



# Social Sustainability Report 2003-2007 (Summary)

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## Preface

A Social Sustainability Report is a great opportunity, especially for an organization devoted to patients' need, to communicate with its stakeholders about the aims, strategies, activities and results. It has been six years since we started to make and use a Social Sustainability Report as a powerful tool to improve the quality of our services and our relationships with the stakeholders.

This five-years report is thus the outcome of five years of social reporting and communication of the Azienda Ospedaliera di Padova.

This summary is dedicated to all English speaking foreigners: patients, health professionals or organizations.

In these years we have been committed to both ensuring and implementing adequate and appropriate care and fulfilling the economic standards given by the national and regional governments which mostly finance our organization.

Two important changes have occurred in the last two years:

- The splitting and handing over of several oncologic activities to the IOV (Istituto Oncologico Veneto)

- The preliminary steps for the implementation of an integrated firm between the present Azienda Ospedaliera and the Faculty of Medicine of the Padova University.

As in the past four editions, there are a number of improvements in our report this year:

- We asked, received and published within this report the 'point of view' of our main stakeholders

- We developed the section on research with more details and completeness

- We added a section aimed at gender reporting

- We referred not only to national and international standards of reporting as previously but also to the beta version of our regional agency guidelines for social reporting

- Finally, we fulfilled our commitment to presenting this report to the stakeholders in due time, within the administrative restrains of the National and Regional health service.

- I take this opportunity to thank all the people and organizations for their continued efforts during the last few years to make this report a success.

Dr Adriano Cestrono  
Direttore Generale (CEO)

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### Who we are

The Azienda Ospedaliera di Padova is a teaching hospital and health research center of national and international relevance, offering a wide amount of inpatient and outpatient services.

Its history dates from the thirteenth century when its name was Hospital of Saint Francesco the Great.

16 numbers	2003	2006	Forecast 2007 vs 2006	Diff % 2006/2003
Ordinary discharges	58.338	54.938	-4,0%	-5,8
Day hospital discharges	14.460	13.922	-5,9%	-3,7
Day surgery discharges	11.325	9.664	-2,2%	-14,7
Outpatients visits	448.609	440.773	-0,2%	-1,7
Lab analysis	2.583.298(*)	3.739.848(**)	3,4%	44,8
Other diagnostic tests	1.426.014	1.612.232	-0,7%	6,8
Manpower	4.871	4.784	=	-1,8
University manpower	722			
Funding for research and other projects	8.172.418€	7.972.712€	+1,4%	-2,4
International cooperation projects	8	9	8	=
Voluntary organizations	76	86	=	+13,2
Overall Production Value	396.611.851 €	469.733.949 €	-4%	+18,4
Graduation courses	17	15	16	
Students	3.883	3113	3191	-17
Specialty schools	44	58	-	+32
Speciality students	1.540	1492	-	-3

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<p><b>Vision and values</b></p>	<p>The mission of the Azienda Ospedaliera di Padova is:</p> <ul style="list-style-type: none"> <li>• to contribute to promoting, maintaining and retrieving good health conditions of the community and single patients within the national and regional government health, social and economical goals;</li> <li>• to cooperate with local health agencies and volunteers organizations in order to guarantee the continuity of care before and after hospitalisation.</li> </ul> <p>The mission of the Azienda Ospedaliera di Padova is integrated with the mission of the Università di Padova, Facoltà di Medicina which includes health care, research and teaching.</p> <p>Our values are:</p> <ul style="list-style-type: none"> <li>• Patient centered activity</li> <li>• Quality of care</li> <li>• Appropriateness</li> <li>• Accessibility</li> <li>• Equity</li> <li>• Accountability</li> <li>• Transparency</li> <li>• Research and innovation</li> <li>• Continuing education of personnel</li> <li>• Cooperation</li> </ul>
<p><b>Organization</b></p>	<p>The structure and management of our organization is guided by these principles:</p> <ul style="list-style-type: none"> <li>• Autonomy</li> <li>• Facilitating of the interaction between hospital and university</li> <li>• Departments</li> <li>• Integration between vertical and horizontal levels</li> <li>• Quality system</li> </ul> <p>The CEO (Direttore Generale) is coadjuted by the Health and the Administrative Director. There are three organization levels:</p> <ul style="list-style-type: none"> <li>• Departments, which in several cases can be integrated with the University (DIAS) or the local health agency (Unità Socio Sanitaria Locale, ULSS) of Padova which takes care of more than 400.000 people in Padova and in the nearby municipalities.</li> <li>• Complex Units</li> <li>• Simple Units</li> </ul> <p>We have implemented a Quality System for several Complex Units and we are fulfilling regional criteria for their accreditation.</p>

