

2023 Sustainability Report

臺北市立關渡醫院

Gandology ACADEMY 關渡學苑



Taipei Municipal Gan-Dau Hospital
(Managed by Taipei Veterans General Hospital)

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A Message from the Management

Superintendent of Taipei Veterans General Hospital

The world is currently facing the unprecedented challenge of an aging population, and Gan-Dau Hospital has undoubtedly set itself apart a model institution through its response to this challenge. Under the leadership of Superintendent Liang-Kung Chen, Gan-Dau Hospital has undergone significant transformation and innovation in recent years. Beyond adhering to the Taipei City Government's policies for the treatment of chronic diseases and providing the highest quality healthcare services to the public, Gan-Dau Hospital has also established itself as a smart healthcare hub. By leveraging the Hospital's formidable capabilities to integrate various resources and by focusing on community health, Gan-Dau Hospital has significantly enhanced the quality of healthcare for older adults and patients with chronic diseases in the Guandu neighborhood. As a result, Gan-Dau Hospital has become a trusted community partner and the top choice for local residents seeking medical care. Gan-Dau has not only achieved the status of an internationally recognized first-class community hospital but also turned Guandu into a synonym for health, longevity, and livability.

In addition to Gan-Dau Hospital, Taipei Veterans General Hospital has seven other branches with deep roots in their respective regions, similar to Gan-Dau Hospital. These branches are located across five counties and cities, in Hsinchu, Taoyuan, Yilan, Hualien, and Taitung. I extend my gratitude to Superintendent Liang-Kung Chen for his generous and selfless dedication to fulfilling social responsibilities through concrete actions. He has actively promoted the Healthy Longevity Smart Community Co-Creation Project based on the successful experience of Gandaulogy, thereby enhancing the capabilities of each branch in terms of smart healthcare and community care, while simultaneously striving to integrate health promotion and achieve the goal of one branch serving each township.

Amidst the wave of sustainable development, as a key hospital providing critical care in northern Taiwan, Taipei Veterans General Hospital aims to create a form of sustainable action that is both valuable and resilient. As early as 2013, guided by the policies of the Veterans Affairs Council, Taipei Veterans General Hospital actively launched energy-saving initiatives. In terms of low-carbon energy, our hospital switched to natural gas, upgraded to LED lighting, and installed variable-frequency chillers for air conditioning, resulting in an 87.2% reduction in electricity consumption. Starting in 2024, we will continue to replace chillers and upgrade LED lighting; these measures are projected to achieve carbon reduction equivalent to the annual carbon absorption of 6.3 Da'an Forest Parks. Additionally, Taipei Veterans General Hospital has implemented various measures to fulfill ESG indicators, such as energy-efficient green buildings, green procurement, leasing instead of buying, waste recycling, providing support for remote areas, telemedicine, repair services for prosthesis and assistive devices, promoting workplace gender equality and diversity-friendly spaces, advancing graded medical care and smart referrals, and collaborating with financial institutions and insurers. These efforts are all aimed at progressing toward a resilient and sustainable medical center while continuing to uphold Gan-Dau Hospital's core values: "Treat patients as family, pursue excellence, adhere to ethics, and abide by laws and integrity." This value system is the foundation upon which every member of Taipei Veterans General Hospital provides medical services.

I am pleased to see that Gan-Dau Hospital's Sustainability Report is about to be published. This is the first sustainability report for both Gan-Dau Hospital and the affiliated branches as a whole. I would like to extend my special thanks to all of my colleagues who have worked tirelessly toward this sustainability goal—your hard work and selfless dedication have enabled Gan-Dau Hospital to continuously improve and innovate, bringing better health and well-being to community residents. This report not only demonstrates Gan-Dau Hospital's relentless pursuit of sustainable development and showcases its achievements to all sectors of society but also serves as a commitment to safeguarding and promoting community health.

Thank you to every friend who has helped and supported Gan-Dau Hospital. As we continue on the path of sustainable development, let's work hand in hand to create a brighter future together.



Superintendent, Taipei Veterans General Hospital

Wei-Ming Chen

Superintendent of Gan-Dau Hospital

As the world faces the unprecedented challenge of an aging population, Gan-Dau Hospital is committed to developing healthcare services centered on the health of the citizens of Taipei in alignment with the Taipei City Government's policies on health and medicine. Our goal is to enhance the quality of care for older adults and patients with chronic diseases in the community. At the same time, Gan-Dau Hospital is guided by the principles of sustainable development and has integrated sustainability into our healthcare services in an effort to create a green medical environment, promote social responsibility, and strengthen the transparency and effectiveness of our governance structure. In line with this mission, Gan-Dau Hospital has established a comprehensive, continuous, and holistic care system to provide citizens with a full range of healthcare services, from prevention and treatment to rehabilitation.

Amidst the global trend of sustainable development, Gan-Dau Hospital recognizes that the core value of sustainability lies in developing the capacity to meet future challenges. Therefore, promoting digital transformation and building a smart hospital to enhance healthcare quality has become a crucial strategy. Gan-Dau Hospital has actively implemented a digital payment system, smart lighting, and advanced care equipment to significantly improve the overall environment. Moreover, through the concerted efforts of our entire staff, we have upgraded our facilities, enhanced management efficiency, established new workflows through real-time data presentation, and improved hospital operations and patient experience. Notably, this year (2024), Gan-Dau Hospital obtained Green Building Certification, successfully conducted a carbon inventory, and set carbon reduction targets, all of which demonstrate our firm stance on environmental protection.

Located at the confluence of the Tamsui and Keelung Rivers, Gan-Dau Hospital has been deeply rooted in the community for 23 years and has closely integrated with various community resources to achieve the ultimate goal of health and longevity. Gan-Dau Hospital has established the Gandaology Academy and the Enrichment School to provide internationally recognized top-tier diversified health promotion and chronic disease management services that enhance residents' health capabilities and functional performance. Using digital technology, we've linked community health data to ensure that community residents receive comprehensive

health and life protection. To further expand our service scope and technical cooperation fields, Gan-Dau Hospital signed sister hospital agreements with National Taiwan University Hospital Jinshan Branch in August 2023 and Culture School Kamekichi (Japan) in June 2024. These collaborations integrate the expertise of Taipei Veterans General Hospital and National Taiwan University Hospital and promote international technical cooperation and exchange to bring high-quality medical resources and innovative technology to the citizens of Taipei and New Taipei City. Through these measures, Gan-Dau Hospital not only demonstrates social responsibility in community healthcare and long-term care but also brings together multiple strengths and advantages to provide Guandu residents with comprehensive life and health solutions while realizing the goal of a healthy, long-lived, and livable community in harmony with the local natural environment.

Under the active promotion of the Sustainable Development Committee, Gan-Dau Hospital has formulated specific policies and indicators for all units to follow, such as carbon management. To uphold the concept of carbon neutrality, all measures implemented by the Hospital maintain high safety and quality, comply with regulations, and undergo continuous monitoring and improvement. To achieve energy-saving and carbon-reduction goals, the Hospital performs daily energy consumption monitoring and management via a smart central monitoring system and allocates sufficient funds to replace old equipment annually. Additionally, Gan-Dau Hospital promotes paperless documents and meetings and has reduced paper usage and waste, implemented waste sorting and recycling, and infused ESG principles into each department and every corner of the Hospital through these practices and measures.

As we prepare to publish Gan-Dau Hospital's first sustainability report, I would like to extend my sincere gratitude to Superintendent Wei-Ming Chen of Taipei Veterans General Hospital. His clear guidance and leadership have kept Gan-Dau Hospital on the right path toward sustainable hospital management. Moreover, the main hospital has provided Gan-Dau Hospital with full support and solid backing, enabling us to devote ourselves to technological innovation and becoming a smart community hospital without worries. This report demonstrates to all sectors of society Gan-Dau Hospital's efforts and commitment to sustainable development and community health promotion under the guidance and support of the main hospital. Moving forward, Gan-Dau Hospital will remain committed to our original mission and work hand in hand with local residents to build Guandu

into an internationally recognized healthy and long-lived community, setting a benchmark for addressing the challenges of an aging population while balancing institutional and community sustainability.

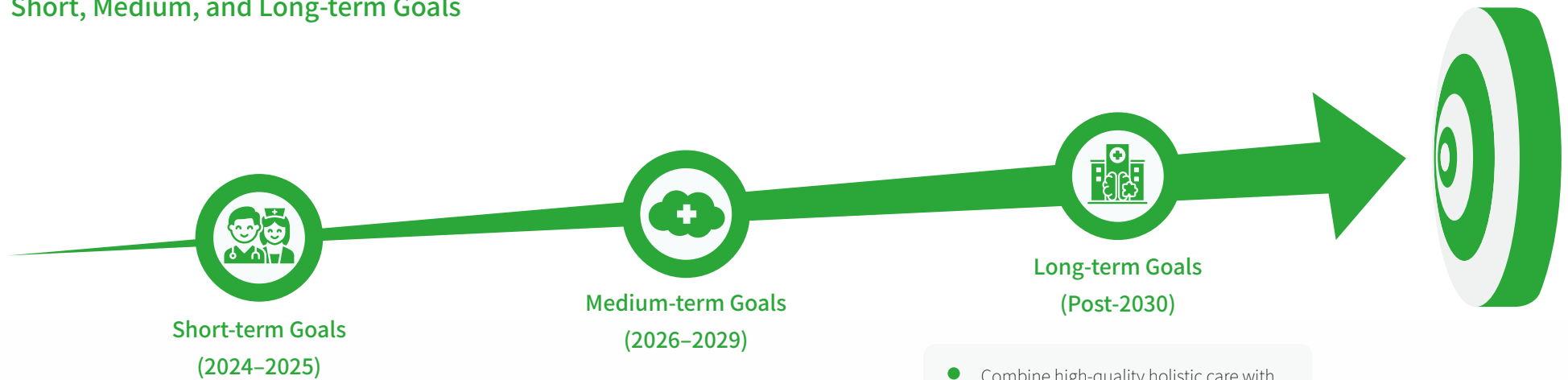
I would like to thank every colleague at the Hospital and every friend who supports Gan-Dau Hospital. It is your dedication and support that enable Gan-Dau Hospital to continuously improve and innovate, bringing better health and well-being to community residents.



Superintendent,
Gan-Dau Hospital

Liang-Kung Chen

Short, Medium, and Long-term Goals



Short-term Goals (2024-2025)

- Implement a tiered healthcare system and launch the Cloud Digital General Practitioner Project.
- Strengthen high-quality medical services with a focus on Post-Acute Care (PAC).
- Promote a holistic and comprehensive smart community hospital by connecting with community hubs to provide diverse community services aimed at delaying disability and dementia.
- Introduce smart care solutions to enhance the quality of healthcare and long-term care.
- Respond to global energy policies by implementing sustainable management and responsibilities aligned with ESG principles.
- Promote a smoke-free, healthy, and friendly healthcare environment.
- Continue to implement infection prevention measures within the Hospital and community to prevent outbreaks and hospital-acquired infections.
- Continuously improve health literacy and promote health activities for employees, patients, and the community.

Medium-term Goals (2026-2029)

- Continue with the implementation of the fourth phase of the entrusted management plan.
- Integrate health, technology, and daily life to build a seamless connection between the Hospital and the community, both virtually and physically.
- Move healthcare operations to the cloud, advancing mobile healthcare and smart care.
- Develop high-quality care models that combine biotechnology with artificial intelligence.

Long-term Goals (Post-2030)

- Combine high-quality holistic care with technology to become an internationally recognized smart community hospital.
- Utilize cloud technology to integrate various resources and build a holistic smart community.
- Establish “Guandu” as a synonym for a healthy, long-lived, and livable community.



About the Report

Reporting Period

This is the first sustainability report (hereinafter referred to as “the Report”) to be issued by Taipei Municipal Gan-Dau Hospital, a hospital managed by Taipei Veterans General Hospital (hereinafter referred to as “Gan-Dau Hospital”, “the Hospital”, or “we”). The Report discloses Gan-Dau Hospital’s management policies, strategies, goals, and sustainability performance in the areas of Hospital governance, social responsibility, and environmental impact for the year 2023 (from January 1, 2023, to December 31, 2023). Moving forward, Gan-Dau Hospital will publish a sustainability report annually, which will be made available via the Gan-Dau Hospital website.

- Issue Date of the Report: July 20, 2024
- Expected Issue Date of the Next Report: June 2025

The reporting period of the Report aligns with that of the consolidated financial statements. To ensure completeness and comparability, some sections may include information from periods prior to January 1, 2023, and after December 31, 2023, with annotations provided in the relevant sections.

Reporting Standards

The Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards issued by the Global Sustainability Standards Board (GSSB). The Sustainable Development Committee was responsible for the overall planning, communication, and integration of the Report. Each year, the Sustainable Development Committee compiles the necessary information and drafts the sustainability report; after the annual sustainability report is prepared, it undergoes initial review by the Management Committee and assurance by Aoyama Sustainable Accounting Firm; then, it is finalized and approved by the Taipei Veterans General Hospital Taipei Municipal Gan-Dau Hospital Management Committee.

Report Boundary

The scope of the Report is limited to Gan-Dau Hospital and covers all of the Hospital’s operational activities, disclosing performance in the areas of hospital governance, social responsibility, and environmental impact. The information primarily covers the period from January 1, 2023, to December 31, 2023, with data from other years provided as a supplement. Future reports will be compiled regularly to review and gradually expand the scope of sustainability reporting.

Information Restatement

As this is the first year of report preparation, the Report contains no restatement of prior information.

Contact Information









Thank you for reading the sustainability report of Gan-Dau Hospital. If you have any questions or suggestions regarding the Report, please feel free to contact Gan-Dau Hospital using the contact information below.

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Response to the United Nations Sustainable Development Goals (SDGs)

In 2015, the United Nations adopted the 2030 Agenda for Sustainable Development (Transforming Our World: the 2030 Agenda for Sustainable Development), which outlined the Sustainable Development Goals (SDGs) for 2030. The SDGs consist of 17 core global goals aimed at promoting sustainable development, encompassing areas such as environmental protection, social responsibility, and corporate governance, and serving as a blueprint to guide the actions of stakeholders worldwide. In alignment with these goals, Gan-Dau Hospital has identified eight relevant SDGs and clearly outlined the Hospital's response actions in corresponding sections of the Report, as follows:

SDGs	Gan-Dau Hospital's Response Actions	Corresponding Sections
 SDG 3 Good Health and Well-being	Digital Transformation and Smart Healthcare, Developing Specialized Medical Services, Comprehensive Community Healthcare	2.3 Digital Transformation and Smart Healthcare Upgrades 2.4 Developing Specialized Medical Services 5.1 Community-Integrated Care Development 5.2 Comprehensive Community Healthcare 5.3 Community Co-Building and Giving Back
 SDG 4 Quality Education	Holistic Education, Industry–Academia Training and Research	3.1 Industry–Academia Training and Research 3.2 Employee Compensation and Benefits
 SDG 5 Gender Equality	Creating a Friendly Workplace	3.3 Friendly Workplace 3.4 Employee Health and Safety
 SDG 10 Reduced Inequalities	Eliminating Healthcare Inequality	5.2 Comprehensive Community Healthcare 5.3 Community Co-Building and Giving Back
 SDG 13 Climate Action	Climate Change and Adaptation, Energy Management	4.1 Climate Change and Adaptation 4.2 Energy Management
 SDG 14 Life Below Water	Water Resource Management	4.4 Water Resource Management
 SDG 15 Life on Land	Waste Management	4.3 Waste Management
 SDG 17 Partnerships for the Goals	Supply Chain Management	1.3 Integrity in Governance and Operations

Stakeholder Engagement

Identification of Stakeholders

The Sustainable Development Committee of Gan-Dau Hospital identifies stakeholders by considering the nature of its industry and operating model and adhering to the five principles of the AA1000 Stakeholder Engagement Standard (AA1000 SES 2015)—Dependency, Responsibility, Tension, Influence, and Diverse Perspectives—to determine the groups or organizations that affect or are affected by the Hospital. Through this identification process, six key stakeholder categories directly related to the Hospital have been identified: **the government, Taipei Veterans General Hospital, suppliers, employees, patients and their families, and community residents.**



Stakeholder Communication




To understand and respond to stakeholders' concerns, we have established multiple communication channels to facilitate regular engagement with stakeholders. This allows stakeholders to provide feedback at any time, and helps us understand the ESG issues that different stakeholders care about and respond accordingly or develop strategies to address related issues. The stakeholder communication mechanism and key issues of concern for 2023 are summarized as follows:

Gan-Dau Hospital Stakeholder Communication Mechanism and Management Procedure

No.	Communication Procedure	Description
1	Identify Stakeholders and Issues of Concern	The Sustainable Development Task Force is responsible for gathering issues of concern from relevant stakeholders.
2	Relevant Responsible Units	Feedback from stakeholders is provided to the relevant responsible units, which then formulate response measures for the issues of concern.
3	Sustainable Development Committee	The units responsible for handling various issues of concern periodically report to the Sustainable Development Committee, and the Committee consolidates and deliberates on the results.
4	Taipei Veterans General Hospital Taipei Municipal Gan-Dau Hospital Management Committee	The consolidated results are regularly reported to the Management Committee. If the responsible units are unable to resolve certain issues, the issues will be handed over to the Management Committee, which will make a direct decision. The Management Committee is also responsible for reviewing the effectiveness of communication.
5	External Disclosure	The outcomes of stakeholder discussions are published externally each year in the sustainability report, on the official website, and through other platforms.
6	External Communication	Facilitated via a dedicated phone line, an e-mail address, and customer feedback boxes on each floor.

Main Stakeholders of Gan-Dau Hospital and Communication Results

Stakeholders	Relationship	Communication Channels and Frequency	Key Issues of Concern ^(Note 1)
 <p>Government and Public Sectors</p>	<p>Gan-Dau Hospital strictly adheres to government regulations, proactively complies with various policies, and provides support, demonstrating its commitment to sustainable management and governance objectives.</p>	<p>Taipei City Health Department Supervisory Team Meetings, held twice a year</p>	<p>Regulatory compliance, implementation of medical policies and objectives</p>
 <p>Taipei Veterans General Hospital</p>	<p>Gan-Dau Hospital is vertically integrated with Taipei Veterans General Hospital, serving as a unit for the care of acute, severe, chronic, and long-term conditions, as well as providing referrals.</p>	<p>Management Committee Meetings, held four times a year</p>	<p>Operational management, risk management, and the setting and execution of Gan-Dau Hospital's ESG standards</p>
 <p>Employees</p>	<p>Employees are Gan-Dau Hospital's most valuable asset. Through talent development programs and a sound promotion and compensation system, the Hospital ensures diverse development opportunities for employees and provides a positive work environment that enables employees to deliver high-quality medical services.</p>	<ol style="list-style-type: none"> Labor-Management Meetings, held four times a year Employee satisfaction survey, conducted once a year 	<p>Labor relations, employee growth, and empowerment</p>

Stakeholders	Relationship	Communication Channels and Frequency	Key Issues of Concern ^(Note 1)
 <p>Patients and their Families</p>	<p>Gan-Dau Hospital is committed to providing high-quality healthcare and innovative smart services centered on patients and their families, with a focus on promoting the health and well-being of society.</p>	<p>Occasionally</p> <ol style="list-style-type: none"> 1. Policy advocacy meetings 2. Government correspondence 3. Company communication with the public via telephone 4. Patient satisfaction survey, conducted once a year. 5. Meetings with families of nursing home residents, held once every 6 months. 	<p>Doctor-patient relationships and friendly healthcare environment</p>
 <p>Community Residents</p>	<p>Gan-Dau Hospital offers community care, public welfare, and health promotion activities to serve local residents, thereby fulfilling its mission of local care and social inclusion.</p>	<ol style="list-style-type: none"> 1. The Borough Chief visits during the three major festivals and is also invited to attend Patient Safety Committee Meetings. Residents can express their opinions to Gan-Dau Hospital at any time through the Borough Chief or Borough Office staff. 2. Guandu Temple is a significant local religious center; therefore, the Hospital visits the temple during the three major festivals to pay respects, burn incense, and participate in temple activities and events organized by the temple's cultural foundation. In return, Guandu Temple provides assistance to disadvantaged patients at Gan-Dau Hospital and donates supplies and ambulances to the Hospital. 3. The Hospital participates in various activities organized by the Taipei Guandu Culture and Arts Foundation each year. 	<p>Community healthcare and integrated community care development</p>
 <p>Suppliers</p>	<p>The relationship between suppliers and Gan-Dau Hospital is built on a foundation of mutual trust, cooperation, and professionalism. This ensures that the Hospital can obtain the best products and services while effectively managing resources to achieve operational efficiency. Furthermore, there is a shared expectation to jointly promote and implement a carbon management plan.</p>	<p>Following the Standard Operating Procedures for Procurement, Gan-Dau Hospital conducts procurement in a fair, open, and just manner to achieve high efficiency, appropriate acquisition, and optimal use of public funds. Additionally, to effectively monitor the quality of outsourced services, the Hospital holds a quarterly KPI and Work Coordination Meeting for Outsourcing Contractors.</p>	<p>Partnerships and ethical procurement</p>

註1：本表格僅簡述利害關係人所關注之議題，詳細因應措施請參考本報告書相關章節

Material Topics Management

Materiality Assessment Process

The Sustainable Development Committee of Gan-Dau Hospital conducts a materiality assessment every 6 months based on the Hospital's operational activities, industry characteristics, and value chain impacts. This assessment is conducted through stakeholder engagement and consultation with external expert advisors, and it follows the principles of materiality, completeness, and stakeholder inclusiveness as required by the Global Reporting Initiative's GRI 3 standards (2021).

The assessment identifies sustainability issues that have a significant impact on stakeholders. The results of this materiality identification are then reported to the Management Committee, which decides on the key sustainability issues for the current period. The Sustainable Development Committee is responsible for implementing these decisions and reports to the Management Committee every 6 months regarding the communication status with various stakeholders. The detailed assessment process is as follows:



Step 1. Identification of Key Issues

- (1) Summarize industry attributes: Inventory the business activities, business model, types of products or services, industry characteristics, and worker types of Gan-Dau Hospital to analyze all relevant industry attributes associated with the Hospital.
- (2) Identify sustainability issues: In addition to considering the significant positive and negative events that have occurred in the past, Gan-Dau Hospital also incorporates stakeholder feedback, global norms and standards (such as GRI industry standards and the United Nations Sustainable Development Goals), industry regulations and standards, and peer companies' benchmarks to identify potential risks and opportunities. This comprehensive approach aims to thoroughly identify sustainability issues related to the Hospital. For the current reporting period, 14 sustainability issues were identified.



Step 2. Determination of Material Topics

- (1) Stakeholder feedback: Interviews, focus group meetings, and questionnaires are utilized to gather input from the Sustainable Development Committee of Gan-Dau Hospital, experts, and external stakeholders. Next, a comprehensive evaluation of various sustainability-related positive and negative issues is conducted based on two main indicators: impact severity and likelihood of occurrence. In 2023, a total of 100 questionnaires were collected.
- (2) Assessing impact severity: Different calculation standards are set based on the nature of the sustainability issues. For negative issues, factors include the severity of the event, the scope of impact, and reversibility. For positive issues, factors include the extent and scope of impact.
- (3) Assessing likelihood of occurrence: This assessment is based on the probability of the impact occurring.
- (4) Prioritizing and determining material topics: After calculating the impact severity and likelihood of occurrence for each issue, the Sustainable Development Committee of Gan-Dau Hospital sets a threshold score for these two major indicators to filter the material topics for the period. The results are reported to the Taipei Veterans General Hospital Taipei Municipal Gan-Dau Hospital Management Committee for discussion and approval of the materiality identification outcomes. For this period, the threshold scores for impact severity on Gan-Dau Hospital and stakeholders, and on the economy, the environment, and society, were set at 17.63 and 16.05, respectively, and a total of 9 issues were identified as material topics.



Step 3. Reporting on Material Topics

The Sustainable Development Committee of Gan-Dau Hospital identifies the international standards corresponding to the material topics, reviews the management policies and objectives of key topics, and collects annual data to ensure that all significant sustainability information is fully disclosed in the Report. This comprehensive approach aims to address all issues of concern to stakeholders. Once the annual sustainability report is compiled, the Sustainable Development Committee of Gan-Dau Hospital reviews the report's content once again before submitting it to the Taipei Veterans General Hospital Taipei Municipal Gan-Dau Hospital Management Committee for further review and approval. This process ensures that there are no concerns about inappropriate or inaccurate disclosures.

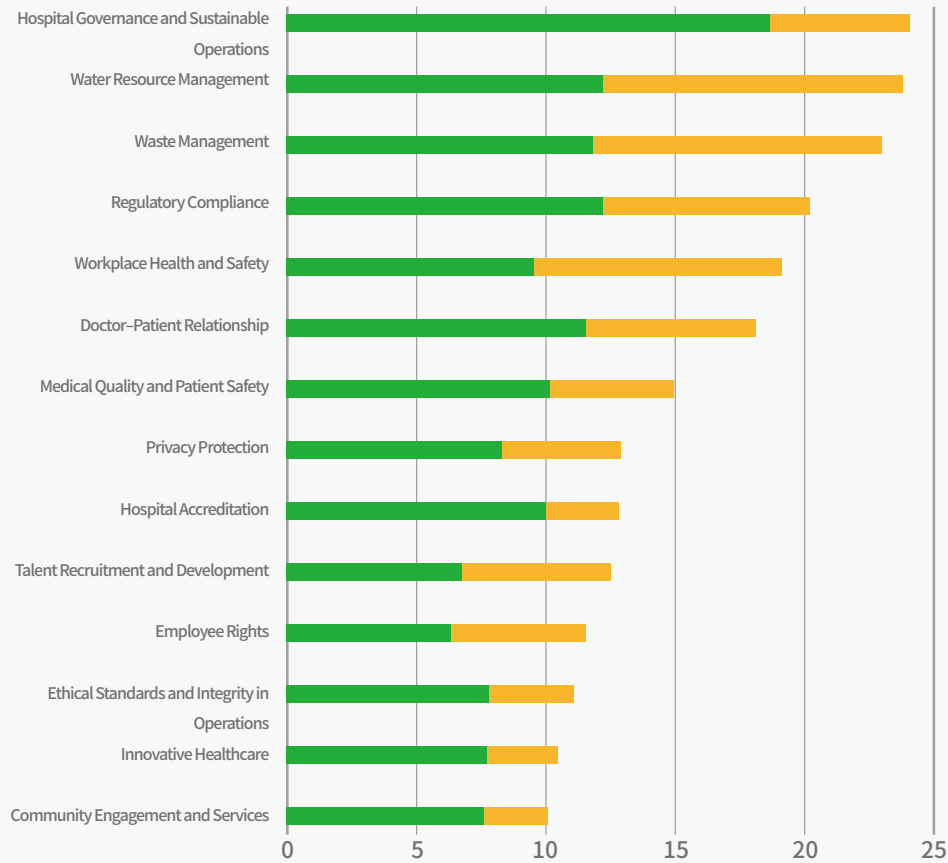


Step 4. Continuous Review

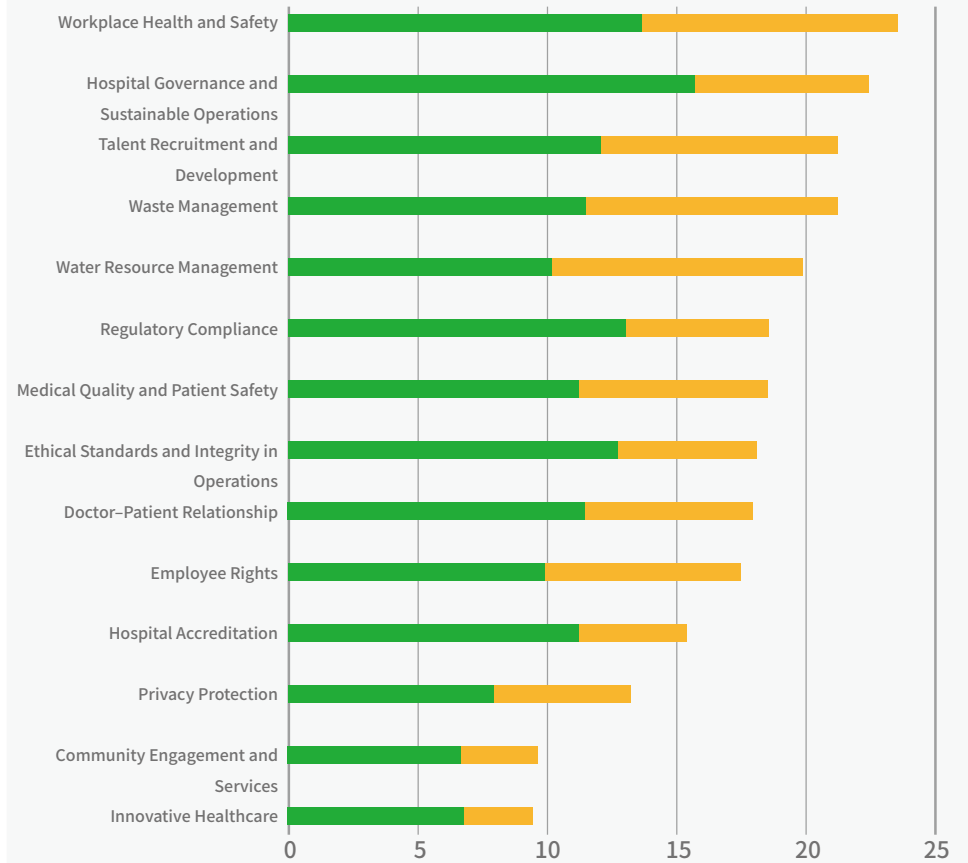
Annual reviews are conducted to evaluate the implementation of policies related to material topics and the rate of achieving set objectives, with the aim of optimizing internal management strategies as well as qualitative and quantitative goals. Furthermore, after the material topics for each subsequent period are identified, comparisons are made to determine the differences between the current and previous periods' topics. The reasons for any discrepancies are investigated and reported in the sustainability report.

