



SUCCESS CASE

HOSPITAL DE CLÍNICAS DE PORTO ALEGRE

The Hospital de Clínicas de Porto Alegre (HCPA) is a public and university institution, part of the Ministry of Education's (MEC) university hospital network and linked to the Federal University of Rio Grande do Sul (UFRGS). Since 1971, it has been one of the mainstays of public health care for the population of Rio Grande do Sul, offering excellent and highly complex care in a wide range of specialties.

The excellence of HCPA is certified by the International Accreditation of the Joint Commission International (JCI), achieved in 2013 as a pioneer among Brazilian university hospitals. This certification represents adequacy to international standards of care, management, infrastructure and professional qualification, focusing on the quality and safety of patients and professionals.

HCPA's Mission

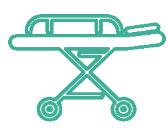
"Being a public reference in health, providing excellent care, generating knowledge, training and adding highly qualified people"



HCPA IN NUMBERS



1,4 m sq ft
Built physical area



831
Total beds



39
Operating rooms



567.784
Consultations in 2019



6.133
Employees
and teachers



560
Resident
Doctors



49.218
Surgical procedures
in 2019



Certifications
**Joint Commission
International and ONA**

HCPA's STRUCTURE

Assistance and research areas:

- Psychosocial Care Center (CAPS)
- Basic Health Unit
- Blood Bank
- Radiotherapy and Chemotherapy Units
- Clinical Research Center
- Experimental Research Center

Academic and institutional areas:

- **1** Amphitheater
- **9** Auditoriums
- **38** Classrooms

**Data from 2019*



RESIDENTS BY PROGRAM

	2019 NOS.
Onco-hematology Program	07
Adult Care Program	14
Cardiovascular Care Program	05
Comprehensive Care Program for Adult Surgical Patients	10
Basic Health Care Program	08
Comprehensive Care Program for Drug Users	12
Maternal and Child Care Program	12
Hospital Infection Control Program	05
Mental Health Program	05
Child Health Program	27
Residency in the Professional Area of Health, Obstetric Nursing	04
Total	109

IN SEARCH OF JCI

2011

The partnership between HCPA and Interact began in late 2011. At the time, the hospital was seeking Joint Commission International (JCI) accreditation, with international safety and quality standards. To this end, the acquisition of five modules of the Suite SA Strategic Adviser, Interact's set of systems for intelligence and corporate governance, was included in its strategic planning.

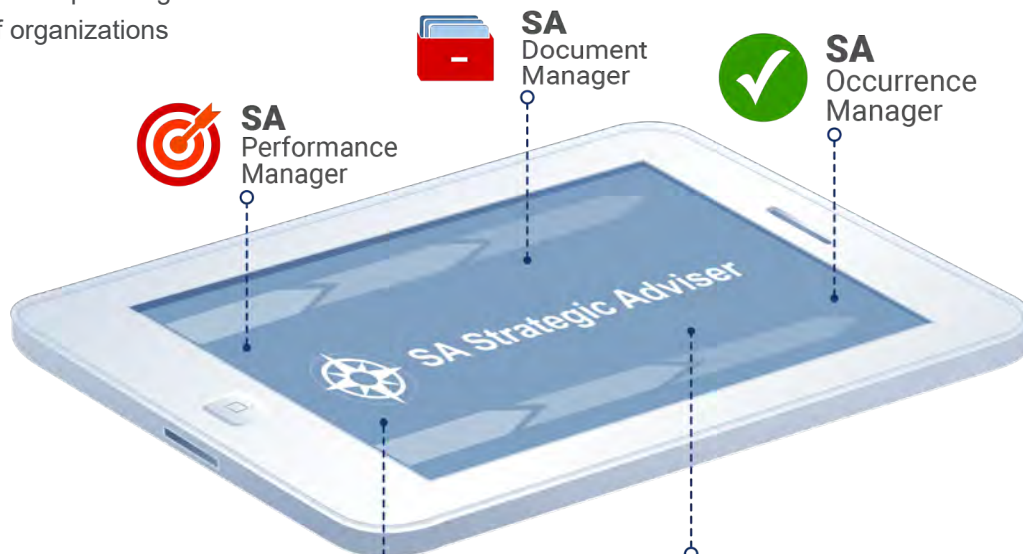


ACQUIRED MODULES

SA Performance Manager provides greater efficiency and systematization in the strategic and operational planning process of organizations

SA Document Manager ensures the most advanced electronic document management

SA Occurrence Manager manages occurrences and non-conformities, identifying incident concentration and improvement opportunities



SA Competence Manager provides human development management for all employees in the organization

SA Competence Manager

SA Risk Manager

SA Risk Manager allows for risk management, with risk mitigation and level control practices through audits and contingency plans



THE FIRST HOSPITAL IN BRAZIL WITH JCI

2013

The search for JCI began in 2009. The acquisition of Interact software was part of the scope for achieving international accreditation. At the end of 2013, HCPA became the first hospital in Brazil and the third in South America to have the main seal in the health area in the Academic Medical Center category. The achievement celebrated a work of excellence for patients in southern Brazil, mostly from the Unified Health System (SUS).