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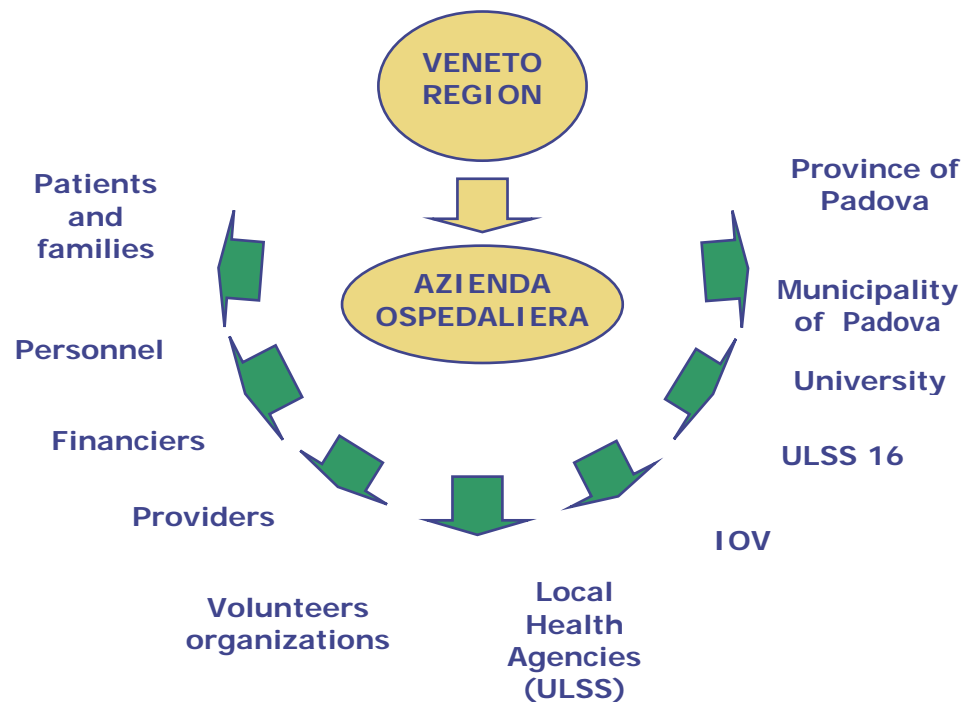
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### Our stakeholders

- The Azienda Ospedaliera di Padova has many stakeholders owing to the complexity and the volume of its activities:



In this report several stakeholders had the opportunity to express their own point of view on our organization and about our reporting:

- Padova Municipality
- Province of Padova
- Regional Social and Health Agency
- Local Health Agency (ULSS 16 of Padova)
- Network of volunteer organization
- IOV (Istituto Oncologico Veneto)
- Committee for Equal Gender Opportunities

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## Strategies

The Azienda Ospedaliera di Padova strategies, that have been redefined for the Strategic Plan 2005-2007, are:

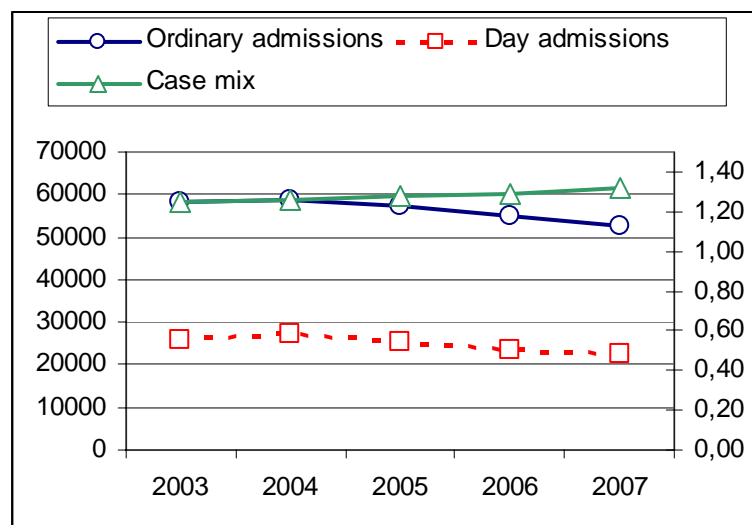
- 1) Improve relationship through the following actions:
  - Define standards of services
  - Produce user oriented procedures for the acceptance of patients
  - Guarantee privacy rights of patients, personnel and providers
- 2) Develop high specialty through the following actions:
  - Innovation implementation and control
  - Increase productivity for the higher specialties, through appropriateness and management of emergency admissions
  - Increase returns from direct payment services
- 3) Concentrate the offer through the following actions:
  - Integration of structures within the organization
  - Integration of processes
  - Outsourcing
  - Widening of catchment area
  - Innovation in partnerships contracting

## Results

The main results are synthesized in a table of indicators (from page 40 of the Italian report) grouped by the main stakeholder to whom they can be related, for the years 2003-2007

## Patients care

**Hospital admissions.** In agreement with regional goals there has been a small reduction of yearly admission (-9.6%; - 12.5%) and an increase (+5.6%) of the complexity of admitted cases.

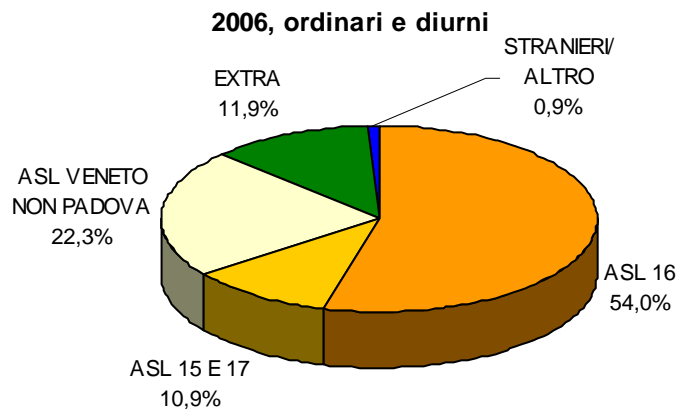


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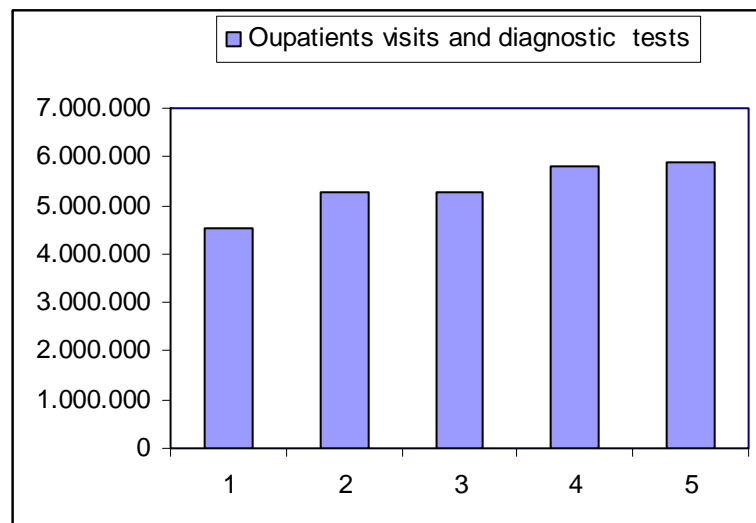
## Patients care

Two thirds of inpatients come from the Padua area, in the catchment area of the local health agencies ULSS 16, 15 and 17. One tenth is coming from outside the Veneto Region.