Materiality Identification Results

Impact on Gan-Dau Hospital

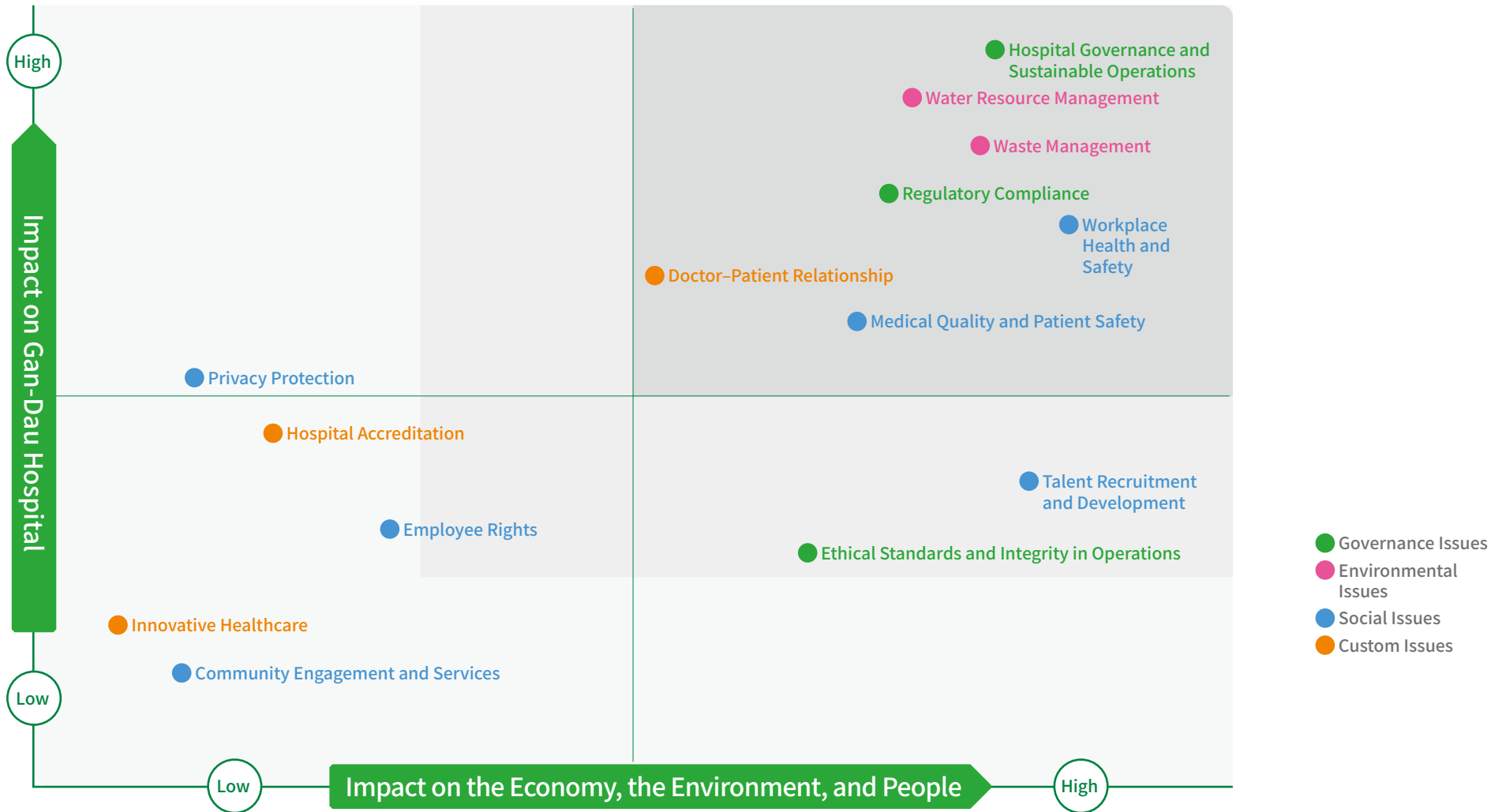


Impact on the Economy, the Environment, and People



Materiality Matrix

Gan-Dau Hospital defines issues that significantly impact both the Hospital itself (“Impact on Gan-Dau Hospital”) and the economy, the environment, and people (“Impact on the Economy, the Environment, and People”) as high materiality issues. Issues with a significant impact on either the Hospital or on the economy, the environment, and people are defined as moderate materiality issues. All other issues are defined as low materiality issues.



Material Topics Impact Management

Material Topics Management Strategy

The Taipei Municipal Gan-Dau Hospital Management Committee is the highest decision-making and supervisory body for managing material topics at Gan-Dau Hospital. The Management Committee assigns the Sustainable Development Committee of Gan-Dau Hospital the responsibility of managing sustainability-related material topics. This includes inventorying and reviewing the management policies for material topics and proposing suggestions for optimization and improvement. The Sustainable Development Committee also establishes diverse communication channels for stakeholders, regularly consolidates stakeholder feedback, assesses the type and impact of their opinions, formulates response measures or strategies, and reports these to the Management Committee. The Management Committee and the Sustainable Development Committee of Gan-Dau Hospital hold meetings at least once every 6 months to discuss the management of material topics and to formulate the sustainable development direction and strategic goals for the upcoming year.

Frequency of Key Meetings for Communication on Material Topics

2023 Dates for Meetings on Material Topics Impact Boundaries and Target Achievement	Nature of Meeting	Meeting Content	Major Reports and Specific Recommendations
June 29, 2023 December 14, 2023	Supervisory Team Meeting	Supervisory matters regarding the contracted operations of Gan-Dau Hospital	<ol style="list-style-type: none"> 1. Report on the operational status, cost performance, grievance cases, improvement plans, and major achievements of Gan-Dau Hospital during Q4 of the previous year and Q1 of the current year. 2. Report on the operational status, cost performance, grievance cases, improvement plans, and major achievements of Gan-Dau Hospital during Q2 and Q3 of the current year. 3. Plan for scheduled interior renovations and engineering repairs in 2024.

2023 Dates for Meetings on Material Topics Impact Boundaries and Target Achievement	Nature of Meeting	Meeting Content	Major Reports and Specific Recommendations
<p>January 18, 2023 February 15, 2023 March 22, 2023 April 19, 2023 May 17, 2023 June 21, 2023 July 19, 2023 August 16, 2023 September 20, 2023 October 18, 2023 November 20, 2023 December 20, 2023</p>	<p>Hospital Affairs Meeting</p>	<p>A monthly Hospital Affairs Meeting is held to discuss important issues related to the operations of Gan-Dau Hospital. Additionally, the meeting tracks the progress and outcomes of various projects implemented by the Hospital.</p>	<ol style="list-style-type: none"> 1. Matters related to organization, quality, operations, and finance 2. Internal hospital regulations 3. Important matters regarding medical education, research and development, and diagnostic and treatment services 4. Promotion of community relations and health promotion initiatives, such as senior-friendly programs 5. Promotion and progress tracking of internal innovation projects 6. Improvements and preventive measures for internal grievance cases 7. Announcements of major internal matters 8. Matters for discussion assigned by the Superintendent
<p>January 13, 2023 April 13, 2023 July 13, 2023 October 23, 2023</p>	<p>Labor-Management Meeting</p>	<p>A quarterly Labor-Management meeting is held to discuss significant issues concerning the employees of Gan-Dau Hospital and to announce important matters.</p>	<ol style="list-style-type: none"> 1. Announce the results of the employee satisfaction survey and develop relevant measures to address areas needing improvement to meet the needs of staff. 2. The Welfare Committee will reevaluate and investigate welfare cooperation partners, conduct contract renewals, and make announcements to ensure employee welfare measures. 3. Continuously collect and listen to valuable feedback from staff, and consistently track issues under management.

2023 Dates for Meetings on Material Topics Impact Boundaries and Target Achievement	Nature of Meeting	Meeting Content	Major Reports and Specific Recommendations
<p>March 14, 2023 June 7, 2023 September 6, 2023 December 5, 2023</p>	<p>Medical Quality and Patient Safety Meeting</p>	<p>A regular Medical Quality and Patient Safety Meeting is held quarterly to comprehensively oversee and improve the medical quality and patient safety plans across the entire Hospital and its various departments.</p>	<ol style="list-style-type: none"> 1. Establish and revise operational procedures and indicators for medical quality and patient safety plans. 2. Develop feasible solutions to enhance medical quality and patient safety. 3. Review deficiencies, implement improvements, and establish preventive measures for reported patient safety incidents. 4. Promote patient-centered shared decision-making (SDM) policies and activities. 5. Execute tasks related to medical quality and patient safety as assigned by higher authorities.
<p>March 22, 2023 June 28, 2023 September 28, 2023 December 27, 2023</p>	<p>Outsourced Vendor Liaison Meeting</p>	<p>A regular Outsourced Vendor Liaison Meeting is held quarterly to announce important matters to vendors and to gather their feedback.</p>	<ol style="list-style-type: none"> 1. Contract performance status of on-site vendors for each department. 2. Achievement rate and review of seasonal KPI indicators. 3. Feedback from various contracted vendors.

List of Material Topics

Material Topics	Corresponding GRI Topics	Impacts and Effects	Main Management Policies	Corresponding Sections in the Report
Hospital Governance and Sustainable Operations	GRI 201 GRI 203 GRI 204	Impact on the sustainable operations of Gan-Dau Hospital and medical resources in the Guandu neighborhood	Governance structure and internal guidelines	Sustainable Governance and Ethical Business Practices
Regulatory Compliance	GRI 205	Impact on the Hospital’s medical quality, patient and public trust, reputation, and goodwill	Governance structure and internal and external audits	1.3 Ethical Governance and Management
Doctor–Patient Relationship	Customized Topics	Patient rights, patient privacy and human rights, trust between healthcare professionals and patients, compliance with government regulations and internal operations, and waste of medical resources	Government regulations, internal operations, and quality procedures	2.1 Doctor–Patient Relationship and Healthcare Quality
Medical Quality and Patient Safety	GRI 418	Patient rights, patient trust, reputation, and goodwill	Government regulations, internal operations, and quality procedures	2.1 Doctor–Patient Relationship and Healthcare Quality

Material Topics	Corresponding GRI Topics	Impacts and Effects	Main Management Policies	Corresponding Sections in the Report
Ethical Standards and Integrity in Business	GRI 205	Positive relationships in medical-commercial partnerships, Gan-Dau hospital's social trust and public attention, internal management, and systems	Government regulations and internal management procedures	1.3 Ethical Governance and Management
Water Resource Management	GRI 303	Marine ecology and water resource utilization in Taiwan	Regulatory compliance and internal initiatives and management	4.4 Water Resource Management
Waste Management	GRI 306	Terrestrial ecology, environmental pollution, and climate change	Regulatory compliance and internal initiatives and management	4.3 Waste Management
Workplace Health and Safety	GRI 401 GRI 403 GRI 404	Healthcare professionals' occupational well-being and work-related risks	Regulatory compliance, internal occupational safety, and complete work standards	3.3 Friendly Workplace 3.4 Employee Health and Safety
Talent Recruitment and Development	GRI 404 GRI 405	Impact on employee development, hospital medical quality, employee satisfaction, and work efficiency	Government regulations and internal management procedures	3.1.1 Education and Training Methods 3.1.2 Talent Development Map

Sustainable Governance and Ethical Management

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1.1 About the Gan-Dau Team - A Synonym for Health, Longevity, and Livability

1.1.1 Founding Origins and History

Gan-Dau Hospital is the second municipal Hospital in Taipei City to be operated under a management contract. In 2000, following a public selection process, the Hospital was entrusted to Taipei Veterans General Hospital for management, and it was officially opened on July 22, 2000. Gan-Dau Hospital's developmental objectives and vision were established by the Management Committee to align with the chronic disease treatment policy of the Taipei City Government. The fabric of the Hospital is the goal of developing chronic disease care and long-term care, with protecting community health as its warp and improving the quality of medical care for older adults and patients with chronic illnesses as its weft. The Hospital aims to cultivate deeper roots within the community, create a barrier-free-health hospital, and integrate various community health and wellness initiatives to effectively fulfill its role as a community hospital and its mission to carry out the responsibilities of community healthcare.

1.1.2 Promoting Community Health Needs and Protection

Gan-Dau Hospital is a community-based hospital that adheres to the concept of "community health". It aims to develop high-quality long-term care and community healthcare, and establish a relationship with the community based on friendship, mutual support, and a shared life. The community revitalization initiatives implemented by the Hospital include:

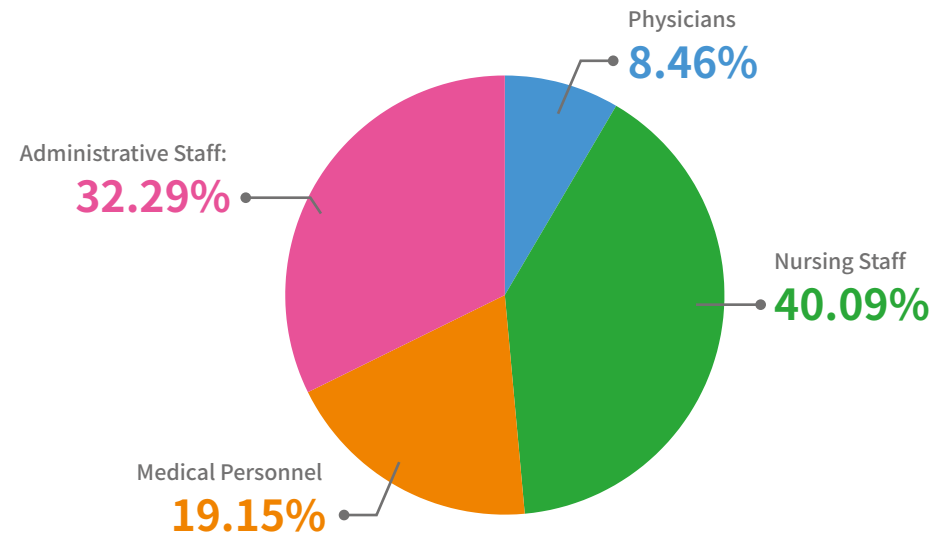
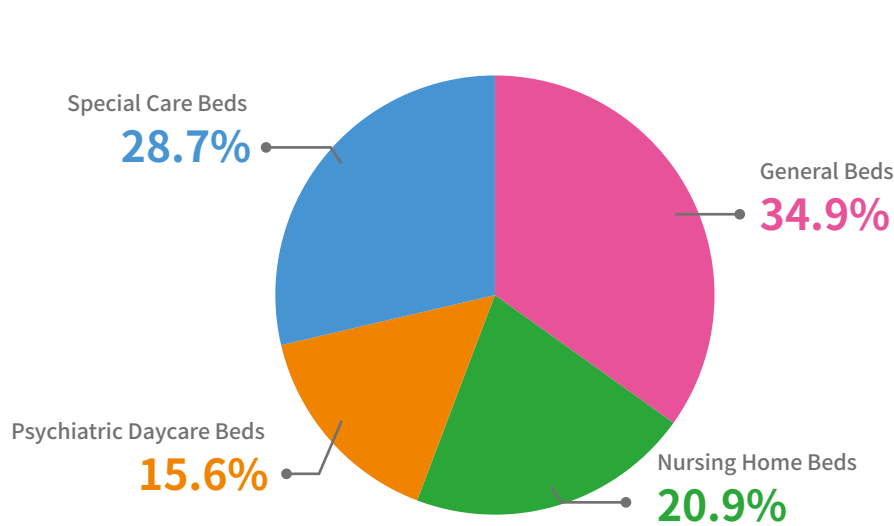
- 1. Promoting Community Health Activities:** Driven by the commitment to create a healthy community and a healthy Taipei, the Hospital promotes various activities to revitalize the lives of community residents, such as providing physical and mental health services for adolescents, assisting with school tobacco and drug prevention programs, promoting healthy eating habits, and advocating the Move for Life concept.
- 2. Training Local Residents:** The Hospital established Taipei City's first Community Angels program. Participants assist the healthcare staff of Gan-Dau Hospital in promoting health issues; participating in community activities; and paying visits to older adults, those living alone, and disadvantaged families in the community to provide health education, meal delivery, and medical services.
- 3. Establishing the Guandu Care Station:** The care station provides weekly dynamic and static recreational activities for residents aged 60 and older, as well as simple health screenings and consultations with professional healthcare staff and pharmacists.
- 4. Collaboration with Local Government and Organizations:** The Hospital works with local administrative units and organizations to mobilize community resources and train community health volunteers. It establishes concrete cooperative strategies to conduct various health check-up activities, promote health topics, and accept referrals. Through this outreach, the Hospital has also built an infectious disease prevention information network to enhance community epidemic prevention capabilities.
- 5. Collaborating with Beitou Community Groups:** The Hospital partners with seven community

groups in Beitou, including social welfare, medical, and religious organizations, to promote the Beitou Community Health Care Service Cooperation Project. This integrated health care model serves residents living alone, low-income older adults, and people with disabilities in the community, providing services such as meal delivery to vulnerable older adults living alone and assessing community health needs and surveys.

1.1.3 Overview of Organizational Operations

Gan-Dau Hospital currently has eight medical specialties (Internal Medicine, Neurology, Family Medicine, Rehabilitation, Psychiatry, Radiology, Dentistry, and Traditional Chinese Medicine). As of the end of December 2023, the Hospital has a total of 179 beds and 449 employees.



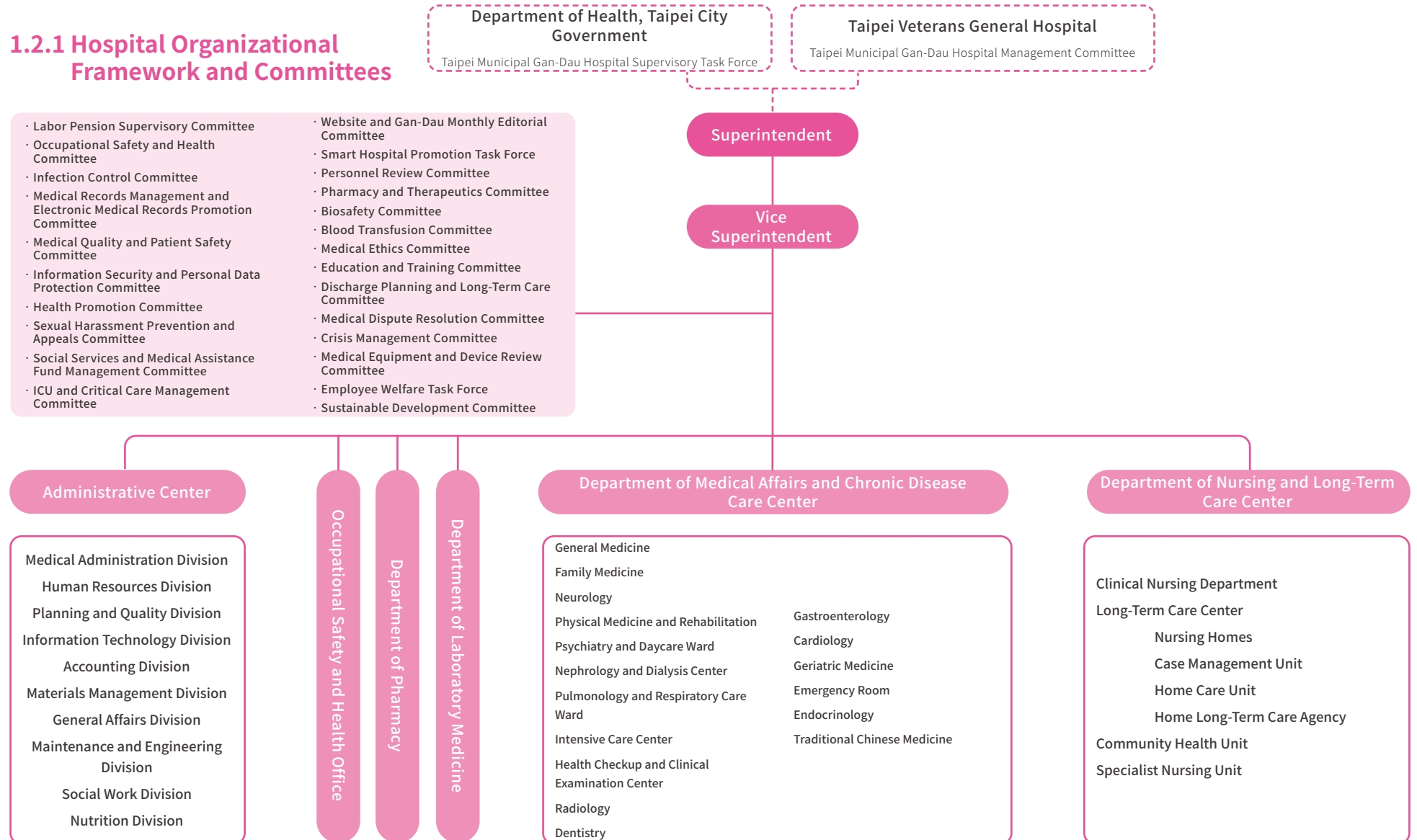


Types of Hospital Beds		Number of Beds
Total Number of Beds		321
General Beds: 112	Acute Care Beds	45
	Chronic Care Beds	67
	Emergency Observation Beds	3
	Hemodialysis Beds	19
Special Care Beds: 67	Intensive Care Unit (ICU) Beds	3
	Chronic Respiratory Care Beds	32
	Hospice Beds	10
Psychiatric Daycare Beds		50
Nursing Home Beds		92

Positions	Number of People	Percentage
Physicians	38	8.46%
Nursing Staff	180	40.09%
Medical Personnel	86	19.15%
Administrative Staff	145	32.29%
Total	449	100%

1.2 Sustainable Management Organization and Framework

1.2.1 Hospital Organizational Framework and Committees



The Hospital operates under the Gan-Dau Hospital Management Committee, which serves as the highest executive body responsible for Hospital operations. The Hospital has 24 task-specific committees that are responsible for overseeing various internal functions and missions

Name	Responsibilities
Labor Pension Supervisory Committee	Reviews the suspension of pension contributions, audits the contribution amounts and the status of savings and withdrawals, and supervises the payment amounts of pensions and other related matters.
Occupational Safety and Health Committee	Proposes occupational safety and health policy recommendations; coordinates management plans; reviews education and training programs and environmental monitoring plans; and examines health management, occupational disease prevention, safety proposals, and disaster investigation reports. Additional responsibilities include evaluating the performance of on-site safety and health management and the safety and health management of contracted services.
Infection Control Committee	Tasked with establishing an effective monitoring system to enhance control quality, formulate and update infection control policies, and educate various departments to ensure proper implementation. Additional responsibilities include reporting and monitoring notifiable infectious diseases, providing infection control education and training, offering consultations, conducting environmental monitoring, and evaluating antibiotic usage.
Medical Records Management and Electronic Medical Records Promotion Committee	Responsible for reviewing, revising, and establishing standardized medical record formats and documentation methods, as well as conducting regular medical record reviews to ensure accuracy and standardization. Additional responsibilities include establishing a disease classification and statistical database system, and promoting and reviewing the development of electronic medical records at the Hospital.
Medical Quality and Patient Safety Committee	Establishes hospital-wide and departmental medical quality and patient safety plans, develops and revises SOPs for medical quality and patient safety, and monitors relevant indicators to improve medical quality. Additional responsibilities include reviewing deficiencies in medical quality and patient safety, proposing improvement measures, and promoting a patient-centered shared decision-making policy.
Information Security and Personal Data Protection Committee	Formulates personal data protection policies for the Hospital, develops personal data management systems, assesses and manages personal privacy risks, and establishes training programs to enhance staff awareness of personal data protection. Additional responsibilities include reviewing and maintaining personal data management system infrastructure to ensure compliance with legal requirements and relevant standards.
Health Promotion Committee	Formulates health promotion policies for the Hospital, plans and implements health promotion activities, and regularly evaluates the effectiveness of such activities. Additional responsibilities include establishing cooperative mechanisms with the community, participating in the development and implementation of healthcare policies and project plans, and actively engaging in activities related to the World Health Organization's Health Promoting Hospitals (HPH) Network.
Sexual Harassment Prevention and Appeals Committee	Composed of representatives from both labor and management, this committee is responsible for handling sexual harassment complaints.
Social Services and Medical Assistance Fund Management Committee	Responsible for managing expenses related to special needs, such as transportation, assistive devices, care, rehabilitation, and funeral services for impoverished or economically disadvantaged families and for patients who are homeless or found collapsed in public places. The committee is also responsible for managing expenses related to community healthcare, health promotion, community outreach, and convenience services.
ICU and Critical Care Management Committee	Responsible for planning and promoting the development of medical services in critical and emergency care units, as well as supervising their implementation.
Website and Gan-Dau Monthly Editorial Committee	Responsible for establishing, editing, maintaining, and updating the website structure and content; determining the development direction and themes of the monthly newsletter; assisting in reviewing and soliciting manuscripts; and approving and managing the newsletter's editorial work.
Smart Hospital Promotion Task Force	Formulates policies for smart technology services, promotes service content, and handles related education and training. Additional responsibilities include researching each department's opinions on smart technology services, formulating response measures, and implementing advanced directives to improve smart technology services.

