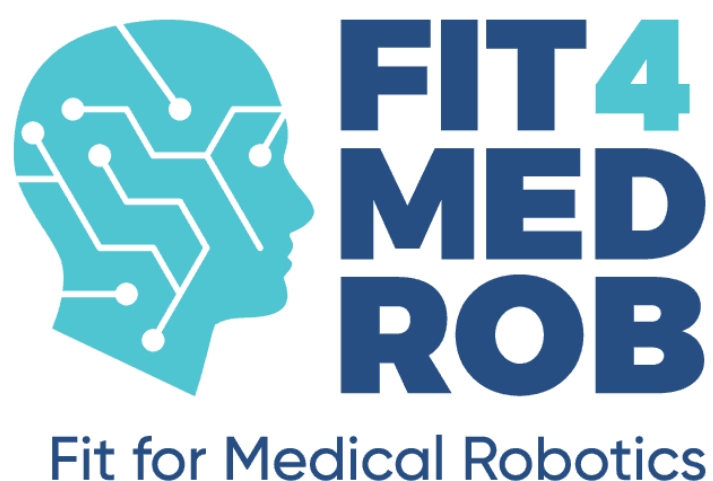


Figure 32/33 – Motion analysis laboratory



kidney stone treatment capabilities. These investments in robotic technologies and AI-driven devices underscore the Campus Bio-Medico University Hospital Foundation's commitment to continuously enhancing

the quality of care and services provided to patients.



Supporting this commitment, in 2024 the Foundation joined the **Fit for Medical Robotics project**, funded by the MUR under the National Plan for Complementary Investments to the NRRP<sup>37</sup>. This three-year project involves *more than 24 partners*, including 10 universities and research centres, 11 IRCCS or clinical institutions, and 3 industrial companies. The project aims to *revolutionise rehabilitation and assisted care for patients with impaired motor, sensory, or cognitive functions* by developing cutting-edge digital, bionic, and bio-robotic technologies. It seeks to implement innovative care models that leverage these technologies throughout the entire rehabilitation process – from prevention to home care.

## 2.2 ACCELERATING INNOVATION AND DIGITAL TRANSFORMATION

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### DIGITAL INNOVATION AND TRANSFORMATION IN HEALTHCARE SERVICES

Digital innovation serves as a primary catalyst for meeting the growing challenges within the healthcare services sector. The increasing use of electronic devices is fundamentally transforming people's behaviours and driving a growing interest in digital health.

It is crucial to rethink health service delivery by prioritising the digitalization of the Hospital's administrative and healthcare processes. Digitizing data and materials offers numerous benefits. In addition to meeting Joint

Commission International standards, they enhance medico-legal protection for healthcare personnel and support the development of research projects in the healthcare sector.

In 2024, the Foundation furthered its commitment to progressively digitizing its resources, a crucial requirement for a contemporary and efficient University Hospital. These initiatives reflect a commitment to maintaining high standards in data collection, protection, and critical systems, thereby fostering a modern and efficient healthcare environment.



The **medical record digitization** process has been carried out in strict compliance with privacy regulations, upholding rigorous data protection and system integrity standards, thereby improving healthcare efficiency, accuracy, and quality. In addition to patient health data, the database also includes information on employees, collaborators, and suppliers.

In 2024, the Foundation launched the **Digital Pathology** project, revolutionising anatomopathological diagnostics, with an advanced traceability system for digital sample management<sup>38</sup>. This system is expected to accelerate diagnosis times, enhance patient management, and foster the development of new research avenues. The traceability system enables precise monitoring of each histological sample, ensuring safety, control, and standardisation throughout the process. By leveraging RFID technology, bar codes, and specialised software, the Hospital's Anatomical Pathology unit can track each sample in real time, minimising errors and enhancing the quality of pathological

diagnoses. This project, a collaboration between the Hospital's Anatomical Pathology UOC and technical partners Nikon, 03 Enterprise, and Dedalus, enables pathologists to examine tissue samples digitally with exceptional precision and detail, including remote access. This facilitates global collaboration among specialists, streamlines work flows, and supports the development of a comprehensive digital image database. The adoption of Digital Pathology represents a pivotal step in the Hospital's dedication to innovation and cutting-edge technologies, improving patient care quality while supporting interdisciplinary and collaborative research efforts.



Figure 34 – Digital Pathology project slides

In 2024, **healthcare planning was fully digitised**. By doing so, the entire process can be thoroughly documented, providing healthcare professionals with *standardised procedural guidance and facilitating systematic data collection* essential for the ongoing improvement of quality and safety

in patient care.

To advance the digitization of research processes, the Foundation has recently acquired and implemented two new platforms: **DOC2Res** and **RedCaP**<sup>39</sup>.

**DOC2res** is software that supports the entire project life cycle, including conception, data collection, approval, submission to funding bodies, monitoring, and both scientific and administrative reporting. Additionally, the system manages the organisation's publication database, enabling the systematisation and monitoring of research communication activities.



**RedCap** is a globally used system for designing clinical research, widely adopted in academia. It streamlines the maintenance and analysis of clinical trial data and supports standardization, particularly in multicentric studies.

## CYBERSECURITY

In recent years, the evolution of work and business organisation has undergone profound transformations, leading to increased exposure to **cyber attacks**<sup>40</sup>. The

progressive digitization of conventional processes has contributed to a marked increase in cyber attacks, often orchestrated by sophisticated actors with financial

<sup>39</sup>Campus Bio-Medico University Hospital Foundation, "Business Plan 2024-2024", p. 165.

<sup>40</sup>Campus Bio-Medico University Hospital Foundation, "Business Plan 2024-2024", 162. SIAM stands for Service Integration and Management.



objectives. To address these challenges, the Foundation has adopted comprehensive technical and computerised measures to

safeguard sensitive information, maintaining a high level of cybersecurity and regulatory compliance. The main initiatives include:

**1** The adoption of the General Organisational Model for Cyber Security and Compliance, approved by the Board of Directors on November 16, 2023.

**2** Appointment of a Chief Information Security Officer (CISO) to lead information security and protection efforts.

**3** Implementation of a SIAM system with security alerts for data protection.

The Foundation conducts regular inspections of network-connected devices to ensure their safety and integrity. Additionally, the Foundation's websites are continuously monitored to safeguard digital infrastructures and ensure their optimal performance.

Simultaneously, *training campaigns and phishing simulations have been launched for staff, complemented by specialised courses on cybersecurity and privacy.*

A future objective is the complete

digitalization of research processes, enabling continuous monitoring of results and enhancing cybersecurity management.

## Data processing

The Foundation has appointed a Data Protection Officer (DPO) as part of an organisational structure focused on personal data protection, with the DPO and related personnel constituting the Committee for the Protection of Personal Data. Area and department heads within the Foundation oversee compliance with internal regulations and privacy policies, reporting any issues, non-conformities, or proposed corrective actions related to personal data protection to the specific department's officer.

Personal data protection is ensured through dedicated procedures tailored to specific data processing scenarios. In fact, the Foundation has equipped itself with:

- Procedure for managing the rights of the data subject
- Personal data breach management procedure
- Procedure for managing new processes
- Regulations on the processing of patients' personal data, with specific provisions for data handled via the electronic health record system
- Internal privacy policy

Demonstrating the Foundation's strong commitment to safeguarding the data of its staff and patients, no substantiated complaints of privacy breaches or data loss were recorded during the 2023–2024 period.

## DIGITALIZATION AND SUSTAINABILITY



To promote environmental sustainability and reduce consumption, the Foundation has adopted a range of green practices. Alongside efforts to *reduce paper consumption* within the constraints of a hospital environment, the Foundation employs a *secure print* system with badge-based authentication, ensuring document security and decreasing unnecessary printing.

In addition, a *just in time* toner management system has been implemented, which sends automatic notifications to warehouse staff for timely replacements, helping to prevent waste.

To reduce energy consumption from outdated equipment, the Foundation has adopted measures to prevent hardware obsolescence, including the selective replacement of older devices with more efficient, eco-friendly models.





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# **3. ENVIRONMENTAL COMMITMENT OF CAMPUS BIO-MEDICO UNIVERSITY HOSPITAL FOUNDATION**



Aligned with the global emphasis on climate and environmental sustainability, the Campus Bio-Medico University Hospital Foundation has committed to reducing its environmental footprint and advancing the use of sustainable resources. This commitment is reflected in the pursuit and implementation of innovative solutions to optimise energy and water consumption, reduce emissions, and improve waste management – integrating sustainability across all areas of activity.



On 19 September 2024, the Foundation reinforced its dedication to a sustainable economy by signing an **Integrated Health, Safety, and Environmental Management System (IMS) Policy**, which has been disseminated to all personnel through publication on the company intranet and the official website<sup>41</sup>. The document affirms the Foundation’s commitment to providing high-quality services, maintaining unwavering attention to safety, ethics, sustainability, and responsibility towards employees and the environment, in full compliance with relevant laws, regulations, and other binding obligations.



Figure 35 – Hospital Hall

In particular, there is strict adherence to environmental laws and regulations, including Legislative Decree 152/2006 (Consolidated Environmental Law) and its subsequent amendments and additions, along with applicable regional, municipal, technical, and best practice standards. It strives for continuous improvement by achieving progressively higher standards of occupational health and safety and environmental sustainability, fostering a culture of safety and recognizing environmental responsibility as fundamental priorities. One of the key commitments is to dedicate comprehensive efforts – organisational, operational, and technological – toward environmental sustainability, aiming to minimise impacts and prevent pollution of water, air, and soil. Accordingly, the Foundation's Board of Management ensures that the management and oversight of the Integrated Management System for occupational health, safety, and environmental protection fully comply with ISO 45001 and ISO 14001 standards.

<sup>41</sup>Source: Campus Bio-Medico University Hospital Foundation Health, Safety and Environmental IMS Policy, September 19, 2024.

## Network and Initiatives for Environmental Sustainability



The significance of Campus Bio-Medico University Hospital Foundation's environmental commitments is underscored by its membership in the Global Green and Healthy Hospitals (GGHH) network<sup>42</sup> – an international coalition of hospitals, health facilities, systems, and organisations dedicated to minimising their environmental footprint and advancing public and environmental health to transform the healthcare sector and foster a healthy,



sustainable future.

The Foundation will also take part in the Caring Nature<sup>43</sup> initiative, a three-year collaborative project funded by the European Union. Caring Nature aims to enhance the healthcare system's environmental sustainability by reducing greenhouse gas emissions from hospital facilities. The goal is to develop and test innovative solutions that reduce the healthcare sector's environmental impact without compromising the safety of patients and staff. This project brings together 19 partners – including healthcare providers, universities, SMEs, and industries from 11 European countries – to reduce the healthcare sector's carbon footprint by minimising the environmental impact of buildings, waste, and patient travel.

<sup>42</sup>Home | GGHH

<sup>43</sup><https://caringnature.eu/>

# 3.1 GREEN HOSPITAL PROJECT AND GREEN TEAM<sup>44</sup>

The **Green Hospital** è project, approved in 2024 by Campus Bio-Medico University Hospital Foundation, is a strategic initiative designed to **reduce the environmental impact of healthcare activities** and **promote more sustainable resource management**, reflecting the increasing recognition of environmental protection’s importance. Hospitals rank among the most energy-intensive facilities, accounting for approximately 5% of global greenhouse

gas emissions, primarily in the form of CO2. These figures underscore the urgent need for concrete measures to mitigate the impact of hospital operations on climate change. Aware of this responsibility, the Foundation has committed to an **innovative, multidisciplinary approach** to transform its operating model into a leading example of sustainability through a structured plan encompassing multiple strategic areas.



57%

Self-produced  
electricity



-50%

Electricity  
purchased since  
2017



-25%

Expected  
decrease in  
hazardous medical



-31%

Mixed  
packaging

<sup>44</sup>Source: Resolution of the Chief Executive Officer and General Manager. No. 64 dated September 11, 2024. Re: Green Hospital project and proposal for the establishment of a Green Team.

A central component of this initiative is **energy efficiency**, encompassing a range of *measures designed to reduce consumption and encourage the use of renewable energy sources*. The Foundation has adopted several energy-saving strategies, including *the extensive use of LED lighting and the installation of presence sensors and twilight controls* to prevent unnecessary lighting in unused areas.

Simultaneously, a *plant renovation plan was developed incorporating alternative energy sources, such as photovoltaic and trigeneration systems*, enabling the facility to self-generate nearly 57% of its electricity needs. Since 2017, these interventions have resulted in a 50% reduction in electricity purchases, significantly benefiting both sustainability and operating costs.



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Demonstrating its commitment to sustainable energy development and the reduction of consumption and emissions, the *Foundation*

*has appointed an internal Energy Manager – certified as an Expert in Energy Management for the civil sector under the UNI CEI 11339:2009 standard – responsible for energy audits and promoting the efficient use of energy*. Thanks to this strategic role, energy consumption has been effectively optimised. In addition, a major *redevelopment of the refrigeration plant*, identified as the most energy-intensive system in the Hospital is currently under way, along with *the installation of meters to monitor water consumption* and enhance the efficiency of water resource management.

Starting in 2025, the Hospital will exclusively purchase energy generated from renewable sources, further solidifying its ecological transition.

Another innovative aspect is the adoption of *telehealth*, which can indirectly reduce environmental impact by limiting patient travel and the associated fuel consumption.



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Another key focus of the project is **waste management**, aiming to *enhance separate waste collection and reduce plastic usage*



*within the hospital.* The introduction of separate waste collection has already yielded significant results in recent years, including a 31% reduction in mixed packaging waste. Due to its proven effectiveness, the project includes further strengthening of separate waste collection, thereby contributing to the hospital's reduced environmental impact.

In this context, interventions have been proposed *to revise the packaging of medical materials by promoting the use of environmentally-friendly, compostable materials and encouraging reusable alternatives.* Particular attention has also been given to *the water bottle distribution service for patients,* which will be restructured to better align with environmental sustainability objectives. To further reduce plastic use, plans include *expanding the availability of automated drinking water dispensers,* thereby limiting the consumption of single-use plastic bottles.

Another critical area of intervention involves the *management of medical waste.* The adoption of *on-site sterilisation systems for disposing of infectious medical waste* is being considered, allowing it to be treated similarly to municipal waste. These solutions are expected to reduce the volume of hazardous medical waste by up to 25%, leading to a corresponding decrease in greenhouse gas emissions associated with transportation and external disposal.

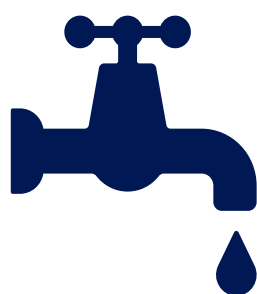


The Green Hospital project also encompasses the **management of pharmaceuticals and medical devices**, with a focus on *selecting and using materials and substances that have a lower environmental impact.* With regard to medical equipment and devices, the Foundation has implemented several measures to encourage sustainable and responsible use. In particular, *the use of reusable technical fabrics (RTF) is promoted as an alternative to disposable non-woven fabrics (NW),* helping to reduce waste and optimise resource use. Additionally, *the reuse of sterilised instruments and devices is encouraged,* thereby reducing reliance on disposable materials. Furthermore, hospital procurement practices are aligned with *circular economy principles,* prioritising suppliers and products that ensure greater environmental sustainability throughout the entire material life cycle.

*Medicines and disinfectants are managed in accordance with principles of both sustainability and safety. An advanced waste recovery system has been implemented at the Antiblasic Drug Unit (UFA), for chemotherapy*

drugs, minimising the risk of environmental contamination and ensuring safer handling of toxic substances.

Regarding *anaesthetic gases*, the Hospital has decided to *eliminate* (or significantly reduce) *the use of high-impact greenhouse gases like desflurane, replacing them with more environmentally friendly alternatives*. Another critical focus is the *prevention of harm caused by formalin*, a chemical widely used in hospitals. To mitigate its impact, safety devices and collection systems have been employed for years to minimise environmental dispersion, thereby protecting both healthcare personnel and patients.



**Reducing water waste** is another key priority of the project, achieved through *consumption monitoring and the implementation of strategies for more efficient water use*. Specifically *sensor-activated taps* have been installed to reduce water waste, and in 2025, meters will be installed to monitor and assess consumption across different areas. Additionally, the Foundation encourages *the use of hand sanitising gels* as a further measure to conserve water.



Finally, efforts are under way to optimize **food management** by reducing waste through improved meal distribution planning and implementing solutions for recovering uneaten food.

To ensure the effective implementation of these initiatives, the Foundation has established a **Green Team, a multidisciplinary working group of experts** comprising representatives from the General, Health, and Operations Departments, along with professionals from pharmacy, anaesthesiology, surgery, prevention and protection, nursing, and communications. This team is responsible for setting program priorities, establishing implementation time lines, monitoring outcomes, and evaluating participation in international networks focused on sustainability in the health sector. Among these, the Global Green and Healthy Hospitals (GGHH) network – comprising over 1,900 hospitals across 80 countries – has accepted the Foundation's membership application. This represents a strategic opportunity, as GGHH promotes the exchange of best practices and facilitates collaboration with other healthcare organisations committed to the ecological transition.

The Green Hospital project at the Campus Bio-Medico University Hospital Foundation goes beyond implementing environmental improvements; **it embodies a true cultural transformation within the institution, fostering a sustainable approach to hospital management.** The goal is not only to

reduce the Foundation's environmental impact but also to reinforce its reputation as a **benchmark in sustainable healthcare**, demonstrating that a greener, more responsible hospital model is both feasible and beneficial for the well-being of patients, healthcare professionals, and the wider community.

## 3.2 ENERGY CONSUMPTION AND EMISSIONS

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To achieve its environmental sustainability and emission reduction goals, the Foundation has prioritised energy efficiency as a key focus. To this end, several years ago the role of Energy Manager was established. This individual, certified as an Expert in Energy Management for the civil sector pursuant to UNI CEI 11339:2009, is responsible for energy audits and plant management, with the goal of optimising energy use and significantly reducing consumption.


In 2024, the Foundation advanced its efforts to reduce emissions and enhance energy

efficiency through measures such as installing LED lighting systems, presence detectors, and twilight sensors to minimise energy waste in unused areas. These measures complement structural projects undertaken in recent years, including the construction of a 1,560 kW trigeneration plant at the Hospital, a 20 kW micro-cogeneration unit at Cesa, the replacement of the Hospital's most energy-intensive electric pumps with inverter technology models, and the implementation of software to monitor energy carrier bills, ensuring timely control of consumption.



