

Art. 1 – Establishment and Corporate Name

The Company operates under the trading name of:

AZIENDA OSPEDALIERA PADOVA

VAT code 003490 40287 and ISTAT (National Institute of Statistics) town code 050901.

The *Azienda Ospedaliera Padova* (Padua Hospital, hereinafter AOP), a hospital complex located at no. 1 Via Giustiniani, Padua, is established under Italian Regional Law no. 56 of 14/09/1994, recognised as a Highly Specialised Hospital of National Importance under the Prime Ministerial Decree of 08/01/1999 and identified by the Regional Community Health Plan 2012-2016 (approved by Regional Law no. 23 of 20/06/2012 and subsequent amendments and integrations) as a *hub* for the Province of Padua and a Regional Centre of Expertise (*Centro di Riferimento Regionale*) for the functions identified by Regional Planning.

The AOP has the status of public corporation with independent management and qualifies as a Regional operating entity for the purposes of provision of healthcare services.

Its organisation and function are governed by this Deed, in accordance with the principles and criteria set out by the Regional provisions.

For the *Università degli Studi di Padova* (Padua University, hereinafter UNIPD), The AOP constitutes the key company for healthcare activities essential to the School of Medicine and Surgery's teaching and research activities. These are carried out in the agreed facilities under the existing agreement between the *Regione del Veneto* (Veneto Region) and the UNIPD (under Regional Council Resolution no. 912 of 09/06/1989) which ensures their integration.

Art. 4 - Mission

As an operating entity of the Regional Community Health Service (*SSSR*) and in line with the objectives of the Regional Community Health Plan (*PSSR*), the AOP, contributes to providing basic healthcare for the communities of the Padua area and provides highly complex and high-technology healthcare at Provincial, Regional, national and international level as a hub for the Province of Padua and a Regional Centre of Expertise for the functions determined by Regional Planning.

As a key site for the UNIPD's School of Medicine and Surgery, the AOP ensures the integration of healthcare, education and research activities, thus contributing to the attainment of the University's goals, including through the development of staff in training.

The AOP organises and manages healthcare and clinical research activities, both directly and through management of the integrated clinical networks required by Regional Planning, promoting practices such as the transfer into healthcare activities of knowledge acquired through clinical research, evaluation and adoption of new technologies as well as implementation of innovative management models.

Art. 5 – Healthcare Values and Principles

These are the principles that guide the objectives, intentions, actions and behaviours of all those who, in various capacities, work at the AOP and contribute accomplishing its mission. As part of the Regional Community Health Service and the National Health Service and in relation to the Company's function of integration with the University, the Company assumes the following key values which guide the strategic planning and management of its activities:

- **People at the Core**

The ability of the "company system" to place people – defined as both healthcare users and providers – at the core of its actions, thus creating an organisation of "People Caring for People" through:

- correct identification of people's overall health needs and planning of a healthcare programme that focuses on the "specific" needs of each person cared for;
- a healthcare response that espouses a high level of professionalism, science and technology with the relational aspects and humanisation of care;
- valuing the role of care receivers in policies for improving quality through verification of the work carried out;
- promoting a culture of empowerment as a tool enabling people to make decisions and take actions concerning their own health conditions in freedom and awareness;
- transparency of information and accounting for the efficient use of the resources assigned to the AOP.

- **Fairness**

- Making available and easily accessible the information necessary for informed, correct and timely use of the services and care offered;
- Guaranteeing equal and timely need-based opportunities for access to the care, services and tools provided by the Company in order to ensure that its operations are appropriately sustainable for the community.
- Reducing variability of care by aligning the required professional competencies with declared standards for excellence and by monitoring compliance in clinical practice.
- Guaranteeing access to its activities in the capacity of a central hub by developing organisational methods that meet requirements appropriately and through the creation of "networks" permitting remote as well as on-site collaboration by professionals.
- Contributing to breaking down ideological, cultural, social and religious barriers by promoting the integration of Company activities with social, cultural, religious, voluntary and welfare activities.

- **Quality: of the care provided**

- Promoting care paths that make effective use of various and specific professional competencies in order to provide care that is appropriate, based on the overall needs of the user, founded on the best scientific evidence, and safe as well as inspired by the principle of progressive treatments in relation to the intensity and complexity of the actions necessary for the specific clinical procedures. Pre-established, declared and monitored health targets achieved by integrating multiple professional competencies through sharing of care paths based on teamwork and coordinated organisation of the various facilities involved.
- Ensuring, in line with the Company's function as a hub and a Regional Centre of Expertise, that users are informed as to the care available and the opportunity to make appropriate use of the services they require at the most opportune time and location and within the limits of the resources available.
- Continually and consistently adapting its actions, behaviours and service to the needs of the care receiver and to the priorities and targets set by the Company in order to ensure compatibility between the its actions and the results of the work carried out

within the declared time limits, taking into consideration the information obtained through monitoring of outcomes and care receiver satisfaction.