Name	Responsibilities
Personnel Review Committee	Responsibilities include convening special meetings to review significant reward and disciplinary cases, conducting evaluations for annual assessments, and reviewing matters concerning first- and second-level supervisors as well as items referred by the Hospital Superintendent.
Pharmacy and Therapeutics Committee	Formulates the Hospital's medication policies and regulations, reviews applications for new drugs, and evaluates inappropriate medications. Additional responsibilities include compiling and reviewing the Hospital's formulary, establishing a reporting mechanism for adverse drug reactions and abnormal situations, and regularly assessing and reviewing the audit mechanism for prescription medications.
Biosafety Committee	Reviews the use and management of high-risk microorganisms or biological toxins (those rated level 2 or higher), manages the biosafety levels of laboratories, and supervises the biosafety emergency response plan.
Blood Transfusion Committee	Develops medical policies and standard operating procedures for blood transfusions, coordinates transfusion operations among various departments, reviews cases of inappropriate blood use, and handles other transfusion-related issues.
Medical Ethics Committee	Promotes the spirit of medical ethics, advances medical ethics education, and reviews cases involving medical ethics disputes and violations of research ethics. Additional responsibilities include reviewing research proposals for new medical technologies, new drugs, or medical devices, as well as various research projects involving patients or healthy subjects, and deliberating on other related medical ethics issues.
Education and Training Committee	Covering six groups: Medicine, Nursing, Medical Affairs, General Education, Community, and Long-term Care; responsible for planning and implementing in-service education and training across various professional fields. The committee's work includes developing training programs, promoting educational activities both inside and outside the Hospital, and evaluating the effectiveness of training to enhance the quality of medical services and the professional competencies of staff.
Discharge Planning and Long-Term Care Committee	Responsible for formulating and promoting discharge planning services and aligning with the development policies and annual guidelines for long-term care. Committee members participate in policy formulation, track annual plans, promote projects, and provide consultation on related matters. Through the Long-Term Care Promotion Team, the committee coordinates community long-term care services to improve patients' quality of life and autonomy.
Medical Dispute Resolution Committee	Assists in handling medical disputes. The committee members include the Director of the Administrative Center, the Head of the Quality Management Unit, the Director of the Medical Affairs Department, the Director of the Nursing Department, a representative from the Psychiatry Department, legal personnel, and the Head of the Social Work Unit. Each member is responsible for identifying cases, providing opinions, offering support to patients, and providing legal consultations. A social worker serves as the executive secretary, who assists in handling cases and preparing the meeting minutes.
Crisis Management Committee	Responsible for the assessment, planning, and response measures for crisis events, as well as regularly revising and reviewing these measures. The committee is dedicated to raising crisis awareness among all Hospital staff, conducting post-crisis analysis and handling, and reviewing recovery situations.
Medical Equipment and Device Review Committee	Reviews the annual budget estimates for medical instruments and equipment investments of each unit at the Hospital, as well as the addition and removal of qualified vendors.
Employee Welfare Team	Formulates and implements employee welfare initiatives at the Hospital, including the activation of welfare resources, supervising vendor service quality, and negotiating various benefits and other welfare-related matters for employees.
Sustainable Development Committee	Responsible for formulating, supervising, and reviewing the sustainable development policies, management guidelines, and social responsibilities of the Hospital, including corporate governance, ethical business practices, and risk management strategies. The committee is also responsible for evaluating and revising the implementation and effectiveness of sustainable development, drafting and updating the sustainability report, and regularly reporting to the Management Committee. Additionally, the committee monitors and addresses stakeholders' issues of concern and manages communication on these matters.

1.2.2 Participation in External Organizations

No.	Representative	Organization Name	Position
1	Superintendent Liang-Kung Chen	Asian Working Group for Sarcopenia and Frailty	President
2	Vice Superintendent Hsing-Sheng Chou	Taiwan Nursing Informatics Association	President
3	Taipei Municipal Gan-Dau Hospital	Taiwan Hospital Association	General Member
4		Taiwan Community Hospital Association	General Member
5		Taiwan Association for Medical Management	General Member
6		Taiwan Healthcare Quality Association	General Member
7		Taiwan Medical Informatics Association	General Member
8		Taiwan Healthy Hospital Association	General Member
9		International Network of Health Promoting Hospitals and Health Services (HPH)	General Member
10		Taiwan Long-Term Care Association	General Member
11		Taiwan Palliative Care Association	General Member

1.3 Integrity in Governance and Operations

1.3.1 Integrity and Medical Ethics

Medical Ethics Committee

Gan-Dau Hospital has established a Medical Ethics Committee, with organizational framework comprising a convener, an executive secretary, a secretary, and members. The committee stipulates a 2-year term for its members, who may be reappointed. In 2023, the Medical Ethics Committee continued to implement relevant training courses, including two sessions on medical ethics education, two on gender equality education, and one session on preventing sexual harassment and assault. Each committee member participated in at least 4 hours of training courses in 2023 to ensure the continuous update of knowledge on medical ethics, gender equality, and sexual harassment prevention. Gan-Dau Hospital will continue to promote extended education courses and plans to introduce more relevant educational programs to enhance the professional competence and capabilities of committee members in medical ethics.

Medical Quality and Patient Safety Committee

To improve medical standards and ensure healthcare quality and patient safety, Gan-Dau Hospital has established a Medical Quality and Patient Safety Committee. This committee is responsible for developing related plans, standard operating procedures, and monitoring indicators, as well as promoting shared decision-making between healthcare providers and patients. In 2023, the Hospital held handover education and training sessions attended by 200 participants, and conducted regular patient safety education training, drills on handling violent incidents, and monthly TPR (temperature, pulse, respiration) reporting. Additionally, a presentation on the outcomes of proposals related to medical quality and safety was held in October and November. In the future, the Medical Quality and Patient Safety Committee at Gan-Dau Hospital will continue to promote relevant education, training, and safety proposal activities. The committee also plans to increase training courses focused on patient safety and medical quality to further enhance the overall level of healthcare services.

Health Promotion Committee

The Health Promotion Committee was established with the goal of developing Gan-Dau Hospital into a health-promoting hospital. This committee is responsible for formulating health promotion policies, evaluating and implementing health promotion activities, and establishing mechanisms for collaboration with the community. In 2023, the Health Promotion Committee participated in healthcare-related policies and various project plans and continued to collaborate with the community to conduct health promotion activities. In 2023, a total of 510 outpatients and 17 inpatients utilized patient decision aids (PDAs) at the smoking cessation clinic. Additionally, 260 staff members completed online courses on shared decision-making between healthcare providers and patients. The Health Promotion Committee will continue to organize health promotion activities, deepen cooperation with the community, and continuously update and improve PDAs to enhance the overall effectiveness of health promotion efforts.

2022

Participation in the Joint Commission of Taiwan (JCT) Shared Decision-Making Initiative

Gan-Dau Hospital participated in the JCT Shared Decision-Making Initiative by implementing the “Most Effective Smoking Cessation Choices” PDA in its smoking cessation clinics within the Pulmonary Medicine and Family Medicine departments, with high-level smoking cessation educators serving as clinical counselors during decision-making. A total of 510 outpatients and 17 inpatients utilized this tool during the decision-making process.

2023

01

Gan-Dau Hospital continuously revised its PDAs, making a total of seven updates. These revisions have been uploaded to the Hospital’s shared decision-making webpage.

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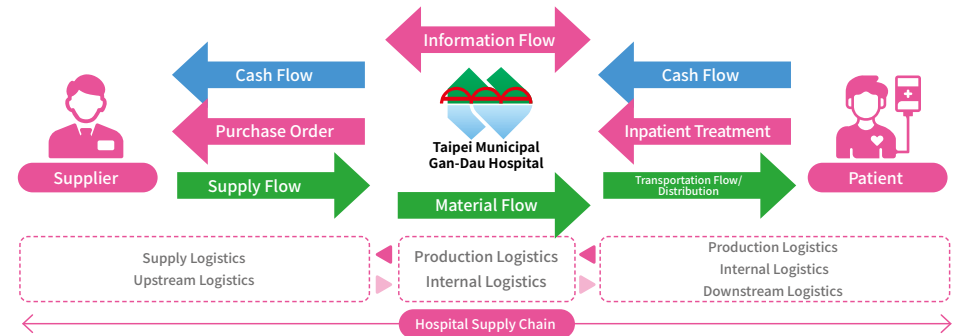
The Hospital continuously provided education and training for staff on shared decision-making. A total of **260 staff members** completed online courses covering topics such as “Simplification Techniques and Common Issues” and “How to Choose the Right PDA”.

03

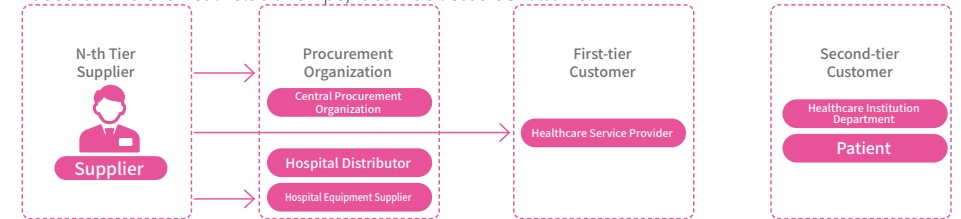
To further promote the practice of shared decision-making, the Hospital conducted a total of **14 DNR** (Do Not Resuscitate) decision-making communication meetings in the respiratory care ward. These meetings were held specifically for newly admitted cases, and patients’ families were invited to participate in the decision-making process.

Supply Chain Management

As a healthcare service provider, Gan-Dau Hospital’s upstream and downstream supply chain relationships are as follows:



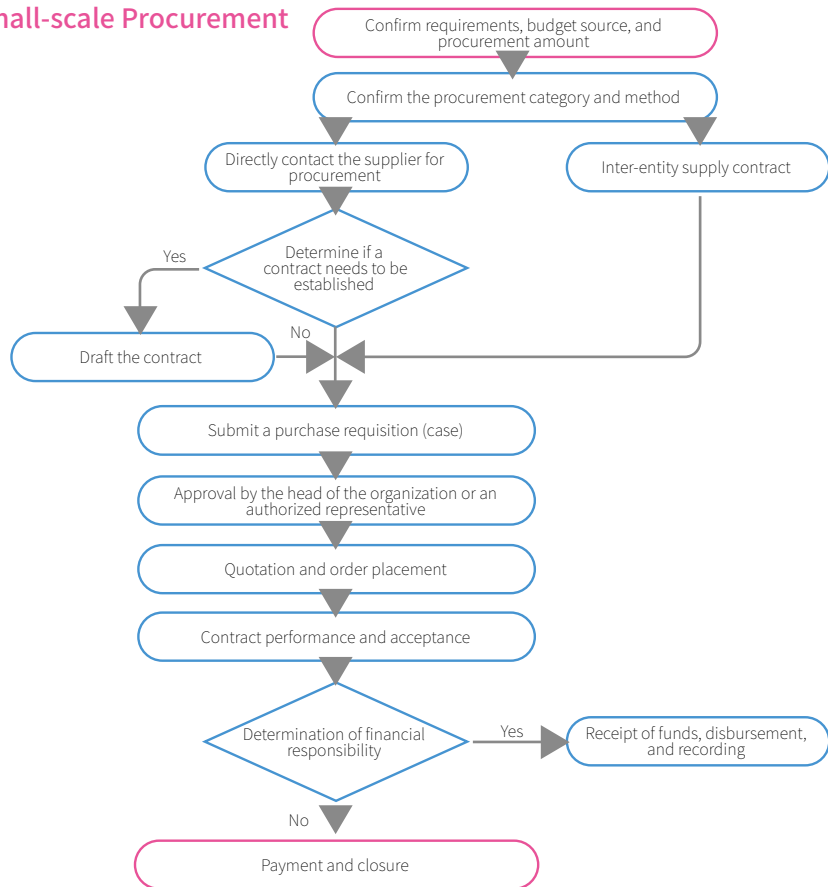
Based on hierarchical relationships, it can be listed as follows:



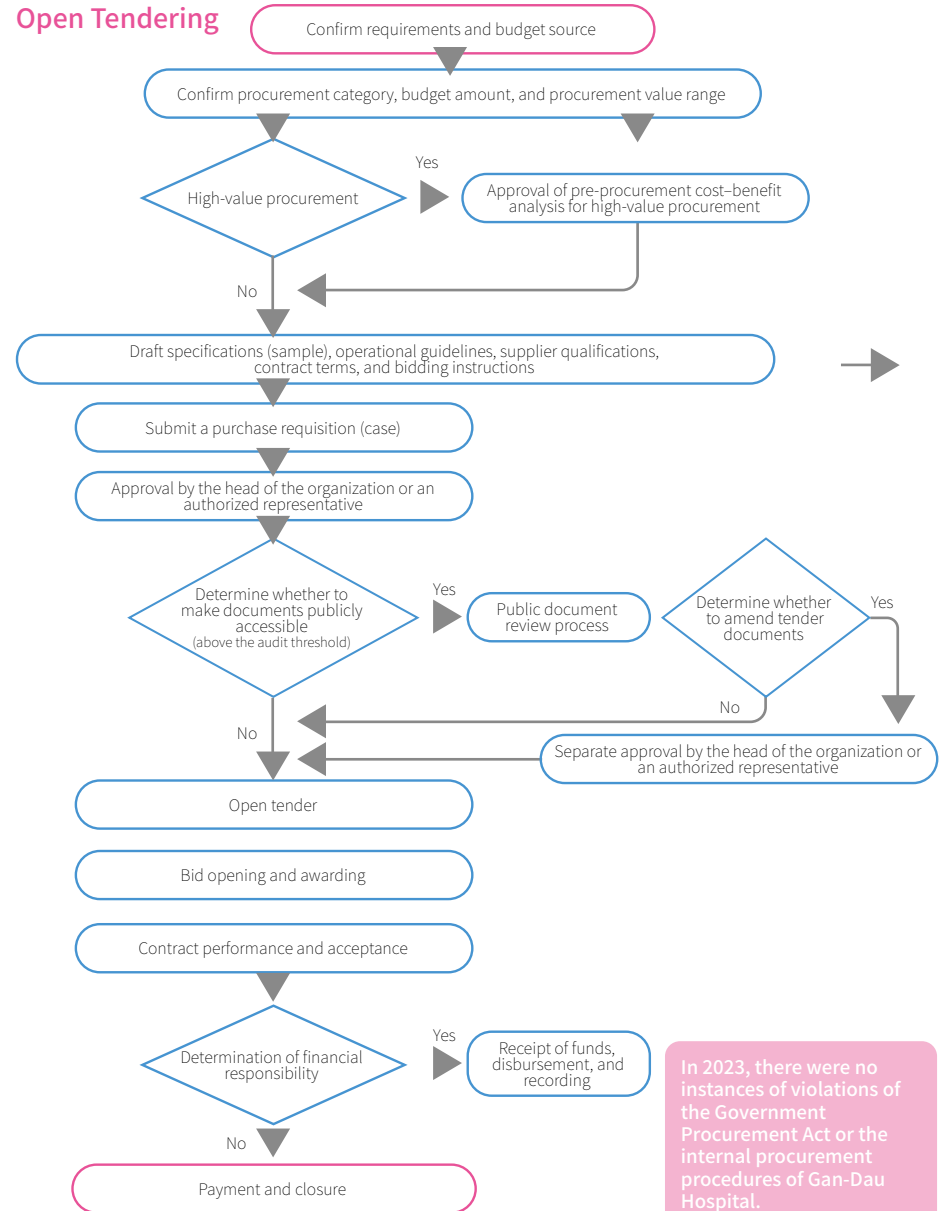
Gan-Dau Hospital is a public hospital. Its procurement and supplier management policies are based primarily on national laws and regulations, in alignment with the Hospital’s operational objectives. The relevant government laws and regulations adhered to include the Criminal Code, the Anti-Corruption Act, the Government Procurement Act, the Ethics Guidelines for Civil Servants, the Ethics Regulations for Procurement Personnel, and the Medical Ethics Code.

For external procurement, Gan-Dau Hospital follows the aforementioned laws and procurement bidding procedures. Based on the procurement operating guidelines, the types of procurement are categorized as: small-scale procurement (procurement amount of less than NT\$150,000), open tendering, restrictive tendering, public solicitation of written quotations, and public solicitation of written quotations or proposals. Among these, small-scale procurement and open tendering are the most frequently used procurement processes at Gan-Dau Hospital:

Small-scale Procurement



Open Tendering



In 2023, there were no instances of violations of the Government Procurement Act or the internal procurement procedures of Gan-Dau Hospital.

1.3.3 Local Procurement and Green Purchasing

Local Procurement

Due to the nature of its operations, Gan-Dau Hospital primarily deals with legally registered suppliers in Taiwan. The Hospital focuses mainly on local procurement within Taiwan, and has maintained a local procurement rate of 100% over the past 3 years.

Year	2023	2022	2021
Number of Local Suppliers	438	428	432
Proportion of Local Procurement	100%	100%	100%

Green Purchasing

Year	Amount	Proportion Required by the Ministry of the Interior	Total Procurement Amount	Proportion of Total Procurement
2021	299,450	60.00%	34,974,050	0.80%
2022	940,680	98.67%	52,566,880	1.78%
2023	5,914,370	97.80%	29,043,470	20.36%

Note: Ministry of Environment’s green procurement results calculation method: Amount of green products procured / Total amount of designated green products procured.

1.3.4 Risk Management and Emergency Response

Gan-Dau Hospital has established a Risk Management as well as a Crisis Response Committee, which are dedicated to assessing and responding to various potential crises and emergencies. Risk management is a crucial operational mechanism for the Hospital, which enhances decision-making effectiveness by identifying and managing internal and external risks and analyzing the short, medium, and long-term impacts of risk factors on the institution. The Management Committee

serves as the Hospital’s highest risk governance body, whereas the Crisis Management Committee is the specialized unit for emergency disaster response. These committees convene biannually to evaluate potential risks and review risk prevention measures, and they lead all staff in promoting risk management mechanisms. In the event of a major incident, emergency response procedures are initiated in accordance with risk management protocols to minimize risks and ensure the safety of stakeholders (e.g., employees, patients, and their families) and the continued operation of the medical unit. In 2023, the committees conducted a comprehensive disaster risk assessment, updated response plans based on the assessment results, and arranged for staff to participate in disaster drills to enhance emergency response capabilities. Specific measures included maintaining a 3-day reserve of essential supplies, including respiratory protective equipment, emergency medical supplies, and cleaning products. Additionally, a joint defense agreement was signed with Taipei Veterans General Hospital to strengthen the stability of material allocation.

In the event of emergencies such as fires, typhoons, floods, and earthquakes, the Hospital has established emergency disaster response plans and operating procedures that align with the characteristics of both the Hospital and the disasters, including the sequence and methods for evacuating and transporting patients. In 2023, two formal drills and multiple simulation drills were conducted, and response plans were revised based on the drill outcomes. The Hospital also has a comprehensive emergency contact network and a disaster response activation mechanism, including guidelines for the emergency recall of staff to ensure rapid response and manpower allocation in the event of a disaster.

The Hospital places great emphasis on fire prevention measures, and has appointed a fire management officer to take charge of daily fire prevention management and supervision. In 2023, several fire and disaster prevention training sessions were conducted, with specialized drills tailored to the characteristics of each unit. Furthermore, the Hospital has fully upgraded its fire alarm systems and installed evacuation terraces to enhance fire alert and evacuation capabilities. To improve fire alert and response capabilities, Gan-Dau Hospital upgraded its Type P fire alarm system to a Type PR system in 2020, allowing for rapid and precise identification of the affected area. In 2022, an automatic 119 fire notification system was also installed.

Gan-Dau Hospital has comprehensive media crisis management protocols in place, with the Vice Superintendent serving as the spokesperson to ensure swift and accurate information dissemination in the event of a crisis. In 2023, the Hospital conducted multiple training sessions on media response strategies and developed detailed privacy protection measures for patients and staff.

The Hospital regularly conducts cause analysis for various disasters and devises improvement measures. In response to past incidents of heavy rain and water leakage, a budget was allocated in 2023 for equipment upgrades and infrastructure improvements. Whenever an incident occurs, the Hospital performs a detailed cause analysis and formulates specific improvement plans to reduce the likelihood of similar incidents occurring in the future.

Additionally, to prevent and mitigate disaster risks, each year, Gan-Dau Hospital continuously conducts orientation training for new employees and risk management courses. In 2023, several courses on risk management (such as fire prevention and emergency evacuation drills) were organized, with hundreds of staff members participating to enhance their response capabilities. Moving forward, the Hospital will continue to strengthen staff training to ensure every employee is proficient in handling various emergency situations.

1.4 Operational Achievements

1.4.1 Service Performance

Gan-Dau Hospital's active promotion of patient-centered, quality medical care and holistic services has garnered strong support from government departments and the local community. The Hospital's service performance over the past 5 years is as follows:

Item/Year	2023	2022	2021	2020	2019
Outpatient visits	421,200	408,179	381,198	405,782	424,120
Dialysis visits	7,843	8,660	9,167	9,266	9,920
Rehabilitation visits	145,349	111,894	117,319	135,850	160,600
Emergency visits	2,981	2,272	2,381	2,764	4,059
Inpatient visits (excluding nursing home)	1,266	1,135	1,318	1,509	1,896
Inpatient days (excluding nursing home)	36,587	34,577	37,115	38,046	41,592

1.4.2 Financial Stability

Item	2023	2022	2021
Medical revenue	1,132,585,736	1,028,322,328	972,525,689
Medical costs	947,539,197	941,621,581	824,233,683
Medical gross profit	185,046,539	86,700,747	148,292,006
Operating expenses	188,704,932	148,792,216	149,958,353
Other and interest income	119,146,312	123,140,708	47,419,045
Surplus or deficit for period	115,487,919	61,049,239	45,752,698

1.4.3 Awards and Honors (2023)

Hospital Governance and Digital Management

- ☑ Honored with the Excellence Award in the Regional/District Hospital Category for the 2023 Data Quality Evaluation of the Automated Infectious Disease Reporting System by the Centers for Disease Control, Ministry of Health and Welfare.
- ☑ Recognized as an Outstanding Hospital for Cancer Prevention and Control by the Taipei City Government in 2023.
- ☑ Honored with the Active Participation Award for the 2022 Healthcare Technology and Patient Safety Risk Learning Platform (ITPS) by the Joint Commission of Taiwan.
- ☑ Honored with the Role Model Award and ESG Special Award at the 3rd Digital Transformation Conference in 2023, hosted by Harvard Business School, for the Pandemic-Related Operations Project.

Academic Publications and Competition Achievements

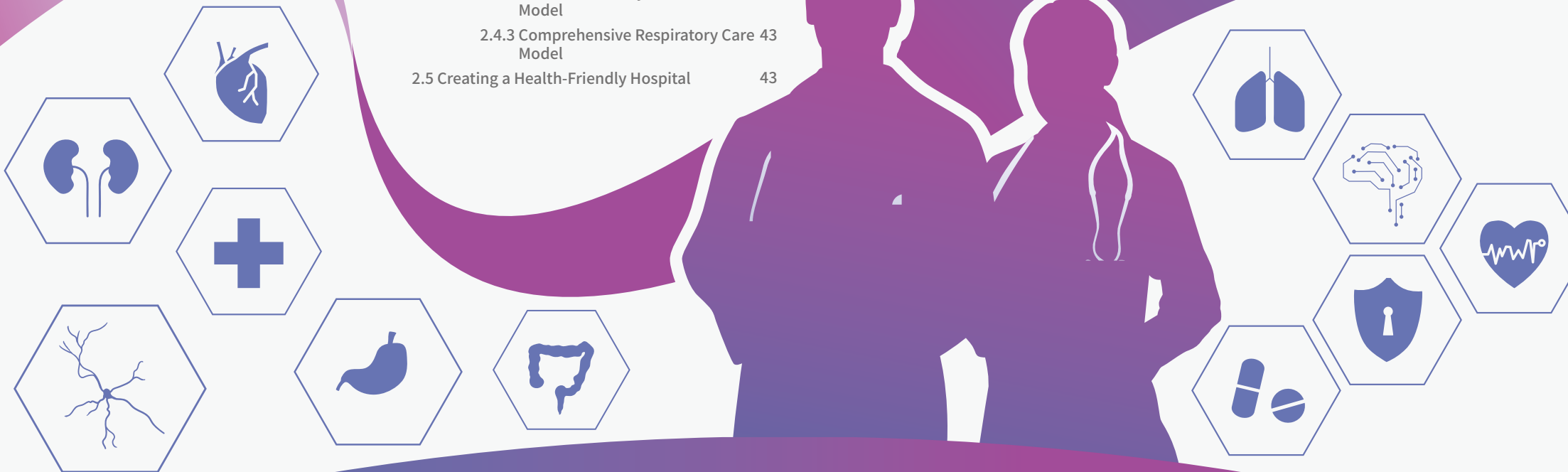
- ☑ Presented three oral reports and posters at the 11th General Assembly and Academic Conference of the Taiwan Health Care Quality Association in 2023.
- ☑ Presented eight e-posters at the 29th International Conference on Health Promoting Hospitals and Health Services.
- ☑ Participated in the 2023 CIC Young Innovator Awards at Taipei Veterans General Hospital, receiving a Silver Award and an Excellence Award.
- ☑ Presented two e-posters at the 2023 conferences of the Taiwan Evidence-Based Medicine Association and Taiwan Evidence-Based Nursing Association.
- ☑ In 2023, Gan-Dau Hospital published a total of 36 papers in various international journals and international academic conferences.



Quality Healthcare and Smart Innovation

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02



2.1 Doctor–Patient Relationship and Healthcare Quality

In 2004, Gan-Dau Hospital established the Medical Quality and Patient Safety Committee to oversee the formulation of various operating procedures related to patient safety and medical quality standards, plan training programs, and actively promote various quality improvement activities to enhance service quality.