## Self-produced Energy: The Trigeneration Plant

In November 2016, a trigeneration plant was commissioned at the Hospital building. This plant, powered by methane gas, has the following specifications:

 **1,560<sub>kWe</sub>**  
Electrical Power

 **1,670<sub>kWt</sub>**  
Recoverable  
Thermal Power

In winter, the hot water produced is directed to the thermal power plant; in summer, it supplies an absorption cooling unit that generates chilled water for the Hospital's air conditioning. The combined production of electricity, heat, and cooling reduces climate-altering gas emissions by over 30% compared to relying solely on grid energy sources.



Figure 36 – Campus Bio-Medico University Hospital  
Trigeneration Plant



Thanks to these interventions, since 2017, electricity purchases have been reduced by 50%, resulting in significant improvements in both sustainability and the optimisation of the Foundation's operating costs.

A portion of the energy consumed by the Foundation therefore comes from renewable sources. The electricity produced by the trigeneration system is supported by White Certificates (also known as Energy Savings Certificates or ESC), the primary incentive mechanism promoting energy efficiency across the industrial sector, grid infrastructure, services, and transport. These certificates also apply to measures in the civil sector and behavioural initiatives. The GSE (Energy Services Manager) issues one certificate for each tonne of oil equivalent (TOE) of energy savings achieved through the implementation of efficiency measures. Upon request from the GSE, the certificates are issued by the Energy Markets Manager (GME) and allocated to specific accounts. White certificates can be traded and valued either on the market platform managed by the GME or through

bilateral negotiations. To this end, all entities eligible for the program are registered in the GME's Electronic Register of Energy Savings Certificates. The economic value of the certificates is determined during trading sessions on the market.

Specifically, the Foundation received White Certificates after certifying the operation of its high-efficiency trigeneration plant, achieving approximately 800 TOE savings per year.

A major redevelopment of the cooling plant – the Hospital's most energy-intensive system – is under way. Starting in 2025, it will use electricity sourced exclusively from renewable sources, further advancing the institution's ecological transition.

The 2024 energy consumption data from the Campus Bio-Medico University Hospital Foundation reaffirm its commitment to enhancing energy efficiency and minimising environmental impact.



**145,055 GJ**

Energy Consumption  
in 2024



**3,672 GJ +100%**

Self-produced electricity  
from renewable sources



**-2.99%**

Decrease in Scope  
1 and 2 emissions

In 2024, fossil fuel purchases decreased by 2.35% compared to the previous year, falling from 117,210 GJ in 2023 to 114,455 GJ. Simultaneously, electricity purchases declined by 3.8%, from 27,986 GJ in 2023 to 26,928 GJ in 2024. Another positive

development is the share of self-produced electricity: in 2024, out of a total of 35,460 GJ generated on-site, 3,672 GJ came from renewable sources – a significant increase from 2023, when renewable self-production was zero.

**SELF-PRODUCTION AND DECREASED ENERGY CONSUMPTION: THE PHOTOVOLTAIC PARK**



In April 2024, a 998 kW peak ground-mounted photovoltaic system was commissioned to power the Hospital building. This plant was built by CBM S.p.A. and is managed by the Foundation. The plant enables an annual production of approximately 1,366,540 kWh – almost entirely for self-consumption – resulting in an 8% reduction in electricity purchases and yielding significant benefits for both sustainability and operating costs. In addition to monitoring its energy consumption, the Campus Bio-Medico University Hospital Foundation places strong emphasis on reducing greenhouse



Figure 37 – Photovoltaic System

gas emissions from its daily operations, actively contributing to the fight against climate change. In 2024, the Campus Bio-Medico University Hospital Foundation’s Scope 1 and 2 emissions decreased slightly by 2.99% compared to the previous year.

## 3.3 WATER MANAGEMENT

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The Campus Bio-Medico University Hospital Foundation prioritises **sustainable water management** within its environmental strategies, aiming to *minimise waste and maximise efficiency in the use of this vital resource*. Recognising water as a vital and limited resource, the Foundation adopts concrete measures to reduce consumption without compromising the quality and safety of its services.



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Key initiatives include *installing sensor-activated taps* to prevent unnecessary water waste and *promoting the use of hand sanitising gels* to reduce reliance on

running water. The Foundation ensures that water for both hospital and technological purposes is sourced exclusively from Acea Ato 2 pipelines, due to the lack of dedicated networks for technological use in the area. For irrigation, dedicated wells are used, enabling a differentiated and efficient use of water resources. All water used is purified in accordance with current regulations, ensuring its potability and compliance with the technical requirements of the systems.

Recognising the need for structured and proactive management, the Foundation continuously monitors consumption by analysing invoices and conducting direct meter readings. To enhance control and optimise water usage, an advanced monitoring system is being evaluated to enable more detailed and timely consumption measurement.

The Foundation's commitment goes beyond internal management, actively engaging stakeholders in promoting best practices

for the sustainable management of water resources. In particular, close collaboration with the maintenance and management company is fostered to prevent water waste in technological systems. At the same time, all hospital staff are engaged through internal awareness campaigns – also delivered via the intranet platform – to promote more responsible use of drinking water.

Looking ahead, the Foundation has planned the implementation of an advanced monitoring system in 2025, including the installation of new meters. This initiative will

enable more precise identification of high-consumption areas, allowing for targeted actions to further enhance the efficiency and sustainability of water resource management. In 2024, the Campus Bio-Medico University Hospital Foundation consumed approximately 149 million litres of water – a 14% reduction compared to 2023, when usage totalled around 172 million litres. The reduction in water consumption observed in 2024 compared to 2023 is directly linked to the efficiency measures implemented, which have played a key role in optimising water use and minimising waste.



**149,213** **Mega litres**

Water Consumption in 2024



## 3.4 WASTE MANAGEMENT

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The Foundation's waste management and disposal policy is focused on promoting waste reduction and maximising recycling efforts. These initiatives not only support environmental protection but also reflect the Foundation's commitment to building a more sustainable future.

For example, in recent years, mixed packaging waste has been reduced by 31% thanks to the introduction of separate waste collection within the hospital.

Regarding disposable plastics, initiatives have been introduced to revise the packaging of medical supplies by prioritising environmentally-friendly and compostable materials and encouraging the adoption of reusable alternatives. To reduce the use of bottled water by patients and healthcare staff, plans are in place to expand the availability of automated drinking water distribution systems<sup>45</sup>.

Equally important is the Foundation's commitment to the effective management of medical waste. In fact, the Foundation is considering the adoption of on-site sterilisation systems for disposing of potentially infectious medical waste, allowing it to be treated similarly to municipal waste. This solution is expected to reduce the volume of hazardous medical waste by up to 25%, leading to a corresponding decrease



Figure 38 – Recycling bins within the hospital facility

in greenhouse gas emissions associated with transportation and external disposal.

Regarding medical devices and bandages, the Foundation promotes the use of reusable technical fabrics (RTF) over disposable non-woven fabrics (NW) and encourages the reuse of sterilised instruments and devices, thereby limiting reliance on disposable materials. The disposal of medicines and disinfectants adheres to principles of sustainability and safety, ensuring the secure management of hazardous substances. For chemotherapy drugs, an advanced waste recovery system has been implemented at the Antiblastic Drugs Unit (UFA), significantly reducing the risk of environmental contamination.



In light of these efforts, the following details outline the Foundation’s waste generation and disposal methods for 2024.

In 2024, the Foundation generated a total of 1,552 tonnes of waste, comprising approximately 778 tonnes of non-hazardous waste and 774 tonnes of hazardous waste.

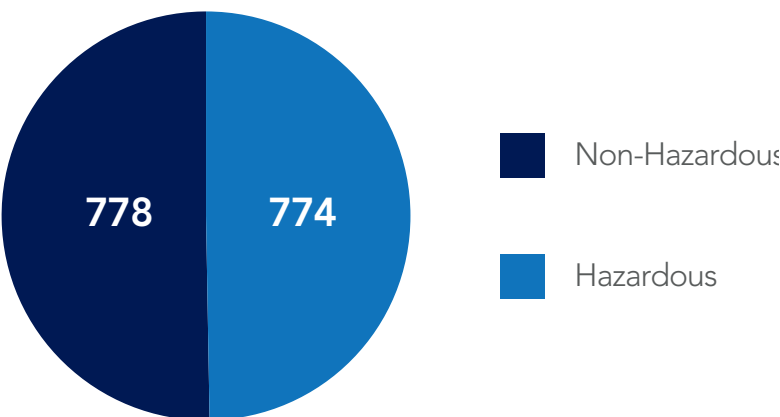
The Foundation is committed to responsibly monitoring and managing its waste, with the goal of minimising waste generation and maximising material recovery, thereby reducing the volume sent for disposal.



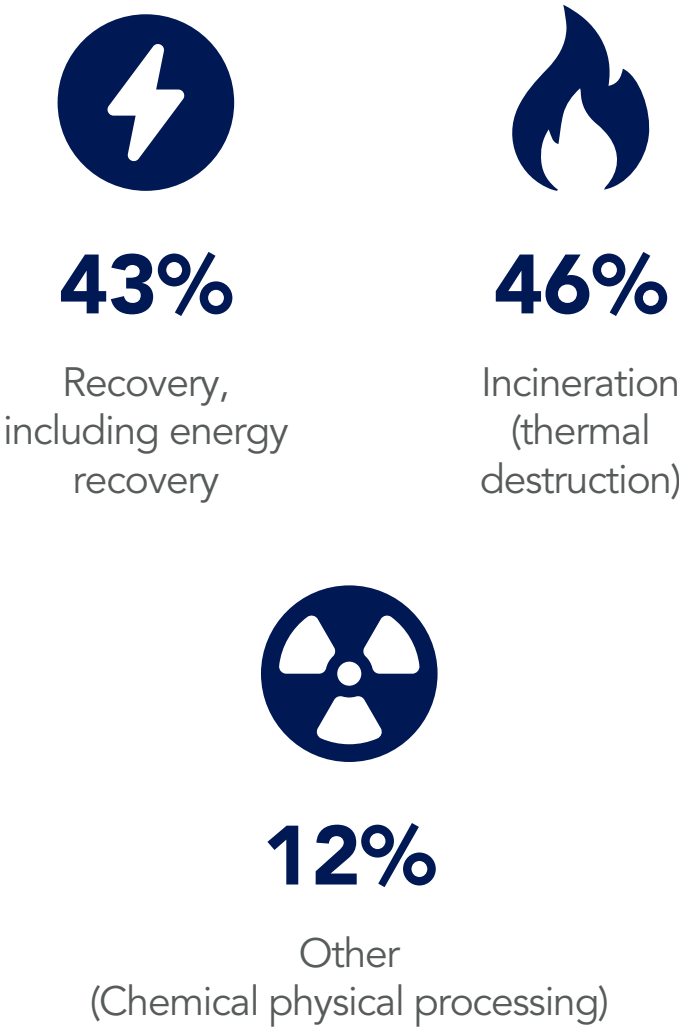
**1,552t**

Waste Generated in 2024

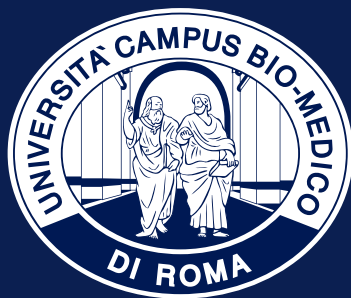
Waste Generated in 2024



Adopted disposal method:







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# **4. COMMITMENT TO STAFF WELL-BEING AND SOCIAL RESPONSIBILITY AT CAMPUS BIO-MEDICO UNIVERSITY HOSPITAL FOUNDATION**



# 4.1 HUMAN RESOURCE MANAGEMENT

The Campus Bio-Medico University Hospital Foundation places its employees at the core of its mission, fostering an inclusive work environment, comprehensive corporate welfare programs, and ongoing professional development. The Foundation is also dedicated to supporting the community through social responsibility initiatives and solidarity projects, adopting an approach focused on personal care and sustainable development.

Specifically, the Foundation acknowledges the fundamental value of its human resources and actively manages a diverse workforce. In 2024, the Foundation’s workforce consisted of 1,775 individuals of which **1,656 employees and 119 freelancers and collaborators**, representing an increase of approximately 4% compared to 1,707 personnel (1,586 employees and 121 freelancers and collaborators) in 2023.

The majority of the staff are employees, categorised as follows:

1. Doctors
2. Healthcare Graduates
3. Nurses
4. Health Technicians
5. Physiotherapists
6. Social Workers/Dieticians

7. ASO - Dental Assistants
8. Support Staff
9. Internal Logistics Personnel
10. Non-Clinical Administrative and Technical Personnel
11. Executives

The Foundation fosters a work approach designed to create an **inclusive, collaborative, and motivating environment**. Grounded in the Campus's core values, it enhances each individual's professional contributions and **diversity**, *promoting teamwork, knowledge sharing, and professional growth*. This approach ensures that human resources achieve results aligned with the Foundation's values and mission, contributing to the advancement of a healthcare model increasingly centred on the needs of patients and the community.

The Foundation ensures that 100% of its employees receive a salary in accordance with:

- The National Collective Labour Agreement (CCNL) for AIOP-ARIS workers (Italian Association of Private Hospitals – Religious Association of Socio-Healthcare Institutions), supplemented by the Company Supplementary Agreement (CIA) dated 19/11/2021.
- The National Collective Labour Agreement (CCNL) for CIMOP workers (Italian Confederation of Private Hospital Doctors) for Hospital Directors, supplemented by the Company Supplementary Agreement (CIA) dated 27/11/2020.

Teaching and research staff with care assignments at the Foundation, pursuant to the agreement between the Campus Bio-

Medico University of Rome and the Campus Bio-Medico University Hospital Foundation, are governed by the National Collective Labour Agreement (CCNL) for CIMOP workers (Italian Confederation of Private Hospitals) for Hospital Directors, supplemented by the Company Supplementary Agreement (CIA) dated 27/11/2020.

In this arrangement, the University is responsible for processing pay slips, while the Foundation oversees attendance registration.

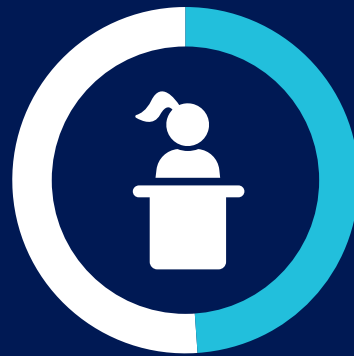
The Foundation utilises collaborative and freelance contracts on a limited basis, primarily involving doctors and certain new medical graduates. To address the COVID-19 emergency, numerous interns have been hired in recent years under coordinated and continuous collaboration contracts (Co. Co.Co.).

As of December 31, 2024, approximately 83% of employees hold permanent contracts. Only 285 employees at the Campus Bio-Medico University Hospital Foundation are on fixed-term contracts. Demonstrating its commitment to its workforce, the Foundation is progressively converting these workers to permanent positions. Specifically, 56 employees were converted to permanent position in 2023, with a slight increase to 58 conversions in 2024.

Total Work  
Force 2024

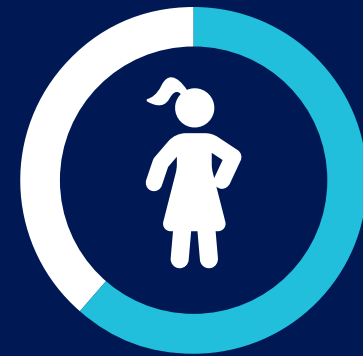
1,775

People



49.1%

of managers are female



61.5%

of employees are female



83.1%

of employees hold  
permanent contracts



96.5%

of employees work full-time

96.5% of employees are hired on a full-time employment contract. Although there is no specific regulation governing part-time work, requests are assessed on a case-by-case basis, taking into account both the employee’s personal and family needs as well as the requirements of

the service or ward. Approval is granted by the Board of Management, following a favourable recommendation from the Service Manager. Part-time contracts are typically granted for one year and may be renewed upon the employee’s request.



Medical Directors

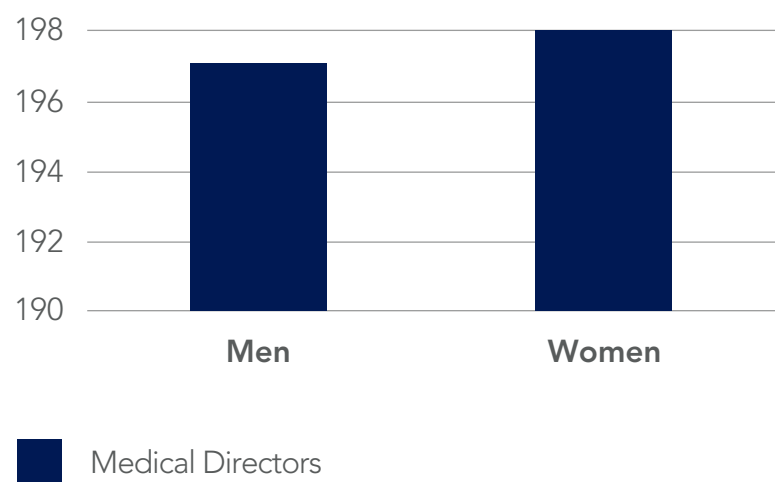


Figure 38 – Number of Healthcare Executives by Gender

As shown in the tables above, employees constitute the largest professional category within the Foundation, accounting for just over 75.2% of the workforce in 2024. Additionally, the Foundation values diversity and actively fosters intergenerational exchange among its collaborators. The largest age group among staff is between 30 and 50 years old, comprising 65.9% of employees, while 17.5% are over 50. Thanks to its partnership with the University, the Foundation hired 274 young people under the age of 30 in 2024, marking a 15% increase compared to 2023.



The influx of new staff was especially notable among nurses, due to close collaboration with the nursing school, as well as among Campus interns. Additionally, the Foundation actively engages students through curricular traineeships, providing valuable hands-on training and potential pathways for future employment under more formal contracts. Volunteers accredited through the Civil Service also make a valuable contribution to the Foundation’s mission<sup>46</sup>. Recognising

the importance of diversity and equal opportunities, the Foundation fosters an inclusive work environment where the exchange of experiences is valued as a key asset. Women make up a vital part of the workforce, accounting for 61.5% of total staff in 2024 – surpassing the number of men and consistent with the previous year’s figures. Women are especially prominent among the nursing staff, while they account for 49% of managerial positions.