JCI attests to high international standards of quality and safety and recognizes excellence in medical research and education.

To obtain the seal, the JCI audit observes the hospital's compliance with international standards on a large number of items. In the case of HCPA, which is a university hospital, in addition to care aspects, processes related to teaching and research are also observed. Today, one third of the institutions accredited in Brazil by JCI are Interact clients.

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RISK MANAGEMENT WITH RENEWED JCI

2017

In 2017, the re-accreditation of JCI was achieved by the HCPA, attesting to the continuity of the work carried out by the institution. In May of the same year, the Coordination of Risks and Corporate Integrity was created, under the management of Armando Gass, a servant at the hospital for 35 years.

For the development of the coordination activities, it had the help of the Audit sector and managers from other areas.

The work to institute integrity and risk management started long before, with the Audits sector carrying out a series of prior studies. After the creation of the Federal Law of State-owned Companies - Law No. 13,303, of 2016, the HCPA's Integrity Risks area was created. Since then, a wide range of risk mapping work was initiated, which could not be operated using spreadsheets.



IMPLEMENTATION PHASES OF RISK AND INTEGRITY MANAGEMENT

2017-2019



PHASE 1 - DISCLOSURE

With the beginning of the Coordination's work, it was essential that all employees knew the theme to be developed. To do so, an internal disclosure was initially carried out, which explained what risk and integrity management was, what it was for and the role of the new sector created at HCPA.

PHASE 2 - RISK EDUCATION AND MAPPING

The second step was employee education. The sectors with the biggest budgetary impact were brought together so that more information about the work could be passed on. In this schedule, the mapping of risks for each sector began.

For two years, from May 2017 to May 2019, 12 workshops were developed, with the training of 180 HCPA leaders, as well as consultancy work on specific topics.

In all, 280 risks were identified, 53 of which were strategic risks. These works were submitted to the appreciation of the Executive Board and Board of Directors and approved.



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HCPA areas involved in risk management

1. Assistance Risk Management
2. Teaching group
3. Research and Postgraduate Group
4. People Management Coordination
5. Information and Communication Technology Management Coordination
6. Accounting Management Coordination
7. Financial Management Coordination
8. Goods and Services Supply Management Coordination
9. Administrative Coordinator
10. Engineering and Maintenance Coordination
11. Covenant and Private Billing Coordinator
12. Hospitality Coordination
13. Physics Medical Service
14. Laboratory Diagnostic Service
15. Complementary Pension Plan
16. Álvaro Alvim Unit
17. Labor Contingencies
18. Work of CITI - Integrated Center for Information Technology
19. Third-Party Services Process
20. Process of acquisition of orthosis, prosthesis and construction materials.



PHASE 3 - INTERACT

After all the mapping in spreadsheets, the HCPA assessed the risk of this work being saved in spreadsheets and forgotten in the areas. With the partnership initiated in 2011 with Interact, a training project was started for the use of the Suite SA modules, in particular the SA Risk Manager.

Today, all HCPA risks are mapped and registered in the Interact tool. Members of the Board of Directors, Fiscal Council, Audit Committee, Executive Board, Internal Audit and Legal Advisory have access to all of them. Operational risks are restricted to the respective areas.



PHASE 4 - MONITORING

In December 2019, monitoring started through SA, after all the work of dissemination, education, risk mapping and computerization of risk management. At this stage, it was possible to assess the internal controls established by the sectors and carry out an analysis of residual risks, as well as the establishment of an action plan for each risk.

With the high number of risks that an institution of the size of HCPA, with more than 6,000 employees, the objective at the moment of the Risk and Integrity Coordination is to focus the work on strategic risks and, periodically, extend the monitoring to operational risks.



Actions in Risk Coordination and Corporate Integrity

1. Implementation of the Code of Conduct;
2. Distance Learning Course on Code of Conduct;
3. Implementation of the external Whistleblower Channel;
4. Implementation of the Correction System;
5. Implementation of Transparency on the HCPA Portal.



TESTIMONY

"Risk management, compliance and more governance are an inseparable triangle. The compliance area, mainly, is a delicate area, in which we have to work on the organizational culture. And changing culture is not easy. The challenge is too big. In a hospital, it is essential to know the risks, otherwise you will have surprises and not be able to work on prevention. Today at HCPA the word risk is widely used. The internal audits themselves are already doing work based on risks. And the greater the risk, the greater the depth of the audit. This is a trend that Brazil is happily starting to adopt and demand.

But this is all long work, not short term. When the project was planned, when I listed everything I had to do, I almost gave up. But I'm not one to give up easily. I saw that the process is a construction, you can't have anxiety. It has to be done step by step, engaging everyone and educating so that everyone understands the importance of the process. When the work with the Interact Suite SA is consolidated, with all the information already inserted, we will continue with the education on the use of the tool. An example of work that will be developed is contracts. Everyone will have the risk matrix within the system, and the contract will be managed with it as a reference. An integrated management, therefore."

Armando Gass

Risk Management and Corporate Integrity Coordinator

Hospital de Clínicas de Porto Alegre





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