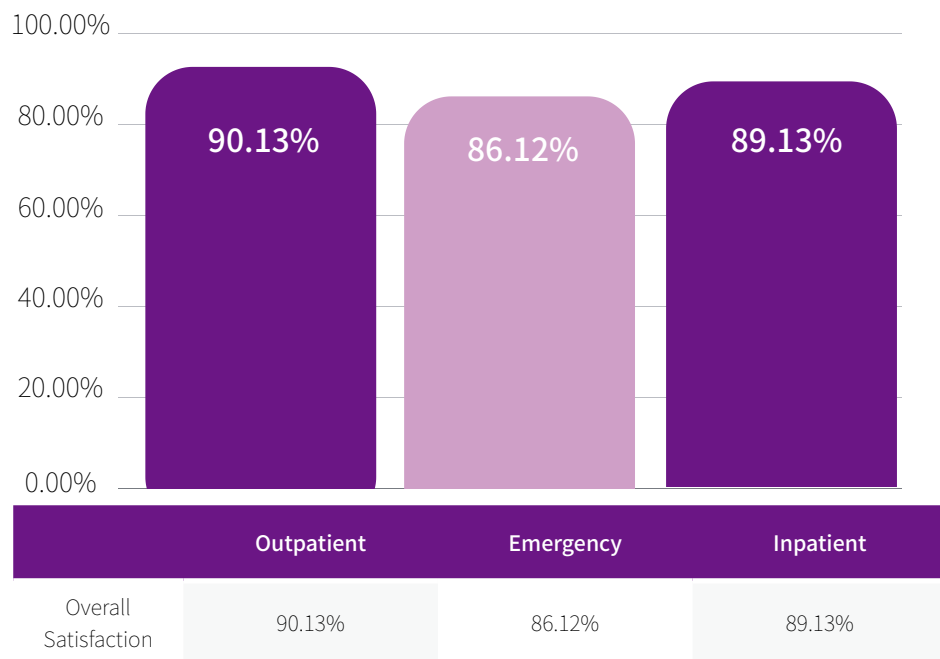
2.1.1 Service Quality and Honors Showcase

Gan-Dau Hospital actively participates in external service quality improvement activities. The awards received in 2023 are as follows:

No.	Organizing Unit	Awarded Project	Awarded Unit of Gan-Dau Hospital
1.	Department of Health, Taipei City Government	Bronze Award in the 2023 Proposal Award Activity for Improving Medical Safety and Quality	Department of Laboratory Medicine: Implementing Laboratory Information Annotations to Enhance Patient Safety During Blood Draws
2.	Institute for Biotechnology and Medicine Industry	26th National Biotechnology and Medical Care Quality Award (SNQ), National Quality Mark, and Bronze Award	Nursing Home: Smart Care for Compassionate Health, Ensuring Warmth in Public Health
3.	Institute for Biotechnology and Medicine Industry	26th National Biotechnology and Medical Care Quality Award (SNQ) and National Quality Mark	Department of Neurology: Comprehensive Dementia Care with a Community-Oriented Integrated Approach
4.	Health Promotion Administration, Ministry of Health and Welfare	Gold Award in the 2023 Happy Senior – Granny, Grandpa, GO Dance! (Northern Region)	Community Health Division, Nursing Department
5.	Department of Health, Taipei City Government	Eye Care Excellence Award in the 2022 Taipei City Diabetes Care Quality Improvement Incentive Program	Division of Endocrinology and Metabolism, Medical Affairs Department
6.	Department of Health, Taipei City Government	Golden Diabetes Care Award in the 2022 Taipei City Diabetes Care Quality Improvement Incentive Program	Division of Endocrinology and Metabolism, Medical Affairs Department
7.	Ministry of Health and Welfare, Taiwan Organ Sharing Registry and Patient Autonomy Promotion Center	Dedication to Promoting Palliative Care	Social Work Division, Administrative Center

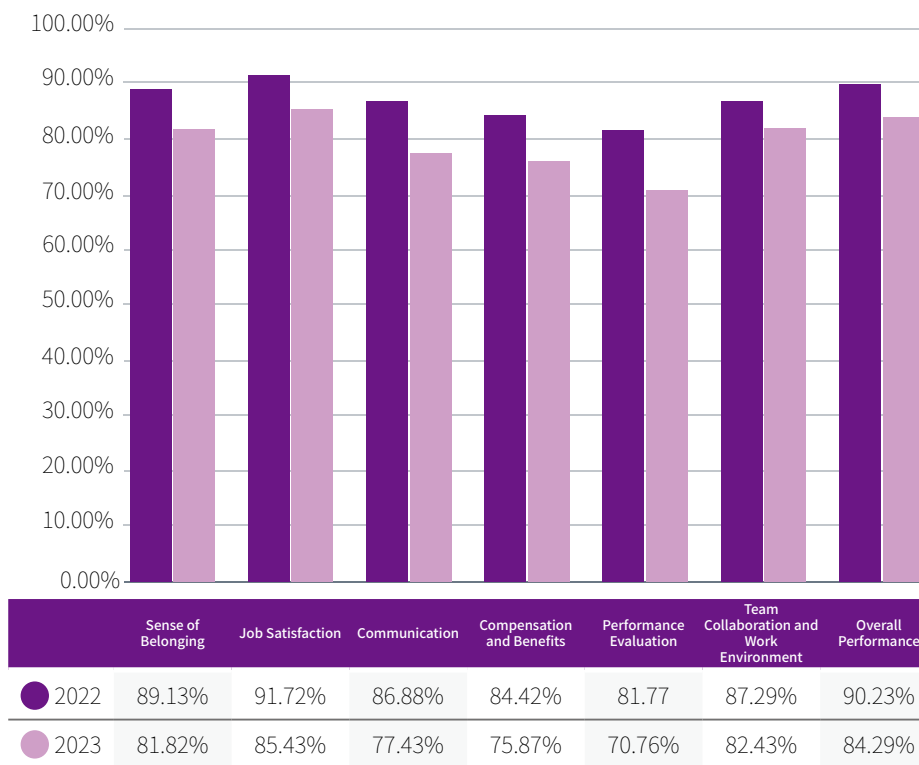
2.1.2 Satisfaction Surveys

Gan-Dau Hospital surveys its patients annually to gauge patient satisfaction in terms of medical needs and service utilization. The survey is developed by referencing the patient satisfaction questionnaire created by the Taiwan College of Healthcare Executives and modifying it to suit the service utilization types applicable to Gan-Dau Hospital. Separate surveys are conducted for outpatient, emergency, and inpatient services. The main survey items include service hours, service quality, facilities and environment, service attitude, and overall satisfaction with Gan-Dau Hospital. The satisfaction levels for various aspects of outpatient, emergency, and inpatient services at Gan-Dau Hospital in 2023 are as follows:



Additionally, Gan-Dau Hospital conducts an annual satisfaction and suggestion survey among its employees. The survey primarily focuses on topics such as team collaboration, facilities and environment, communication channels, compensation and benefits, training and education, overall satisfaction, and the performance of various administrative units. The survey results indicate that employee satisfaction rated above 70 points in all categories. The 2023 employee satisfaction results for Gan-Dau Hospital are as follows:

Comparison of Employee Satisfaction Across Different Categories



In addition to the regular surveys, employees can also provide feedback through channels such as the Superintendent's Mailbox and the Internal Mailbox of Gan-Dau Hospital. Furthermore, the Hospital's Superintendent and Vice Superintendent actively strive to understand employee opinions by participating in departmental business meetings.

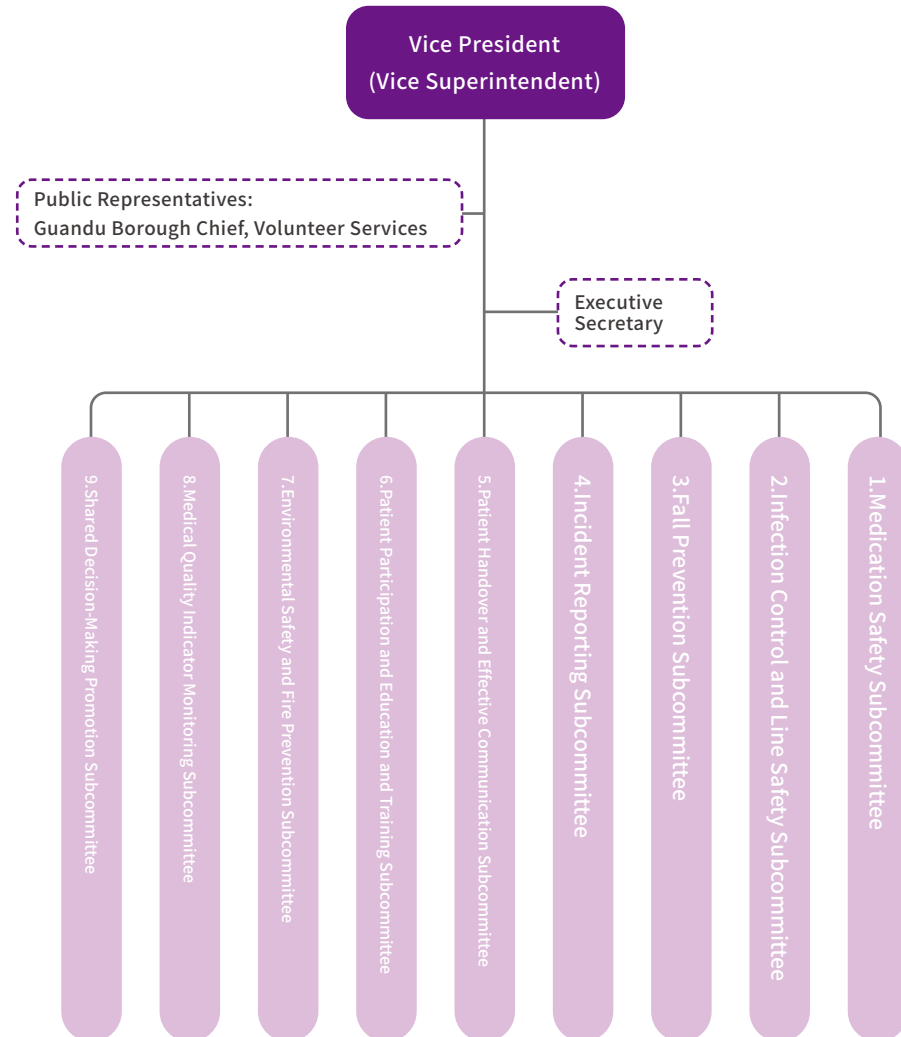
2.1.3 Patient Safety

Upon its establishment, Gan-Dau Hospital set up a Medical Quality Review Committee to monitor various indicators and develop measures to improve medical quality. In 2004, the Hospital set up a cross-departmental Patient Safety Committee, and in 2008, the two committees merged to form the Medical Quality and Patient Safety Committee. The committee is chaired by the Vice Superintendent and consists of nine subcommittees focused on Medication Safety, Infection Control and Line Safety, Fall Prevention, Incident Reporting, Patient Handover and Effective Communication, Patient Participation and Education and Training, Environmental Safety and Fire Prevention, Medical Quality Indicator Monitoring, and Shared Decision-Making Promotion. Each year, the committee aligns its efforts with the annual patient safety goals, tasks, and strategies set by the Ministry of Health and Welfare, integrating the capacities of various units to establish patient safety measures and create a safe environment, and revising the Patient Safety Operations Manual accordingly. The committee meets every 3 months to undertake four main tasks: (1) develop feasible solutions to enhance patient safety, (2) review deficiencies in Gan-Dau Hospital’s patient safety practices and propose improvement measures, (3) discuss various opinions on patient safety and provide countermeasures, and (4) review the patient safety plans of the entire Hospital and each department.

Over the years, the Hospital has made significant progress in developing information systems related to patient safety. These systems include alerts for duplicate medication, drug interactions, and drug allergies in the medical information system; temperature monitoring and reporting systems for infection control; cough monitoring systems; and initiatives encouraging the reporting of adverse events to review systemic processes. These measures aim to prevent accidents, improve emergency response, and handle crises. The Hospital’s efforts have been highly effective, garnering praise from the public and recognition from the media and peers.

Organizational Framework Diagram:

Organizational Framework of the Taipei Municipal Gan-Dau Hospital Medical Quality and Patient Safety Committee



Medical Quality and Patient Safety Committee - Implementation of Hospital Accreditation Continuous Monitoring, Annual Plans, and Results for 2023:

Annual Goals	Implementation Strategies/Plans	Summary of Specific Results
<p>Goal 1: Promote effective communication among healthcare professionals and between healthcare providers and patients</p>	<ol style="list-style-type: none"> 1. Ensure the effectiveness of information transfer among healthcare professionals. 2. Implement safe transfer and referral procedures for patient transfer between healthcare teams. 3. Ensure critical values from tests and examinations are promptly reported and significant warning results are immediately communicated to physicians for timely action. 4. Improve accuracy of identifying patients with communication difficulties. 	<ol style="list-style-type: none"> 1. Completed an annual inventory, revealing that Gan-Dau Hospital has a total of 87 vital sign monitoring devices equipped with automatic data upload capabilities. These devices enable real-time transmission of patient data for healthcare professionals to make informed decisions. 2. Conducted 115 audits in 2023 on proper handover procedures among healthcare staff. 3. Organized an online training session titled “Dr. Chih-Chin Chen - How to Enhance Communication within Healthcare Teams” from August 2 to August 15, 2023, with a total of 281 participants. 4. In 2023, a total of 115 patient transfer handover audits were conducted, all of which were completed, achieving a 100% completion rate (threshold: 95%). 5. In 2023, there were 1,917 reported abnormal test results: <ol style="list-style-type: none"> (1) 1,915 reports were made within 30 minutes, achieving a reporting rate of 99.9% (threshold: >98%). (2) A total of 1,863 physician responses were recorded, with a response rate of 97.2% (threshold: >94%). (3) Proactive notifications were sent to patients via SMS for 6 cases, and notifications were sent to physicians via printed documents or LINE for 19 cases. 6. For patients with communication difficulties, annotations were added to their records during information transmission, which facilitated the rapid provision of audiovisual support, etc.
<p>Goal 2: Foster a culture of patient safety, enhance the resilience of healthcare institutions, and implement effective management of patient safety incidents</p>	<ol style="list-style-type: none"> 1. Foster a culture and environment of patient safety within the institution, and encourage staff to proactively raise concerns and suggestions regarding patient safety. 2. Enhance the resilience of the healthcare institution to protect staff from violence in the workplace. 3. Encourage the reporting of patient safety incidents and strengthen the effectiveness of improvements related to patient safety incidents (e.g., supporting documents 1–2). 	<ol style="list-style-type: none"> 1. In December 2023, the Joint Commission of Taiwan conducted a patient safety culture survey to understand the Hospital’s patient safety culture perspective and compare it with other hospitals of the same level. This enabled the Hospital to learn from its peers’ strengths and establish benchmarks for fostering a positive patient safety culture. A total of 415 surveys were distributed, and 379 were returned, for a completion rate of 91.33%. The survey covered eight major dimensions; the Hospital scored higher than its peers in five dimensions, and lower in the dimensions of job satisfaction, work–life balance, and resilience. Resilience was identified as the weakest area and will be the focus of improvement in the coming year. 2. In 2023, there were a total of 15 cases of psychological counseling provided. 3. Two types of activities were conducted in 2023 to enhance staff resilience. 4. Three online patient safety courses were held in 2023, with a total of 148 participants. 5. A campus inspection schedule was established: twice a month, to be conducted by the Superintendent or Vice Superintendent, along with the Engineering, General Affairs, Nursing, and Occupational Safety departments. All inspections were completed as planned. 6. Each unit performed routine fire source checks and extension cord self-management inspections monthly, submitting checklists to the Engineering Department for consolidation. 7. The Engineering Department has a regular inspection and maintenance mechanism for electricity, fire safety, medical gases, boilers, medical equipment, and safety monitoring equipment. In 2023, a total of 60 improvement measures were implemented. 8. The Occupational Safety Office established a High Energy Appliance Use Application for the use of high-consumption appliances. Any electrical appliance with a total power consumption exceeding 500 watts must be approved by the Engineering Department and the Occupational Safety Office before use. Currently, 88 appliances are under management; microwave ovens have a time-limit mechanism, and personal appliances require an application, which must be approved by the Hospital before use. 9. Two Medical Violence Response Drills were conducted in 2023.

Annual Goals	Implementation Strategies/Plans	Summary of Specific Results
<p>Goal 4: Prevent patient falls and reduce the severity of injuries</p>	<ol style="list-style-type: none"> Foster teamwork to provide a safe care environment and reduce the severity of fall-related injuries. Assess and mitigate patients' fall risks. Review and adjust the care plan after a patient has fallen. Conduct fall risk assessments at the time of patient discharge and provide guidance on fall prevention as well as strategies to prevent or improve frailty. 	<ol style="list-style-type: none"> The Nursing Department conducted 463 audits on environmental safety protection measures in patient wards, all of which were compliant, achieving a 100% compliance rate. In 2023, a central in-service training program on fall prevention titled "Patient Safety - Fall Prevention" was conducted, with 126 participants. In 2023, a fall prevention education session for care attendants, titled "Patient Fall Prevention and Precautions" was held, with 15 participants. In 2023, a total of 13 multimedia outpatient sessions on fall prevention education were conducted, with a combined 388 participants. The Taipei Municipal Gan-Dau Hospital Fall Prevention Guidelines were provided for patients at high risk of falling. Fall prevention measures were implemented for each shift based on patient characteristics. In 2023, there were 31 fall incidents reported across the Hospital; excluding 14 cases from long-term care facilities, there were 17 fall incidents. Each case was analyzed, and care plans were adjusted accordingly. In 2023, there were 521 instances of discharge preparation services provided, with 406 being patients at high risk of falling. These patients and their primary caregivers were once again given nursing guidance on fall prevention and frailty management.
<p>Goal 5: Enhance medication safety</p>	<ol style="list-style-type: none"> Promote the integration of patient medication management. Strengthen care safety for patients using high-alert medications. Enhance the safety of infusion practices, especially for infusions requiring controlled flow rates or shared lines. 	<ol style="list-style-type: none"> In 2023, a total of 21 medication integration assessments were conducted. In 2023, a total of 31 medication safety seminars were held. The medication audit items within the outpatient order system were reviewed and completed. In 2023, a total of 1,307 medication consultations were conducted: 1,252 consultations with patients (including 344 on medication use, 487 on administration, 88 on side effects, 183 on drug interactions, 43 on relevance to previous medications, and 107 on other topics) and 55 consultations with healthcare professionals. There were 23 reports of adverse drug reactions in 2023. In cases of adverse reactions or allergic events, all incidents were logged in the medical system for physician review, and patients were issued drug allergy record cards. The information and management guidelines for high-alert medications were revised and updated. Patient education leaflets were reviewed and finalized.

Annual Goals	Implementation Strategies/Plans	Summary of Specific Results
<p>Goal 6: Implement effective infection control</p>	<ol style="list-style-type: none"> 1. Enforce health management for personnel. 2. Strengthen management mechanisms for antibiotic use. 3. Promote bundle care measures to reduce healthcare-associated infections (in collaboration with the Infection Control, Medical, and Nursing Departments). 4. Conduct regular environmental cleaning and monitor the quality of cleaning. 5. Establish a management mechanism for the disinfection or sterilization of medical equipment and instruments. 	<ol style="list-style-type: none"> 1. Hand sanitizer dispensers were replaced on the 1st and 16th of each month as scheduled. From January to December 2023, the hand hygiene compliance rate was 73.9%, with a correctness rate of 81.8%, and an infection density of 1.47%. The compliance rate among care attendants was below 70%. To address this, care process scenario simulation exercises were conducted, and instructional videos on proper hand hygiene timing for care attendants were produced to reinforce correct hand hygiene practices. 2. From January to December 2023, a review of 200 outpatient cold diagnoses showed no inappropriate usage of antibiotics. The appropriate use rate of antibiotics in outpatient settings was 96% (173 out of 180). The main reasons for inappropriate use were inadequate documentation in medical records, failure to adjust antibiotics according to culture reports, and prolonged usage. The appropriate use rate of antibiotics in inpatient settings was 95.9% (162 out of 169). The main reasons for inappropriate use included not following culture report recommendations, irrational combination of multiple drugs, and incorrect dosages (either too high or too low). 3. The management of antibiotics and related monitoring indicators continued to be reviewed and analyzed at each quarterly Infection Control Committee meeting. 4. In 2023, the implementation of monitoring using fluorescent dye markers was carried out effectively. Measures included increasing the frequency of education and training, conducting on-site teaching and practical exercises, performing field observations, and providing supervisory guidance. Additionally, unannounced testing using fluorescent dye and ATP sampling was done to assess and improve cleaning compliance rates. 5. Quarterly microbiological testing was conducted for endoscopic equipment (colonoscopes, gastroscopes, bronchoscopes), and all results were within the required testing values. Protocols and monitoring mechanisms were in place to ensure instrument safety before, during, and after cleaning and disinfection.
<p>Goal 7: Enhance line safety</p>	<ol style="list-style-type: none"> 1. Ensure the correct placement of invasive lines. 2. Improve line care safety and prevent associated injuries. 	<ol style="list-style-type: none"> 1. In 2023, various operating rules were reviewed, revised, and published online, with the following updates: <ol style="list-style-type: none"> (1) Line safety operating rules: Three items were updated, including safety protocols for hemodialysis lines, urinary drainage lines, and standards for handling endotracheal and tracheostomy tubes. (2) Newly established operating rules: Five new items were added, including rules for managing medical refrigerators, controlled substances, emergency cart management, hospice ward operations, palliative care coordination, and a referral operation manual. (3) Revised operating rules: Three items were revised, including the fall prevention standard operating rules, the fall prevention standard operating procedure, and the protective restraints standard operating rules and procedure. 2. In 2023, clinical nursing operating rules were newly added or revised: <ol style="list-style-type: none"> (1) Revised clinical nursing operating rules: Ten items were revised to accommodate the digitization of specimen collection information for collection carts, eight clinical nursing operating rules were revised, and eight items were updated for the digitized medication administration method using the nursing information system. (2) New clinical nursing operating rules: Three new items were introduced, including bladder irrigation techniques, continuous bladder irrigation, and frailty assessment and care. 3. On November 16, 2023, an in-service training course on “Patient Safety - Line Care and Safety” was held, focusing on line-related care. A total of 127 participants attended the course.

Annual Goals	Implementation Strategies/Plans	Summary of Specific Results
<p>Goal 8: Encourage patients and their families to participate in patient safety initiatives</p>	<ol style="list-style-type: none"> 1. Encourage the public to take an interest in patient safety and provide various channels for public participation. 2. Utilize diverse or digital methods to improve communication between healthcare providers and patients and promote shared decision-making between them. 3. Enhance the care knowledge and skills of primary caregivers during hospitalization and after discharge. 	<ol style="list-style-type: none"> 1. From July to August 2023, hospital-wide satisfaction surveys were conducted for both outpatient and inpatient services. The results are as follows: <ol style="list-style-type: none"> (1) Outpatient overall satisfaction reached 90.13%. Positive feedback highlighted the courteous and friendly attitude of nursing staff, particularly in the Family Medicine and Ophthalmology departments. (2) Inpatient overall satisfaction reached 89.13%. Feedback expressed gratitude for the attentive care provided by healthcare staff (on the 7th, 8th, and 9th floors). (3) Emergency department overall satisfaction reached 86.12%, with no specific positive comments noted. 2. Regular Nursing Staff Service Satisfaction Surveys: <ol style="list-style-type: none"> (1) H1 2023 Survey Results: A total of 62 questionnaires were distributed, and all 62 were returned, resulting in a 100% response rate. The overall satisfaction rate was 98%, with scores of 98% in the three areas of Service Attitude, Professional Skills, and Professional Competence." (2) H2 2023 Survey Results: A total of 72 questionnaires were distributed, and all 72 were returned, resulting in a 100% response rate. The overall satisfaction rate was 98.5%, with scores of 98% in Service Attitude, 99.2% in Professional Skills, and 98.2% in Professional Competence. 3. Home Care held family seminars on July 1 and December 9, with a total of 47 participants. The nursing home hosted two birthday party/family seminar events on May 27 and December 23, with a total of 17 participants. 4. In 2023, a total of 64 multimedia sessions promoting patient safety were held, with 2,079 participants. Additionally, 6 sessions on discarded medication collection, diabetes medication management, and kidney health were conducted, with 289 participants in total. 5. Information was continuously announced via the Hospital website, self-service payment kiosks, and ward posters. Inpatient guidelines were provided upon admission to encourage patients and families to ask questions proactively. 6. In 2023, there were 45 commendable events and 49 patient complaints: 21 related to the medical process (42.9%), 8 regarding service attitude (16.3%), 8 regarding other issues (16.3%), 7 involving administrative problems (14.3%), 3 concerning environmental facilities (6.1%), and 2 related to the information system (4.1%). 7. Ten shared decision-making (SDM) tools available online have been completely revised: Family Medicine (2 tools), Palliative Care (1 tool), Nephrology (1 tool), Pulmonology (1 tool), Radiology (1 tool), Metabolism (2 tools), Rehabilitation (1 tool), and Neurology (1 tool). The SDM webpage information has also been updated. 8. Two SDM online courses were completed, with the topics "Simplification Techniques and Common Issues" and "How to Choose the Right PDA". A total of 260 colleagues participated in the online learning sessions. 9. The RCW conducted 14 sessions of doctor-patient consultations regarding DNR decision-making. 10. In 2023, a total of 380 multimedia sessions were held to promote patient safety, tobacco hazard prevention, and elder care, with a total of 12,142 participants. 11. A total of 68 outpatient health seminars on diabetes prevention, asthma prevention, healthy eating, and proper medication use were conducted, with a total of 3,225 participants. 12. Statistics on health education sessions provided as part of pre-discharge preparation services included: 287 sessions on nasogastric tube care (34.3%), 212 sessions on catheter care (25.2%), 258 sessions on Introduction to Long-Term Care 2.0 (30.9%), 48 sessions on tracheostomy care (5.7%), and 25 sessions on wound care (3%). 13. Annual statistics show that 268 patients required referral services after discharge. Among them, 39 were referred to Home Care, 81 to Long-Term Care 2.0 services, 103 to elder care facilities or nursing homes, and 2 to hospice. There were 43 patients who did not require referral services due to transferring to self-paid hospital care or choosing to transfer to another hospital.

2.1.4 Shared Decision-Making Model Between Doctors and Patients

To promote the Shared Decision-Making (SDM) model, in accordance with Gan-Dau Hospital Regulation 1.2.24: Guidelines for the Establishment of the Shared Decision-Making (SDM) Promotion Team, the Hospital has established the SDM Promotion Team under the Medical Quality and Patient Safety Committee. This team continuously promotes SDM and reports outcomes quarterly, aiming to create an environment conducive to effective communication and health education for patients and their families. This approach enhances the patients' ability and right to make decisions, thus advancing the implementation of the SDM model and integrating evidence-based medical care.

Shared Decision-Making (SDM) Process:



2.2 Patient Privacy

2.2.1 Patient Rights and Privacy Protection

In 2023, adhering to the principle that "patients are the center of healthcare", Gan-Dau Hospital established and announced the Rights and Responsibilities of Patients, which will be reviewed and revised every 2 years and are communicated to patients through multiple channels to protect their rights. For example, posters and bulletin boards have been set up, and detailed descriptions of patient rights and responsibilities were provided on the Hospital's homepage and in the Inpatient Guidelines. Over the past 3 years, in response to the COVID-19 pandemic, the Hospital promptly revised infection control and visiting regulations, and healthcare professionals proactively explained these changes to patients.

In accordance with the Hospital's comprehensive management measures for protecting patient privacy, clear rules and standard operating procedures for medical record documentation have been established to ensure that records are well-organized and easily accessible. Additionally, the Hospital has developed a robust information security management mechanism, including the security management of the electronic medical record system and the National Health Insurance Administration's medical information cloud query system, to ensure system stability and information security. In 2023, the Hospital obtained ISO 27001 information security certification. Furthermore, in 2023, Gan-Dau Hospital actively promoted smart healthcare automation, such as implementing a self-service payment system for continuous prescriptions, which significantly enhanced the convenience of the patient care process and greatly reduced the number of manual transactions at service counters. The daily real-time upload rate of test reports and infectious disease notifications to the Centers for Disease Control exceeded 99%, and the Hospital received high scores in evaluations by the National Health Insurance Administration.

Gan-Dau Hospital has also established the Code of Ethics and Conduct for Clinical Medical Personnel, which requires the protection of patient privacy during medical consultations. Consultation rooms and examination rooms are equipped with curtains or sliding doors, and the Obstetrics and Gynecology department provides examination gowns and private changing rooms for patients. During consultations, only accompanying family members are allowed to be present, and full names are not displayed in the waiting area. Inpatients may also choose to conceal their names, which are noted in the system as confidential. The Hospital will continue to follow these measures to ensure the protection of patient privacy.

2.2.2 Graded Healthcare and Vertical Integration

Gan-Dau Hospital has implemented several strategies to enhance the quality and efficiency of medical services. It provides comprehensive medical information to the public through various channels, including details about medical departments, scope of services, and bed availability, which are published and promoted on its website, social media platforms, and the "Active Aging" Facebook page. Additionally, the Hospital has established multiple service points and professional consultation desks to provide personalized medical consultation services and health education, aiming to promote health awareness and preventive care. Moreover, the Hospital conducts

numerous health promotion and education activities annually, such as health seminars and community events, attracting tens of thousands of participants. Internal and external Hospital volunteers provide a combined 1,684 service hours each year on average and organize hundreds of health promotion activities to effectively disseminate health knowledge and maintain community health. In the future, the Hospital plans to continue strengthening digital services to enhance the convenience and efficiency of patient care, while also optimizing bed management and flow control to ensure that patients receive timely and appropriate medical services.

2.3 Digital Transformation and Smart Healthcare Upgrades

2.3.1 Smart Healthcare

Taiwan is experiencing rapid aging, along with a severe shortage of resources and manpower for related care. The question of how to improve service efficiency, manage time effectively, and maintain care quality within the constraints of limited manpower, material, financial resources, and time has become a prominent issue in the field of long-term care services in recent years.