Under 30 hired  
in 2024



Employees in protected  
categories

In 2024, the Foundation employed 27 individuals from protected categories, marking a slight decrease of 3.6% compared to the previous year; among them were 2 executives within the medical staff and

graduates. Regarding leave entitlements under Law 104 and other related permits, the Foundation guarantees full access to all benefits and provisions established by current legislation.

<sup>46</sup>Source: Personnel Recruitment and Selection\_Activities 2022-2024

# 4.2 WELFARE POLICIES

The Foundation’s commitment to supporting its staff extends beyond recognising and developing individual skills; it also focuses on fostering a work environment that enhances well-being, motivation, and productivity. Accordingly, the Human Resources Department has implemented specific initiatives designed to improve employee well-being and support their financial stability. Among these initiatives, a key feature is the option to convert the business performance bonus into welfare-related goods and services.

Named “**WellFARE**”, the program was established after a comprehensive supplier market analysis and implemented in partnership with AON<sup>47</sup>. AON delivers a broad array of benefits through a dedicated platform, boosting both employees' purchasing power and their overall well-being. Available benefits include shopping vouchers, fuel, sports and wellness activities, travel, cultural and leisure experiences, education and training, family care, public transportation, and retail purchases.



150,000

Facilities affiliated with the Welfare program



1,404

Employees who have converted their performance bonus into welfare benefits



91%

Employees who have used the AON platform to access welfare services

In 2024, **1,404 employees** opted to convert their performance bonuses into welfare services of which **1,086** under AIOP contract and **318** under CIMOP contract. Among AIOP staff, 91% chose to access welfare

services through the AON platform, while **9%** opted to receive the benefit directly in their pay check. For CIMOP staff, on the other hand, **48%** opted for conversion on the AON platform, while the rest chose direct payment.

<sup>47</sup>Source: Welfare\_ Assessment\_Various Activities 2022-2024.

In addition, the Foundation offered employees the option to convert their **Supplementary Bonus** into the welfare services described above.

Employees may benefit from **reduced rates for health services available at the Campus**, thereby enhancing the well-being of staff and their families. In addition to the welfare package, the Foundation has established **several agreements** aimed at enhancing employees' quality of work life, with special focus on physical, psychological, and family well-being. Employees who predominantly rely on private vehicles for their daily commute benefit from discounted parking fees and a dedicated agreement with the car-sharing provider ENJOY. These solutions simplify mobility by lowering costs and promoting more sustainable transportation options.

The Foundation also offers **affiliated canteen services** to ensure a healthy and comfortable

lunch break. Moreover, employees have the opportunity to access preferential discounted rates at the “Primavera del Campus” nursery and day care centre, and the Summer Camp, helping to address family needs and support both parents and children throughout the summer period.

The Foundation is dedicated to supporting staff well-being by providing the **Listening Desk**, a virtual, anonymous, and completely free service where employees can confidentially consult with a psychologist. Managed by a specialised company, this service is designed to support employees in managing challenges that arise in both work and personal life. A **Coaching Program** is available to all employees whenever they feel the need. This service aims to assist employees in navigating complex situations, especially trauma-related, while promoting emotional healing and psychological health.

## Performance Evaluation<sup>48</sup>

The Campus Bio-Medico University Hospital Foundation implements a **comprehensive performance evaluation system**.

Doctors and health graduates with CIMOP contracts are evaluated based on meeting objectives established by the Health and Human Resources Departments. The latter annually plans the personnel evaluation

process, defining the criteria, methods, and measurement tools to support it. This system is a key component in awarding the bonus outlined in the CIMOP National Collective Bargaining Agreement, promoting not only the achievement of established objectives but also consistent staff attendance, thereby fostering efficiency and continuity of care.

## Remote working and flexible hours<sup>49</sup>

In recent years, the Foundation has implemented a **remote working** policy to help employees achieve a better work-life balance. Remote working is voluntary and applies only to employees eligible

for remote activities through a signed individual agreement.



## The Mobility Plan

Campus Bio-Medico S.p.A. approved its Home-Work Commuting Plan by internal resolution in December 2023. The Plan encompasses activities within the University Campus of Trigatoria, including those of the Campus Bio-Medico University Hospital Foundation, the Campus Bio-Medico University of Rome, Campus Bio-Medico S.p.A., and the Alberto Sordi Foundation. Within the Campus Bio-Medico Foundation, the implementation program is designed as a strategic and progressive initiative aimed at transforming daily commutes into **a more sustainable, efficient, and equitable experience for the entire community**.

The first step is to evaluate a **company shuttle service** as a convenient, sustainable alternative to private transport.

Over the coming year, this initiative will undergo a thorough market study and a detailed assessment of the needs of the Campus community. During this period, the primary goal will be to gather meaningful data to support the effective technical and economic implementation of the service.

Simultaneously, the introduction of an **IT application for car-pooling** represents a forward-thinking initiative promoting shared and responsible mobility.

To foster environmental sustainability, the Foundation is actively exploring e-mobility solutions. In the next year, a market analysis will be undertaken to assess the viability of installing electric vehicle charging stations in a defined number of parking areas, potentially supported by sponsorship opportunities.

<sup>49</sup>Source: Remote Working Contract.



Furthermore, a range of awareness, education, and training initiatives will be launched to promote sustainable lifestyle and mobility choices among students and staff. These efforts, developed in collaboration with public entities, local institutions, and mobility solution providers, aim to enrich the service ecosystem of the Bio-Medico Campus. This initiative aims to promote zero-impact private mobility from a One Health perspective, supporting emission reduction and advancing environmental sustainability. It benefits not only the Bio-Medico Campus community but also the

residents of the Trigoria district, aligning with the principles of the Third Mission and reinforcing the Foundation's social impact and commitment to serving the wider community. Ultimately, the Foundation's core commitment is to promote a modal shift toward shared, sustainable transport solutions. The research conducted over the year will be implemented through trial services, designed to assess the effectiveness of proposed solutions in practical settings. The pilot phase will serve to assess the effectiveness of the adopted measures and to introduce any necessary adjustments to enhance overall performance.

## "Primavera del Campus" Nursery-Day Care Centre<sup>50</sup>

The Campus Bio-Medico University Hospital Foundation offers a **day care service for employees' children aged 3 months to 6 years**, supporting families with early childhood care. Since September 1, 2016, the **"Primavera del Campus" nursery-day care centre** has been operating within a fully earthquake-resistant, environmentally-sustainable building, rated A4 for energy efficiency and designed for nearly zero energy consumption. The centre accommodates **up to 190** children, making it the largest facility of its kind in Rome. Originally built to serve the children of the Foundation's employees, the centre is also open to families from the local community. The facility is designed to support



Figure 39/40/41 – Interiors and garden of the "Primavera del Campus" day care centre

work-life balance, operating year-round with flexible hours from 7:00 a.m. to 7:30 p.m. Spanning 1,780 square meters on one floor, the indoor area features environmentally-friendly furniture and innovative educational materials, with direct access to the outdoor garden for even the youngest children. The centre features six Nursery rooms and three bilingual Kindergarten classes for children aged 3 to 6. The outdoor garden, spanning approximately 2,400 square metres, features

an educational garden and is bordered by shrubs and over 200 trees – primarily pines and eucalyptus – sourced from the nearby Decima Malafede Natural Park. An additional 2,600 square metres are designated for vehicle access routes and approximately 50 parking spaces. The facility incorporates educational programs developed by experts from the Association of Families for Education and Culture (C.E.F.A.).



**109**

Children admitted  
in 2024



**1,780 sqm**

Internal surface area



**2,400 sqm**

Garden surface area



**50**

Parking spaces



**200**

Trees in the garden

# GENDER EQUALITY PLAN

The Foundation is dedicated to fostering the full participation of all individuals, regardless of gender, to promote **equity in leadership roles and decision-making processes**. The work environment is intentionally designed to be inclusive, valuing each individual’s unique qualities and actively combating all forms of discrimination. Within this framework, the Foundation has

developed the **Gender Equality Plan** <sup>51</sup> (GEP), a strategic initiative designed to **promote an organisational culture grounded in gender equality**. The plan outlines **innovative strategies**, implements **concrete actions**, and sets measurable objectives across the key areas identified by the **European Union**, with progress monitored through specific indicators.



Figure 42 – Emergency Room Operators

The **GEP**, developed in accordance with **European Commission Communication No. 152 of March 5, 2020**, and the **Directive of the Presidency of the Council of Ministers**,

aligns with the principles of an educational and cultural system founded on **equal rights and opportunities**. The goal is to foster an environment where every individual can

<sup>51</sup>Source: Gender Equality Plan 2023.

fully achieve their professional and personal aspirations through **positive, targeted actions**.  
The plan targets **all members of the**

**Foundation**, including **doctors, healthcare staff, researchers, educators, managers, and employees**, promoting a fair, inclusive, and talent-driven work environment.



In line with the European Commission’s strategies, the Foundation has developed a two-year action plan (2023–2024) focused on advancing the following objectives:

**Action 1 area**

Work-life balance and corporate culture

- **Goal 1:** Foster a culture of equal opportunity within the organisation.
- **Goal 2:** Support individual well-being by fostering work-life balance through effective tools and resources.
- **Goal 3:** Strengthen employee support by collaborating with external partners to ease family management challenges.
- **Goal 4:** Assist staff in balancing challenging family circumstances with work responsibilities.

**Action 2 area**

Gender equality in leadership and decision-making processes

- **Goal 1:** Launch a cultural renewal process.

**Action 3 area**

Gender equality in hiring and career growth

- **Goal 1:** Achieve greater gender balance in hiring.
- **Goal 2:** Achieve greater gender balance in career growth.

**Action 4 area**

Integrating gender into research and the corporate culture

- **Goal 1:** Promote gender equality in research careers.
- **Goal 2:** Promote gender medicine in research and clinical practice.

**Action 5 area**

Combating gender bias, including harassment

- **Goal 1:** Raise awareness about the various forms of gender-based violence.
- **Goal 2:** Manage, design, and implement measures to identify and address cases of harassment.



Demonstrating its commitment, the Campus Bio-Medico University Hospital Foundation **reported no complaints or incidents of gender** discrimination during the 2023–2024 period. To guarantee a **safe, inclusive, and respectful work environment**, a dedicated reporting channel has been established to address and manage any violations of policies, including incidents of discrimination. Following the approval of the new Organisation, Management, and Control Model, a whistleblowing platform was launched to enable anonymous and secure reporting of behaviours and actions that violate regulations, Model 231/2001, internal procedures, and the Code of Ethics. The launch of a dedicated platform that guarantees maximum confidentiality for whistleblowers reflects the Foundation’s

commitment to fostering a culture of legality and responsibility – principles that go beyond mere compliance with the Organisation, Management, and Control Model and the Code of Ethics, embodying the core identity and ethical values the Foundation steadfastly upholds.

Additionally, employees and external users can reach out to the **“Gender Violence” Commission**<sup>52</sup>, established on **December 5, 2024** which includes **three members of the Foundation’s Board of Directors** and a physician from the Health Department. The Commission is responsible for **reviewing received reports** and recommending **preventive measures** or the initiation of **disciplinary actions** to the **Chief Executive Officer**, thereby safeguarding the protection and well-being of all staff.

## PERSONNEL TRAINING

The **continuous development and enhancement** of staff skills are fundamental to the Campus Bio-Medico University Hospital Foundation’s commitment to ensuring excellence in the services it provides. **Investing in training** not only enhances safety and operational efficiency but also fosters a dynamic and motivating work environment, aligned with the Foundation’s core principles and values.

Continuous training empowers employees to develop new skills and approach the challenges of the healthcare sector with greater confidence, thereby contributing to the ongoing enhancement of care quality and the sustainable success of the organisation.

Specifically, the Human Resources Department, in collaboration with other Hospital Departments, **fosters continuous**

**staff training on clinical, professional, and organisational topics**, tailoring programs to the unique needs of each Ward, Service, or Operating Unit.

In **2024**, the Campus Bio-Medico University Hospital Foundation launched a **comprehensive training program**, organised into multiple thematic areas, designed to address staff development needs and promote workplace well-being. This approach

strives to *guarantee quality, efficiency, appropriateness, and safety throughout healthcare processes*, ensuring patients receive the highest standard of care.

The initiative seeks to strengthen and update the clinical, scientific, and managerial skills of all professionals involved, enhancing their contributions and fostering the Foundation's ongoing growth.



Figure 43/44 – Conference led by the Deputy Scientific Director of the Campus Bio-Medico University Hospital Foundation, part of the in-person staff training program, alongside the Foundation's Human Resources Director.

To achieve these objectives, a **variety of teaching methodologies** have been employed, including classroom lectures, practical workshops, on-the-job training, and the integration of innovative technologies. Training is delivered both in-person and synchronously, as well as remotely via eLearning platforms. For distance learning, the Foundation leverages innovative digital platforms to provide an interactive and accessible training experience.

**Total training courses provided in the 2022-2024 period**

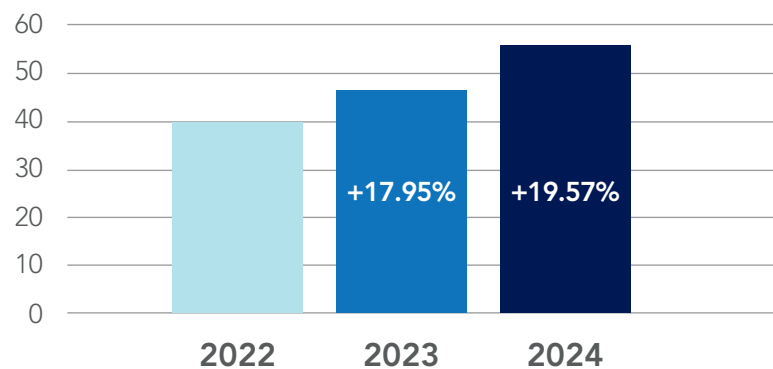


Figure 45– Total training courses provided in the 2022-2024 period



In 2023 and 2024, the Foundation implemented a comprehensive training program aimed at developing clinical, scientific, managerial, and behavioural skills, aligned with its Charter of Purposes and Values. In 2024, **training hours** amounted to **9,399.15**.

**55** Training courses provided in 2024



**+41.03%**

In the 2022-2024 period

Between 2022 and 2024, the training program experienced significant growth, reflecting the Human Resources Department’s clear and strategic commitment. **The increase in the number of courses**, that increased by **41,03%** over the three-year period reflects a strong commitment to providing continuous, high-quality training for health, administrative, and technical staff.



# 9,399

Training hours 2024

The training program incorporated diverse **methodologies**, including on-the-job training, workshops, case studies, classroom sessions, and webinars. Special emphasis was placed on infrastructure safety, emergency management

through BLSD, ALS, and ATLS courses, infection prevention, and the development of soft skills. Additionally, an innovative English-language training program has been launched, providing personalised digital courses tailored to individual needs.

## TRAINING PROGRAM CATALOGUE

The Foundation's **training program catalogue** is organised into **distinct thematic areas**, each tailored to address specific learning needs. This structure aims to ensure the continuous development of staff skills and to enhance the quality of care and services provided to

patients. The adopted approach emphasises practical training initiatives designed to deliver real, measurable impact.

The breadth and diversity of the training offerings reflect the Foundation's adaptability



to regulatory and clinical advancements, as well as its strong commitment to fostering programs that enhance managerial, leadership, value-driven, and behavioural skills. The entire training program is grounded in

core values that shape its content, aligning closely with the Foundation's scientific and clinical strategy: Reliability and Transparency, Tradition and Innovation, Sustainability and Inclusion.

Below is an overview of the training activities offered in 2024<sup>53</sup>:



### **Clinical Area**

It offers health training designed to maintain and enhance the high technical and professional standards of all healthcare professionals.



### **Security Area**

Conducted in collaboration with the Prevention and Protection Service (SPP), the program focuses on risk prevention – including burnout – and addresses the prevention of violence against healthcare personnel, recognising the high-risk nature of workplace incidents in this sector. All staff members receive comprehensive training and regular updates on infrastructure management and safety protocols. This training is planned and coordinated by the Managers of each FMS Plan and delivered in collaboration with the relevant professionals, their Supervisors, and the respective Departments.



### **Institutional Area/Value Training**

This training area focuses on reinforcing and conveying the foundational values of the Campus, with special emphasis on its cultural and religious aspects, to strengthen organisational identity and foster a strong sense of belonging – particularly among newer generations. This is the framework for the “Leading by Example” program, developed in collaboration with IESE International Business School, which fosters intergenerational dialogue and encourages collaboration among professionals with diverse skills and backgrounds. The program fostered a deep reflection on the Foundation’s identity and core values, highlighting the importance of leading by example – where managers consistently demonstrate integrity, transparency, and alignment between words and actions. Finally, the course underscored the potential to cultivate a new model of leadership – one that effectively supports sustainable change management and responds to the challenges of an increasingly complex and rapidly evolving environment.



### **On-boarding program (Welcome Day)**

A program designed for all new hires, built on a multidisciplinary approach aimed at sharing and transmitting the organisation’s *corporate culture*, vision, and mission. It fosters integration among professionals, facilitates access to services, and promotes a deeper understanding of the campus’s history and offerings.



### **Regulatory Area**

It delivers targeted training on specific regulatory frameworks, such as Model 231 and anti-corruption measures.



### Emergency Area

To ensure best practices remain up to date, the Foundation provides yearly training in cardiopulmonary resuscitation and defibrillation in accordance with international standards. A collaboration with international institutions was also established in preparation for the Jubilee, aimed at managing a high volume of emergencies and providing care for *international patients*. This included specialised training in reception services and intercultural care, ensuring professionals are equipped to meet diverse needs with up-to-date and advanced approaches.



### Managerial Conduct Area

The Foundation has developed a distinctive training initiative within the healthcare sector called the *Key Skills program*, designed to enhance essential soft skills such as project management, teamwork, emotional intelligence, stress management, problem-solving, time management, and effective communication. The program aims to enhance the *Patient Experience*, elevate the quality of care, increase patient satisfaction, and boost staff motivation. In autumn 2024, a skills assessment program was launched to monitor and evaluate staff's transversal competencies, with the goal of strengthening initiatives aimed at enhancing soft skills.