- Offering care under conditions of protection from risks linked to possible environmental (i.e. structural, technological and organisational) factors, for both users and workers.
- Ensuring the traceability of the care services provided through correct management of health documentation and transparency of clinical decision-making procedures while protecting the handling of data concerning the care receiver's health conditions.

of administration

- Promoting the adoption of administrative procedures designed to prevent/mitigate administrative and accounting risks and ensure maximum efficiency as well as procedural uniformity and integration at Company level.
- Using technological, IT and management innovations as a tool for simplifying administrative practices and achieving consistent performances by all offices and services.
- Basing administrative activities on the principles of legality, transparency, confidentiality, good performance, effectiveness, efficiency and economy through coordination and integration of all the Company's Departments in order to ensure correct and effective administration and use of the services by the public.

• Education and Training

- Using the primary site for specific UNIPD training, thus facilitating the educational functions required by the under-graduate and post-graduate training programmes, offered principally by the School of Medicine and Surgery, also by integrating and developing National Health Service staff who fulfil the necessary professional and scientific qualification criteria.
- Supporting the training of those professionals required by the University, as part of their training, to acquire competencies connected to the provision of care.
- Promoting and investing in the ongoing staff training system, from a perspective also encompassing the other hospitals throughout the Region, in order to ensure that professional and cultural knowledge is maintained, aligned and developed in such a way as to favour the appropriateness and facilitation of actions in tune with technical and scientific progress in the specific fields of each professional role involved in the various clinical and care procedures.

• Research and Innovation

- Promoting the implementation of diagnostic, curative and technological advancement processes in such a way as to meet public healthcare needs which, due to their complexity, seriousness and rarity, require innovative solutions linked to the development of research activities in close partnership with the University and other Regional, national international bodies.
- Promoting innovative management through the development of new organisational models.

- Recognising the value of clinical and management research, both targeted and implemented based on specific projects, ensuring equal opportunities and application methods for both University and Hospital staff.
- Ensuring the development of research activities at the Company's internal organisational units, in part by implementing specific promotional, coordination and monitoring functions.
- Capitalising on the assets in terms of biomedicine, information and management gained through the assistance provided in support of its research and innovation activities.

- **Ethics**

Recognising the significance of ethical problems relating to clinical practice, experimentation and organisation, and upholding the ethical principles in the respective areas, in part through the creation of special bodies.

- **Transparency**

- Ensuring the visibility and clarity of relations, both internal and external, according to an ethos of responsibility for results in order to facilitate widespread monitoring of the performance of institutional functions and the use of public resources.
- Developing a communication system that ensures uniformity, consistency, dissemination and accuracy of information, both internally and externally, ensuring maximum transparency to the public and the social, political and economic authorities in its area of operation.
- Promoting freedom of information on the activities conducted, procedures adopted, resources employed, timelines and results achieved, in accordance with personal data protection legislation.
- Rendering the decision-making process visible and clear, both within and outside the Company, through openness to dialogue, establishment of explicit rules on the acquisition and transfer of services and declaration of the targets to be attained, the progress made and the extent to which targets are achieved.

- **Sustainability**

Developing management policies mindful of environmental, economic and organisational sustainability issues, with particular focus on organisational health, in line with the principles of equal opportunities and combatting discrimination of any kind.

Art. 6 - Vision

The AOP's strategic vision is that of a company oriented towards:

- Achieving full integration with the Regional Community Health Service, and contributing, alongside other Healthcare Providers as well as other institutional and non-institutional players, to the provision of care to individuals, families and communities.
- Fulfilling its institutional role, assigned by the Regional Community Health Plan, as a "Key Regional Company" ("*Azienda di riferimento regionale*") in the areas of high specialisation, education, research and managerial and technological innovation. This is ensured by an integrated system of advanced competencies permitted by coordination with the University

and requires, at Regional annual planning level, the identification of activities and new funding models in line with its assigned function.

- Consolidating and developing the AOP's role as a node in the national and international healthcare and scientific network in order to compare and transfer experiences, and acting as a centre of attraction for patients and professionals.
- Promoting the growth and development of other healthcare organisations, particularly in disadvantaged parts of the world.
- Developing a new model for integration between the AOP and the University, in line with the provisions of the Regional Community Health Plan and in synergy with the UNIPD and the *Regione Veneto* (Veneto Region).