Traditional care methods are overly dependent on manpower, which renders them inefficient and complicates data collection. However, technological advancements in the application of smart assistive devices have significantly improved this situation. The shortage of care workers to meet the needs of the rapidly growing older adult population is a challenge faced by almost every country worldwide. The introduction of technological aids not only alleviates the burden on caregivers but also allows care recipients to enjoy a high quality of life. The application of smart assistive devices in the field of long-term care reduces pressure on frontline caregivers, improves care efficiency, and promotes the quality of long-term care services, achieving the goal of “dignified aging”.

Smart Mattresses

To address the challenges of rapid aging and the resulting shortage of care resources and manpower, Gan-Dau Hospital introduced smart mattresses in 2023 to enhance care efficiency. Pressure injuries and falls increase medical care costs, and statistics show that 20–30% of falls in long-term care facilities are preventable. Gan-Dau Hospital utilizes smart mattresses with built-in sensors that continuously monitor patients’ movements and bed exit status. By using Internet of Things (IoT) and artificial intelligence (AI) technologies, these mattresses collect physiological data such as sleep quality and respiratory status and provide care alerts to staff, thus reducing the incidence of falls and pressure injuries. In the future, the Hospital plans to optimize the integration of equipment and clinical care to further enhance the quality of medical services.

Ergonomic Smart Lighting System

Recognizing the importance of maintaining the mood, cognition, and circadian rhythm of elderly patients, Gan-Dau Hospital fully implemented an ergonomic smart lighting system in 2023. This system uses high-efficiency lighting fixtures and automatic control devices to adjust color temperature and brightness according to different living needs. For example, in conference rooms, the lighting can be customized based on meeting, presentation, or rest modes. In inpatient wards, each bed is equipped with an individual light and control switch, allowing patients to choose the light source according to their needs. After the implementation of the smart lighting system, patients’ sleep quality improved and nighttime awakenings decreased. Gan-Dau Hospital will continue to enhance the system and equipment to better meet clinical needs.

AI-Assisted Retinopathy Diagnosis

More than a quarter of diabetic patients in Taiwan develop retinopathy. To improve early detection and treatment rates, Gan-Dau Hospital uses AI-assisted retinal interpretation. In 2023, the Hospital’s Department of Metabolism fully adopted non-mydriatic fundus cameras and AI-assisted retinal image analysis software, allowing diabetic patients to complete fundus examinations and receive immediate reports during outpatient visits. According to data, patient satisfaction reached 80%, and the proportion of patients undergoing fundus examinations increased. In the future, the Hospital will optimize AI-assisted technology to enhance the early detection and treatment outcomes of diabetic retinopathy. °

2.3.2 Telemedicine

Telemedicine Care

In 2023, Gan-Dau Hospital collaborated with ASUS to develop and implement the ASUS HealthHub telemedicine care program. This program collects patients’ physiological data and uses a video interface to establish a real-time communication platform, providing high-quality medical services to patients in isolation. After implementation, the work efficiency of healthcare personnel improved by 12.5%. ASUS HealthHub also plans to introduce an early warning system (EWS) that uses AI technology to predict patients’ risks of physiological abnormalities and extend services to home settings. This will enable continuous daily health monitoring and enhance the quality of telemedicine services.

2.3.3 Medical Innovation

Implementation of Integrated Electronic Self-service Kiosks for Payment, Number Retrieval, and Registration

Under the National Health Insurance (NHI) scheme, rehabilitation therapy consists of multiple sessions (each treatment course includes six sessions), and from the second session onward, a co-payment of NT\$50 per session is required. The process for undergoing rehabilitation sessions 2

through 6 involves several steps: first billing, then payment, followed by queuing at the rehabilitation treatment room's number dispenser, registration, waiting for the number to be called, and finally reporting to the treatment room counter (a total of five steps). This often results in long queues for billing and payment or patients rushing to the number dispenser to get their treatment number, causing congestion for rehabilitation and outpatient services. Additionally, when processing payments manually, counter staff must determine the treatment period (whether within 30 days of the issuance) as well as other NHI regulations, such as exemptions from co-payment for "moderate-complex" and "complex" treatments, and deal with frequent disputes over payments and change. Considering that Gan-Dau Hospital offers a wide range of rehabilitation treatments and mainly serves elderly patients with limited mobility, to address the aforementioned issues, the Hospital introduced a vertically integrated administrative information system for reading NHI cards and self-service billing, payment, and registration. By adjusting the service process, the system reduces manual operations and the workload of counter staff, streamlining the high-utilization outpatient rehabilitation treatment billing and payment process through digital intervention. This reduces outpatient waiting times, saves administrative labor costs, improves patient satisfaction, enhances lean management, and reduces paper usage, thus achieving the spirit of ESG while implementing a senior-friendly healthcare environment in line with the Hospital's service philosophy and objectives.



Upper section: Multimedia display. Can serve as an electronic bulletin board to display health education materials, saving space.

Middle section: Touchscreen interactive display. The main menu facilitates payment functions for rehabilitation treatment, general outpatient services, and continuous prescriptions for chronic diseases.

Lower section: Operation interface. Features include National Health Insurance card reader, barcode scanner, electronic payment, and a simplified receipt upon payment completion.



“Shiny Life, We Stand By” Long-Term Care App

Clinical nursing staff at Gan-Dau Hospital have independently developed the “Shiny Life, We Stand By” long-term care app. The app serves as a convenient and effective tool for frontline case managers when executing, evaluating, and discussing individualized care service plans. It helps families quickly access clear and understandable information about long-term care resources, which increases their willingness to use these services.

Case managers use the digital care plan to provide families with an item-by-item explanation of services while familiarizing primary caregivers with the app’s interface. After the visit, they provide family members with a QR code to download the “Shiny Life, We Stand By” long-term care app. The app, as a digital tool, overcomes the limitations of paper pamphlets. It can be shared among family members, and users can select relevant items to efficiently address current concerns, resolve usage doubts, and reduce time spent searching for information.

The “Shiny Life, We Stand By” long-term care app can also connect with community information for marketing efforts. It leverages local cultural features to connect with festival activities, such as the lively street parade and stalls of the Guandu Festival, Gan-Dau Hospital’s anniversary celebrations, the Beitou Hot Spring Festival, and community care center promotions. The app uses multimedia information software for playback, and staff members demonstrate its use, promoting technological features and actively identifying issues faced by older adults in digital learning, which allows for timely adjustments and modifications.

Furthermore, the app’s model can be extended to the Beitou District Integrated Community Service Center (Unit A), including Taipei Veterans General Hospital, the Shihlin Bread of Life Christian Church Social Welfare Foundation, the Eden Social Welfare Foundation, and the LOHAS Senior Care Foundation. Through the combined promotional efforts of the Hospital and private organizations, the app aims to serve more people in need of long-term care services.



Co-payment rates according to different identity categories



Professional services, fees, and calculation methods



Transportation services



Assistive devices and home accessibility improvement services

2.4 Developing Specialized Medical Services

2.4.1 Diabetes Co-Care Model

Gan-Dau Hospital is a designated medical institution for the Diabetes Pay-for-Performance (P4P) Program under the National Health Insurance Administration. The Hospital has participated in the program since 2010, with certification valid until November 21, 2027. The certified team includes 12 doctors, 2 dedicated nurses, and 1 dedicated dietitian, who provide diabetes case management and quality monitoring services. In 2023, Gan-Dau Hospital actively promoted diabetes prevention and management efforts, not only receiving the Excellence in Quality Award from the Ministry of Health and Welfare's Diabetes Quality Program but also earning the Golden Diabetes Care Award and Eye Care Improvement Award from the Department of Health, Taipei City Government for improving diabetes care quality. From January to December 2023, a total of 3,493 outpatient visits were made for diabetes education through the Co-care Network and outpatient referrals. The total number of patients taking diabetes medication in the Hospital was 4,305, with 3,146 patients meeting the criteria for diabetes case enrollment, resulting in a diabetes education service rate of 111%. As of December 2023, a total of 2,063 people have enrolled in the Diabetes Pay-for-Performance Program, achieving a care rate of 65.6%. In the future, Gan-Dau Hospital will continue to strengthen its diabetes prevention and care efforts, striving to achieve a higher care rate for diabetes patients.

2.4.2 Integrated Medical and Educational Early Intervention Model

Since its establishment in 2000, Gan-Dau Hospital has formed an early intervention team to provide early intervention therapy for children with developmental delays. Led by Dr. Ju-Wei Hsu, the team consists primarily of clinical psychologists and occupational therapists. Treatment starts with the most basic one-on-one therapy sessions between therapists and children; through an intensive therapy model in the children's day ward, 2 to 3 hours of therapy services per day are provided on weekdays. In 2001, the Hospital collaborated with the Department of Education, Taipei City Government, arranging for two special education teachers from Wenshan Special Education School's Southern District Special Education Resource Center to be stationed at the Hospital and provide educational resources for children with developmental delays. This unique early intervention model of combining medical and special education services earned Gan-Dau Hospital the Gold Award in the Medical Institutions Category of the National Biotechnology and Medical Care Quality Awards in 2003. Gan-Dau Hospital will continue to serve children in Taipei City and New Taipei City using this model and extend evaluations and therapy to the community in collaboration with local partners, striving to move forward hand-in-hand with children with developmental delays.

2.4.3 Comprehensive Respiratory Care Model

The Respiratory Care Ward at Gan-Dau Hospital is dedicated to providing comprehensive respiratory care services, adhering to the philosophy of "treating patients like family, integrating into the community, and creating a barrier-free hospital." In 2019, the ward began offering home-based

respiratory care services in the community, accepting patients referred by Taipei Veterans General Hospital who require home ventilators. A series of measures were established, ranging from ventilator trials at the Hospital and home environment assessments to comprehensive care after returning home. In 2023, Gan-Dau Hospital's professional team provided a range of services, including turning patients, chest percussion, tube feeding, vital sign monitoring, tracheostomy wound care, suctioning, and care for urinary catheters and nasogastric tubes; the team also trained primary caregivers in care techniques. Gan-Dau Hospital plans to further enhance the seamless connection between the community and the Hospital while continuing to offer more comprehensive and professional holistic care to improve the quality of life for patients and the well-being of their families.

2.5 Creating a Health-Friendly Hospital

Disability-Friendly Initiatives

Gan-Dau Hospital has partnered with social welfare, medical, and religious community groups in the Beitou District to promote the Beitou Community Health Care Service Cooperation Project, which focuses on providing integrated health care services to older adults living alone, those with low to middle income, and people with disabilities. The program has established several measures, including meal delivery services for vulnerable older adults living alone, conducting community health needs assessments, and supporting patients who are unable to pay medical expenses. In 2023, a total of 655 new disability assessments were completed through this program, and case managers intervened to successfully assist 32 people in applying for disability certificates. In response to the Ministry of Health and Welfare's incentive program, which offers a reward for lending out assistive devices, patients were successfully matched with devices in 12 cases. Specific data for 2023 shows that 30 people were successfully referred to long-term care services following discharge preparation services. Of these, 50% were in need of home care services, and 36.6% of the referrals were for the purchase of assistive devices and home accessibility improvements. In the future, Gan-Dau Hospital will continue to work closely with community groups to strengthen long-term care services, expand the inclusive healthcare environment, and ensure that more older adults and people with disabilities receive appropriate care and support.

Senior-Friendly Initiatives

The Senior-Friendly Hospital Certification Promotion Team of Gan-Dau Hospital was established in 2011 and has been actively promoting the Senior-Friendly Hospital Initiative ever since. Its goal is to create a healthcare environment that meets the needs of senior patients, ensuring that they feel respected and cared for while improving the environment and processes for older adults seeking medical care and enhancing their self-care awareness. Additionally, the Hospital has developed standard operating procedures and fall prevention assessment processes to reduce fall risks among senior patients. In the future, the Hospital will continue to improve the senior-friendly environment and incorporate smart healthcare technology to enhance the quality of life and medical safety for senior patients.

Healthy Diet

The Nutrition Department at Gan-Dau Hospital is dedicated to promoting a healthy diet. It has a team of five dietitians who provide nutritional care and meal services to patients and staff. The department has established several guidelines, such as the Food Procurement and Acceptance Guidelines, to ensure the safety of food handling, storage, and transportation. In 2023, the Nutrition Department organized 66 nutrition-related educational activities that were attended by a total of 1,184 participants, and they played 51 videos on healthy eating, which were viewed 1,691 times. Additionally, three nutrition education courses were held at the Hospital, and 2,321 light meals and 2,286 fruit boxes were provided. The department analyzes the nutritional content of Hospital meals daily and provides healthy meal box labels to enhance awareness of healthy eating among staff and patients. The Nutrition Department has also established 12 indicators, such as the inpatient meal ordering rate and temperature monitoring of meal delivery carts, which are used to collect monthly data for management purposes. The kitchen environment is kept clean and well-ventilated; it is equipped with fire doors, fire prevention measures are in place, and fire drills are conducted every 3 months. All food samples are refrigerated for 48 hours for inspection. In the future, the department will continue to advocate a healthy lifestyle and guide restaurants around the Hospital to promote healthy eating.

Healthy Hospital

Gan-Dau Hospital established the Community Health Promotion Committee in 2004, which was reorganized to form the Health Promotion Committee in 2015. The committee aims to develop Gan-Dau Hospital into a health-promoting hospital by conducting integrated assessment, planning, implementation, and evaluation of health promotion activities for the Hospital's organization, staff, patients, families, and the community. The committee is led by the Vice Superintendent and subdivided into three groups, focusing on employee health, patient and family health, and community health, respectively. Each group is headed by a senior unit manager, and the committee members are composed of cross-departmental and cross-professional teams that collaboratively plan and advocate health promotion policies to improve the health of employees, patients, families, and community residents.

The Employee Health Group launched the Happy Go Points Program in 2023 to promote employee health, accumulating a total of 1,171 points, which were converted into health leave for 50 employees (276 hours). In terms of employee care and mental health, the group conducted an Employee Mood Thermometer assessment starting in April 2023, with a total of 809 participants. The results are as follows:

- ☒ · April to June: 245 participants, participation rate of 55%
- July to September: 284 participants, participation rate of 63.7%
- October to December: 280 participants, participation rate of 62.2%

Regarding employee weight control, the Hospital organized group weight loss and walking activities in 2023, with 80 participants achieving a total weight loss of 178.4 kg by the end of October,

averaging 2.23 kg per person. A workplace weight control class was attended by 55 employees, and exercise classes for weight loss had 60 participants, with an average weight loss of 4.4 kg per person.

The Patient and Family Safety Group implemented the Self-Monitoring Blood Glucose (SMBG) Accuracy Improvement Program in 2023, conducting outpatient quality control education for 12 participants and quality control monitoring of home blood glucose meters for 12 participants. The group also executed the Bacterial Examination Report Quality Improvement Program, which reduced the turnaround time for initial blood culture, sputum culture, and urine culture reports to within target thresholds. To enhance medication safety, the group held 31 medication safety seminars in 2023, published three educational columns in the Gan-Dau Newsletter, and provided 1,252 patient medication consultations and 55 healthcare provider consultations, totaling 1,307 consultations. Additionally, the group reported 23 adverse drug reactions in 2023, and all incidents of adverse reactions or allergies were logged in the medical system for physicians' reference.

In 2023, the Community Health Group organized 59 health education seminars and activities, conducted two community cancer screening events (45 participants for colorectal screening and 18 for oral screening), provided medical aid stations at 13 community events, and held 46 service activities at community care centers (attended by 2,529 older adults and 1,444 volunteers). Additionally the group organized a total of 10 outdoor activities and made 836 care calls. Regarding meal services: LOHAS Senior Care served 8,702 people, Guandu served 1,193 people, Beitou served 221 people, Zhi Xing Church served 1,975 people, Daoxiang Daycare Center served 3,112 people, and TSMC assisted in providing meals for 2,386 people.



Talent Development and a Happy Workplace

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3.1 Industry–Academia Training and Research

3.1.1 Education and Training Methods

Gan-Dau Hospital places great importance on the professional development of its staff, firmly believing that continuous, up-to-date training is essential for the growth of both employees and the Hospital. The average training hours for external (off-site) training, sorted by gender, are as follows (unit: hours):

	Average Training Hours by Gender (Unit: Hours)	Total Hours for All Employees		
		Male	Female	Total
2023	Total training hours received	2414.7	5761.3	8176
	Total number of employees who received training	58	281	339
	Average training hours per employee	41.63	20.50	25.17
	Total number of employees	100	349	449
	Proportion of employees who received training	58%	80%	76%
2022	Total training hours received	2683.54	5708.96	8392.5
	Total number of employees who received training	54	289	343
	Average training hours per employee	49.70	19.75	24.47
	Total number of employees	90	360	454
	Proportion of employees who received training	60%	80%	76%
2021	Total training hours received	2742	5537.3	8279.3
	Total number of employees who received training	56	275	331
	Average training hours per employee	48.96	20.16	25.01
	Total number of employees	93	346	439
	Proportion of employees who received training	60%	79%	75%

The average training hours for external (off-site) training, sorted by job category, are as follows (unit: hours):

Average Training Hours by Job Category (Unit: Hours)		Total Hours for All Employees				
		Physicians	Nursing	Medical Personnel	Administrative	Total
2023	Total training hours received	1364	2681	3254	877	8176
	Total number of employees who received training	22	180	86	51	339
	Average training hours per employee	62	14.89	37.83	17.20	25.17
	Total number of employees	27/38	180	86	145	449
	Proportion of employees who received training	58%	100%	100%	35%	76%
2022	Total training hours received	1553	1914.6	3996.9	928	8392.5
	Total number of employees who received training	23	177	88	55	343
	Average training hours per employee	67.52	10.81	45.42	16.87	24.47
	Total number of employees	40	177	88	149	454
	Proportion of employees who received training	58%	100%	100%	37%	76%
2021	Total training hours received	1643	2243.6	3577.7	815	8279.3
	Total number of employees who received training	27	169	85	50	331
	Average training hours per employee	60.85	13.28	42.10	16.30	25.01
	Total number of employees	41	169	85	144	439
		66%	100%	100%	35%	75%

To foster a shared understanding of work and motivate employees to acquire new knowledge, thereby improving work quality and efficiency, Gan-Dau Hospital has established the Guidelines for Implementing Employee In-Service Training Programs. In-service education and training is mandatory for all employees. The table below summarizes the implementation of training programs by various departments in 2023.

Group	Unit	Sessions	Participants	Total Sessions	Total Participants
General Education and Training Group	General Courses	29	4,573	40	4,705
	In-service Meetings	11	132		
Nursing Education and Training Group	Nursing Department	25	2,384	25	2,384
Long-term Care Education and Training Group	Nursing Department	6	221	6	221
Medical Education and Training Group	Medical Affairs Department	33	469	33	469
Medical Affairs Education and Training Group	Pharmacy Department	24	329	110	1,262
	Laboratory Department	20	159		
	Radiology Department	10	132		
	Rehabilitation Department	10	255		
	Psychiatry Department	12	135		
	Nutrition Department	11	186		
	Social Work Department	12	36		
	Pulmonology Department	11	30		
Education and Training Group	Information Technology Department	11	1,733	17	1,741
	General Affairs Department	6	8		
	Senior-Friendly (including Dementia)	17	912	65	3,841
	Consumer Protection	48	2,929		
Total		296	14,623	296	14,623

3.1.2 Talent Development Ma

Gan-Dau Hospital has a performance evaluation system in place, with established Employee Assessment Guidelines. All job categories undergo regular annual performance evaluations, which comprehensively consider four aspects: work performance, conduct, knowledge, and skills. This ensures fair and effective employee motivation.

Employee Training Plan

Number of employees who completed the annual performance evaluation, sorted by gender.

Number of Employees who Completed the Annual Performance Evaluation, by Gender	2023年			2022年			2021年		
	Number of employees who received regular performance and career development reviews	Total number of employees	Proportion	Number of employees who received regular performance and career development reviews	Total number of employees	Proportion	Number of employees who received regular performance and career development reviews	Total number of employees	Proportion
Male	82	100	82%	81	94	86%	78	93	84%
Female	307	349	88%	312	360	87%	302	346	87%
Total	389	449	87%	393	454	87%	380	439	87%

Note: Employees who have been employed for less than 6 months, employees on leave, supporting staff from the main hospital, and part-time employees are not subject to performance evaluations.

3.2 Employee Compensation and Benefits

3.2.1 Talent Structure

Gan-Dau Hospital believes that employees are the cornerstone of the Hospital’s continued development. Only by establishing a secure and stable working environment can employees identify with the Hospital and work together toward continuous improvement. To protect employee rights, Gan-Dau Hospital has formulated regulations on employment, benefits, salaries, pensions, performance evaluations, and other employee-related matters in accordance with government laws such as the Labor Standards Act and the Occupational Safety and Health Act. These regulations are applied without discrimination based on race, gender, religion, political affiliation, or other differences. The Hospital conducts regular annual reviews of these regulations to create a working environment that exceeds legal standards, with the aim of retaining outstanding employees. As of the end of 2023, Gan-Dau Hospital employed a total of 449 staff members, which included 43 new hires, 26 resignations, 6 employees with disabilities, and 2 indigenous employees.

The Hospital’s total staff in 2023 was 449 people, which was a decrease of 5 people compared to 2022 and an increase of 10 people compared to 2021, indicating no significant changes. The workforce was predominantly composed of nursing staff, who made up about 40% of the total employees. The gender ratio in the Hospital remained approximately 20% male to 80% female.

Total Number of Employees and Gender Ratio (2021–2023)

Year		2023	2022	2021
Total Number of Employees		449	454	439
Male	Number of people	100	94	93
	Proportion	22.27%	20.70%	21.18%
Female	Number of people	349	360	346
	Proportion	77.73%	79.30%	78.82%

Workforce Structure by Job Category (2021–2023)

Year		2023	2022	2021
Total Number of Employees		449	454	439
		Proportion		
Physicians	Male	29	28	28
	Female	9	12	13
Nursing	Male	7	3	4
	Female	173	174	165
Medical Personnel	Male	22	22	22
	Female	64	66	63
Administrative	Male	42	40	39
	Female	103	109	105

Number of Personnel Employed in 2023 (classified by employee working hours)

2023		Number of Employees				
Job Category		Physicians	Nursing	Medical Personnel	Administrative	Subtotal
By employment contract type	Full-time employees	38	180	86	145	449
	Temporary employees	0	0	0	0	0
Total 1		38	180	86	145	449
By employee working hours	Full-time employees	38	167	86	128	419
	Part-time employees	0	13	0	17	30
Total 2		38	180	86	145	449

3.2.2 Employee Compensation

Annual Total Compensation Ratio

In 2023, the ratio of the annual total compensation of Gan-Dau Hospital’s highest-paid individual to the Hospital’s median annual total compensation (excluding the highest-paid individual) was 6.46. The percentage increase in the highest-paid individual’s annual total compensation compared to the median percentage increase in average total compensation (excluding the highest-paid individual) was -0.18 (compared to the previous year, in 2022 there was a higher epidemic prevention bonus).

Annual Total Compensation Ratio

2023	Annual Total Compensation Ratio	Annual Total Compensation Change Ratio
	6.46	-0.18

- Notes:
1. Formula for Annual Total Compensation Ratio: Annual total compensation of the highest-paid individual in the organization / Median annual total compensation of all employees (excluding the highest-paid individual).
 2. Formula for Annual Salary Compensation Change Ratio: Percentage increase in the annual total compensation of the highest-paid individual in the organization / Percentage increase in the median annual total compensation of all employees (excluding the highest-paid individual).

2023	
Percentage increase in the annual total compensation of the highest-paid individual	-0.59%
Median percentage increase in the average annual total compensation of other employees (excluding the highest-paid individual)	3.25%
Annual total compensation change ratio	-0.18

Gender Pay Ratio

Gan-Dau Hospital values talent retention and recruitment and strives to provide competitive salary conditions and comprehensive employee benefits. The Hospital's salary standards are established based on local regulations, industry standards, and the local cost of living, and are not influenced by gender, race, language, religion, age, political affiliation, marital status, or other factors. Employee compensation at Gan-Dau Hospital consists of a base salary, meal allowances, and various bonuses or subsidies. The Hospital also conducts annual salary adjustments based on operating conditions, or it awards bonuses based on employee performance to motivate staff and encourage them to grow alongside the Hospital. In this equitable and inclusive work environment, starting salaries are equal for male and female employees, and the basic salaries for various job categories do not differ by gender. However, the final compensation (basic salary plus additional pay) may vary based on years of service, experience, or position-related allowances.

The gender pay ratio (male to female) for each function is shown in the table below:

Year	2023		2022		2021	
	Male	Female	Male	Female	Male	Female
Physicians	1.14	1.00	1.33	1.00	1.28	1.00
Nursing	0.95	1.00	0.98	1.00	0.98	1.00
Administrative	1.11	1.00	1.12	1.00	1.17	1.00
Medical Personnel	1.09	1.00	1.14	1.00	1.22	1.00
Other (Caregivers)	1.11	1.00	1.05	1.00	1.10	1.00

Note 1: The basic salary plus additional compensation for female employees is set as 1.

Ratio of Entry-Level Employee Salaries to Local Minimum Wage

Gan-Dau Hospital strictly adheres to the relevant labor laws and regulations of its operating locations. In Taiwan, the standard starting salary exceeds the minimum wage stipulated by the Labor Standards Act, and in other operating regions, the Hospital also complies with local minimum wage regulations. In 2023, the average monthly basic salary for entry-level employees at key operating locations was 1.20–1.65 times higher than the statutory minimum wage.

Ratio of Entry-Level Employee Salaries to the Statutory Minimum Wage at Key Operating Locations

Year	2023	
Employee Category	Male	Female
Physicians	2.98	2.98
Nursing	1.45	1.45
Administrative	1.20	1.20
Medical Personnel	1.65	1.65

Note 1: In 2023, the monthly minimum wage in accordance with Taiwan’s local regulations was NT\$26,400.

Note 2: The average ratio is calculated as the average salary of all entry-level employees / local minimum wage.

3.2.3 Benefits Policy

Benefits Policy

Employee Benefits	Content
Medical insurance	Cathay Group Insurance
Disability insurance	Cathay Group Insurance
Maternity leave (with provisions more favorable than those required by the Labor Standards Act)	In accordance with the Labor Standards Act
Retirement plan	In accordance with the Labor Standards Act
Bonus system	Issued based on monthly performance
Employee travel	Conducted once a year

Parental Leave

Item	Number of Male Employees	Number of Female Employees	Total
Total number of employees eligible for parental leave in 2023 (A)	6	23	29
Total number of employees who actually took parental leave in 2023 (B)	2	14	16
Total number of employees expected to return to work after taking parental leave in 2023 (C)	1	5	6
Total number of employees who returned to work after taking parental leave in 2023 (D)	0	6	6
Total number of employees who returned to work after taking parental leave in 2022 (E)	0	4	4
Total number of employees still employed 12 months after returning from parental leave in 2022 (F)	0	3	3
Parental leave application rate (B/A)	33.33%	60.87%	55.17
Return-to-work rate (D/C)	0.000%	120.00%	100.00%
Retention rate (F/E)	0.00%	75.00%	75.00%

3.3 Friendly Workplace

3.3.1 Employee Recruitment, Development, and Retention Policies

Gan-Dau Hospital has established a comprehensive recruitment system, with the hope that employees and the Hospital can grow and prosper together. At the same time, we respect employees' choices regarding career transitions. In 2023, the Hospital recruited a total of 60 new employees (18 male and 42 female). Among the new hires, twenty were under the age of 30, twenty-three were between the ages of 30 and 50, and seventeen were ages 51 or older. Additionally, 63 employees (12 male and 51 female) left the Hospital, including 4 who retired at the end of their service. Other reasons for leaving included contract expiration, family care responsibilities, and career planning. To protect employee rights and refine the recruitment process, department supervisors conduct exit interviews with all departing employees to understand the specific reasons for their departure, which serves as a reference for future improvement of human resource management.