**Emergency department** The volume of activity is of nearly 94.000 visits/year with an admission rate of 16.6% for the adult emergency division and of 26.000 visits and an admission rate of 6.5% for the pediatric emergency division

**Outpatients visits and diagnostics tests. During the period 2003 through 2007** there was an increase of 30% of production as a result of actions related to the strategy of services and offer concentration.



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## Nursing, pharmacy, social service

**Nursing service.** The aim of the Integrated Azienda Ospedaliera-ULSS 16 of Padova Servizio di Assistenza is to provide nursing care adequate to patients needs and to improve it continuously. To fulfill this commitment five projects were implemented from 2003 through 2007:

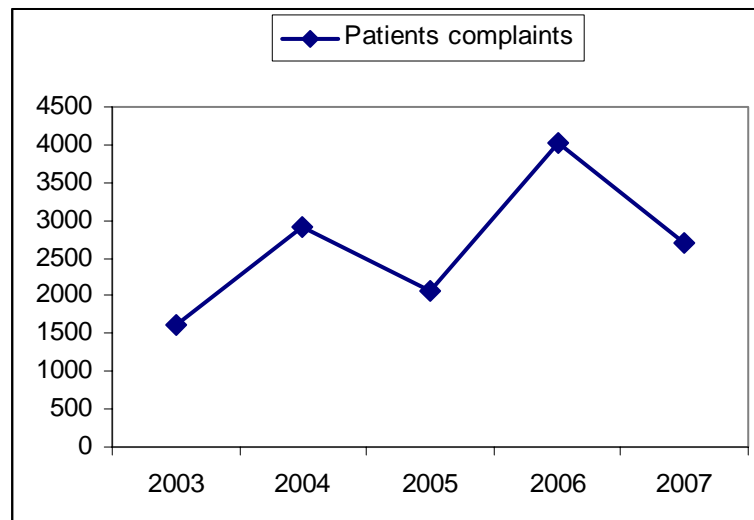
1. Implementation of nursing guidelines
2. Social-Sanitary Employees
3. Standardization of nursing documentation in Medical specialties Units
4. Standardization of inpatients and outpatients for diagnostic tests preparation
5. Continuity of nursing care of inpatients during diagnostic procedures

**Pharmacy.** Several processes have been re-organized during these years by the integrated department of pharmacy Azienda Ospedaliera-ULSS 16. Among these, the direct distribution of drugs to patients for the therapy within 30 days after discharge or outpatients' visits. Overall more 84.000 drugs were directly supplied to patients with savings of more than 21 millions euro.

**Social service.** During 2003-2006 2793 cases overall were managed by the hospital Social Service which is ISO 9001:2000 certified. Elderly people were 15% and foreigners 42%.

## Customers' satisfaction

There has been an inconsistent increase of patients' complaints, mostly explained by introduction of innovations in the organization or booking area processes. At present the most important causes have been found and several actions are already giving results in terms of insatisfaction reduction. The ratio complaints/overall services(admission plus ambulatory visits) is of 0.5 per 1000.



At least one customer satisfaction survey was completed in 83% of health units during 2003-2007.

The Azienda Ospedaliera joined the regional project of humanisation, and between 2006 and 2007 nearly 1600 hospital employees attended continuing education courses on this topic.

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## Research

Research activities are a fundamental part of our mission. Main research areas are:

- Transplants
- Surgery
- Cardiology
- Hepatology and gastroenterology
- Immunology
- Pediatrics
- Oncology, from 2006 moved to the IOV (Istituto Oncologico Veneto)

Within the Azienda Ospedaliera are operating 24 Research Centers accredited by the Veneto Region.