### Linguistic Area

The Foundation prioritises English language training to strengthen communication in a global healthcare context.



### IT Area

The Foundation has also implemented programs to enhance staff digital skills, improving daily work flows and adapting to emerging technologies.

## EMPLOYEE HEALTH AND SAFETY

The Campus Bio-Medico University Hospital Foundation fully integrates **occupational health and safety (OSH)** principles into all its activities, ensuring complete compliance with current regulations. The aim is to **minimise risks** to employees and maintain a safe working environment, while promoting ethical and sustainable business development.

To achieve these objectives, the Foundation is dedicated to the **continuous improvement** of its processes, resources, and tools, actively monitoring technological innovations to mitigate professional risks.<sup>54</sup> Every year, **clear and measurable goals** are established and updated, with progress continuously monitored. All staff members are engaged in safety management through access to an **OSH Management System** on the company intranet, where they can review goals, prevention procedures, and risk reporting protocols.

In addition to complying with **Legislative Decree 81/08** (Consolidated Law on Safety), the Foundation voluntarily obtained and continues to maintain **UNI ISO 45001 certification** since 2023, underscoring its proactive commitment to personnel protection and accident prevention.

Safety governance is organised across multiple levels to ensure a comprehensive and effective approach, aligned with the Foundation's university identity and commitment to scientific excellence. The **Prevention and Protection Service (SPP)** consists of an internal team of four professionals and six **Workers' Safety Representatives (RLS)**, distributed across both medical and non-medical sectors. The Foundation also engages specialists in **assessing exposure to carcinogens, anesthetic, and chemotherapy gases**, conducting precise biological, environmental, and surface monitoring. A fire consultant works alongside the technical team to manage **explosion risks**, while a dedicated expert oversees compliance with **radiation protection** regulations.

In 2024, the Foundation recorded a total of **69 accidents**<sup>55</sup>, including **51 workplace incidents** and **18 commuting cases**. The accident frequency index was **27.03**, representing a decrease from **29.7** in 2023.

<sup>54</sup>Source: Health, Safety and the Environment Policy.

<sup>55</sup>Source: Accident Incidence Report year 2024





69

Accidents recorded  
in 2024



27.03

Accident frequency  
per million of hours worked\*



26%

Commuting accidents



74%

Workplace accidents

\*Equation 1 Frequency Index > IF =  $\frac{\text{No. of accidents}}{\text{No. hours worked}} 10^6$  | Source: Accident Incidence Report year 2024

These figures demonstrate the effectiveness of the safety measures implemented and the Foundation’s ongoing dedication to maintaining

a safe and secure working environment for all employees and collaborators. No cases of occupational disease were reported.

The main types of accidents recorded are as follows<sup>56</sup>:



Figure 46 – Types of accidents

Commuting accidents accounted for **26%** of the total, a figure influenced by the Foundation’s geographical location, which necessitates frequent travel on high-speed roads. To mitigate this risk, the Foundation has organised safe driving courses targeted at the most vulnerable social and healthcare workers, including transport personnel, staff conducting home visits for palliative care, and

hospice workers. These courses, designed to enhance driving skills, contributed to a reduction in road accidents in 2024.

Additionally, numerous safety procedures have been implemented to minimise risks and prevent workplace accidents.

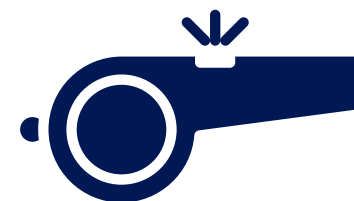
<sup>56</sup>Ibidem.



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In 2024, the Foundation established its **Safety Committee**. The General Manager has delegated authority to eight department directors, who, together with the Head of the Prevention and Protection Service (RSPP) and a lawyer specialising in occupational safety, form the committee. The committee meets annually, providing delegates the opportunity to report on the fulfilment of their duties and to present a comprehensive review of key safety activities, objectives, identified risks and issues, incidents, implemented interventions, and their current progress.<sup>57</sup> The committee also plans safety improvement activities and initiatives to address specific risks or specialised operations.

The OSH team compiles quarterly statistics and provides management with detailed reports on accident and incident trends. Regular meetings, held two to three times a year, provide a forum to share information on accidents, near misses, inspections, safety measures, requirements, and critical issues. During these meetings, necessary corrective actions are identified and their implementation progress is monitored.



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Ensuring health and safety at work also means actively listening to employees and collaborators. To manage “**near miss**” and undesired events, the Foundation has implemented a **computerized procedure** on the company intranet that allows reporting of accidents, injuries, discrepancies, or behaviours and situations that may pose safety risks. Corporate departments receiving reports within their areas of responsibility are required to forward relevant information to the Prevention and Protection Service (SPP) whenever the event may impact health and safety. Upon receiving a report, the SPP records the information in the “undesired events register” to facilitate appropriate investigations. Subsequently, it conducts interviews and document reviews to identify the factors that triggered the event and to define corrective actions aimed at continuously improving organisational performance and preventing recurrence<sup>58</sup>.

<sup>57</sup>Source: Clinical Management OS Report\_IV Quarter 2024.

<sup>58</sup>Source: SGI\_p14\_Undesired Events.

# Total Undesired Events Reported in 2024

Reference period	1 <sup>st</sup> quarter	2 <sup>nd</sup> quarter	3 <sup>rd</sup> quarter	4 <sup>th</sup> quarter
Year 2024	67	61	59	46

The Foundation is dedicated to ensuring that every employee is well-informed about occupational health and safety policies, enabling them to perform their duties safely and effectively. To this end, tailored training programs are provided for each worker category and level. The training is organised with the support of eight delegates from the Department for Health and Safety. Each year, a training plan is developed that includes general and specialised courses – covering both low and high-risk areas – for new hires, along with refresher courses for supervisors, managers, first responders, and emergency personnel. Courses are delivered either in-person or synchronously on-line, with a preference for the latter. In 2024, **100%** of mandatory training was completed through on-line platforms managed by a specialised external trainer<sup>59</sup>.



100%

Of employees who completed mandatory training

In 2024, the Campus Bio-Medico University Hospital Foundation carried out a comprehensive assessment of **work-related stress risk** (SL-C), actively involving all staff, who were grouped homogeneously to enable more precise identification of critical issues<sup>60</sup>.

<sup>59</sup>SAL TRAINING AS OF 15-01-2025.



Following an initial preparatory phase – during which directors, safety managers, and work psychologists planned and monitored risk assessment and management activities – several objective and measurable organisational indicators were evaluated, including turnover, absenteeism rates, illness-related absences, and working hours. The next phase of the assessment involved administering two questionnaires to the Foundation’s staff:

**score of 3.2, which is consistent with the average for healthcare organisations.** The “Organisational Analysis” questionnaire examined factors including role clarity, working hours, personnel management, and work-life balance. The collected data were analysed by work psychologists, who identified priority areas for intervention to manage risks, address identified issues, and improve working conditions.



**“Organisational Analysis” and “Occupational Stress Questionnaire” (OSQ).** With a 66% response rate, the data revealed a **moderate-to-high work-related stress**

**The work-related stress risk management plan comprised two key interventions:**



**Training**

Targeted courses were organised on stress management, relaxation techniques, emotional regulation, resilience, and anti-fragility. Additionally, training was offered to improve social relationship management and conflict resolution, strengthening staff’s non-technical skills.



## Psychological Support

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A psychological listening desk has been established for staff, providing support through active listening, understanding, and rethinking the

dynamics causing distress. Safe and anonymous, it serves as a point of reference for psychological and work-related issues, periods of difficulty, or traumatic experiences. The service includes direct consultations with a psychologist, comprising a minimum of four sessions. Additionally, remote psychological support has been made available to staff facing critical emotional challenges resulting from traumatic workplace events, such as deaths, robberies, harassment, or aggression. The future goal is to enhance awareness and engagement in these initiatives through a targeted communication strategy, particularly during challenging periods.



## Emergency Management

Emergency management is conducted in a structured and coordinated way. A delegate, working closely with the technical team, oversees emergency management, including the evacuation plan and emergency drills. Meetings with staff are held nearly every month, featuring tests, theoretical simulations, and practical exercises – including evacuation drills – conducted across all Foundation operating units, involving 55% of staff in 2024. Emergency simulations cover scenarios such as fires, medical emergencies (emergency response procedures), and elevator malfunctions with individuals trapped inside.



### **Fire Safety**

Fire safety is overseen by a designated delegate, and the facility holds a Fire Prevention Certificate in full compliance with applicable fire safety regulations. In 2024, evacuation drills were conducted in collaboration with fire fighters, involving both staff and patients. Detailed reports are prepared following each of these drills.



### **Personal Protection Equipment Management**

The management of Personal Protective Equipment (PPE) is systematic and efficiently resourced. Both personal and commonly used equipment – such as masks, gloves, safety shoes, goggles, and lead aprons – are distributed annually. A detailed log ensures the availability and suitability of PPE, and its procurement is not subject to budget constraints – underscoring the critical role PPE plays in safeguarding the health and safety of all Foundation staff.



### **Compliance with the smoking prohibition**

Beginning in 2024, an awareness campaign was launched to reinforce the smoking ban in healthcare settings – a persistent issue for hospital facilities. Smokers were directed to designated “blue islands,” helping to significantly reduce smoking within the hospital premises. Smoke control is managed by officers from an external security company, who conduct unannounced inspections three half-days per week. At present, no disciplinary measures have been established for staff violations.

## 4.3 THE FOUNDATION'S COMMITMENT TO SOCIAL RESPONSIBILITY

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The **Campus Bio-Medico University Hospital Foundation** is distinguished by its deep **social commitment**, reflected in numerous initiatives designed to promote **community well-being** and support the most vulnerable populations. Its mission extends beyond providing medical care, embracing a **supportive** approach that places the individual at the heart of all efforts. Through inclusion, prevention, and care programs, the Foundation is dedicated to ensuring **equitable access to healthcare** while fostering a culture of **accountability and mutual support**.

The Foundation's social initiatives operate on multiple levels, ranging from **health education** to partnerships with organisations and institutions aimed at improving the living conditions of vulnerable populations. Special attention is given to **vulnerable patients**, the

elderly, and individuals facing economic and social hardships, providing them with both health and supportive services. Additionally, the Foundation fosters **training and awareness** initiatives that engage students, professionals, and citizens in journeys of personal and collective development.

The Hospital's social commitment is further demonstrated through its strong collaboration with the **volunteer community**, a cornerstone of its solidarity efforts. By actively involving **volunteers, associations, and healthcare professionals**, the Foundation fosters a broad support network capable of addressing local needs with targeted and effective interventions. **Volunteer** activities are a vital part of the Bio-Medical Campus's mission, which seeks to blend **care, compassion, and professionalism** to make a meaningful contribution to society.



## PHILANTHROPIC EVENTS HOSTED BY THE FOUNDATION

The commitment of the Campus Bio-Medico University Hospital Foundation is reflected in a range of projects, initiatives, and philanthropic events that embody the values of hospitality, innovation, and holistic care. Through these activities, the Foundation reaffirms its commitment to enhancing quality of life by developing concrete, targeted, and sustainable solutions that effectively address community needs and promote collective well-being.

### LE SOURIRE IN CONGO

Among its most significant initiatives, in 2024 the Foundation renewed its support for the **“Le Sourire” orphanage in Kananga**, Democratic Republic of the Congo<sup>61</sup>. This collaboration, initiated in 2021 by **Don Pierre Kabongo**, Hospital chaplain, was established to address a critical need: providing the orphanage with a well and a generator, essential for ensuring dignified living conditions for the children residing there.

The **city of Kananga** is marked by **severe poverty** and a **lack of basic services**, with many residents lacking safe shelter, adequate food, clean water, and proper sanitation. At the *“Le Sourire” orphanage*, approximately 40 children live in extreme hardship, cared for by

volunteers from the eponymous association, with the goal of providing a safe environment that ensures their care, education, and a brighter future.



Children admitted

Since 2021, the Foundation has supported the orphanage through multifaceted interventions, **including the construction and renovation of infrastructure, as well as initiatives supporting education, health, and nutrition**. In 2024 alone, the allocated funds enabled *the construction of a new water well, the renovation of toilets with the installation of a cistern, water purifier, and boiler, as well as the enhancement of the orphanage’s kitchen, now equipped with a refrigerator and freezer. Additionally, food and school supplies were provided, and efforts began to cultivate a plot of land adjacent to the facility.*

Looking ahead, the goal is to expand the orphanage by renovating new spaces with the support of the association’s volunteers, enabling accommodation for 70 to 80 children while ensuring their access to food, shelter, and education. A tangible commitment that embodies the Foundation’s determination to make a meaningful impact in the lives of those most in need, through a model of solidarity grounded in responsibility, collaboration, and hope.



Figure 47 – “Le Sourire” orphanage

PERU WORK CAMP

As in previous years, in 2024 the Campus Bio-Medico University Hospital Foundation, in collaboration with students from the Medicine, Pharmacy, Nutrition, and Engineering programs, organised the **Peru Work Camp**. This healthcare and social volunteer initiative takes place in the **Cañete Valley**, a rural region along the southern Peruvian coast near Lima, where many – particularly women – live in conditions of severe hardship.

Over 18 years of activity, the Work Camp has involved more than 200 female students and 25 tutors<sup>62</sup>, providing healthcare, education, and social support to a community with severely limited access to essential services.



18

Years of Activity



25

Tutors involved



200

Female students involved

<sup>62</sup>Source: Campus Bio-Medico University Hospital Foundation, W Peru presentation 2024.

The absence of **clean drinking water, proper sanitation, and adequate healthcare infrastructure**, combined with limited awareness of preventive practices, contributes to a high prevalence of **chronic illnesses, malnutrition, and diabetes**. Moreover, many mothers are compelled to **work long hours**, often leaving their children unattended, while adolescent girls face a lack of guidance and opportunities, leaving them without direction or prospects for the future. The Peru Work Camp pursues a dual objective:

delivering **immediate, tangible assistance** while also implementing **long-term initiatives** aimed at improving the living conditions of the local population. Through **free medical campaigns and clinical activities**, volunteers provide **essential healthcare and educational support**. At the same time, **training programs** focus on raising community awareness around **hygiene, nutrition, and maternal and child health**, with the goal of empowering women and fostering greater self-esteem and autonomy.

A key component of the Work Camp is the comprehensive training provided to volunteers prior to departure. Preparation includes:

- 1. Analysis of official data on the health status of the population in Peru
- 2. Training workshop on essential clinical techniques
- 3. Study of the main pathologies prevalent in the area
- 4. Preparation of educational and recreational activity materials
- 5. Spanish lessons
- 6. Volunteer work in and around Rome

Once in South America, the volunteers collaborate with two important local partners:



**Condoray**, an organisation dedicated to promoting the personal and social development of women of all ages.



**Caritas Cañete**, which operates an outpatient clinic in San Vicente, providing social services alongside medical care and pharmacy support.

In addition to direct volunteer work, *training courses* are organised in collaboration with UCBM Academy *for local staff*, focusing on prevalent conditions in the valley, such as diabetic foot and Huntington's disease.

This experience offers participants a *valuable opportunity for both personal and professional growth*, enabling them to develop clinical and social skills within a deeply impactful human context. Peru Work Camp not only provides tangible support to vulnerable communities but also *fosters a deep sense of social responsibility among emerging health professionals, reinforcing the values of solidarity, service, and dedication to others.*

This philanthropic initiative exemplifies the *Campus Bio-Medico University Hospital Foundation's dedication to enhancing the living conditions of disadvantaged communities while fostering social responsibility in the next generation of health professionals.* Volunteers engage in projects,

carefully identified in collaboration with local partners, aimed at improving living conditions and inspiring hope for the future. Peru Work Camp not only delivers vital healthcare and educational support to local communities but also cultivates a strong sense of social responsibility among university students.



## PARTNERSHIP WITH A.S. ROMA

The Campus Bio-Medico University Hospital Foundation benefits from a **privileged partnership with AS Roma**, whose Trigoria headquarters is located nearby, as the Hospital serves as the club's Official Medical Partner. Thanks to this partnership, in 2024 a **range of collaborative projects and charitable initiatives** were launched to support the health and well-being of the most vulnerable members of the community. Among these initiatives, a highlight was the **inauguration**, in December 2024, **of the Health Space at the "Padre Claudio Santoro" Welcome Centre in Tor Tre Teste**, managed by the Social Cooperative Environment and Labour.

This initiative, part of the *Stronger Together program*, aims to *provide free healthcare services to approximately eighty marginalised individuals, including homeless people, migrants in transit, refugees, and asylum seekers.*

The Foundation has played an active role in *enhancing healthcare services* by donating essential medical equipment, including an examination table, two dividing curtains, a health trolley, and two fully equipped general medicine kits. Thanks to this equipment, healthcare personnel were able to commence activities immediately, providing free cardiology consultations complete with electrocardiograms to patients.

The Foundation's commitment to solidarity was further strengthened by *the support of AS*



Figure 48 – Inauguration of the “Padre Claudio Santoro” Welcome centre

*Roma's partners – La Molisana, Q8, Supermercati Decò, and Icam – who generously donated food and essential comfort items for the Centre's guests. The donations received have enabled the provision of free healthcare not only to the residents of the facility but also to the most vulnerable individuals in the V Municipality.*

Among other joint initiatives, notable is the one carried out in celebration of **International Women's Rights Day**. As part of the campaign promoted by AS Roma, a *free women's health screening event* was held at the Hospital on March 8th, featuring the participation of AS Roma Women's team players. For the occasion, *the Foundation provided 30 ultrasounds and 50 Pap tests*, available both to patients at the Hospital and to women participating in AS Roma's prevention and awareness campaigns.





30

Ultrasounds



50

Pap tests

These tests, if positive, were followed by a free specialist visit.



Figure 49 – AS Roma female athletes and Foundation staff during the free prevention event on the morning of March 8th, 2024.