Gan-Dau Hospital Layoff Notice Period

If Gan-Dau Hospital faces significant operational changes, such as organizational restructuring, adjustments in manpower needs, or force majeure events, or determines that an employee is not suitable, the employee must be given advance notice in accordance with the notice period stipulated by the Labor Standards Act and provided with severance pay.

Regulation Content	Notice Period
Employed for more than 3 months but less than 1 year	10 days in advance
Employed for more than 1 year but less than 3 years	20 days in advance
Employed for more than 3 years	30 days in advance

New Employee Ratio

Total Number and Percentage of New Employees

Gender	Age	Number of People	New employee ratio
Female	Under 30 years old	11	9.35%
	31-50 years old	15	
	Over 51 years old	16	
Male	Under 30 years old	9	4.01%
	31-50 years old	8	
	Over 51 years old	1	
Total		60	13.36%

Employee Resignation Rate

Total Number and Percentage of Resignations

Gender	Age	Number of People	Resignation Rate
Female	Under 30 years old	2	7.16%
	31-50 years old	11	
	Over 51 years old	12	
Male	Under 30 years old	2	7%
	31-50 years old	2	
	Over 51 years old	3	
Total Resignation Rate		32	7.13%

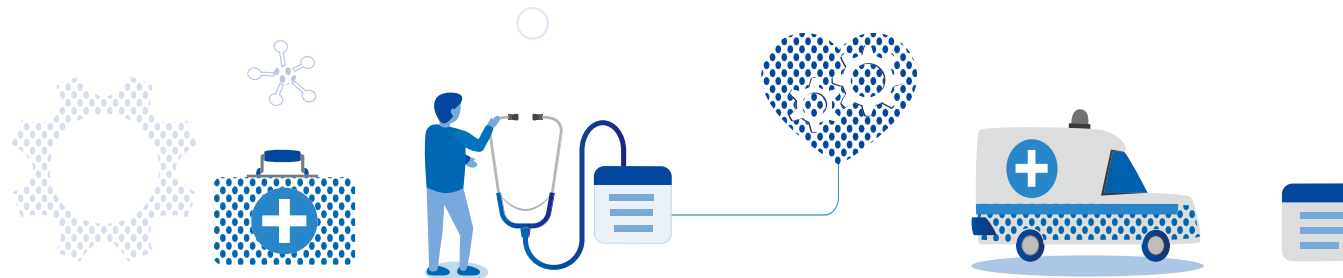


3.4 Employee Health and Safety

The occupational Safety and Health (OSH) Office of Gan-Dau Hospital is responsible not only for managing employee health and safety but also for actively integrating ESG (Environmental, Social, and Governance) components. Every year, the OSH Office implements various safety management measures. For instance, in terms of employee work environment, the OSH Office conducts biannual environmental safety inspections, covering carbon dioxide, noise, dust, formaldehyde, glutaraldehyde, oxygen, carbon monoxide, and hydrogen sulfide levels. The OSH Office also inspects critical machine rooms three times a day and has installed 163 surveillance cameras to enhance security monitoring. Security personnel conduct multiple daily patrols, and emergency call buttons and handrails are installed in public areas. To improve elevator safety, Gan-Dau Hospital invested NT\$7.5 million to upgrade elevator equipment. Cleaning management is overseen by the Administrative Center’s General Affairs Division, which performs daily cleaning, disinfection, and pest control based on the cleaning schedule, and cleans air conditioning units quarterly. In response to incidents of violence, high-risk units such as the emergency department have strengthened access controls and established connections with local police, and emergency drills for handling medical violence are conducted. These measures not only protect the health and safety of employees but also align with the social responsibility standards of ESG. Gan-Dau Hospital will continue to enhance safety and hygiene measures, improve employee health and safety, and strive to meet higher ESG standards by ensuring a safe, socially responsible, and sustainable work environment.

Employees are one of the most important assets of Gan-Dau Hospital, and any safety or hygiene risks in the workplace can have a significant impact on the health and lives of employees or external workers. To provide a safe and high-quality working environment for employees and partners, Gan-Dau Hospital has established occupational safety guidelines based on the Occupational Safety and Health Management Measures and formed a Safety and Health Committee. This committee consists of 18 members, including 10 female members (55.5%) and 6 labor representatives (33.3%), ensuring diversity and representation among committee members to effectively prevent accidents and protect employee health and safety. The committee members include the Hospital Superintendent, Vice Superintendent, on-site supervisors, field service personnel, OSH staff, and labor representatives. In accordance with regulations, labor representatives must comprise at least one-third of the total committee members.

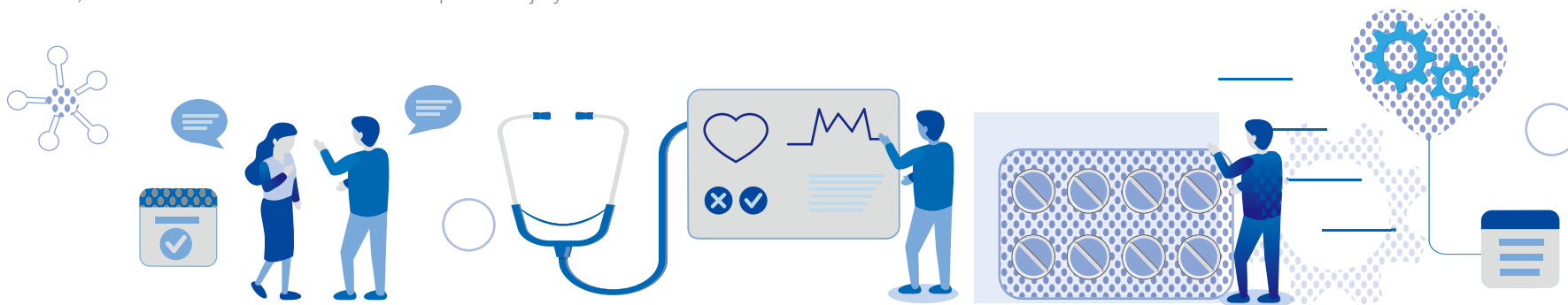
Occupational Safety and Health Committee	
Total number of committee members	18 (10 female)
Number of labor representatives	6
Total number of employees	449
Ratio of labor representatives to total committee members	33%
Ratio of labor representatives to total employees	1.34%



Disability and Injury Statistics for All Employees:

	2023		2022		2021	
	All employees	All workers	All employees	All workers	All employees	All workers
Total hours worked	892,55	169,387	884,087	197,165	857,862	189,673
Number of injuries	0	0	2	0	3	0
Number of fatalities	0	0	0	0	0	0
Total number of disability injuries (individuals)	0	0	2	0	3	0
Number of occupational disease cases (number of cases, not individuals)	0	0	1	0	0	0
Number of lost workdays (counted from the date of injury or fatality)	0	0	109	0	11	0
Lost workday rate (lost workdays * 1,000,000 / total hours worked)	0	0	157	0	16	0
Injury rate	0	0	3	0	4	0
Occupational disease incidence rate	0	0	1	0	0	0

- Notes:
- 1.The accident statistics records and reporting system at Gan-Dau Hospital are managed in accordance with the Employee Work Injury Application Regulations and relevant reporting procedures.
 - 2.Occupational injury statistics at Gan-Dau Hospital are categorized into non-disabling injuries and disabling injuries. Occupational injuries that are minor and do not require an application for work injury leave (with no lost workdays) are considered non-disabling injuries and are not included in the injury rate statistics.
 - 3.The number of lost workdays due to occupational injuries or illnesses is counted in calendar days, starting from the first day the employee is unable to work due to the incident, and continuing until the day they return to work.
 - 4.Gan-Dau Hospital’s occupational injury and illness regulations are implemented in accordance with relevant laws such as the Occupational Safety and Health Act, the Labor Standards Act, the Labor Insurance Act, and the Guidelines for the Review of Occupational Injury and Illness of Insured Persons under Labor Insurance.



High Occupational Disease Incidence Rate

Operating Location	Work Items	Type of Occupational Risk	Number of Occupational Risk Incidents		
			2023	2022	2021
Gan-Dau Hospital	Healthcare services	Ergonomic hazards	0	0	0
Gan-Dau Hospital	Healthcare services	Chemical hazards	0	0	0
Gan-Dau Hospital	Healthcare services	Physical hazards	0	0	0
Gan-Dau Hospital	Healthcare services	Biological hazards	0	0	0
Gan-Dau Hospital	Healthcare services	Social and psychological hazards	0	0	0

Employee Absentee Rate

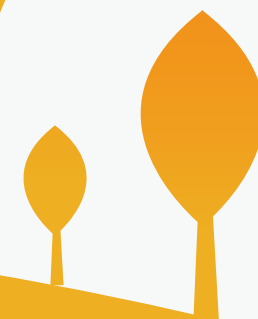
Year	2023年			2022年			2021年		
Type of Leave	Total Hours for All Employees			Total Hours for All Employees			Total Hours for All Employees		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Sick leave	628.5	3,849.00	4,477.50	471.5	4,403.50	4,875.00	136	565	701
Menstrual leave	-	398.5	398.5	-	443	443	-	288	288
Maternity leave	-	1,336.00	1,336.00	-	1,188.00	1,188.00	-	116	116
Work injury leave	336	799	1,135.00	296	687	983	0	94	94
Total	964.5	6,382.50	7,347.00	767.5	6,721.50	7,489.00	136	1,063.00	1,199.00
Converted absentee days	120.6	797.8	918.4	95.9	840.2	936.1	17	132.9	149.9
Expected workdays	1,992	1,992	3,984	1,992	1,992	3,984	1,984	1,984	3,968
Absentee rate	0.06	0.4	0.23	0.05	0.42	0.23	0.01	0.07	0.04

Green Hospital and Sustainable Earth

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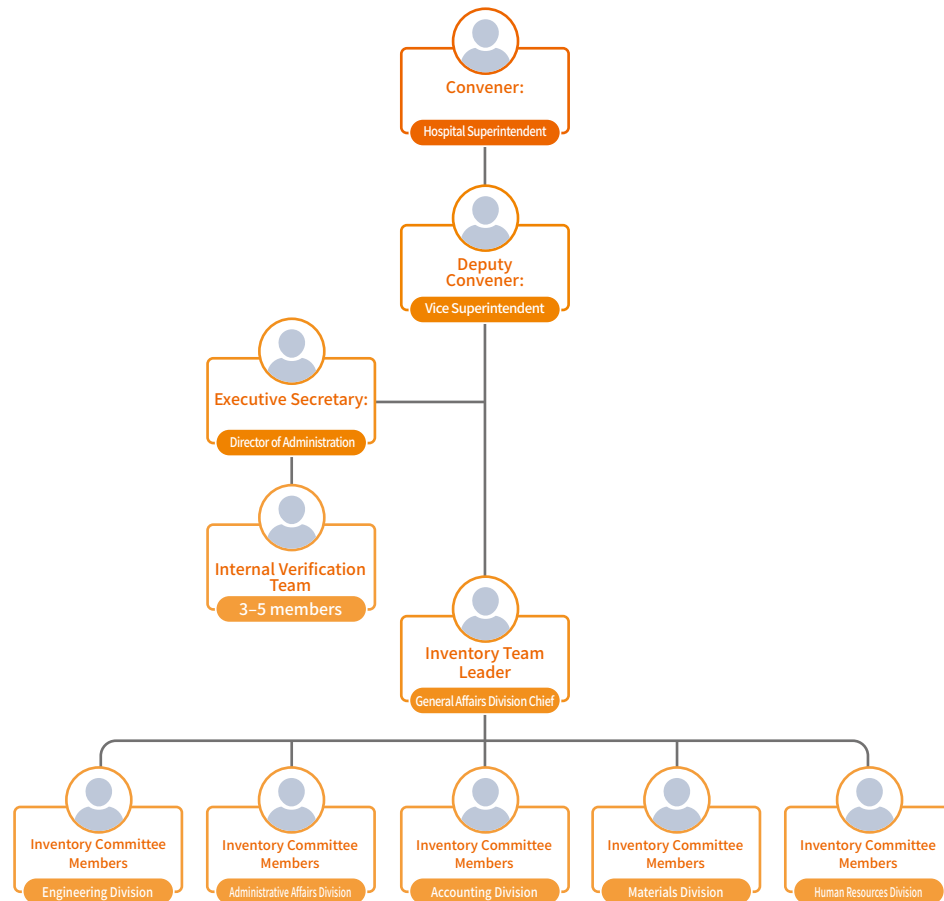
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4.1 Climate Change and Adaptation

Organizational Framework for Greenhouse Gas Inventory

In response to national and international trends, the Hospital's Greenhouse Gas Inventory Team (organizational framework shown below) prepares an annual greenhouse gas inventory report in accordance with the ISO 14064-1:2018 standard. This report aims to provide stakeholders with a clear understanding of Gan-Dau Hospital's actions in support of net-zero carbon emissions and environmental health policies, fulfill social responsibilities, and establish a baseline for future greenhouse gas reduction and improvement plans.



4.1.1 Greenhouse Gas Inventory in Medical Institutions

Gan-Dau Hospital follows the ISO 14064-1:2018 standard for greenhouse gas (GHG) inventory, adopting an operational or financial control approach, or an equity share approach, to define the organizational boundary of activities or facilities. The inclusion of Categories 3–6 in the inventory is based on the significance of emission sources, as determined by factors such as frequency, level of control, carbon reduction opportunities, activity data, and emission factors. An external third party is commissioned to perform assurance of the inventory. Starting from 2023, the Hospital will conduct an annual GHG inventory, using 2023 as the baseline year, and regularly evaluate and manage the organization's GHG emissions.

The organizational boundary for this year includes Taipei Municipal Gan-Dau Hospital, the Gandaulogy Academy Zhongyi Site, and the Dementia Co-care Service Enrichment School. The reporting boundary covers Category 1 (stationary combustion sources, mobile combustion sources, fugitive emissions) and Category 2 (purchased electricity). Within the reporting boundary, the main potential sources of GHG emissions have been identified. The types of greenhouse gases include carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF₆), and nitrogen trifluoride (NF₃), covering a total of seven types of greenhouse gases.



Gan-Dau hospital applies the emission factor method to calculate greenhouse gas emissions. This involves multiplying activity data by the emission factor and the Global Warming Potential (GWP) values to determine the carbon dioxide equivalent (CO₂e). The unit of measurement is metric tons of carbon dioxide equivalent (tCO₂e). The emission factors are sourced from the latest version of the Greenhouse Gas Emission Factor Management Table (version 6.0.4) published by the Environmental Protection Administration (EPA) of the Executive Yuan, and the GWP values are based on the IPCC's published GWP values (IPCC Sixth Assessment Report).

In 2023, the total greenhouse gas emissions for Gan-Dau Hospital were 2,484.6619 tCO₂e. Using floor area as the intensity unit, the emission intensity was 0.09729 tCO₂e per square meter.

Greenhouse Gas Inventory

Items	2023	Unit
Scope 1	324.5570	tonCO ₂ e
Scope 2	2,160.1049	tonCO ₂ e
Greenhouse Gas Statistics	2,484.6619	tonCO ₂ e

4.1.2 Greenhouse Gas Emission Reduction Methods

Programs	Content
Replacement of air conditioning main units and cooling towers	<ol style="list-style-type: none"> Improvement of the chilled water supply system for air conditioning Reduction of greenhouse gas emissions
Smart lighting	<ol style="list-style-type: none"> Lobby Smart Lighting: On September 22, the Hospital Superintendent attended the onsite evaluation meeting for the 2023 Lighting Golden Award (Indoor Lighting Category) of the Illuminating Engineering Society of Taiwan. Ergonomic Lighting in Wards: Participated in the 2023 Poster Competition of the Taiwan College of Healthcare Executive and received an Honorable Mention. Lobby Lighting: The purchase of a light sensor control system for the lobby has been completed, and the budget for the wards has been approved, with subsequent procurement procedures underway.

4.2 Energy Management

The energy consumption items at Gan-Dau Hospital include gasoline, diesel, liquefied natural gas, and electricity. The total energy consumption in 2023 was 19,657.24 GJ, with electricity accounting for 80.08% of the total. In 2023, the Hospital's electricity usage was 4,372,682 kWh, which is a decrease of 967,518 kWh compared to 2022. This reduction in electricity usage was primarily due to the replacement of the chiller, which led to lower electricity consumption compared to that of the previous year.

Electricity Usage:

Electricity Usage	Unit	2023	2022	2021
Purchased Electricity	kWh	4,372,682	5,340,200	5,490,400
	GJ	15,741.66	19,229.10	19,769.94

Electricity Consumption Intensity

Electricity Usage	Energy Intensity	Unit	2023	2022	2021
Purchased Electricity	Formula: Electricity Usage / Floor Area	kWh per square meter (kWh/m ²)	171.2122458	209.095387	214.9764639

Energy Usage

Types of Energy	Units	2023	2022	2021
Gasoline	Liters (L)	361.71	478.25	557.47
	GJ	11.81	15.62	18.21
Diesel	Liters (L)	3,108.76	2,530.00	5,880.00
	GJ	109.34	88.98	206.80
Liquefied Natural Gas (LNG)	Cubic meters (m ³)	113,280.00	113,959.00	112,720.00
	GJ	3,794.43	3,817.17	3,775.67

Energy Intensity

Types of Energy	Energy Intensity	Units	2023	2022	2021
Gasoline	Energy Usage / Floor Area	Liters per square meter (L/m ²)	0.0142	0.0187	0.0218
Diesel		Liters per square meter (L/m ²)	0.1217	0.0991	0.2302
Liquefied Natural Gas (LNG)		Cubic meters per square meter (m ³ /m ²)	4.4355	4.4621	4.4135

Energy Saving Project

Energy Saving Measures	Energy Saving Methods	Investment Cost	Results
Replacement of chilled water units	Replacing old equipment with new	15,000,000	Reduced electricity consumption by 919,740 kWh



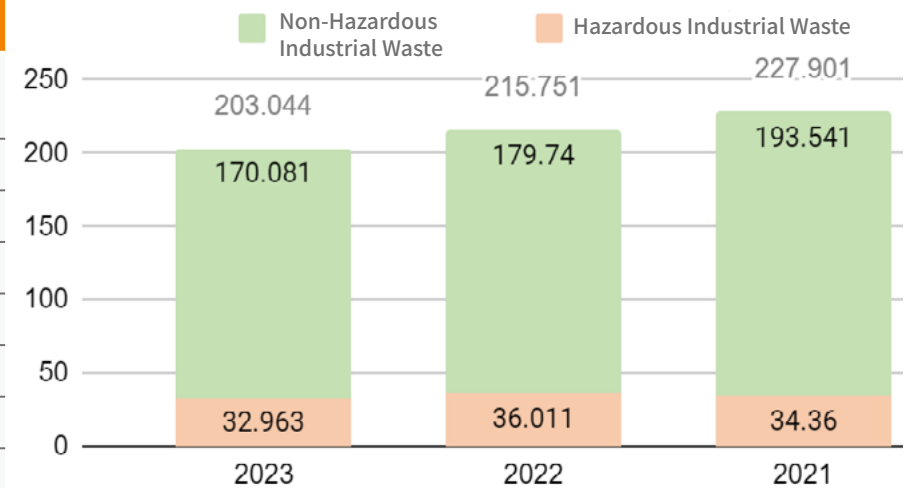
4.3 Waste Management

4.3.1 Source Control

In 2023, Gan-Dau Hospital generated a total of 203,044 tons of waste. In accordance with the regulations of Taiwan's Environmental Protection Administration (EPA), the waste was categorized into hazardous industrial waste and non-hazardous industrial waste. Of the total, hazardous industrial waste accounted for 32,963 tons (16.23%). Non-hazardous industrial waste included 151,755 tons of general waste (74.74%) and 18,326 tons of other types of waste (9.03%).

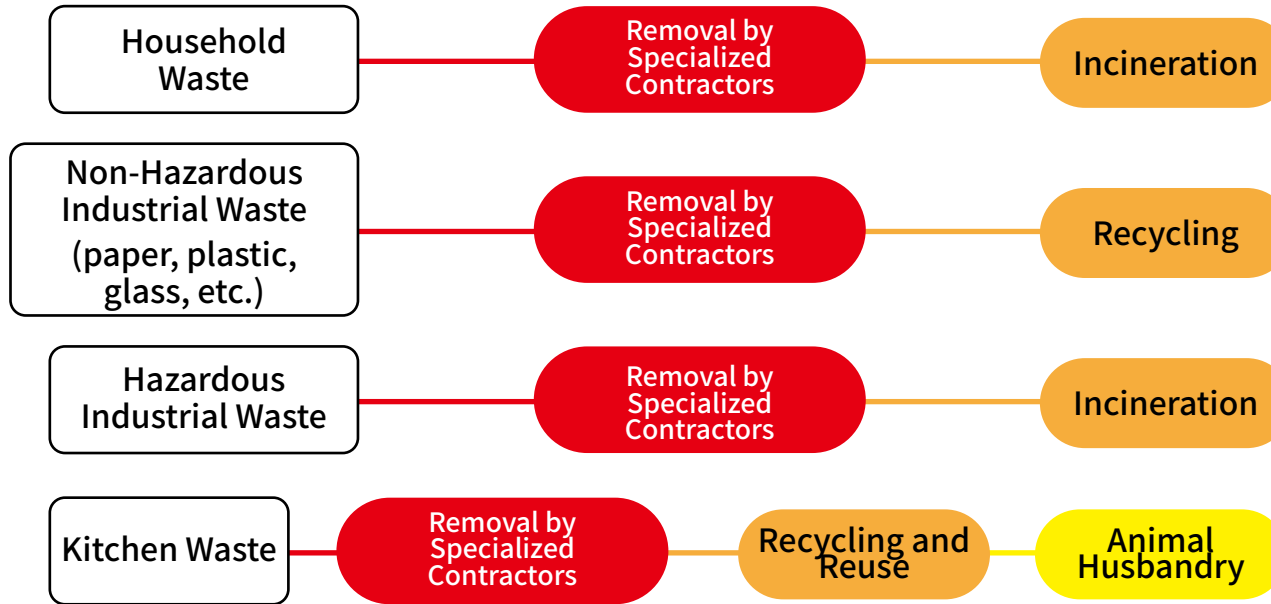
Categories	Types	Weight Unit	Generated Amount		
			2023	2022	2021
Hazardous Industrial Waste	Infectious Waste Mixtures	Tons	32.963	36.011	34.36
Non-Hazardous Industrial Waste	Household Garbage	Tons	151.755	157.63	167.89
	Organic Sludge	Tons	4.52	3.69	2.58
	Kitchen Waste	Tons	11.188	14.459	18.701
	Waste Glass	Tons	0.95	1.8	1.1
	Waste Plastic	Tons	0.774	1.12	2.014
	Waste Paper	Tons	0.894	1.041	1.256
Total			203.044	216.751	227.901

Waste Generation Volume (Unit: tons)



General household waste is transported to treatment facilities for incineration by specialized contractors. Recyclable materials are collected by specialized recycling companies, with kitchen waste being repurposed for use in animal husbandry after collection. Hazardous waste is also handled by specialized contractors and is incinerated.

4.3.2 Waste Treatment Process



4.3.3 End-of-Pipe Reduction

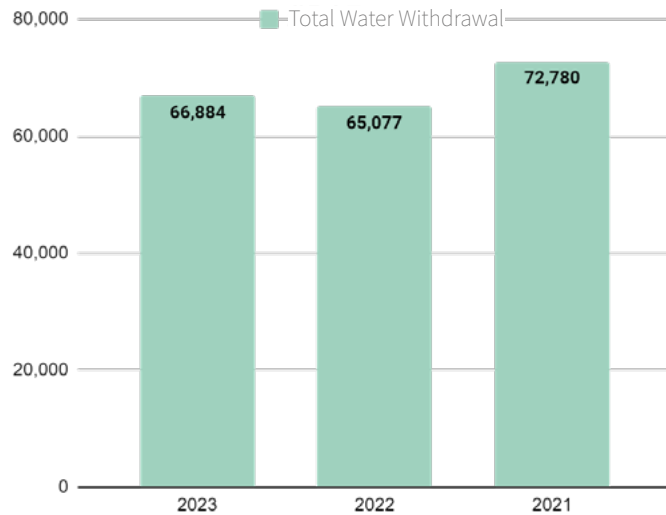
Gan-Dau Hospital introduced an electronic document system in May 2023, and subsequently, the proportion of waste paper in the recyclable waste category has gradually decreased each year. This initiative has not only effectively reduced the volume of waste generated but also enhanced the green standards of the office environment. Future plans include promoting digital transformation to further reduce paper usage and optimizing waste management processes through sustainable resource management strategies to achieve the goal of more efficient and environmentally friendly operations.

4.4 Water Resource Management

4.4.1 Overview of Water Usage Management

In 2023, the total water withdrawal at Gan-Dau Hospital was 66,884 kiloliters (million liters), all of which was freshwater sourced from the municipal water supply. The total water discharge amounted to 141 kiloliters, and the total water consumption was 66,743 kiloliters. The total water consumption in 2023 increased by 1,802 kiloliters compared to 2022. This increase was primarily due to the replacement of the air conditioning system in 2023, during which both condensate and cooling water needed to be discharged, leading to a slight rise in water usage compared to 2022.

Year	2023	2022	2021
Total Water Withdrawal	66,884	65,077	72,780
Total Water Discharge	141	136	120
Total Water Consumption	66,743	64,941	72,661



Local Care and Social Inclusion

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5.1 Community-Integrated Care Development

With a commitment to giving back to society, Gan-Dau Hospital actively participates in social care activities. We aim to leverage our social influence to extend medical care and preventive measures into local communities, helping residents establish healthy management habits and awareness of disease prevention. This initiative is intended to reduce the incidence of chronic diseases and complications, as well as to enhance the public's knowledge of healthcare.

5.1.1 Community Care Centers

Community Angels

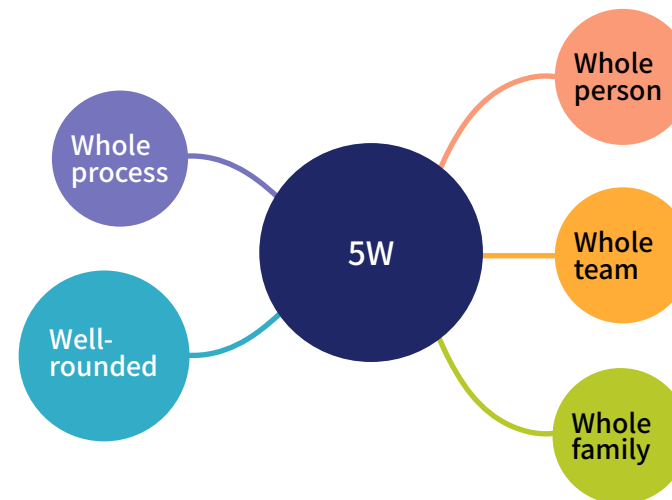


5.1.2 Community Mutual Assistance and Lifelong Learning for Ageless Living

Gandaology Academy

The Taiwan Integrated Geriatric Care Study (TIGER) is based on a holistic care approach that focuses on integrating disease management with disability and dementia prevention. This program has been implemented in the Guandu neighborhood: In 2021, TIGER was incorporated into the Gandaology concept through the establishment of two self-run community centers, the Gandaology Academy at Fuxinggang and the Gandaology Academy at Zhongyi. These centers are conveniently located and offer comprehensive programs to enhance physical strength, cognitive function, nutrition, and social learning, aiming to promote a joyful and healthy long life. TIGER's vision revolves around creating a livable Guandu that embraces "a warm environment, innovative services, and cultural cultivation", while developing toward a diversified and technology-driven model to promote health and longevity.