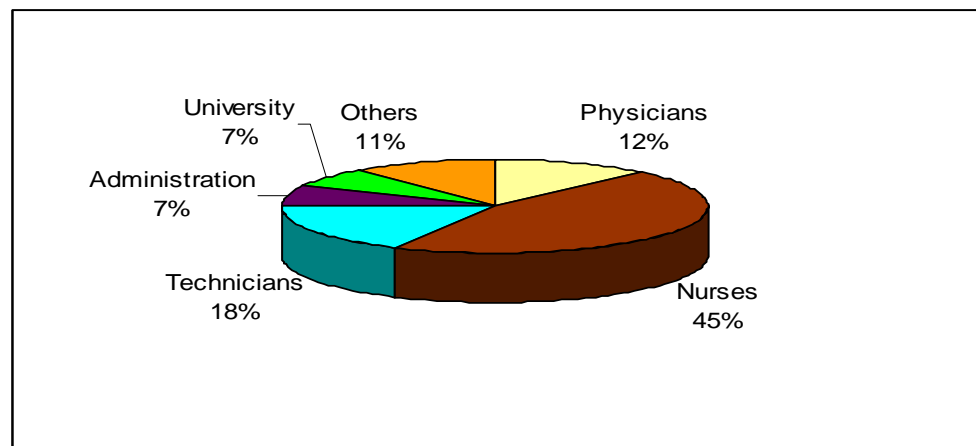
Several other research initiatives have been developed with the cooperation of many entities such as the Banca Antonveneta and the Fondazione Cassa di Risparmio di Padova e Rovigo and others.

## Teaching

Within the Azienda Ospedaliera the Faculty of Medicine of the University of Padova holds 16 3-year graduate courses of Laurea triennale, 4 graduate specialty courses/of Laurea specialistica, 58 specialty schools and 15 perfecting courses. Overall more than 4500 students attend these courses yearly.

## Personnel

As many as 48 hundred people work at the Azienda Ospedaliera with a small decrease (-1.8%) from 2003. Eighteen percent are working part-time.

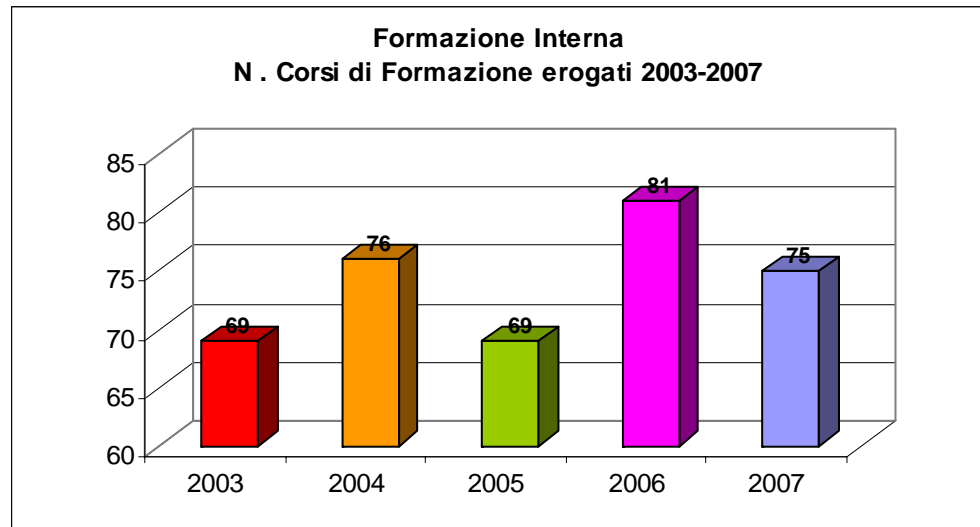


(percentage refers to equivalent units)