## ADDITIONAL PARTNERSHIPS

In **2024**, the Foundation also launched a new solidarity initiative in partnership with **Vandacler srl**, which chose to support *research on degenerative musculoskeletal disorders in the elderly* by launching “Sovrano” brand **Easter eggs**, featuring **Francesco Totti** as its ambassador. For each Easter egg sold, the confectionery company donated €0.30 to the Foundation, directly supporting the funding of vital research projects. This initiative successfully generated substantial funds while raising community awareness about the crucial need to support research and treatment of degenerative diseases. The former **AS Roma** team captain, actively engaged in the project, also visited the **Hospital**, personally distributing Easter eggs to patients and sharing a joyful moment with them.



Figure 50 – Francesco Totti distributing Easter eggs to patients at the Hospital

## Save the clothes, save the planet<sup>63</sup>

**“Save the Clothes, Save the Planet!”** was launched to optimise the management of garments left behind by patients at the Foundation. The project, honoured with the **“2024 Quality & Safety” Award**, champions an environmentally-friendly, ethical, and socially responsible approach. By recovering fabrics and making them available to patients in need or partnering with charitable organisations instead of discarding them as waste, the project has generated tangible social value, achieved economic savings, and reduced CO<sub>2</sub> emissions.

Despite the Foundation’s efforts to prevent it, a significant number of garments are still left behind in the Hospital wards by patients or their families. The reasons for this vary, but are primarily linked to patients’ personal belongings not being retrieved during transfer, discharge, or in the event of death. This is often the result of patients or their families explicitly declining to take the garments home, due to reasons such as reluctance to keep items worn during hospital stays, the perceived low value of the clothing, or the inconvenience of returning to collect them.

**When garments go unclaimed, their**

**management becomes complicated because they are treated as potentially contaminated waste.**

In 2024, the Department of Hospitality Services, and Wardrobe and Laundry Service, the Care-Related Infection Control



Figure 51 – Clothing left by patients



Committee, and the Clinical Department collaborated to develop a project aimed at optimising the management of clothes abandoned by patients, making their recovery as seamless as possible.

Specifically, the “Save the Clothes, Save The Planet!” project aims to:

- Identify the underlying causes and develop strategies to prevent patients from leaving their clothes behind at the Foundation;
- Safely manage abandoned garments by implementing a procedure that distinguishes recoverable items from those designated as medical waste, ensuring proper sorting to prevent contamination and enable the recovery of suitable garments through the laundry process<sup>64</sup>.

In 2024, the project **recovered 157.3 kg of garments**, more than half of those destined for disposal, generating significant benefits. This resulted in a **cost savings of 280.4 Euro in disposal expenses** and a **reduction of approximately 1,634 kg in CO<sub>2</sub> emissions**. The social impact is also significant: **the recovered garments are sufficient to clothe more than 10 people for an entire year**<sup>65</sup>.

In 2024, the **recovered garments were donated to the Community of Sant’Egidio**, marking the beginning of a humanitarian partnership. Additionally, **approximately 35 kg were allocated to the Foundation for distribution to individuals in need through its Welfare service**.

By 2025, the project aims to further decrease the number of abandoned garments by enhancing collaboration between healthcare professionals and volunteers. Additionally, other hospital wards not initially involved in the project have expressed a need to address the issue of abandoned garments within their areas. Consequently, the project is anticipated to extend its scope to encompass further in-house services.

Accordingly, the “Save the Clothes, Save the Planet!” project serves as a catalyst for change, underscored by its significant ethical implications. It not only meets the pressing needs of individuals in vulnerable situations, but also, through the transformation of waste into valuable resources, redefines what was once discarded – actively contributing to environmental sustainability.

<sup>64</sup>Source: DGE-OPECOM-IO-025-TAA\_Gestione abiti dimenticati.doc

<sup>65</sup>Source: Quality Award 2024 Hospitality services.



## THE FOUNDATION'S ACTIVE ROLE IN COMMUNITY AND LOCAL DEVELOPMENT

In recent years, the Foundation has launched **several high-impact social initiatives**, including **awareness campaigns, “open” clinics, and free screening programs**, conducted both within the hospital and in the wider community.

These initiatives **aim to provide timely, high-quality, and accessible diagnostic and therapeutic services** for all. Providing free examinations and specialist consultations is a tangible way to address local needs, **build public trust, and promote awareness of the importance of prevention.**

Aligned with its mission, the Foundation is dedicated to **delivering tangible support to individuals and the community** by ensuring equitable access to care and continuity of services, with a special focus on the most vulnerable populations.



Figure 52 – A patient undergoing a mammogram during an open Breast clinic session.

## OPEN CLINICS

The **Open clinics**, accredited by the National Health Service, operate year-round on Mondays, Wednesdays, and Thursdays. **Access is free and requires no reservation**; patients simply need to present a referral from their general practitioner during the clinic's opening hours. These clinics, **specializing in thoracic surgery, breast surgery, and colorectal neoplasm diagnosis**, provide patients with suspected cancer conditions access to specialist consultations, screening, and comprehensive examinations.

The Foundation's specialists ensure timely evaluations for individuals presenting symptoms related to breast, colorectal, or pulmonary nodules, providing safe and confidential diagnostic programs. The goal is to promptly provide all necessary clinical and instrumental assessments to initiate the most appropriate treatment, thereby enhancing treatment effectiveness.

Established in 2009, **the Open Breast Clinic** provides a swift diagnostic and therapeutic program for women with a clinical or instrumental diagnosis of suspected breast neoplasms<sup>66</sup>. During the visit, a breast specialist, together with a dedicated radiologist, conducts the necessary investigations and any additional in-depth examinations. The primary objective of this service is to facilitate early diagnosis and minimise waiting times,

enabling patients to be promptly integrated into the diagnostic and therapeutic program. Based on the investigation results, patients are either referred for further testing or promptly started on the most appropriate surgical and/or chemotherapy treatment.

Established in 2020, **the open clinic for colorectal neoplasms** provides a swift diagnostic and therapeutic program for patients with suspected tumours<sup>67</sup>. It offers clinical evaluations, diagnostic tests (such as colonoscopy and CT scans), and, when necessary, minimally invasive procedures following the ERAS (Enhanced Recovery After Surgery) protocol. The clinic is designed for

patients exhibiting suspicious symptoms – such as changes in bowel habits, rectal bleeding, abdominal pain, and unexplained weight loss – particularly those over the age of 50. Based on the assessment, the patient may undergo diagnostic tests and, if needed, surgery in coordination with the National Health Service.

Inaugurated in 2023, **the open thoracic surgery clinic** provides patients with pulmonary nodules detected through radiological exams access to a streamlined program for early diagnosis, personalized treatment, ongoing disease monitoring, and hospitalisation when necessary.

## Free screening campaigns

### Blue March



March is dedicated to raising awareness and promoting prevention of colorectal cancer, the second most common cancer in women and the third most common in men. Throughout the month, the Foundation launched the “Blue March” campaign,

<sup>67</sup>Source: Open clinic for colorectal neoplasms | Campus Bio-Medico University Hospital

providing 500 faecal occult blood tests to patients over 45 who have a family history or changes in bowel habits. For those who tested positive, free consultations were offered along with the option to schedule a follow-up colonoscopy. After the initial 500 free tests were completed, the exam remained available at the Porta Pinciana Hospital or in Trigatoria for a nominal fee of five Euro. In this case as well, if abnormal results were detected, patients were offered a free consultation followed by a scheduled colonoscopy. Additionally, informational and awareness-raising sessions for patients were organised as part of the Education Box initiatives. To support the awareness campaign held at the Hospital and Porta

Pinciana Hospital, informational leaflets on proper prevention and access to the open clinic for colorectal neoplasms were distributed, along with blue ribbon pins symbolising the cause.



**500**  
Free tests

## **Pink October**

In 2024, for the international “Pink October” breast cancer prevention initiative, the Foundation launched the campaign “I Think of You, I Take Care of Me,” emphasising women’s health and preventive care. The campaign aimed to raise awareness among women and the wider community about the importance of regular preventive care. Throughout October, free services were offered – including breast ultrasounds, detailed scans, gynaecological exams with Pap tests, and dermatological consultations



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BIO-MEDICO**

– available both at the Hospital in Rome Trigatoria and the Campus Bio-Medico Porta Pinciana Hospital. Additionally, prevention packages at special rates have been offered across multiple specialities, including gynaecology, dentistry, dermatology,

cardiology, sports medicine, ophthalmology, and laser therapy. Among the initiatives, an Education Box focused on prevention in the field of gynaecology was also organised.

## Sky Blue November



In observance of the international month dedicated to preventing male diseases, the Foundation launched the “Sky Blue November: Protect Your Future” campaign to raise awareness among men about the importance of early diagnosis and regular health check-ups. A dedicated toll-free number was established, and free total and fractionated prostate-specific antigen (PSA) tests were offered, along with complimentary

urological consultations for individuals with abnormal results. Additionally, prevention packages have been offered at special rates in dentistry, ophthalmology, cardiology, sports medicine, orthopaedics, and abdominal ultrasound, along with the option of an internal examination for a comprehensive health assessment. The initiatives were held at the Hospital headquarters in Rome Trigatoria and the Campus Bio-Medico Porta Pinciana Hospital. An Open Day dedicated to androgenic alopecia was also held on 23 November.

### November 23 2024

Open day  
Alopecia  
Androgenic





## Un Respiro per la Vita

In 2024, the Foundation renewed its commitment to the **“Un Respiro per la Vita” campaign**, in partnership with the Un Respiro per la Vita Foundation. The initiative offers **smokers and ex-smokers** over 55 the opportunity to assess their **lung health** through a free screening<sup>68</sup>. The campaign offers low-dose spiral computed tomography (CT) scans and chest examinations, providing nearly immediate diagnostic results. CT scans allow the lungs to be examined in just a few seconds, producing detailed images with minimal exposure to ionizing radiation. The examination is accompanied by a specialist visit with a thoracic surgeon. If lung neoplasms are detected, the patient can proceed with the diagnostic and therapeutic process in coordination with

the National Health Service (NHS). To book an appointment, a questionnaire must be completed to confirm eligibility for the free screening.



Figure 53 - A team of doctors during the “Un Respiro per la Vita” campaign

## Tennis & Friends

From October 11 to 13, 2024, the Foundation participated for the third time in the **“Tennis & Friends”** event held at Foro Italico in Rome. This event, blending sport, health, and entertainment, aims to promote an active lifestyle and raise awareness about health prevention by actively engaging the community.

Coordinated by Salute Lazio and ASL Roma 1, the event featured participation from numerous local health facilities offering free consultations and screenings. The Foundation was present at the Villaggio della Salute with a stand featuring three medical practices, where visitors could access free services without prior appointments.

A total of 48 bilateral breast ultrasounds, 48 thyroid ultrasounds, and 64 spirometry tests were conducted. Eligible patients were enrolled in the “Un Respiro per la Vita” screening program<sup>68</sup>. Additionally, the Campus Bio-

Medico University Hospital introduced the educational game Healthy E-Race for young people, aiming to raise awareness about the importance of a healthy lifestyle and proper nutrition.



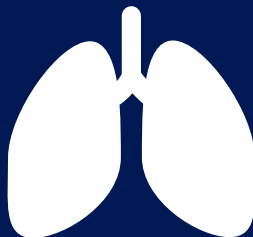
48

Bilateral mammary  
ultrasounds



50

Pap tests



64

Spirometry tests

### Ospizio Ecclesiastico dei Cento Preti<sup>69</sup>

In May 2024, the Campus Bio-Medico University Hospital Foundation signed an **agreement with the Ospizio Ecclesiastico dei Cento Preti**, an ecclesiastical institution that provides **care and accommodation to elderly, ill, or vulnerable priests**. The one-year agreement aims to **provide medical consultations and home healthcare** services, reflecting the Foundation's ongoing social

commitment. Home visits are conducted by specialist doctors from the Hospital at the Ospizio, offered at discounted rates. The program includes at least one weekly two-hour visit by a resident doctor, with the option to extend the duration based on clinical needs. Psychiatric counselling services are also offered on request.

<sup>68</sup>Source: The Campus Bio-Medico Hospital returns to Tennis and Friends | Campus Bio-Medico University Hospital

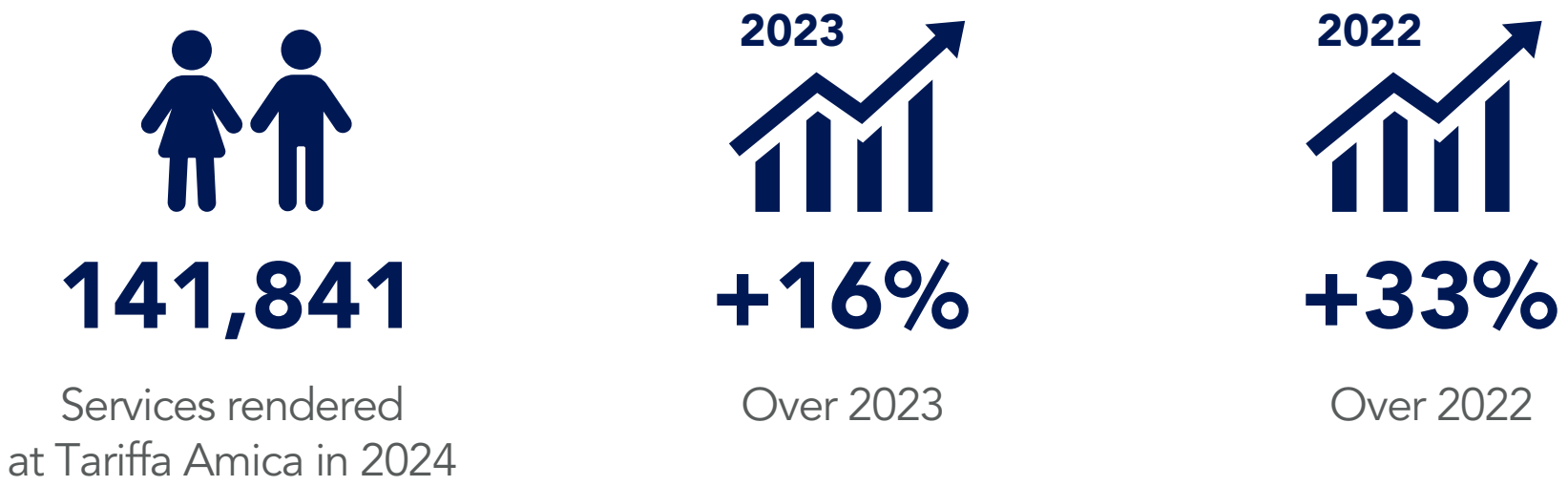
<sup>69</sup>Source: Agreement with the Ospizio Ecclesiastico dei Cento Preti, May 3, 2024.

**SERVICES PROVIDED AT SOCIAL AND SUBSIDISED RATES**

The Foundation has introduced the “Tariffa Amica” – a pricing model offering private healthcare services at subsidised rates, with a focus on outpatient services for which the NHS quota allocated to the Foundation is insufficient to meet local demand, and where patients require quicker access than what is available through NHS waiting lists. The rate applies to specialist consultations, as well as diagnostic, instrumental, and laboratory tests. These services are offered at reduced costs by Hospital doctors, ensuring shorter waiting times.

The Tariffa Amica offer is further enhanced by preventive care packages, designed to promote the importance of early detection and proactive health management.

To improve access to care and strengthen the Foundation’s connection with communities across Rome, the Tariffa Amica is available at all Foundation locations: the Hospital , the Campus Bio-Medico Porta Pinciana Hospital, and the Oncology Radiotherapy and Specialist Clinics. In 2024, a total of 141,841 services were provided – an increase of 16% compared to 2023 and 33% compared to 2022.



## Alberto Sordi Foundation Partnership

The Campus Bio-Medico maintains an active **collaboration with the Alberto Sordi Foundation, dedicated to the protection and care of the elderly**. Founded in 1992, the Alberto Sordi Foundation established the Centre for the Health of the Elderly (CESA) and the Fragile Elderly Day Centre, both dedicated to providing specialised care and support for the elderly. The Foundation also serves as a Supporting Body of the Campus Bio-Medico University of Rome. The agreement between the two institutions facilitates the development of new social and healthcare services for the elderly. The Alberto Sordi Foundation actively engages in fundraising to support hospital activities addressing age-

related pathologies and has embraced initiatives proposed by the Campus Bio-Medico, including Music Therapy sessions for elderly patients<sup>70</sup>.

The shared goal is to enhance the health, as well as the physical and social well-being, of the elderly – addressing not only their medical needs but also nurturing their relationships with family, institutions, and healthcare providers, while promoting inclusion and intergenerational connections. Among its concrete initiatives, in September 2024 the Alberto Sordi Therapeutic Centre for People with Alzheimer's and other forms of dementia was inaugurated. Operational since October 1st, the centre provides services under both affiliated and private arrangements.



Figure 54 - Inauguration of the Alberto Sordi Therapeutic Centre for People with Alzheimer's, September 2024

<sup>70</sup>Source: <https://www.unicampus.it/ateneo/promotori-e-sostenitori/fondazione-alberto-sordi-2/>



**THE VALUABLE CONTRIBUTION OF  
VOLUNTEERS AT CAMPUS BIO-MEDICO  
UNIVERSITY HOSPITAL FOUNDATION**

To deliver **compassionate, personalised care**, the Foundation relies on a dedicated network of approximately **130 volunteers**, who, for nearly 15 years, have provided invaluable support through their commitment to **human and social solidarity**.



Volunteers

After receiving comprehensive training, volunteers assist health and administrative staff in providing **care, ensuring safety, and offering support to the most vulnerable individuals**. Many volunteers are **former patients** seeking to give back the support they once received, or relatives of individuals cared for by the Hospital. A new training cycle is currently under way, enabling **approximately thirty new volunteers** to join the team.

Volunteers offer information, guidance, assistance, attentive listening, and comfort to patients and their families, who often face needs that extend well beyond medical care.



Volunteer Team

Volunteers are organised into **13<sup>71</sup> teams**, assigned based on the Hospital's needs and each individual's skills and aptitudes. The goal is to foster **effective collaboration with the facility's professionals, promoting synergy and coordinated working methods**.

<sup>71</sup>Source: FPUCBM volunteers.

Beyond providing companionship and attentive listening, volunteers play a vital role in:

- Identifying and reporting patients' requests for spiritual support.
- Offering emotional support and valuable information.
- Encouraging involvement in the Foundation's solidarity, volunteer, and cultural initiatives.
- Supporting fundraising efforts for scientific research<sup>72</sup>.