TIGER emphasizes core humanistic values by providing whole person, whole team, whole family, whole process, and well-rounded courses in cognition, exercise, nutrition, and social interaction. These programs integrate health promotion into daily life to achieve healthy aging. Upholding principles of holistic care and humanistic concern, TIGER offers lifestyle courses that help seniors stay mentally and physically active, aiming for "active aging and aging in place" and customizing suitable courses to create a high-quality lifestyle for older adults. At TIGER centers, seniors are treated like family and provided a warm and safe learning environment that encourages active participation in social life, thereby achieving "successful aging".



The TIGER program is designed and executed by a multidisciplinary team consisting of physical therapists, occupational therapists, nurses, nutritionists, and fitness trainers, encompassing both exercise and cognitive training. The basic principle of the program is a 2-hour session each week (1 hour of cognitive training and 1 hour of exercise), with the option to increase the frequency as needed. The exercise training includes aerobic, resistance, balance, and flexibility exercises, aiming for a target of over 150 minutes of moderate to vigorous activity per week. Cognitive training focuses on memory and logic skills, with an emphasis on developing reasoning abilities and memory strategies. Nutrition and chronic disease management courses emphasize healthy eating, particularly the Mediterranean diet and adequate protein intake, along with education on chronic disease prevention. Community staff are required to have relevant knowledge and actively participate to increase older adults' engagement rate to over 80%.



The Gandaology Academy actively disseminates health promotion concepts through multiple platforms (Facebook, YouTube, and LINE groups/official account) and collaborates with local community leaders to integrate course promotion into their communities. Dedicated personnel monitor the home situations of participants, provide medical and health care education, and send regular reminders with "Good Morning" images. The academy's YouTube channel is regularly updated with videos to increase participation. In 2022, Gan-Dau Academy conducted a total of 323 TIGER courses, attracting 4,853 participants. Additionally, 3,024 participants joined cultural and recreational courses, which received favorable reviews from students.

5.1.3 Community Long-Term Care and Home Medical Services

In 2018, Gan-Dau Hospital took on the responsibility of managing the Community Integrated Care Plan (as an A-level unit); this plan established a comprehensive care model for the Guandu and Qilian neighborhoods in Beitou District. The hospital coordinated with B- and C-level units to integrate long-term care resources in Beitou District and maximized the efficiency of various services to create a flexible and diverse service model. This approach aimed to reduce the waiting time for long-term care service recipients and their families, thereby meeting their needs for care.

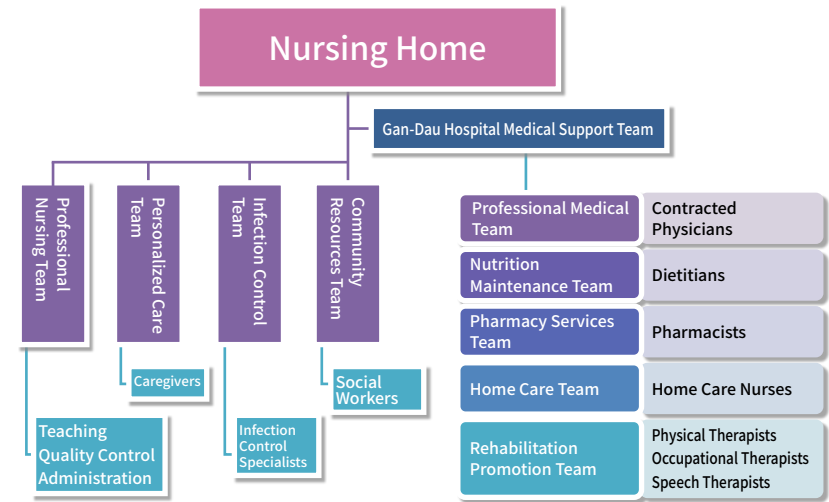
In 2023, the program served a total of 547 cases, conducted 888 reassessments and AA01 visits, and provided 2,926 instances of long-term care services. From January to December 2023, a total of 547 cases were referred by the care coordinators from the management center to the A-level units in the Qilian and Guandu areas of Beitou, with 527 cases closed. As of December 31, 2023, there were a total of 580 active cases.

	≤65 years	66–69 years	70–79 years	80–89 years	≥90 years
Number of Cases	91	35	152	208	94
Percentage (%)	15.7%	6%	26.2%	35.9%	16.2%

5.1.4 Affiliated Nursing Homes

The nursing home affiliated with Gan-Dau Hospital is supported by a strong multidisciplinary care team composed of experts from various fields. It promotes a person-centered integrated care approach based on three key elements: an excellent service team, high-quality smart care, and a beautiful living environment. Guided by the principles of the Taiwan Integrated Geriatric Care Study (TIGER), the nursing home provides a comprehensive service framework that addresses the physical, mental, spiritual, and social needs of its residents. The in-house professional team collaborates to actively connect the nursing home with schools, religious organizations, social welfare agencies, and corporate groups, tapping into community resources to offer a variety of activities and personalized rehabilitation programs.

Through comprehensive physical and mental strengthening, the nursing home aims to slow disability progression while incorporating diverse and innovative smart technologies to enhance care quality and efficiency. Additionally, staff promotes shared decision-making between patients and healthcare providers to support residents in achieving a peaceful end-of-life experience. While delivering high-quality care for residents, the nursing home also prioritizes the physical and mental well-being of its care team, ensuring that families can confidently place loved ones in their care. Residents can continue to thrive in a warm and supportive environment, achieving the goal of a happy, healthy, and long life.



Nursing Home Organizational Chart

The nursing home affiliated with Gan-Dau Hospital draws on the patient-centered principles of the Taiwan Integrated Geriatric Care Study (TIGER) to provide a comprehensive range of activities and personalized rehabilitation services aimed at enhancing residents' physical and cognitive abilities. Nutritional interventions are employed to optimize chronic disease management, and smart care technology has been introduced to improve the quality of care. By connecting with community resources, the nursing home's goal is to create a happy and depression-free environment for residents. Through a holistic approach to physical and mental strengthening, coupled with active social engagement, the ultimate objective is to achieve joyful and healthy longevity for residents.

The nursing home's creative team continuously innovates, and they have integrated the following distinctive features into the facility:

Diverse Activities to Slow Functional Decline

Upon admission, residents are assessed using the Barthel Index to evaluate their Activities of Daily Living (ADL). Over the past 5 years, approximately 90–95% of the residents at the nursing home affiliated with Gan-Dau Hospital have been classified as either completely dependent or severely dependent. By leveraging diverse local community resources, initiatives such as “Creating a Castle of Love and Laughter” and “Connecting with Friendly Spaces for Outdoor Leisure” aim to enhance residents’ cognitive abilities, delay functional decline, and foster a sense of happiness and rejuvenation.

Through participation in various programs and activities, the goal is to slow down the deterioration of physical functions, help residents discover their self-worth, and thereby increase their courage and confidence to live joyfully. Furthermore, fostering communication and social interaction among residents ensures the effective development of their physical, mental, and spiritual well-being.

Assessment Results of Residents’ Activities of Daily Living Over the Past 5 Years

Year	ADL	Completely Dependent (0–20)		Severely Dependent (21–60)		Moderately Dependent (61–90)		Total
	Percentage (%)	Number of Residents	Percentage (%)	Number of Residents	Percentage (%)	Number of Residents		
2018	78.4%	69	11.4%	10	10.2%	9	88	
2019	72.5%	66	13.2%	12	14.3%	13	91	
2020	82.3%	74	14.4%	13	3.3%	3	90	
2021	80.0%	72	15.6%	14	4.4%	4	90	
2022	84.1%	74	12.5%	11	3.4%	3	88	
January to June 2023	84.6%	66	10.3%	8	5.1%	4	78	

Statistics on Intergenerational Care Activities for Youth and Elder Integration (Since 2020, activities have decreased due to the impact of the COVID-19 pandemic.)

Year	Item	Partner Schools	Number of Participants
2018		National Taipei University of Nursing and Health Sciences - Department of Gerontological Health Care National Taipei University of Nursing and Health Sciences - Department of Nursing National Yang Ming Chiao Tung University - Institute of Nursing Fu Jen Catholic University - Department of Nursing	47
2019		National Taipei University of Nursing and Health Sciences - Department of Gerontological Health Care National Taipei University of Nursing and Health Sciences - Department of Nursing National Yang Ming Chiao Tung University - Institute of Nursing Fu Jen Catholic University - Department of Nursing Taipei National University of the Arts	100
2020		National Taipei University of Nursing and Health Sciences - Department of Gerontological Health Care National Taipei University of Nursing and Health Sciences - Department of Nursing National Taipei University of Nursing and Health Sciences - Department of Sports Health Care Mackay Junior College of Medicine, Nursing, and Management - Department of Cosmetic Applications and Management	45
2021		National Taipei University of Nursing and Health Sciences - Department of Gerontological Health Care National Taipei University of Nursing and Health Sciences - Department of Nursing Taipei National University of the Arts	32
2022		Taipei National University of the Arts	12
January to June 2023		Taipei National University of the Arts National Taipei University of Nursing and Health Sciences - Department of Gerontological Health Care	33

Adjusting Diets to Enrich the Palate

At the Nursing Home affiliated with Gan-Dau Hospital, the diet for residents is designed not only to ensure balanced nutrition but also to accommodate physical limitations. The hospital dietitians' primary task is to retain the flavor of food during the preparation process so that those with swallowing difficulties can enjoy the pleasure of eating while also meeting their nutritional needs. Approaches include "nutritional intervention to optimize chronic disease management" and "team collaboration to strengthen self-care". Gan-Dau Hospital has a meal ordering system that allows residents and their families to order meals and provides options such as regular diets, therapeutic diets, and tube feeding. Additionally, specific meals can be designated, and special dietary instructions or restrictions can be noted. Dietitians tailor therapeutic meals to treat residents' specific ailments, and nurses notify dietitians to provide dietary education to residents with poor blood sugar control. To engage with residents when offering guidance, in 2023 dietitians introduced an innovative approach using the game-like MyPlate and the Diet Traffic Light. These interactive methods enhanced residents' understanding of food classification and disease management.



Diet Traffic Light interactive game

Multifaceted Rehabilitation for Successful Functional Recovery

The Nursing Home affiliated with Gan-Dau Hospital has a dedicated rehabilitation therapy room for residents, which is located on the Hospital's 12th floor. When visiting physicians identify residents in need of rehabilitation, they issue consultation orders, which are then evaluated by a physiatrist who prescribes a rehabilitation treatment plan. Rehabilitation therapists also arrange individualized treatment plans based on the results of the residents' Activities of Daily Living (ADL) assessments.

The rehabilitation services include limb stretching exercises, sitting training, assisted standing training, walking training, and cognitive function training. Rehabilitation also involves teaching caregivers techniques for transferring and repositioning residents, and providing timely assistance to ensure safety throughout the rehabilitation process.



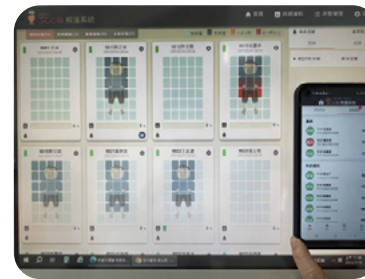
Various Rehabilitation Programs for Nursing Home Residents



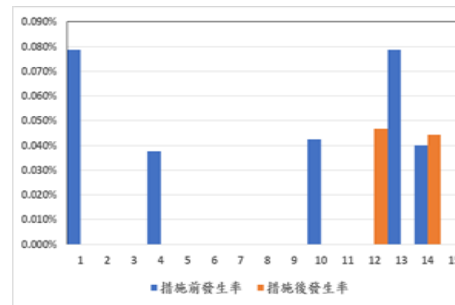
Smart Mattresses Connected to Nursing Information System with Automatic Alerts

The residents at the Nursing Home affiliated with Gan-Dau Hospital are highly dependent and are considered a high-risk group for pressure injuries and falls. To address these issues, Gan-Dau Hospital implemented a complete upgrade of smart mattresses and systems in March 2022. These mattresses are antibacterial, antifungal, flame-retardant, comfortable, and they reduce the incidence of pressure injuries. The mattresses are equipped with 30 soft activity sensors that detect residents' movements and pressure points on the bed. Data are transmitted to the system via wireless Bluetooth.

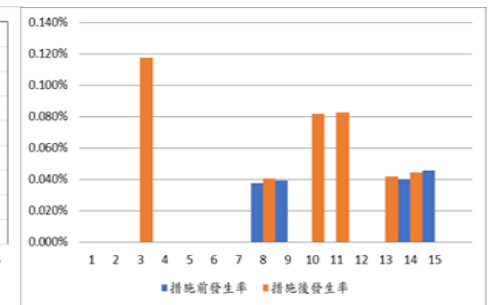
A comparison of the 15 months before and after the introduction of the smart mattresses showed a significant reduction in the incidence of facility-acquired pressure injuries. Although the overall fall rate increased slightly, further analysis revealed a decrease in falls occurring beside the bed when residents attempted to get up on their own, indicating that smart mattresses effectively reduce pressure injuries and prevent falls caused by unsupervised residents leaving their beds.



Smart Mattress System and Mobile App: Personal Information Display and Pressure Injury Record



Pressure Injuries Before and After Mattress Implementation



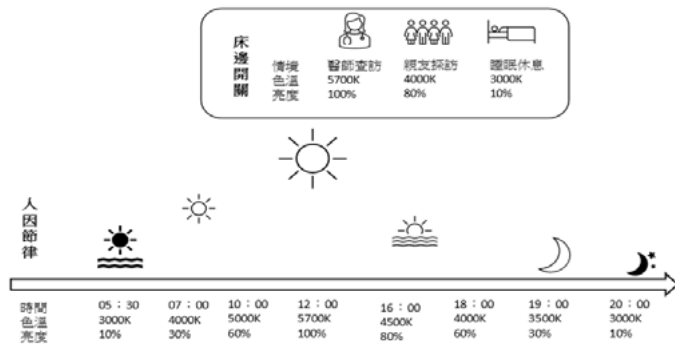
Fall Rates Before and After Mattress Implementation

Luminous Movement: Creating a Dreamy Sleep Environment with Human-Centric Smart Lighting

Sleep disorders are a common issue among older adults, particularly those in long-term care facilities. To address the sleep problems of its residents, in December 2022, the Nursing Home affiliated with Gan-Dau Hospital implemented human-centric smart lighting. All light fixtures on the 12th floor of the nursing home were replaced with smart lighting systems that allow for adjustable light wavelength, brightness, and color temperature. These lights can be individually adjusted to suit different scenarios, such as doctor visits, family visits, or sleep and rest. Additionally, in collaboration with the Engineering Office, an innovative mode was designed that mimics natural sunlight by adjusting the lighting according to a circadian rhythm—simulating natural light from sunrise to sunset. This mode automatically adjusts the color temperature and brightness while retaining the original manual controls for three different scenarios. The setup effectively reduces blue light exposure, regulates the body’s biological clock, and aims to help residents reestablish a regular lifestyle and improve their sleep quality.



Human-centric lighting adjusts depending on the time, providing yellow light or white light



Human-centric lighting adjusts depending on the time, providing yellow light or white light

Integrated Information: Digitalized Medication Management Enhances Medication Safety

Residents at the Nursing Home affiliated with Gan-Dau Hospital may bring back medications from different hospitals after outpatient visits, emergency room treatments, or inpatient care, leading to complex medication regimens and creating a significant challenge for caregivers. Even a minor oversight by nursing staff could easily result in medication errors. To streamline medication management, after consulting with the information technology team, the Hospital not only enabled access to the cloud-based medication history for physicians but also developed a dedicated medication information system for the nursing home. This system integrates all medications prescribed by Gan-Dau Hospital’s outpatient clinics, emergency room, or acute care wards into a single platform. Nurses can access and print outpatient and emergency medication records or discharge medication lists, thereby reducing the time spent transcribing medical orders and preventing medication errors. Between 2015 and July 2022, there were seven medication error incidents; however, since the launch of the medication information system in August 2022, no medication errors have occurred.

Communicating Information: Digitalizing Emergency Visit Records for Smoother Team Coordination

When residents of the Nursing Home affiliated with Gan-Dau Hospital experience an emergency, they are first sent to the Gan-Dau Hospital emergency room. In such cases, nurses are required to fill out an Emergency Visit Form detailing the resident’s condition and the institution’s treatment, and they must also print related assessments and medication records. After the emergency physician completes the diagnosis and treatment, the emergency room nurse updates the Emergency Visit Form with details of the emergency care process. Considering the potential for loss of paper forms during transport, as well as the time-consuming and wasteful nature of manual transcription and paperwork, the nursing home collaborated with Gan-Dau Hospital’s IT department in April 2021 to digitalize the Emergency Visit Records. An emergency visit record system was established within the nursing information system. Now, when preparing to send a resident to the emergency room, nursing home nurses log into the system, which automatically imports various assessment results from the nursing information system, requiring the nurse only to enter a brief summary of the resident’s condition. Emergency room nurses can then access the system to review the resident’s status in advance and prepare the necessary medical supplies for treatment, allowing the resident to be quickly treated upon arrival. After the physician completes the diagnosis and treatment, the emergency room nurse records the treatment details in the information system, facilitating smoother communication between the nursing home and the emergency department. Since the system’s launch, not only has it reduced paper printing and transmission costs, but it has also cut down the time nurses spend on documentation from 20–25 minutes to approximately 10 minutes. Additionally, the new system eliminates the need for physical storage of paper records and reduces the associated management risks.

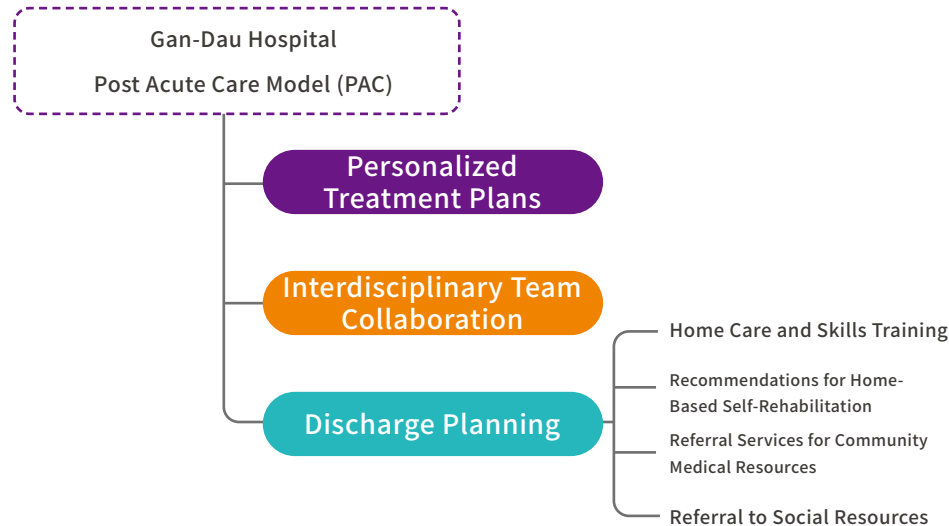
5.2 Comprehensive Community Healthcare

Since its establishment in 2000, Gan-Dau Hospital has actively pursued the vertical integration of acute and chronic care services, building a comprehensive care network with the aim of

integrating the long-term care system in the Beitou and Guandu areas and connecting medical center resources to provide effective community care. From its inception, the care network for neurodegenerative diseases and cerebrovascular diseases has been a key focus of Gan-Dau Hospital's development. As a community hospital, Gan-Dau Hospital has focused not only on family medicine and geriatric medicine but has also actively developed its neurology and psychiatry departments. The hospital offers a full range of specialized neurological examinations, including cognitive assessments, electrophysiological tests, electroencephalograms (EEGs), and cerebrovascular ultrasounds, providing convenient access to specialized treatment for community residents. From the perspective of community and holistic healthcare, care for neurodegenerative diseases such as dementia and cerebrovascular diseases like stroke should encompass chronic disease management in the early stages, early diagnosis and personalized treatment, and the integration of community and long-term care resources. These efforts aim to support the goal of enabling elderly residents in the community to age in place with dignity and proper care.

5.2.1 Community-Based Post-Acute Care Model

In Taiwan, stroke patients often require extended hospital stays and readmissions, leading to a shortage of healthcare resources. To address this issue, the National Health Insurance Administration (NHIA) launched a pilot program in 2014 for Post Acute Care of Cerebrovascular Disease (PAC-CVD). The results showed significant improvements in limb function for 87% of patients, and 83.7% were able to return to their communities. In 2017, the NHIA expanded the scope of the program to include five additional conditions, such as burn injuries and traumatic nerve injuries. The PAC program has alleviated the strain on medical center beds, promoted better utilization of beds in regional hospitals, and achieved a win-win outcome. Gan-Dau Hospital joined the PAC program in 2017, and has been providing comprehensive health care for patients with acute stroke, traumatic nerve injuries, fragility fractures, and frailty in older adults with the aim of becoming a guardian of community health.



Customized Rehabilitation Plans for Post-Stroke Recovery

The first 6 to 8 months following a stroke is considered the optimal window for motor control training. During this time, the Post Acute Care (PAC) program provides intensive rehabilitation for stroke patients. Given the diversity in patients' ages and stroke symptoms, it is crucial to develop tailored rehabilitation plans. Rehabilitation programs include physical therapy, occupational therapy, and speech therapy, with personalized rehabilitation plans for each patient to enhance motivation and outcomes.

Gan-Dau Hospital provides various rehabilitation equipment, such as limb ergometers, balance bars, tilt tables, and standing desks. Additionally, the hospital's sunroom is equipped with postural correction balance beams and stair boards to help patients maintain their rehabilitation progress. Video recorded exercise training sessions are broadcast regularly, allowing patients to watch and practice. Depending on their rehabilitation progress and discharge timing, the hospital provides home rehabilitation tools and guidance to help patients continue their recovery at home.

With the help of personalized rehabilitation plans, many patients have regained independence and, in some cases, even returned to work. The effectiveness of rehabilitation largely depends on the patient's motivation and effort. The Hospital remains committed to supporting patients in actively undergoing rehabilitation to improve their ability to perform daily activities, aiming for them to ultimately return to normal life.

Stroke and Trauma PAC

Stroke and trauma patients are the primary focus of Gan-Dau Hospital's Post Acute Care (PAC) services. These patients often require extended hospital stays and can achieve significant rehabilitation outcomes. At the time of admission, many patients have nasogastric tubes or catheters; however, through the implementation of high-intensity, customized rehabilitation plans tailored to individual needs, many patients progress from being bedridden to standing, walking with wheelchairs or crutches, and even climbing stairs. After 6 weeks to 3 months of post-acute care, many patients successfully have their nasogastric tubes and catheters removed and resume oral feeding. In 2022, the Hospital served a total of 60 stroke and post-trauma patients, with 91% showing improvements on the Barthel Index (BI). Most patients were discharged to continue rehabilitation at home, and some even returned to work.

Orthopedic PAC

Hip fractures are common and can easily lead to disability among older adults, placing a significant burden on subsequent care resources. According to WHO statistics from 2018, approximately 640,000 people die from falls annually, with the majority being older adults. Older adults are three times more likely to experience repeated falls compared to younger individuals, and the 1-year mortality rate after surgery is as high as 30%. In Taiwan, falls are also a leading cause of injury-related deaths among older adults, causing not only physical harm but also emotional distress and financial strain.

Patients with hip fractures usually require surgical repositioning and fixation, but over half of those treated do not regain function 6 weeks post-surgery, which impacts their ability to live independently. Under the National Health Insurance's diagnostic-related group (DRG) system,

patients often need to be discharged 3 to 5 days after surgery, increasing the burden on families and society. Since 2017, the government has implemented the Orthopedic Post Acute Care (PAC) program, which allows patients to seamlessly transition to PAC hospitals for wound care, pain management, rehabilitation, and other services after surgery. In 2022, Gan-Dau Hospital provided post-operative care to 76 patients recovering from orthopedic surgery, among whom 92% showed improvements on the Barthel Index (BI). Literature shows that hip fracture patients participating in the PAC program exhibit greater improvements in BI scores, which demonstrates the significant effectiveness of comprehensive PAC programs on functional recovery.

Frailty PAC

Older adults who experience frailty often require comprehensive care during hospitalization due to multiple comorbidities, delirium, and disrupted sleep patterns. Gan-Dau Hospital employs an interdisciplinary approach in its Post Acute Care program for frailty, integrating medication and nutritional assessments, utilizing smart mattresses to monitor sleep quality and activity levels, using human-centered lighting to improve nighttime sleep disturbances, and employing table games to enhance cognitive function. In 2022, the hospital served 33 patients; these patients achieved a 42% improvement on the Barthel Index (BI), with 100% maintaining their BI scores without regression at discharge. From January to May 2023, the hospital served 18 patients; only one required institutional care, whereas the others returned home for family care and Long-Term Care 2.0 services, including home rehabilitation, home care services, medical transport, and home environment modifications.

5.2.2 Comprehensive Community-Oriented Integrated Dementia Care Model

Dementia Collaborative Care Center

Under the Long-Term Care 2.0 framework, Gan-Dau Hospital has actively developed a long-term care model for neurodegenerative diseases, with a focus on dementia case management and collaborative care. The Dementia Collaborative Care Center at Gan-Dau Hospital originated from the Dementia Care Team, which was established in 2018. Led by the Vice Superintendent, the Dementia Collaborative Care Center integrates multiple departments, including Neurology, Psychiatry, Nursing, Pharmacy, Nutrition, and Social Work, to jointly implement the Taipei City Health Bureau's Dementia Case Management and Care Service Program. A dedicated dementia case manager oversees these efforts.

Gan-Dau Hospital's approach draws inspiration from the Taiwan Integrated Geriatric Care Study (TIGER) and further deepens its application here. In the TIGER logo, the letter "G" is creatively transformed to resemble an "&", symbolizing the Hospital's dedication to enthusiastically promote social connections. Although TIGER represents robust academic research and evidence-based practices, each letter in "TIGER" also reflects the core philosophy of Gandalogy: achieving the goal of a happy and healthy long life through comprehensive physical and mental strengthening, coupled with active social connections.

To provide the Guandu neighborhood with the most comprehensive community-based dementia care system, the Hospital has mapped out local resources and developed a three-stage, five-level dementia prevention model to build a community dementia care network.

1.Primary Prevention:

Community Level:	Connect with existing community resources; public sectors with whom there has been close cooperation in the past, such as the Beitou Health Center, and neighborhood activities in nearby Guandu and Yide; social welfare organizations like the PeiTou Culture Foundation, Beitou and Shilin Senior Centers, Eden Social Welfare Foundation, Old Five Old Foundation, and Shihlin Bread of Life Christian Church Social Welfare Foundation; community care points such as Guandu Community College, Guandu and Zhixing Care Stations; educational institutions like Guandu Junior High School, Mackay Junior College of Nursing, Taipei City University, and Taipei National University of the Arts; as well as religious organizations such as Guandu Temple and Zhixing Church. Collaborate with the aforementioned organizations to enhance cognitive function, promote health literacy, and integrate the unique cultural and recreational activities of the Guandu neighborhood into the community.
Healthcare Level:	Establish an age- and dementia-friendly environment that provides integrated care for chronic diseases, develop smart healthcare support, and facilitate the early detection of signs of cognitive decline.

2.Secondary Prevention:

Community Level:	Promote dementia awareness at community centers and during cultural events in the Guandu neighborhood, such as the Guandu Festival and religious celebrations, to enhance awareness of dementia-friendly communities.
Healthcare Level:	Provide integrated medical care for chronic diseases.