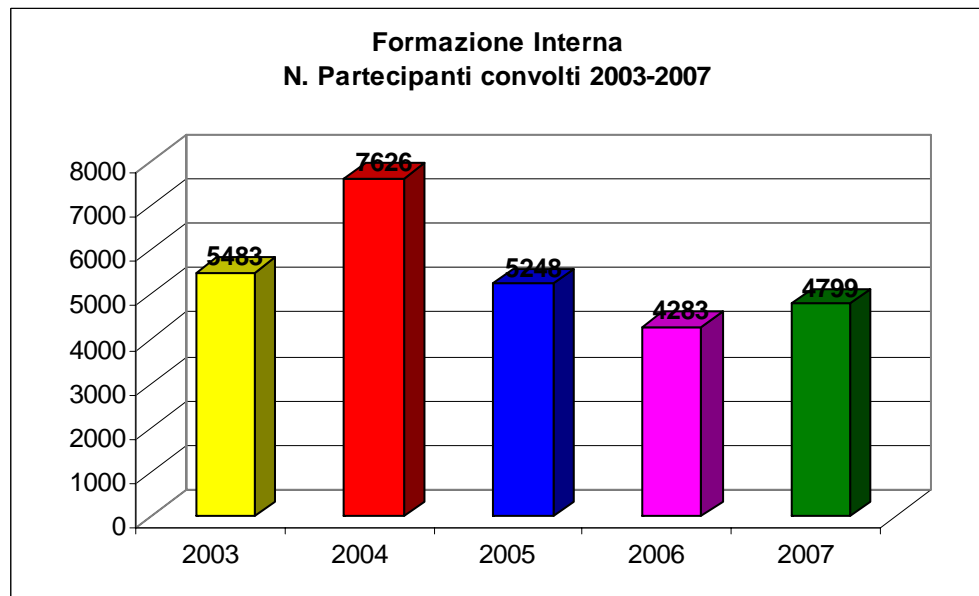
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## Personnel

There is a conspicuous activity for the continuing education of physicians, nurses and all other kind of employees with several courses yearly.



Yearly number of attenders is shown below.



For any operator the Azienda Ospedaliera organized a mean of 0,9 to 1,6 courses yearly.

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**International cooperation** The Azienda Ospedaliera conducts a conspicuous activity of international cooperation. During 2003-2007 there were on average 7-8 projects under way per year, with a duration of 24-36 months. In the last two years the number of European based projects is decreasing while Extraeuropean projects are increasing. Present projects amount to 3.7 millions euro.

**Environment** The environment concerns of the Azienda Ospedaliera are primarily waste management and personnel mobility. In 2006 3140 tons of waste were produced from the processes within the hospital. One quarter of this waste is at infectious hazard. High attention is paid to the management of all wastes and 16.7% are disposed of for recycle.

**Maintenance security upgrading and rebuildings** Nine main projects have been completed for an overall amount of 33 millions euros and another nine are being carried out at present.

**Information technology** Investments amount to 1.3 millions euro and yearly management costs of IT are 1.8 millions euros.

**Medical devices** During 2003-2007 2100 medical devices were purchased for an amount of 28 millions euro and 800 are in use with rent or in service contracts.

**Gender reporting** The Committee for Equal Gender Opportunities has been set up during 2007. Two gender related topics have been considered in this 2003-2007 report.

- Differences among patterns of care for men and women. Women admissions are 14% more than those of males. The length of stay and the complexity are higher for male admissions (respectively 8.6 vs 7.5 days; 1.51 vs 1.1 case mix index)
- Female/male distribution of personnel. Women are 70% of overall personnel and 26% of managers

Economic performance					% difference 2006 vs 2003 %
	2003	2004	2005	2006	
Total revenues	396.611.851	431.389.365	441.795.843	461.577.691	16.4
Total costs	438.698.896	465.877.532	480.042.979	509.572.401	16.2
Net income (loss)	(41.736.007)	(44.194.088)	(51.987.265)	(44.061.984)	5.6

The economic results though showing a steady loss, shows that the Azienda Ospedaliera has kept control over costs, within an increase of revenues. This is in agreement with the criteria and targets given by the Regione Veneto

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Technical notes
<p>The standards considered for this report are:</p> <ul style="list-style-type: none"> <li>- Dipartimento della Funzione Pubblica. Rendere conto ai cittadini. Il bilancio sociale nelle amministrazioni pubbliche. 2004</li> <li>- Gruppo di lavoro per il Bilancio Sociale. La rendicontazione sociale nel settore pubblico. Giuffrè editore Milano. 2005</li> <li>- Agenzia Regionale SocioSanitaria del Veneto. Bozza di Linee Guida per la sperimentazione della rendicontazione sociale</li> </ul> <p>All these standards relate to international standards AA1000 and GRI.</p>

## Aknowledgments

This 2003-2007 report has been completed by a team of managers of the Azienda Ospedaliera and an external consultant during the period May to October 2007.

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