Through their presence and dedication, volunteers help alleviate patients' loneliness, providing comfort and companionship during vulnerable moments in care giving.

In recent years, the Foundation has focused on **organising volunteer teams** and defining key topics for their **continuous training**. The program was overseen by a Volunteer Coordinator in collaboration with a member of the Health Department.

Since 2010, **numerous training courses** have been developed and offered to support volunteers in their **onboarding, orientation, and personal development**. These programs foster the **exchange of experiences and skills**, helping to maintain volunteers'

motivation and strong sense of belonging to the Foundation<sup>73</sup>.

One of the most active groups is the **Welcome Volunteers team**, whose primary role is to offer **information, guidance, and emotional support** to patients and their families. Through their dedication and team spirit, they help foster a **caring and trusting environment**, where every individual feels **welcomed, heard, and respected**.

Volunteers are stationed at **key locations throughout the Hospital**, providing assistance to anyone experiencing difficulty navigating the facility. Their tasks include:

- **Providing guidance and accompanying patients and their family members** to wards or administrative offices.
- **Assisting patients in using digital kiosks**, which can often be challenging for some users to navigate.
- **Collaborating with the URP Office and Admissions** staff to reach out to individuals who have lost personal belongings.

Thanks to their proactive approach, Welcome volunteers have also suggested solutions **to reduce patient anxiety, optimise admission processes, and create a more calm and compassionate Hospital experience**.<sup>74</sup>.

<sup>72</sup>Source: Volunteer Guide.

<sup>73</sup>Source: Campus volunteers celebrated as an example of concrete sharing and support | Campus Bio-Medico University Hospital

<sup>74</sup>Source: Welcome Team candidature for the 2024 Silvia Bianchi Award.





Figure 55 – A Welcome Team volunteer

**Day Hospital volunteers**, supporting a hospitalisation model that encourages patient awareness of their condition, offer attentive listening, assistance, and companionship.

They also support music therapists and provide small services, such as retrieving books and newspapers or sharing a moment over a drink<sup>75</sup>.



Volunteers working with the **Customer Care Office (URP)** are responsible for organising the training program for new volunteers who will join the **Education Box** team. This knowledge acquisition aims to support patients and families during monthly training sessions, offering in-depth techniques and promoting best clinical and health practices.



Volunteers in the **inpatient wards** accompany patients seeking a moment of distraction or conversation, and assist with small tasks such as purchasing newspapers, helping with meals, or providing support during walks.



Volunteers in the **Breast Unit** and **Bariatric wards** warmly welcome patients and their families, escorting them to the wards, providing reassurance, and supporting them throughout their care journey.



Certain teams operate in particularly sensitive areas, such as the **Transfusion Centre**, where, given the department's specific requirements, volunteers are selected based on their excellent health status. Volunteers are responsible for welcoming donors, managing waiting times, administering questionnaires when needed, and accompanying them to breakfast. They also raise awareness about blood donation, assist with donor registration, and provide support through telephone follow-ups and guidance for on-line bookings. Finally, they ensure the collection of feedback, which is essential for maintaining donor loyalty.



Volunteers at the **Palliative Care Centre** provide support and companionship to patients and their families in the Hospice, while also assisting staff with reception, administrative tasks, awareness campaigns, and information services.





**Emergency Room** volunteers welcome and reassure the relatives of hospitalised patients, facilitating communication between patients and their families, and helping to improve coordination between the waiting area and the emergency room. Some volunteers assist patients in using the “PS Campus Bio-Medico” app, demonstrating how to navigate it and offering support with electronic devices to help maintain contact with their families. Finally, they provide assistance to patients during the discharge process.



**Wig Bank** volunteers offer free wigs to patients experiencing hair loss due to ongoing treatments, supporting them in selecting the right wig and helping them navigate this sensitive emotional period.



Volunteers supporting **Music Therapy** are tasked with introducing patients to the benefits of this discipline, helping to spark interest and encourage participation. They assist and accompany music therapists by distributing instruments and other necessary materials, while also gathering patients’ feedback at the end of each session to help tailor future interventions and strengthen the therapeutic relationship.

Additionally, it is important to highlight the collaboration with affiliated organisations, such as the volunteers from CasAmica and the Alberto Sordi Association, who work within the hospital wards, fostering a vital connection between

the Hospital and the broader community. The synergy with these associations enables volunteers to focus on elderly patients, working in close collaboration to enhance their quality of life.

## INTERNATIONAL VOLUNTEER DAY

Each year, in celebration of World Volunteer Day, the Foundation presents the **Silvia Bianchi Award for Volunteering**. Established in 2019, the award honours the memory of Silvia Bianchi, a key figure in the history of the Campus System. In the final years of her life, she served as a volunteer at the Hospital, dedicating her time and care to both patients and fellow volunteers. The Silvia Bianchi Award for Volunteering **celebrates the invaluable contribution of those who dedicate themselves daily to the care of others through volunteer work**. Its aim is to inspire greater public awareness and encourage more people to engage in activities

that support those in need and strengthen the community. Eligibility for the award extends to all volunteers of the Foundation, as well as to students and staff members who engage in voluntary service through external organisations. For the 2024 edition, among the eleven applications received, volunteers from the Campus Bio-Medico University Hospital Foundation Day Medical Hospital received the award. The award was conferred in recognition of the group of volunteers for their attentive care, empathy, and understanding toward the individuals who daily occupy the 40 chairs of the Day Hospital for infusion therapies<sup>76</sup>.



Figure 56 – 2024 Silvia Bianchi Award

<sup>76</sup>Source: Taking care: 2024 Silvia Bianchi Award to Day Hospital volunteers | Campus Bio-Medico University Hospital

## Music in the Field: The Music Therapy Initiative of the Campus Bio-Medico Foundation

**Music** is a universal language that fosters dialogue and powerfully conveys and communicates emotions. It serves as a **highly versatile support tool**, suitable for a wide range of situations and pathologies, while also assisting healthcare professionals in their delicate care giving roles by reducing stress and helping to prevent burnout. For this reason, the Foundation has chosen to incorporate the **“Music in the Field” music therapy project** among its tools for holistic care, addressing both the physical and spiritual well-being of individuals. This initiative is coordinated by music therapists Marina Bartucca, Maria Dolores Rossi, and Antonella Zenga. The music therapists, employed and compensated by the Hospital, possess comprehensive multidisciplinary theoretical and practical training, acquired through specialised courses and several years of ongoing supervision.

The **areas of intervention** encompass all stages and challenges of developmental age, emotional difficulties arising from stressful conditions, prevention and rehabilitation, as well as support for expressiveness, creativity, communication, and connection with one’s inner resources – particularly in critical situations such as those experienced by hospital patients.

The Foundation’s Music Therapy activities are organised into two **main areas**. The first area

involves **live music** performances by professional musicians from the Santa Cecilia Orchestra, who volunteer at the Campus. They play twice a month in various locations such as the lobby, hospital wards, waiting rooms, or quieter offices, often performing unexpectedly to bring moments of joy and comfort.

The second area focuses on **formal music therapy sessions**. Among its various applications, music is utilised in the operating room waiting areas, where music therapists carefully select pieces aimed at reducing patients’ anxiety. Once a week, live music is provided in the oncology and haematology day hospital during chemotherapy sessions, offering support to patients navigating the challenges of this often unpredictable and difficult illness. Chemotherapy administration is often accompanied by high levels of anxiety; carefully selected and thoughtfully presented music helps to alleviate patients’ distress and provides a welcome distraction from the treatment process, engaging them through singing and the playing of small instruments. Upon request, music therapists provide individual visits to patients experiencing particularly stressful circumstances – such as prolonged hospital stays – as well as to inpatients in the Palliative Care Centre.



Additionally, a research project nearing publication has explored the use of music therapy during certain invasive procedures, demonstrating a significant reduction in the need for sedatives and anxiolytics. Finally, ongoing trials in sub-intensive care units indicate that live music can benefit patients with respiratory difficulties: patients' breathing naturally synchronises with the rhythm of the saxophone, resulting in measurable improvements in respiratory parameters monitored instrumentally.



Figure 57 – Music Therapy Session during a Chemotherapy Session



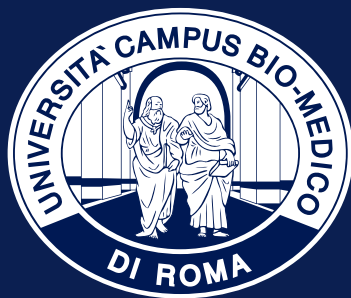
Figure 58 – Music therapy in the operating theatre

The Foundation's strong commitment to nurturing new generations is exemplified by its partnership with the Music Therapy program at the L'Aquila Conservatory, which enables students to undertake traineeships during the Hospital's music therapy sessions. Volunteers from the Alberto Sordi Foundation also collaborate with music therapists in the prevention of senile dementia. The engagement of older patients in music therapy activates specific processes that can slow neurological degeneration and stimulate alternative cognitive resources<sup>77</sup>.

<sup>77</sup>Source: "Music in the Field: The Music Therapy Initiative", FPUCBM\_Opuscolo\_Musicoterapia\_23012019\_web.pdf.







FONDAZIONE  
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# **5. SERVICE QUALITY AND PATIENT SAFETY**

Delivering **high-quality service and ensuring patient safety** are the Foundation’s primary missions. As previously noted, the Hospital is continuously dedicated to delivering exceptional care and support, responding promptly and effectively to the individual’s healthcare needs.

**Special emphasis is placed on addressing feedback and concerns from both patients and staff** related to the quality of healthcare services and the safety of the work environment. To foster open and

constructive dialogue, patients can submit their feedback through the Customer Care Office (URP) by completing either the hospitalisation questionnaire or the formal complaint form<sup>78</sup>.

To uphold high-quality standards and enhance patient trust and satisfaction, the **2024-2026 Quality Management Business Plan (QM)** outlines a medium- to long-term development framework. Its objective is to reinforce the existing quality management system and ensure continuous improvement in the delivery of healthcare services.

The Quality Management Business Plan can be outlined as follows:



Source: Campus Bio-Medico University Hospital Foundation, “Business Plan 2024-2026”

The Foundation places a strong emphasis on service quality and patient safety through a range of initiatives, including the **“Quality & Safety Award”**<sup>79</sup>, a competition now in its 10th edition in 2024. This initiative is designed to recognise and reward projects that promote best practices and foster continuous improvement in quality and safety, with a focus on both patient well-being and the working conditions of healthcare professionals. Participation is open to **individual professionals, teams of colleagues, entire operating areas, units or departments**, with the option to collaborate across different areas or operating units.



Figure 59 – 2024 Quality & Safety Award

In the 2024 edition, 11 projects were assessed based on the following criteria:

- |   |
|---|
| 1. Impact on quality and safety of patients or operators        |
| 2. Relevance and Innovation                                     |
| 3. Repeatability  |
| 4. Evidence of results  |
| 5. Impact on finances   |
| 6. Compliance with one or more VII edition JCI Manual Standards |

Furthermore, the Foundation’s employees and the Hospital’s residents actively participate in a **range of training initiatives** designed to enhance awareness and foster a culture of quality and safety in healthcare services. Among these initiatives, two **Gamification** events were held in 2024 – innovative

and interactive training sessions in which participants, organized into teams, engaged in practical and dynamic activities across the Campus environment. This approach fosters experiential learning by encouraging collaboration and the practical application of acquired knowledge<sup>80</sup>.

<sup>79</sup>Source: “2024 Quality and Safety Award” tender.

<sup>80</sup>Source: “Report Campus Game 2024”.



The Foundation implements several **Annual Plan** for quality and risk management, each structured around specific objectives designed to ensure the highest standards of care and patient safety.

- **Annual Quality Plan (PAQ):** In 2024, the plan was divided into 13 goals, organised across various targets, the majority of which were successfully achieved by the *fourth quarter of the year*<sup>81</sup>. Key goals include enhancing compliance with the *International Patient Safety Goals (IPSG)*, promoting a culture of continuous improvement, improving the quality of clinical documentation, providing staff training on *Quality and Clinical Bioethics*, maintaining *Joint Commission International (JCI) certification* and implementing *Diagnostic Therapeutic Care Pathways (DTCP)* along with *ERAS protocols*.
- **Annual Plan for Health Risk Management (PARS):** Divided into 3 key goals it emphasised *spreading a culture of care safety, ensuring clinical and organizational appropriateness, and promoting an integrated vision of safety* that actively involves patients, healthcare professionals, and facilities. All planned targets were successfully achieved by the fourth quarter of 2024<sup>82</sup>.
- **Annual Plan for the Prevention and Control of Care-Related Infections (PAICA):** In 2024, it included 7 key goals, including *monitoring and preventing MDRO infections, promoting*

*hand hygiene compliance, managing sepsis effectively, and implementing strategies to combat antibiotic resistance*<sup>83</sup>.

Overall, by **the fourth quarter of 2024, over 80% of the 53 established targets were achieved**, underscoring the Foundation’s ongoing commitment to delivering a safe and high-quality healthcare system.

Furthermore, the Foundation actively encourages the **reporting of adverse drug reactions** by raising awareness among healthcare professionals and patients through targeted initiatives. These include organising dedicated **Education Box** sessions on the topic and publishing the informational brochure, **“When and How to Report.”**<sup>84</sup>.



53

Overall targets of the 2024 annual plan



80%

Goals Achieved

<sup>81</sup>Source: Campus Bio-Medico University Hospital Foundation, “2024 Annual Quality Plan”.

<sup>82</sup>Source: Ibidem.

<sup>83</sup>Source: Campus Bio-Medico University Hospital Foundation, “2024 PAICA Report”.

<sup>84</sup>Source: Campus Bio-Medico University Hospital Foundation, “Health Management Indicators for Drug and Device Vigilance.”

Finally, the Foundation prioritises the ongoing maintenance and enhancement of its infrastructure – both in technical services

and clinical engineering – to consistently elevate the quality of care and ensure patient safety<sup>85</sup>.

## The “Embodying the Care Experience” Patient Relationship Award

Customer Satisfaction and Patient Experience surveys conducted by the Foundation, along with feedback collected by the Customer Care Office, have underscored the critical importance of health personnel’s interpersonal skills. These qualities must blend exceptional service standards with genuine kindness, attentiveness, and respect toward the patient.

In response to this, the Patient Relationship Department launched the inaugural “**Patient Relationship Award**” in 2024, driven by the commitment to uphold and enhance staff training focused on compassionate patient care. The award seeks to recognise the team that has exemplified outstanding relational competence with patients, demonstrated through proactive listening and empathy, resulting in consistently positive feedback.

The feedback reflects experiences where staff not only addressed concrete issues but also engaged with patients and their families with empathy and kindness – two essential human qualities, particularly vital in a healthcare setting.

Between March and November, hundreds of employees actively participated in the competition, demonstrating strong engagement and a collaborative spirit. In the initial phase, a total of 495 accolades were received, comprising 207 from Google and 288 through emails, paper forms, and the web portal. Based on these results, a ranking was compiled, and the top five candidates were nominated for the second phase, during which each employee was invited to cast their vote for one of the finalist teams via the intranet.

<sup>85</sup>Source: Campus Bio-Medico University Hospital Foundation, “2024 Infrastructure Safety”.



The Customer Care Office collected, analysed, and evaluated the reports received to assess compliance, subsequently conferring the award. The award consists of an indoor parking subscription valid for one year for each member of the winning team (up to a maximum of 15 members), or a six-month subscription for teams exceeding 15 members (up to a maximum of 30). The award ceremony for the five finalist teams was held on November 13, 2024, in celebration of World Kindness Day. The award is among the initiatives that underscore the Foundation's

strong commitment to patient satisfaction and the enhancement of its corporate reputation. In recent years, the active engagement of staff in identifying satisfied patients and encouraging them to share positive reviews, coupled with direct communication with those who submit commendations and invitations to share their experiences, alongside the establishment of educational spaces for patients and caregivers, has played a crucial role in enhancing the Foundation's reputation – improving its rating from 3.4 stars in June 2023 to 4 stars as of January 15, 2025<sup>86</sup>.

# 5.1 FOUNDATION CERTIFICATION<sup>87</sup>

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Since 2014<sup>88</sup>, the Campus Bio-Medico University Hospital Foundation has been accredited as an **Academic Medical Center** by the **Joint Commission International (JCI)**, an independent global organisation that certifies compliance with the highest standards of excellence in healthcare. The JCI conducts voluntary evaluations of hospital facilities to assess their compliance with rigorous standards that ensure **the highest levels of patient safety and the delivery of superior healthcare quality**, both clinical and infrastructural.

JCI accreditation affirms the Foundation's steadfast commitment to maintaining a **safe environment**, continuously enhancing the quality of care, and minimising risks for both

patients and healthcare professionals. The JCI standards, comprising **over 1,300 measurable elements**, encompass key aspects such as patient safety, access to and continuity of care, the management of medications – particularly high-risk drugs – and the overall quality of the healthcare organisation, including staff training and infrastructure safety.

As a **University Hospital**, the Campus Bio-Medico is also subject to additional evaluations related to its **teaching and research activities**, which have led to its accreditation as an **Academic Medical Center Hospital**.

These patient-centred standards encompass a wide range of critical areas, including safety, access to and continuity of care, patient and family rights and education, patient assessment and treatment, anaesthetic and surgical care, and the management and administration of medications – particularly those classified as high-risk. With regard to the organisation and management of the facility, the standards focus on enhancing patient safety and quality of

<sup>87</sup>Source: Quality and Safety Accreditations | Campus Bio-Medico University Hospital

<sup>88</sup>Source: JCI-Accredited Organisations | Joint Commission International



care, infection prevention and control, internal governance and leadership, infrastructure management and safety, staff qualification and training, as well as the effective management of communication and information systems.



In addition to JCI accreditation, the **Foundation** has also been recognised by the European Union as a specialised centre for the treatment of **sarcomas**. This prestigious recognition, the result of a rigorous evaluation process, has positioned the Hospital among the **ERN/EURACAN** centres – part of the European Reference Network dedicated to the diagnosis and treatment of rare cancers. Thanks to the collaboration among doctors, nurses, and researchers within the **EURACAN** network, patients benefit from care

grounded in **shared clinical standards and a multidisciplinary approach**. In Italy, only a limited number of facilities meet the rigorous standards set by EURACAN, and **the Foundation is one of just two accredited centres in Rome**.



Furthermore, the **Foundation** serves as a **European reference centre for thoracic surgery**, as a member of the **ESTS (European Society of Thoracic Surgeons)**, which includes institutions from over **70 countries worldwide**. This prestigious recognition attests to the **advanced scientific expertise** and the **exceptional quality and safety standards** upheld by the **Overall Thoracic Surgery Unit**. The accreditation was achieved through the implementation of a personalised **Diagnostic Therapeutic Care Pathway (DTCP)** that successfully met the rigorous evaluation criteria set by the ESTS. Additionally, the ESTS fosters effective communication with patients by providing comprehensive information on thoracic diseases and their corresponding diagnostic and therapeutic programs.

Finally, the Foundation has obtained the following certifications:

**ISO 9001 & ISO 45001**



Accreditation for stem cell collection through the National Transplant Centre



Accreditation for molecular pathology in pathology through the European Molecular Pathology Network (EMQN)

**Accreditation for transfusion services through the Regional Transfusion Service Centre (CRS)**



Accreditation for autologous stem cell transplantation through the Joint Accreditation Committee (JACIE) and the Italian Group for Bone Marrow Transplantation, Hematopoietic Stem Cells and Cellular Therapy (GITMO)



Accreditation for the integration of oncology and palliative care through the European Society for Medical Oncology (ESMO)



Accreditation for endocrinology and bariatric surgery through the Italian Obesity Society and the Society of Obesity and Metabolic Disease Surgery

# 5.2 PATIENT ADMISSION AND EMERGENCY SERVICES

The **Level I Emergency and Admissions Department (DEA)** of the Campus Bio-Medico University Hospital Foundation is fully integrated into the Lazio Region’s time-sensitive care networks, ensuring prompt and effective treatment for all urgent medical conditions. The Foundation's DEA is **organisationally composed of the Complex Emergency Unit and the Complex Emergency Medicine Unit**, with Emergency Radiology and the Orthopaedic Unit functionally integrated to support their operations.



Figure 59 – Campus Bio-Medico University Hospital  
Emergency Admissions



33,676

Emergency Room  
Patients 2024



3,498

O.B.I. Patients 2024

The Emergency Room has been designed to address health needs through a sustainable organisational model that listens to, welcomes, supports, and cares for each patient with respect for their individual circumstances. Designed according to the latest organisational, technological, and triage standards, the facility spans an area of 2,100

square metres. The modern, functional design ensures optimal comfort while minimising the distance patients and staff need to travel. Patient flow is managed based on severity levels, with distinct, dedicated areas for high-intensity and medium-to-low-intensity care.

Operating 24 hours a day, the Emergency Room upholds high-quality standards, featuring a dedicated operating theatre adjacent to the high-intensity care area and a specialised Diagnostic Imaging service equipped with a high-performance CT scanner. The facility comprises 10 Intensive Brief Observation (OBI) beds for extended patient monitoring and 16 beds in the Holding Area designated for patients awaiting admission or transfer to other facilities when beds are unavailable. The Emergency Room is also equipped with a comfortable waiting area, a 40-space parking lot, and a heliport<sup>89</sup>.

To reduce waiting times, **FAST-TRACKS** for Ophthalmology, Otorhinolaryngology, and Gynaecology direct patients straight to specialist consultations, thereby optimising resources for more complex cases. Additionally, the **"Real-time Crowd Index"** service enables continuous monitoring of patient status and the number of individuals waiting within each triage code category<sup>90</sup>.

The Foundation's Emergency Department is distinguished by its unwavering commitment to providing the highest standards of care, respect, and confidentiality to all patients<sup>91</sup>.

Admission code type

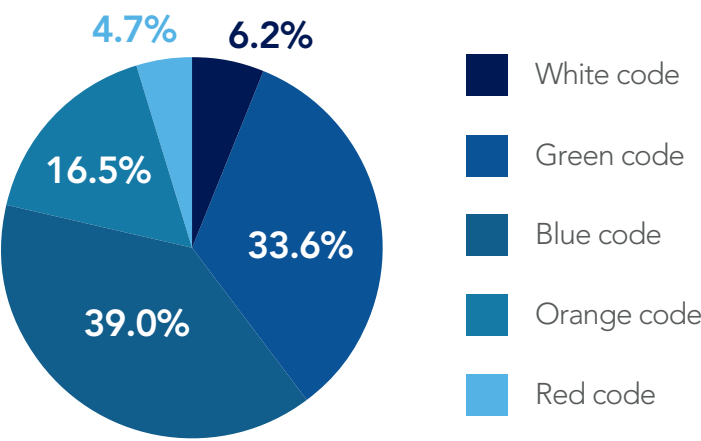


Figure 60 – Distribution of Admission Codes in the Emergency Department



Figure 61 – Emergency Room Sign

<sup>89</sup>Source: <https://www.policlinicocampusbiomedico.it/pronto-soccorso>

<sup>90</sup>Source: <https://appdea.policlinicocampusbiomedico.it/dea-client/#/status>

<sup>91</sup>Source: <https://www.policlinicocampusbiomedico.it/pronto-soccorso/documento-informativo-per-gli-utenti-di-pronto-soccorso>



The Foundation **implements all necessary measures to uphold dignity and privacy**, with special attention to vulnerable groups – including patients with physical or mental disabilities, minors, the elderly, individuals experiencing distress or hardship, and those undergoing invasive medical procedures. During medical consultations and procedures conducted in the presence of authorised students, healthcare personnel take specific **precautions to minimise patient discomfort, carefully considering the**

**invasiveness of each treatment.** This includes limiting the number of students present and fully respecting any patient preferences or objections. Healthcare personnel are strictly prohibited from disclosing patients' personal health information to third parties, including representatives of law enforcement agencies present in the emergency room. Detailed information regarding a patient's health status may be disclosed to third parties only with the patient's explicit and separate authorisation.



Figure 62 – Patient Receiving Nursing Care in the Emergency Department

The values of hospitality, inclusion, and attentive care for individuals and community needs – core to the Foundation’s daily mission – are exemplified in the Emergency Department’s **approach to managing patients facing economic and social hardships**.

The process begins with a thorough evaluation and documentation by a physician, who identifies patients presenting with vulnerable conditions upon arrival at the Emergency Department. These may include homelessness, abandoned elderly individuals, non-autonomous disabled adults, women victims of violence, and patients affected by psychiatric disorders, dementia, or challenges in care at home. The decision regarding patient admission to the facility is made by the attending physician, who, when hospitalisation is required, evaluates the need for involvement of the Hospital Social Service’s social workers. If necessary, social workers establish contact with the patient and, subsequently, with their family members. In some cases, the issue can be resolved through a meeting with family members, such as when families struggling to care for a relative with advanced dementia seek assistance from the Emergency Department. Following emergency management, social workers begin an operational phase aimed at thoroughly assessing the patient’s and their family’s situation, gathering relevant information, documents, and contact details – sometimes with the assistance of Law Enforcement authorities. The Hospital Social

Service serves as a liaison between the Hospital and community resources, including home care services, municipal social services, local health authorities (ASL), voluntary organisations, public agencies, and residential facilities.

The patient’s discharge is determined by the attending physician in conjunction with the patient’s informed consent, provided the patient is capable of making such decisions. Assisting homeless patients requires particular care; efforts are made to regularise their status to guarantee appropriate follow-up, although the absence of residency and official documentation often presents significant challenges. If independent, these patients are discharged to their usual places of residence; if not, they are admitted to the wards or transferred to other appropriate healthcare facilities.

## 5.3 HOSPICE



12

Hospice beds



48

Home-assisted patients

The **“Insieme nella Cura” Palliative Care Center** at the Campus Bio-Medico University Hospital Foundation is dedicated to **providing compassionate care for patients with terminal illnesses that are no longer** responsive to curative treatments. The treatments, provided free of charge by the National Health System as part of the Essential Levels of Care, focus on **pain relief** and the **management of symptoms** that adversely impact the patient’s quality of life. **The centre provides comprehensive care aimed at ensuring dignity, respect, and - above all - the highest possible quality of life for both the patient and their family.** The name of the Palliative Care Centre, **“Insieme nella Cura”, reflects the**

Foundation’s commitment to a **philosophy of compassionate care**, highlighting the vital importance of unity and connection among patients, families, staff, and volunteers.



Figure 63 – “Insieme nella Cura” Palliative Care Centre Exterior

“Insieme nella Cura” embodies the core values that inspire and shape the vision and mission of Palliative Care. The first value **Care**, not merely a service, but a genuine attitude of compassion and respect, focused on enriching the life of every individual. The second core value is **Family**,



regarded by the Foundation as an essential pillar of care - a network of emotional and relational bonds that plays a vital role in the patient's overall well-being. The third value is **Hospitality**, which the Foundation embraces as a genuine commitment to recognising and responding to the unique needs of each individual. Although resources may at times be limited, *the Foundation remains steadfast in its commitment to seeking solutions that enhance patients' quality of life - fostering a sense of welcome and respect that extends beyond the fulfilment of physical needs.* Finally, the concept of Home is embraced as a place of care - a space where meaningful relationships are nurtured and where daily life

is enriched by connection, comfort, and dignity. *The Foundation is dedicated to fostering an environment where every moment can be lived with dignity and meaning, whether through home care or within the Hospice, striving to preserve a warm, family-like atmosphere at all times. The Foundation aims to ensure that every care setting fosters a sense of serenity and belonging, where each individual feels fully supported, valued, and treated with the utmost respect.*

The service is delivered **in two forms: residential (hospice) and home-based care**, allowing for a personalised response to the diverse and specific needs of each patient.



Figure 64 – Family Interview with a Patient at the Palliative Care Centre



## RESIDENTIAL SERVICE (HOSPICE)<sup>92</sup>

The centre offers **12 hospice beds** within a setting designed to evoke the comfort and warmth of home. It provides care for patients who cannot be managed at home or who require short-term admission to ease the care giving burden on their families. The nursing team welcomes each patient with compassion, ensuring a smooth transition into care and providing comprehensive information about the services available.

## HOME-BASED CARE

The centre provides home care services to **48 patients**, offering an ideal solution for those with a **longer life expectancy** who can be treated comfortably in their own homes. This service, governed by clinical, social, and environmental criteria, is seamlessly integrated with the hospice through a personalised Individual Assistance Plan (PAI). The goal is to ensure the well-being of the patient and their family while preventing unnecessary hospitalisations. In cases of critical conditions – such as social isolation or unsuitable living environments – patients may be transferred to the hospice to receive specialised care.

Overall, the quality and effectiveness of care are ensured by a **multidisciplinary team**, comprising **doctors, nurses, social-health assistants, psychologists, psychotherapists,**

**social workers, volunteers, administrative staff, and a chaplain.** The diverse expertise of the team fosters a **trusting relationship with each patient**, providing personalised support tailored to their unique needs.

Specifically, palliative care extends beyond the patient to include the family, actively promoting their involvement and integration within the care program. Clear, patient-centred communication empowers family members to **understand the illness and navigate its progression**, offering **both emotional support and practical guidance for daily care**. The team also supports patients in **gaining awareness** of their own progress, providing **guidance for emotional processing and helping them find personal meaning in their experience**.



Figure 65 – A volunteer offers care to a hospice patient

Palliative care is a **community-based service, making the role of the social worker essential in ensuring comprehensive and coordinated care**. This is achieved through an in-depth assessment of the patient's social context and the effective coordination of territorial services, fostering collaboration with regional and local institutions.

Accurate information and clear, effective communication are fundamental to delivering high-quality, patient-centred care. A **patient-centred dialogue** enables shared decision-making that respects individual needs, hopes, and concerns, ensuring truly personalised and compassionate care. **Clear communication** supports patients and their families in understanding the nature and progression of the illness, helping them prepare emotionally for the stages ahead.<sup>93</sup> This approach addresses not only physical symptoms but also provides emotional and relational support, while fully respecting the patient's choices and autonomy. The relational dimension is therefore of paramount importance: the Centre supports individuals in gaining awareness of the phase they are going through and in embarking on a personal journey of acceptance and inner growth. This process may involve addressing and resolving issues or situations that once seemed "unsolvable," enabling patients to find closure, reconcile with their past, and enhance their overall sense of peace and well-being.

To enhance quality of life, the centre organises meaningful experiences that help patients **stay connected to their everyday lives**, such as theatre outings, special dinners featuring their favourite dishes, visits to the seaside, or the opportunity to attend sporting events. Additionally, in collaboration with the **Alberto Sordi Association**, **daytime activities** are organised to foster socialisation and support psychological well-being.

In 2024, the "Insieme nella Cura" Palliative Care Centre implemented **several impactful initiatives**. Specifically, the CPP Department contributed to expanding the National Bioethics Committee's opinion on palliative care, advocating for institutions and local authorities to strengthen and develop the Palliative Care Network. Additionally, the centre actively participated in the Regional Coordination of the Lazio Region's Palliative Care Network and contributed as a speaker at the Regional Caregiver and Social Inclusion Day.

In the academic field, the centre contributed to the launch of the Palliative Care course within the Master's Degree program in Nursing Sciences. To continuously enhance care quality, the centre has gathered **data on family satisfaction**, offered **support for pathological bereavement among relatives** who have lost loved ones, and **provided assistance to homeless patients**, helping to cover certain personal and family expenses. It has also provided **training and support to patients' families**, equipping them

<sup>93</sup>Campus Bio-Medico University Hospital Foundation, "Guidelines for Medical and Nursing Staff on Palliative Care".

with practical tools to manage the operational, organisational, and social challenges of daily care. In cases of dysfunctional families involving hazardous situations, the centre has ensured the safety and well-being of both the patient and their family by promptly reporting to the

relevant social services. Finally, the centre has strengthened support for the spiritual needs of patients and their families, helping them find meaning and comfort in the face of illness, while also fostering healthier relational and social dynamics within the family unit<sup>94</sup>.



**21,332**

Days assisted  
by Hospice



**4,176**

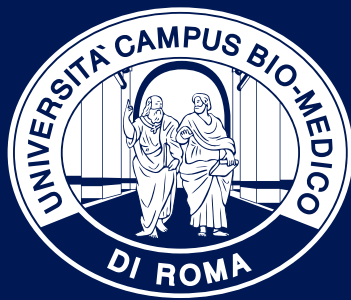
On-site service  
days



**17,156**

Home-assisted  
service days

<sup>94</sup>Insieme Nella Cura Palliative Care Centre, "Contribution to the 2024 Social Report".



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# **6. METHOD NOTES**



The 2024 Sustainability Report of the Campus Bio-Medico University Hospital Foundation (hereinafter, the Foundation), published voluntarily, aims to offer stakeholders a comprehensive overview of the activities, initiatives, and key results achieved across economic, environmental, and social dimensions, sharing the most relevant qualitative and quantitative information. The sustainability-related information also provides deeper insight into the Foundation's activities, performance, outcomes, and the impact they generate.

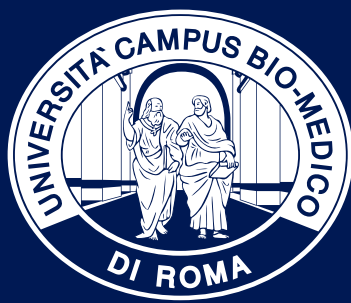
The Foundation's 2024 Sustainability Report has been prepared in accordance with the methods and principles outlined in the 2021 edition of the GRI Sustainability Reporting Standards, as established by the Global Reporting Initiative. For this inaugural reporting year, the Foundation has adopted the "with reference to the GRI Standards" reporting option, enabling the selective use of the most relevant GRI Standards to effectively present the organisation's ESG impacts. These standards are detailed throughout the various chapters of the Report and summarised in the GRI Content Index, which forms an integral part of this document.

The report's content was selected based

on the findings of an initial materiality assessment, which will be further refined in future reporting cycles to more accurately capture the Foundation's significant economic, environmental, and social impacts. For more information on the materiality assessment, please refer to the section titled "Materiality Assessment and Main Stakeholders" within this document. The scope of the reported qualitative and quantitative environmental, social, and governance data fully represents the Foundation's performance throughout the entire reference period, from January 1 to December 31, 2024. To offer a more comprehensive view of the impacts generated, comparative data from the year 2023 are included whenever available. Any use of estimates for quantitative data throughout this document is clearly indicated to provide context and transparency.

Report preparation involved collaboration with the heads of the Foundation's various departments. The Sustainability Report was approved by the Board of Directors on May 14, 2025 and has not undergone limited assurance by an independent auditing firm. This Document is also available to the public at: [www.policlinicocampusbiomedico.it](http://www.policlinicocampusbiomedico.it).

For any inquiries regarding the Report, please contact the dedicated team at: [sustainability@policlinicocampus.it](mailto:sustainability@policlinicocampus.it)



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# **7. GRI CONTENT INDEX AND GRI INDICATOR TABLES**

Declaration of Use	The Campus Bio-Medico University Hospital Foundation has reported the information cited in this GRI content index for the period from January 1, 2024, to December 31, 2024, in accordance with the GRI Standards.		
GRI 1 used	GRI 1 - Fundamental Principles - version 2021		
GRI Standard		Disclosure	Location
General Disclosure			
GRI 2: General Disclosure 2021			
The organisation and its reporting practices	2-1	Organisation details	About us
	2-2	Entities included in the organisation's sustainability report	Method notes
	2-3	Reporting period, frequency and contact point	Method notes
	2-4	Information review	Method notes
	2-5	External assurance	This report was not subject to external assurance
Activities and Workers	2-6	Activities, Value Chain and Other Business Relations	About us Supply Chain
	2-7	Employees	Commitment to Staff Well-being and Social Responsibility at Campus Bio-Medico University Hospital Foundation GRI Content Index and GRI Indicator Tables
	2-8	Non-employees	Commitment to Staff Well-being and Social Responsibility at Campus Bio-Medico University Hospital Foundation GRI Content Index and GRI Indicator Tables
Governance	2-9	Governance organisation and composition	Campus Bio-Medico University Hospital Foundation Governance
	2-10	Appointment and Selection of the Highest Governance Body	Campus Bio-Medico University Hospital Foundation Governance
	2-11	President of the Highest Governance Body	Campus Bio-Medico University Hospital Foundation Governance
	2-16	Critical Issue Communication	Campus Bio-Medico University Hospital Foundation Governance

<b>Strategy, policies and practices</b>	2-27	Legal and regulatory compliance	Ethics and Regulatory Compliance
<b>Stakeholder Engagement</b>	2-30	Bargaining Contracts	Commitment to Staff Well-being and Social Responsibility at Campus Bio-Medico University Hospital Foundation

Material Topics			
GRI 3: Material Topics (2021)			
<b>Material Topics Disclosure</b>	3-1	Material Topic Determination Process	Materiality Assessment and Main Stakeholders
	3-2	List of Material Topics	Materiality Assessment and Main Stakeholders
Mission, Values and Business Ethics			
<b>GRI 3: Material Topics (2021)</b>	3-3	Material Topic Management	Value Creation and Distribution
<b>GRI 201: Economic Performance (2016)</b>	201-1	Economic Value Directly Generated and Distributed	Value Creation and Distribution GRI Content Index and GRI Indicator Tables
Compliance and Anti-corruption			
<b>GRI 3: Material Topics (2021)</b>	3-3	Material Topic Management	Ethics and Regulatory Compliance
<b>GRI 205: Anti-corruption (2016)</b>	205-3	Episodes of Ascertained Corruption and Measures Taken	Ethics and Regulatory Compliance
<b>GRI 206: Unfair competition conduct (2016)</b>	206-1	Legal proceedings for unfair competition, anti-trust and monopolistic conduct	Ethics and Regulatory Compliance
Energy Consumption and Transition to Renewable Energy			
<b>GRI 3: Material Topics (2021)</b>	3-3	Material Topic Management	Energy Consumption and Emissions
<b>GRI 302: Energy (2016)</b>	302-1	Energy Consumed within the Organisation	Energy Consumption and Emissions GRI Content Index and GRI Indicator Tables
Material and Water Management			
<b>GRI 3: Material Topics (2021)</b>	3-3	Material Topic Management	Water Management
<b>GRI 303: Water and Tributaries (2018)</b>	303-1	Interaction with Water as a Shared Resource	Water Management
	303-3	Water withdrawal	Water Management GRI Content Index and GRI Indicator Tables



Waste Management and the Circular Economy			
GRI 3: Material Topics (2021)	3-3	Material Topic Management	Waste Management
GRI 306: Waste (2020)	306-3	Generated Waste	Waste Management GRI Content Index and GRI Indicator Tables
	306-4	Waste not sent to landfill	Waste Management GRI Content Index and GRI Indicator Tables
	306-5	Waste sent to landfill	Waste Management GRI Content Index and GRI Indicator Tables
Atmospheric Emissions and the Fight Against Climate Change			
GRI 3: Material Topics (2021)	3-3	Material Topic Management	Energy Consumption and Emissions
GRI 305: Emissions (2016)	305-1	Direct GHG Emissions (Scope 1)	Energy Consumption and Emissions GRI Content Index and GRI Indicator Tables
	305-2	Indirect GHG Emissions from energy consumption (Scope 2)	Energy Consumption and Emissions GRI Content Index and GRI Indicator Tables
Workers' Health and Safety			
GRI 3: Material Topics (2021)	3-3	Material Topic Management	Employee Health and Safety
GRI 403: Workplace Health and Safety (2018)	403-1	Workplace Health and Safety Management System	Employee Health and Safety
	403-5	Worker Health and Safety Training at Work	Employee Health and Safety
	403-9	Workplace Accidents	Employee Health and Safety GRI Content Index and GRI Indicator Tables
	403-10	Occupational Diseases	Employee Health and Safety
Diversity, Inclusion and Equal Opportunities			
GRI 3: Material Topics (2021)	3-3	Material Topic Management	Human Resource Management
GRI 405: Diversity and Equal Opportunities	405-1	Governance Body and Employee Diversity	Human Resource Management GRI Content Index and GRI Indicator Tables
GRI 406: Non-discrimination (2016)	406-1	Episodes of Discrimination and Correct Measures Adopted	Human Resource Management

Privacy and Cybersecurity			
GRI 3: Material Topics (2021)	3-3	Material Topic Management	Cybersecurity
GRI 418: Customer Privacy (2016)	418-1	Substantiated complaints regarding breach of customer privacy and loss of customer data	Cybersecurity
Clinical Research and Innovation			
GRI 3: Material Topics (2021)	3-3	Material Topic Management	Foundation Research & Development
Personnel Growth, Enhancement and Training			
GRI 3: Material Topics (2021)	3-3	Material Topic Management	Welfare Policies Employee Training
Responsible Supply Chain Management			
GRI 3: Material Topics (2021)	3-3	Material Topic Management	Supply Chain
Philanthropy and Volunteer Work			
GRI 3: Material Topics (2021)	3-3	Material Topic Management	Philanthropic Events Hosted by the Foundation
Local Community Support and Development			
GRI 3: Material Topics (2021)	3-3	Material Topic Management	The Foundation's Active Role in Community and Local Development
Personal and Patient Care and Management			
GRI 3: Material Topics (2021)	3-3	Material Topic Management	Patient Admission and Emergency Services

GRI INDICATOR TABLES

	2023	2024	Change 2024/2023
<b>Economic Value Generated</b> of which earnings	€ 266,146,776	€ 281,469,863	6%
<b>Economic Value Distributed</b> to suppliers to personnel to investors to the Public Administration	€ 242,884,510	€ 255,009,515	5%
<b>Economic Value Retained</b>	€ 20,605,140	€ 22,813,343	11%

Table 1 - GRI 201-1: Economic Value Directly Generated and Distributed

Energy Source <sup>95</sup>	Unit of measure	2023	2024
<b>Electricity (purchased from the grid)</b>	<b>GJ</b>	<b>27,986</b>	<b>26,928</b>
of which purchased from certified renewable sources	GJ	-	-
<b>Electricity (self-produced from renewable sources)</b>	<b>GJ</b>	<b>-</b>	<b>3,672</b>
<b>Fossil Fuels</b>	<b>GJ</b>	<b>117,210</b>	<b>114,455</b>
<b>Total</b>	<b>GJ</b>	<b>145,196</b>	<b>145,055</b>

Table 2 - GRI 302-1: Energy consumption within the organisation

Note: Fossil fuel consumption includes natural gas used to produce self-consumed electricity production for 31,788 GJ

<sup>95</sup>The following conversion factors were used for the calculation of energy consumption: NIR: ITALIAN GREENHOUSE GAS INVENTORY 1990-2017 - NATIONAL INVENTORY REPORT 2022. FIRE: Energy Manager 2018 Guidelines; Natural Gas 1 Sm3= 0,0363 GJ; Electricity 1 kWh = 0,0036 GJ.

Emissions	Unit of measure	2023	2024
Direct Emissions (Scope 1) <sup>96</sup>	tCO <sub>2</sub> e	6,618	6,449
Indirect Emissions - Location Based <sup>97</sup> (Scope 2)	tCO <sub>2</sub> e	2,389	2,193
Indirect Emissions - Market Based <sup>98</sup> (Scope 2)	tCO <sub>2</sub> e	3,891	3,746
<b>Total (Scope 1 + Scope 2 - LB)</b>	<b>tCO<sub>2</sub>e</b>	<b>9,007</b>	<b>8,642</b>
<b>Total (Scope 1 + Scope 2 - MB)</b>	<b>tCO<sub>2</sub>e</b>	<b>10,510</b>	<b>10,195</b>

Table 3 - GRI 305-1, GRI 305-2: Direct and Indirect GHG Emissions

Water withdrawal <sup>99</sup>			
Source	U.M.	2023	2024
Surface water	ML	172.68	149.21
<b>Total</b>	<b>ML</b>	<b>172,687</b>	<b>149,213</b>

Table 4 - GRI 303-3: Water withdrawal

Type of waste	Unit of measure	2023	2024
Hazardous waste	t	739	778
Non-hazardous waste	t	608	774
<b>Total</b>	<b>t</b>	<b>1,346</b>	<b>1,552</b>

Table 5 - GRI 306-3: Generated Waste

<sup>96</sup>Direct CO<sub>2</sub> emissions, also known as Scope 1 emissions, refer to those released from sources owned or controlled by the organisation, including emissions resulting from natural gas usage. The following emission factors were used for the calculation of emissions: Defra – UK Government GHG Conversion Factors for Company Reporting 2024.

<sup>97</sup>Indirect CO<sub>2</sub> emissions, or Scope 2, are those resulting from the generation of electricity, heat, and steam that an organisation purchases and consumes. The Location-based method uses average emission factors tied to energy production within specific geographic boundaries, such as local, regional, or national areas. The calculation is based on data from ISPRA – Atmospheric Emission Factors of Greenhouse Gases in the National Electricity Sector and Major European Countries. Specifically:

- electricity (2024) = 293,1 gCO<sub>2</sub>/kWh

<sup>98</sup>The Market-Based approach accounts for the contractual source of electricity supply, distinguishing between renewable and non-renewable energy sources. The source used in the calculation is AIB - European Residual Mixes 2024. Specifically, electricity = 501 gCO<sub>2</sub>/kWh

<sup>99</sup>The Foundation operates in a water-stressed region, making it especially vulnerable to the impacts of climate change and rising demand - factors that heighten the risk of water scarcity and threaten long-term sustainability. To better understand and monitor this critical issue, the Foundation utilizes the Aqueduct Water Risk Atlas, developed by the World Resources Institute (wri.org). This platform identifies the most vulnerable areas and supports organizations in implementing responsible water management strategies, thereby helping to reduce environmental impact and enhance water resilience.



Type of waste	Unit of measure	Hazardous	Non-Hazardous	Total	% of total
Reuse	t	-	-	-	0%
Recycling	t	-	-	-	0%
Compost	t	-	-	-	0%
Recovery, including energy recovery	t	261	401	662	43%
Incineration (thermal destruction)	t	518	193	711	46%
Deep well injection	t	-	-	-	0%
Landfill	t	-	-	-	0%
Local disposal	t	-	-	-	0%
Other (Chemical physical processing)	t	-	180	180	12%
<b>Total</b>	<b>t</b>	<b>778</b>	<b>774</b>	<b>1,552</b>	<b>100%</b>

Table 6 - GRI 306-4, GRI 306-5: Waste Generated<sup>100</sup> in 2024

Type of contract	Gender					
	2023			2024		
	Men	Women	Total	Men	Women	Total
Permanent	541	840	<b>1,381</b>	534	842	<b>1,376</b>
Fixed-term	74	131	205	103	177	280
<b>Total</b>	<b>616</b>	<b>971</b>	<b>1,586</b>	<b>637</b>	<b>1,019</b>	<b>1,656</b>

Table 7 - GRI 2-7: Campus Bio-Medico University Hospital Foundation employees divided by gender and contract type

<sup>100</sup>Data source: COMPUTERISED SYSTEM (ECO ERIDANIA-ROMANA MACERI MANAGEMENT SYSTEM).

Type of contract	Gender					
	2023			2024		
	Men	Women	Total	Men	Women	Total
Full-time	610	921	1,531	633	965	1,598
Part-time	5	50	55	4	54	58
<b>Total</b>	<b>615</b>	<b>971</b>	<b>1,586</b>	<b>637</b>	<b>1,019</b>	<b>1,656</b>

Table 8 - GRI 2-7: Campus Bio-Medico University Hospital Foundation employees divided by gender and full-time/part-time contract type

Professional category	Gender					
	2023			2024		
	Men	Women	Total	Men	Women	Total
Collaborators and Freelancers	65	56	121	63	56	119
<b>Total</b>	<b>65</b>	<b>56</b>	<b>121</b>	<b>63</b>	<b>56</b>	<b>119</b>

Table 9 - GRI 2-8: Number of external workers by professional category and gender

Number of employees	Age range							
	2023				2024			
	<30 years	30-50 years	>50 years	Total	<30 years	30-50 years	>50 years	Total
<b>Directors</b>	<b>3</b>	<b>286</b>	<b>100</b>	<b>389</b>	<b>2</b>	<b>310</b>	<b>99</b>	<b>411</b>
<b>of which medical personnel/ healthcare graduates</b>	<b>3</b>	<b>278</b>	<b>91</b>	<b>372</b>	<b>2</b>	<b>303</b>	<b>90</b>	<b>395</b>
Men	1	133	56	<b>190</b>	1	144	52	<b>197</b>
Women	2	145	35	<b>182</b>	1	159	38	<b>198</b>
<b>of which in administration</b>	<b>-</b>	<b>8</b>	<b>9</b>	<b>17</b>	<b>-</b>	<b>7</b>	<b>9</b>	<b>16</b>
Men	-	7	6	<b>13</b>	-	6	6	<b>12</b>
Women	-	1	3	<b>4</b>	-	1	3	<b>4</b>
<b>White-collar workers</b>	<b>235</b>	<b>756</b>	<b>206</b>	<b>1,197</b>	<b>272</b>	<b>782</b>	<b>191</b>	<b>1,245</b>
<b>of which healthcare personnel</b>	<b>211</b>	<b>514</b>	<b>110</b>	<b>835</b>	<b>249</b>	<b>546</b>	<b>74</b>	<b>869</b>
Men	64	201	13	<b>278</b>	73	200	10	<b>283</b>
Women	147	313	97	<b>557</b>	176	346	64	<b>586</b>
<b>of which in administration</b>	<b>24</b>	<b>242</b>	<b>96</b>	<b>362</b>	<b>23</b>	<b>236</b>	<b>117</b>	<b>376</b>
Men	7	95	32	<b>134</b>	9	95	41	<b>145</b>
Women	17	147	64	<b>228</b>	14	141	76	<b>231</b>
<b>Total</b>	<b>238</b>	<b>1,042</b>	<b>306</b>	<b>1,586</b>	<b>274</b>	<b>1,092</b>	<b>290</b>	<b>1,656</b>
Men	<b>72</b>	<b>436</b>	<b>107</b>	<b>615</b>	<b>83</b>	<b>445</b>	<b>109</b>	<b>637</b>
Women	<b>166</b>	<b>606</b>	<b>199</b>	<b>971</b>	<b>191</b>	<b>647</b>	<b>181</b>	<b>1,019</b>

Table 10 - GRI 405-1: Employees divided by professional category, gender and age range

Percent of employees	Age range							
	2023				2024			
	<30 years	30-50 years	>50 years	Total	<30 years	30-50 years	>50 years	Total
<b>Directors</b>	<b>0.2%</b>	<b>18.0%</b>	<b>6.3%</b>	<b>24.5%</b>	<b>0.1%</b>	<b>18.7%</b>	<b>6.0%</b>	<b>24.8%</b>
<b>of which medical personnel/ healthcare graduates</b>	<b>0.2%</b>	<b>17.5%</b>	<b>5.7%</b>	<b>23.5%</b>	<b>0.1%</b>	<b>18.3%</b>	<b>5.4%</b>	<b>23.9%</b>
Men	0.1%	8.4%	3.5%	<b>12.0%</b>	0.1%	8.7%	3.1%	11.9%
Women	0.1%	9.1%	2.2%	<b>11.5%</b>	0.1%	9.6%	2.3%	12.0%
<b>of which in administration</b>	<b>0%</b>	<b>0.5%</b>	<b>0.6%</b>	<b>1.1%</b>	<b>0%</b>	<b>0.4%</b>	<b>0.5%</b>	<b>1.0%</b>
Men	0%	0.4%	0.4%	0.8%	0%	0.4%	0.4%	0.7%
Women	0%	0.1%	0.2%	0.3%	0%	0.1%	0.2%	0.2%
<b>White-collar workers</b>	<b>14.8%</b>	<b>47.7%</b>	<b>13.0%</b>	<b>75.5%</b>	<b>16.4%</b>	<b>47.2%</b>	<b>11.5%</b>	<b>75.2%</b>
<b>of which medical personnel/ other healthcare professions</b>	<b>13.3%</b>	<b>32.4%</b>	<b>6.9%</b>	<b>52.6%</b>	<b>15.0%</b>	<b>33.0%</b>	<b>4.5%</b>	<b>52.5%</b>
Men	4.0%	12.7%	0.8%	17.5%	4.4%	12.1%	0.6%	17.1%
Women	9.3%	19.7%	6.1%	35.1%	10.6%	20.9%	3.9%	35.4%
<b>of which in administration</b>	<b>1.5%</b>	<b>15.3%</b>	<b>6.1%</b>	<b>22.8%</b>	<b>1.4%</b>	<b>14.3%</b>	<b>7.1%</b>	<b>22.7%</b>
Men	0.4%	6.0%	2.0%	8.4%	0.5%	5.7%	2.5%	8.8%
Women	1.1%	9.3%	4.0%	14.4%	0.8%	8.5%	4.6%	13.9%
<b>Total</b>	<b>15.0%</b>	<b>65.7%</b>	<b>19.3%</b>	<b>100%</b>	<b>16.5%</b>	<b>65.9%</b>	<b>17.5%</b>	<b>100%</b>
Men	4.5%	27.5%	6.7%	38.8%	5.0%	26.9%	6.6%	38.5%
Women	10.0%	38.2%	12.5%	61.2%	11.5%	39.1%	10.9%	61.5%

Table 11 - GRI 405-1: % employees divided by professional category, gender and age range



Year	Total courses <sup>101</sup>	Change % 2024/2023
2022	39	-
2023	46	+ 17.95%
2024	55	+ 19.57%
Total increase 2022-2024		+41.03%

Table 12 - Foundation Training Courses

Total Undesired Events Reported				
Reference period	1 <sup>st</sup> quarter	2 <sup>nd</sup> quarter	3 <sup>rd</sup> quarter	4 <sup>th</sup> quarter
Year 2024	67	61	59	46

Table 13 - Total Undesired Events Reported in 2024<sup>102</sup>

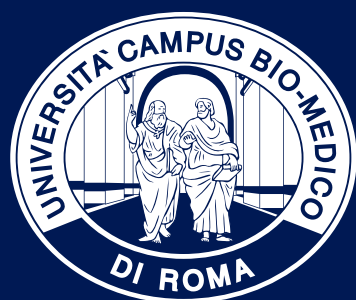
Year	Percent
White code	6.2%
Green code	33.6%
Blue code	39.09%
Orange code	16.5%
Red code	4.7%

Table 14 - Percent of patients who visited the Emergency Room in 2024 compared to Triage

<sup>101</sup>Source: Campus Bio-Medico University Hospital Foundation, Training\_Activity 2022-2024.

<sup>102</sup>Source: QS Report\_IV Quarter 2024\_SPP.





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