3.Tertiary Prevention:

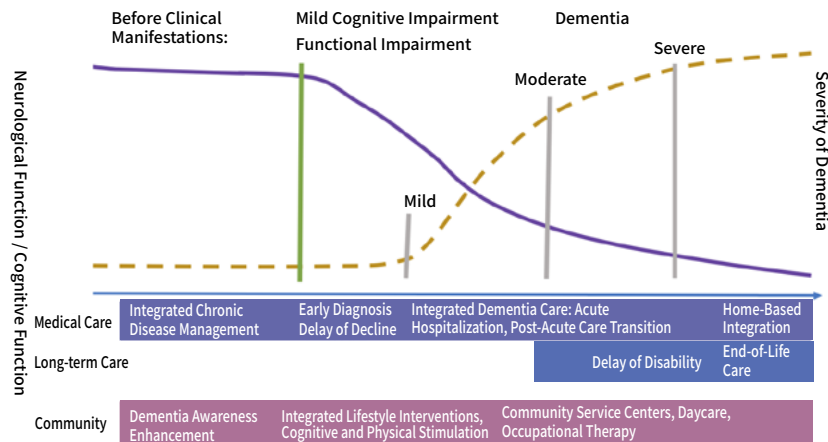
Community Level:	Coordinate with cultural events and religious celebrations in the Guandu neighborhood to conduct dementia screenings and promote measures to prevent wandering.
Healthcare Level:	Develop smart healthcare solutions for the early detection of cognitive decline and improve the medical consultation and diagnosis process for follow-up care after dementia screening.

4. Quaternary Prevention:

Community Level:	Provide evidence-based non-pharmacological interventions for high-risk groups for dementia, such as older adults and individuals with mild cognitive impairment. Under the leadership of Superintendent Liang-Kung Chen, Gan-Dau Hospital implements community-based, evidence-based, multi-domain lifestyle interventions in the Guandu neighborhood aligning with the Taiwan Integrated Geriatric Care study (TIGER).
Healthcare Level:	Conduct long-term monitoring of high-risk groups for dementia and develop strategies for follow-up and early diagnosis.

5. Quinary Prevention:

Community/ Long-term Care System	Assess the needs of older adults with dementia and establish a dementia community service center in the Guandu neighborhood: the Guandu Enrichment School. Integrate local community care resources and connect with specialized dementia daycare centers (Daoxiang and Daozhen Daycare Centers) and non-pharmacological therapies provided by professionals in dementia care (Daoxiang Occupational Therapy Clinic).
Healthcare Level:	Provide integrated medical care for dementia, individualized case management, integrated home care for patients with severe disabilities, and end-of-life care.



Developing a Community-Oriented Integrated Dementia Care Model Based on the Three Stages and Five Levels Concept

Since establishing the dementia care network, the Hospital has provided integrated care to the Guandu neighborhood through smart healthcare solutions. This includes comprehensive chronic disease management and preventive healthcare, with a focus on dementia and disability prevention and the role of non-pharmacological treatments. We offer a “5 Ws” care approach for individuals with dementia, which encompasses “whole-person, whole-process, whole-family, whole-team, and whole-community” care. Our goal is to develop the Guandu neighborhood into the community with the most comprehensive dementia care system and support older adults to age in place. The community-oriented integrated dementia care model at Gan-Dau Hospital has the following five features:

Feature 1: Integrated Holistic Care

Integrated Medical Care for Dementia Patients: Individuals with dementia often have multiple chronic conditions and issues related to aging frailty in addition to cognitive decline. During the diagnostic process, we incorporate the ICOPE (Integrated Care for Older People) functional assessment, which focuses on six key areas: cognition, mobility, nutrition, hearing, vision, and depression. Early interventions for exercise and nutritional management are provided through community centers.

Integrated Medical Care for Elderly Patients: We promote multidisciplinary integrated outpatient services. In addition to geriatric medicine and neurology, specialists from pulmonology, rehabilitation medicine, gastroenterology, and other departments collaborate to offer comprehensive medication assessments, consultations, cognitive function evaluations, and dementia screening services.

One-Stop Physical and Cognitive Function Assessment for Healthy Older Adults: The health screening for older adults includes cognitive function tests and dementia screenings. Care managers assist patients suspected of having dementia in navigating the diagnostic process.

Feature 2: Continuous Care and Accompaniment

1. Evidence-Based Non-Pharmacological Interventions for High-Risk Groups: Cognitive decline is a gradual process. Before a formal dementia diagnosis, there may be mild cognitive impairment or slight emotional and behavioral changes. Through integrated medical services and health surveys of older adults in the Guandu neighborhood, we aim to detect mild cognitive impairment or behavioral changes early in high-risk groups. We provide management of chronic diseases and physical health, cognitive and physical training, and social interaction opportunities to delay the onset of disability and dementia.

2. Proactive Dementia Care: Through assessments and follow-ups by care managers, we offer personalized dementia care tailored to the needs of patients at different stages. For early-stage patients who may resist safety measures, case managers provide support, help apply for necessary devices, and increase the usage rate of preventive measures against wandering. They also assist in referring and connecting patients with long-term care and community service resources.

3. Comprehensive Dementia Care for the Last Mile - Medical, Home, and Institutional Care for Patients with Severe Dementia:

- (1) For patients with mild acute conditions, we provide appropriate medical care. For those with complex or severe conditions, we assist with referrals to medical centers. After the patient's condition stabilizes, we provide post-acute care that transitions into long-term care.
- (2) For patients with severe dementia who have specific needs (such as mobility difficulties, challenges going out, or long-term use of nasogastric or urinary catheters), case managers initiate home visits, integrated home medical care, and nursing services.
- (3) Based on the needs and wishes of the patient with dementia and their family, we provide home-based palliative care or institutional palliative care.



Case managers conduct home visits for elderly patients with mobility issues, providing guidance to caregivers on cognitive training.



Feature 3: Comprehensive Family Care and Support

1. **Focusing on the psychosocial issues of individuals with dementia and the physical and mental stress of caregivers:** At the time of diagnosis, case managers assist in assessing the dementia patient's condition, the caregiver's family dynamics, and available support resources, facilitating the matching of family caregivers with appropriate support resources.



Photos of Caregiver Support Group Activities at the Guandu Enrichment School

2. **Diverse caregiver support group activities:** The Guandu Enrichment School regularly organizes caregiver support groups and empowerment activities. Through peer support and skill enhancement, these activities help alleviate caregiver stress. Additionally, various arts and cultural sharing events are held to highlight the value of families dealing with dementia and long-term care, providing a space where caregivers can feel acknowledged and express themselves.

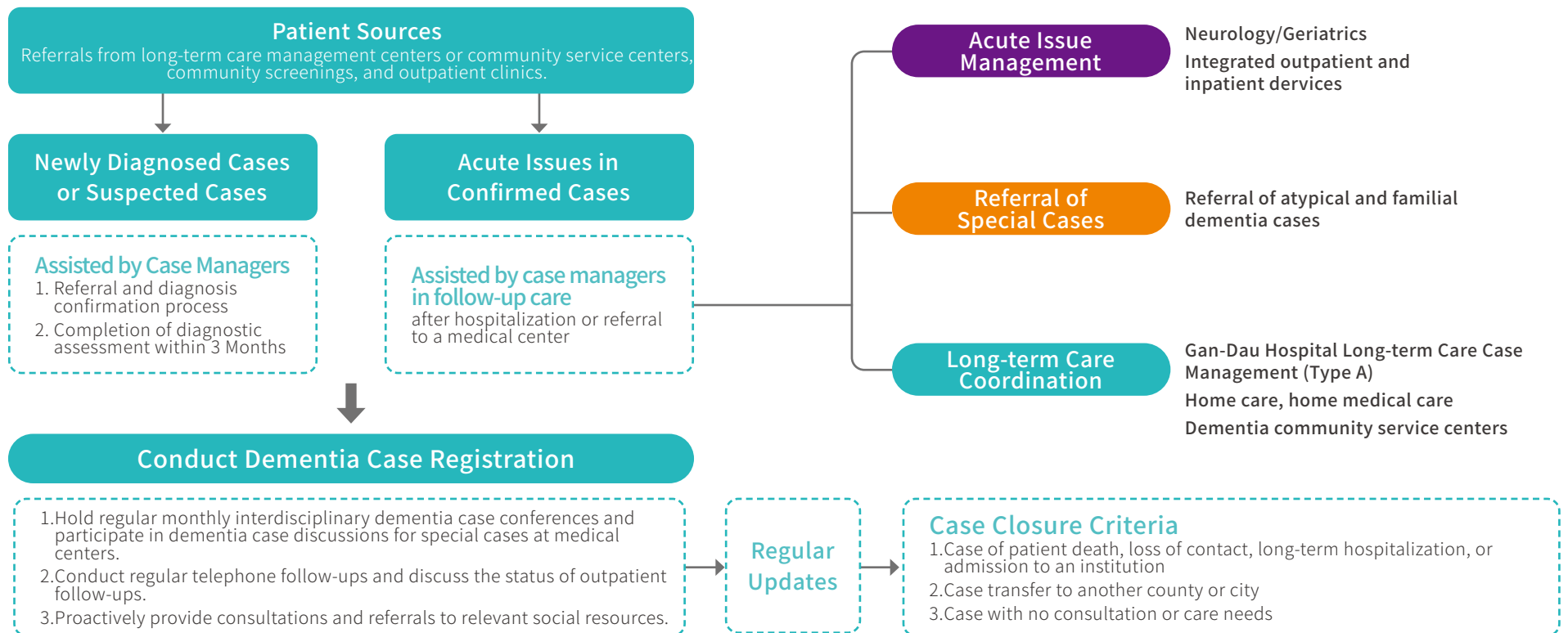


Annual Caregiving Journey Screening and Symposium

Feature 4: Comprehensive Team Collaboration

Gan-Dau Hospital has pioneered an integrated model that combines a community hospital with both physical and virtual communities by upgrading the hospital into a “smart hospital” through digital transformation. This model integrates data and connects the Hospital with the community, establishing both vertical and horizontal integration of dementia care and providing support for family caregivers. This initiative aims to transform the Guandu neighborhood into the most comprehensive dementia care network.

1. By integrating outpatient, emergency, inpatient, long-term care, and community health promotion activities within a complete information framework, the Hospital addresses both disease management and holistic care, serving as a model for comprehensive community care in Taiwan.
2. Case managers act as go-betweens, assisting with senior health screenings, community-based screenings, and health education at community centers to provide preliminary medical assessments for suspected dementia cases. Based on the primary issues identified, they recommend the most suitable department for consultation, facilitating a one-day, one-stop dementia diagnostic service. The outpatient visit, the initial dementia consultation, care needs assessment, and community resource evaluation are completed on the same day, with referrals made to the Hospital’s dementia case management care or for collaborative care case management services.
3. By utilizing facial recognition, voice recognition, and other smart healthcare technologies, early signs of cognitive decline and behavioral symptoms of dementia can be detected, enabling early intervention and management.
4. Vertical Integration of Local Healthcare Resources: The Hospital’s collaboration with the Taipei Veterans General Hospital Dementia Collaborative Care Center enables us to provide accurate diagnoses and medical assistance. Through interdisciplinary case conferences on dementia and discussions with upstream hospitals, the specific needs of dementia patients are addressed and the dementia care competencies of relevant personnel are enhanced. Together with the Taipei Veterans General Hospital Dementia Collaborative Care Center, we have built a dementia care network in Beitou.



Feature Five: Communitywide Friendly Support

To ensure that individuals with dementia can live safely and comfortably in their communities, the ultimate goal of Gan-Dau Hospital’s integrated dementia care model is to build a dementia-friendly community. A dementia-friendly community includes supportive residents, organizations, environments, and social participation, allowing people with dementia and their caregivers to confidently engage in community life, be treated with respect, and experience inclusion and protection. We have created a dementia- and senior-friendly environment within the Hospital, and out in the community, we use a variety of activities at the Guandu Enrichment School as keys to promote community development, thereby fostering a dementia-friendly community in the Guandu neighborhood from the ground up.

1. Promotion of Dementia-Friendly Volunteers: In Guandu and Beitou, volunteer groups are educated about dementia-friendly practices. With the help of these volunteers, people with dementia and their families can safely participate in cultural and artistic activities in the Guandu neighborhood.
2. Promotion of Dementia-Friendly Businesses: This involves integrating dementia-friendly resources in the Guandu neighborhood and assisting businesses in handling situations involving individuals with dementia, including advising those who may need to seek medical diagnosis. By interacting with local businesses, the initiative aims to understand and mitigate the difficulties and misunderstandings that arise when businesses interact with people with dementia.
3. Loving Hands Public Health Education Lectures: Dementia case managers take proactive steps by visiting nearby dementia community service centers, community long-term care facilities, and senior activity centers to promote wandering prevention and home safety measures. They also assist seniors on-site in completing fingerprinting and applying for wandering prevention measures.
4. Development of Multimedia Communication Channels: Through the Hospital’s website, the Gandaulogy Academy website, YouTube channels, Facebook pages, and cable television programs, the Hospital promotes dementia awareness, health literacy, and dementia-friendly concepts. These efforts aim to enhance public awareness of the Hospital and reduce resistance to seeking medical care among older adults with cognitive issues.



Medical Support

- ☑ Dementia diagnosis and severity assessment, memory and behavioral issues consultation, care consultation

Resource Referral

- ☑ Family support groups, caregiving courses, psychological support, community resource linkage, dementia service points, daycare/institutional care, Long-term Care 2.0

Dementia-Friendly Community

- ☑ Promotion of dementia-friendly communities, health literacy community resources

Wandering Prevention Measures

- ☑ Fingerprinting, loving care bracelets, and other wandering prevention resources

Application of Research Outcomes

Statistics on the effectiveness of the community-oriented integrated dementia care model at Gan-Dau Hospital show that individuals with mild cognitive impairment—a high-risk group for dementia—who received services under this model experienced improvements in cognitive function. Additionally, the caregiving burden on families of patients with dementia increased to a lesser extent compared to that of international care models.



Original Article

Efficacy of a Dementia-Friendly Integrated Care Network in Mitigating Cognitive Decline and Alleviating Family Care Burden: Insights from the Gan-Dau Healthy Longevity Plan

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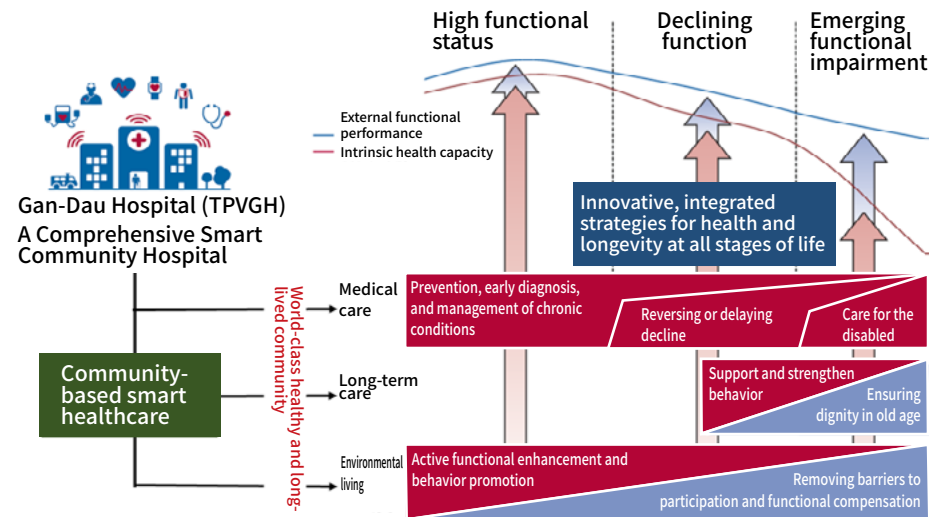
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Benefits of Innovative Resource Integration

The Guandu neighborhood is a comprehensive living circle that spans urban and rural environments, blends technology with tradition, and is home to a sizable population of older adults. As a community hospital deeply rooted in this area, Gan-Dau Hospital aims to establish a person-centered community-integrated care system and provide evidence-based community services focused on preventing disability and dementia. Through initiatives such as safely navigable communities, elderly mobility assistance, the introduction of home care technologies, and the use of information technology to create personalized healthy aging lifestyles, the Hospital fosters a living environment that promotes social participation and intergenerational interaction. Gan-Dau Hospital provides community-oriented integrated dementia care, a comprehensive dementia care system, and a friendly support network with the goal of helping older adults within the community delay the progression of disability and dementia, and ultimately establishing an internationally recognized healthy and long-lived community.



Building a world-class healthy and long-lived community

Additionally, since 2019, the dementia care team at Gan-Dau Hospital has published a total of 23 SCI-indexed international academic papers. For a team dedicated to community dementia care, these results are remarkable. The research publications cover a diverse range of topics, including basic medical research, development of diagnostic tools, epidemiological analysis, and comparisons of care outcomes. Gan-Dau's team has established itself as Taiwan's leader in community dementia care, and its performance has even surpassed that of international teams engaged in community dementia care.

5.2.3 Community-Based Rehabilitation and Swallowing Function Training Center

Since 2017, the Department of Rehabilitation at Gan-Dau Hospital has been commissioned by the Department of Health, Taipei City Government to implement the community rehabilitation program. Nearly 600 service sessions have been conducted to date, primarily providing older adults at community care stations in Beitou District with exercise, daily living functional training, and rehabilitation health education to prevent and delay disability. Starting in 2019, the service was expanded to six dementia care stations, and the Hospital participated in Taipei City's comprehensive rehabilitation program to ensure that patients in the post-acute phase can smoothly transition to Long-Term Care 2.0 rehabilitation services after discharge. The introduction of an exoskeleton robotic rehabilitation smart system assists patients in entering functional training at an earlier stage, which reduces the burden on family caregivers. Furthermore, annual ICOPE assessments of older adults' functional capabilities are conducted to detect early signs of functional impairment and

provide support. These measures enable the Department of Rehabilitation to effectively link medical and community resources and offer comprehensive and individualized care services that help older adults maintain function, delay disability, and achieve a healthy, happy, and autonomous aging process

Swallowing Therapy Center

Eating is a necessary daily activity for obtaining nutrition, but swallowing is a complex process that requires the coordination of muscles in the mouth, pharynx, and larynx. Swallowing disorders refer to difficulties in the passage of food from the mouth to the stomach, which may include challenges during the preparatory phase of swallowing, difficulty recognizing food, problems controlling food in the mouth, choking, or having a wet voice while speaking. These disorders can occur across all age groups and may result from various factors, such as neurological damage, structural defects, post-radiation therapy effects, or aging. It is crucial for all age groups to recognize and treat swallowing disorders early to improve quality of life and nutritional intake.

The Swallowing Therapy Center at Gan-Dau Hospital provides comprehensive consultation, examination, and treatment for patients with different diseases from all age groups. Speech therapists assess patients' swallowing abilities and provide detailed clinical recommendations and treatment. They collaborate with dietitians to measure the hardness, cohesiveness, adhesiveness, and elasticity of food textures according to the International Dysphagia Diet Standardisation Initiative (IDDSI) and determine appropriate food textures and liquid consistencies based on patients' swallowing and chewing capabilities. The center aims to enhance patients' swallowing function through specialized dysphagia diets and intensive swallowing training.

The Hospital has introduced a supplementary swallowing therapy utilizing a swallowing neuromuscular electrical stimulation device (vocaSTIM-Master). The device ameliorates swallowing disorders by applying neuromuscular electrical stimulation to guide patients to actively swallow, strengthen the contraction function of the oropharyngeal muscles, and integrate the swallowing muscle groups. This electrical stimulation swallowing therapy is suitable for patients with swallowing difficulties caused by neurological damage, such as stroke, traumatic brain injury, high-level spinal cord injury, dementia, Parkinson's disease, spinal cord degenerative diseases, and peripheral nerve degenerative diseases. By combining traditional swallowing therapy with neuromuscular electrical stimulation therapy, the center aims to achieve the best therapeutic outcomes. The Swallowing Therapy Center seeks to provide continuous medical care through integrated treatment, enhance patients' eating abilities, and improve their quality of life.



5.3 Community Co-Building and Giving Back

5.3.1 Sustainable Development Path with Partners at Gan-Dau Hospital

Community Partners	Collaborative Projects	Project Details
Peitou Culture Foundation Beitou Senior Service Center Beitou Social Welfare Center Beitou Dementia Mutual Assistance Family Zhixing Church Guandu Temple	Meal Delivery for the Underprivileged	Since 2008, Gan-Dau Hospital has collaborated with the Peitou Culture Foundation to run the Qiyang Charity Kitchen as a collaborative health care service project, with the Nutrition Department team from Gan-Dau Hospital assisting in providing professional assessments and services to ensure comprehensive care for solitary older adults, including assessing nutritional status and designing diets tailored to their health needs. Starting in 2010, the Hospital expanded its collaboration to include the Beitou Senior Service Center, Beitou Social Welfare Center (summer meal delivery service for disadvantaged families), Beitou Dementia Mutual Assistance Family, Zhixing Church, Guandu Temple, and the Gan-Dau Hospital Social Service Foundation to continue providing meal delivery services for older adults living alone.
TSMC Charity Foundation	Network of Love	Since 2022, Superintendent Liang-Kung Chen has actively promoted the hospital’s partnership with TSMC Charity Foundation in building a “Network of Love”. This initiative provides various types of frozen meal kits, noodles, and more, ensuring that disadvantaged families and solitary older adults have sufficient food while also increasing the variety and nutritional value of their meals.
Guandu Junior High School	Guandu Care Station	The Guandu Care Station, co-managed by Gan-Dau Hospital and Guandu Junior High School, has been successfully operating for 17 years, offering various health maintenance activities and senior-friendly courses to protect the health of community elders. Additionally, Gan-Dau Hospital assists the school with health checkups and various vaccination programs, such as HPV and flu vaccines. During the pandemic, the Hospital also collaborated with the school to set up a COVID-19 vaccination station. Gan-Dau Hospital not only cares for the health of students and community residents through its daily medical services but also provided significant support and assistance during the pandemic. This collaboration has not only improved students’ immunity but also strengthened the community’s awareness of health and self-protection.

Community Partners	Collaborative Projects	Project Details
Guandu Cultural and Arts Foundation	Local Features Courses	<p>The Hospital has collaborated with Guandu Cultural and Arts Foundation to design of a series of “Local Features” courses, in which old photographs of the community, unique local life scenes, and festival images are transformed into black and white to evoke memories of different periods. This initiative encourages elder residents to share childhood scenes, such as the train tunnel and the Ghost Festival, so as to pass down traditional culture and give the public a new understanding and appreciation of the Guandu neighborhood.</p>
Guandu Temple	Beitou Community Health Care Service Cooperation Project, Community Outdoor Activities, Telephone Wellness Check Service	<ol style="list-style-type: none"> 1. Guandu Temple, in collaboration with Gan-Dau Hospital and community groups, promotes the Beitou Community Health Care Service Cooperation Project. This integrated health care model serves the community’s solitary older adults, low- to middle-income older adults, and individuals with physical and mental disabilities. Services include meal delivery for disadvantaged solitary older adults and addressing community health needs. Guandu Temple also allocates special funds to support Gan-Dau Hospital patients who are unable to pay medical expenses. Since 2002, donations to Gan-Dau Hospital have included ambulances, rehabilitation equipment, and wheelchairs, as well as isolation gowns and N95 masks needed during the pandemic. The initiative focuses on life education and ultimate concern in the local community, and assists in promoting social welfare and ecological environment initiatives to foster a cohesive, united, and healthy cultural community. 2. In 2023, a total of 10 outdoor activities were organized at strategic locations around the community, including the Guandu Temple Chinese New Year Calligraphy Event; Gan-Dau Hospital Mother’s Day event; participation in the 2023 Senior Superstar Show in Taipei on July 5th, which resulted in an Active Innovation Award; a community outing on July 12; participation in the 23rd anniversary celebration performance of Gan-Dau Hospital from July 23–28; and participation in the National Health Promotion Administration’s 2023 Happy Senior – Granny, Grandpa, GO Dance! (Northern Region) competition on September 8, which resulted in a Gold Medal. The Hospital also participated in the Guandu Mid-Autumn Festival Celebration on September 23. 3. In 2023, the Hospital made a total of 836 care calls.
ASUS	iHARP (Intelligent, Innovative, and Individual Healthy Aging and Rejuvenation Platform)	<p>The Hospital partnered with ASUS to develop foundational infrastructure, digital platforms, and applications for smart healthcare. This collaboration aimed to implement precision medicine, telecare, and community health management, leveraging the power of technology to integrate preventive care with clinical medical services and long-term care, and focusing on the patient experience while extending care settings into the home. The result is a comprehensive, cross-domain, personalized healthcare service that combines virtual and physical elements to promote a holistic and all-encompassing smart community hospital. The goal is to achieve a “people-centered, holistic value-oriented” approach, opening a new chapter in digital healthcare.</p> <p>This collaboration elevates smart healthcare and health management to a new level through the application of cloud technology and artificial intelligence. It integrates hospital health data, community activity data, and individual health data to establish a healthy ecosystem for active aging, develop community-level precision health management, and transform the future of a super-aged society. These improved medical services and long-term care will have a substantial impact on super-aged societies worldwide, and the cooperative model fosters cross-disciplinary collaboration and innovation, laying a solid foundation for future health and well-being.</p>

5.3.2 Collaboratively Building Healthy Communities

1. Gan-Dau Hospital organizes community medical activities and preventive health screening services both inside the Hospital and around the neighborhood. In 2023, a total of two community cancer screening events were conducted, with 45 individuals undergoing colorectal cancer screening and 18 individuals undergoing oral cancer screening.
2. In 2023, the Hospital provided medical aid stations for a total of 13 community events, including the Guandu Nature Park International Birdwatching Fair, Family Day activities, the Taipei Hot Springs Season, Beitou Junior High School Anniversary Sports Day, the First Social Welfare Foundation Charity Walk, Beitou Junior High School Hiking Activity, Beitou District Office Walk, LiNong Elementary School Hiking Activity, Tun Hsu Vocational High School Road Race, Beitou “Rice and Music” Experience, Guandu International Nature Art Festival, and Beitou District Citizen Leisure Sports Games.

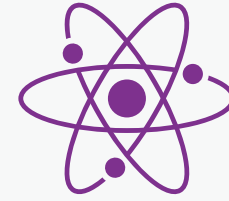
Date	Topic	Organizer	Event Location
3/10	Beitou Junior High School Hiking Activity	Beitou Junior High School	Guandu Plain
3/18	Beitou District Hiking Event	Beitou District Office	YouHua High School
3/28	LiNong Elementary School Hiking Activity	LiNong Elementary School	Battleship Rock Hiking Trail
3/31	Tun Hsu Cup Road Race	Tun Hsu Vocational High School	Tun Hsu Vocational High School
7/22	2023 Beitou Rice Harvest Experience Event	Beitou District Farmers’ Association	Guandu Plain
9/10	2023 Guandu International Nature Art Festival	Guandu Nature Park	Guandu Nature Park
9/16	Beitou District Citizens’ Leisure Sports Games	Beitou District Office	Shipai Junior High School
10/21-22	2023 Taipei International Birdwatching Fair	Wild Bird Society of Taipei	Guandu Nature Park
11/3-5	2023 Taipei Hot Springs Season	Taipei Hot Springs Association	Xinbeitou Qixing Street
11/11	2023 Synopsys Family Day	Guandu Nature Park	Guandu Nature Park
11/18	Beitou Junior High School Anniversary Sports Day	Beitou Junior High School	Beitou Junior High School
11/25	First Social Welfare Foundation – Health Walk, Lasting Love	The First Social Welfare Foundation	Chiang Kai-Shek Memorial Hall
11/25	2023 HSBC Environment Day	Guandu Nature Park	Guandu Nature Park
Total		13 sessions	

3. Assessing the medical resource needs of Beitou residents: The 2023 Community Health Assessment Survey covered a total of 12 neighborhoods (Baxian, Fengnian, Daoxiang, Taoyuan, Yide, Qiyang, Qingjiang, Zhongyang, Datong, Zhoumei, and Jianmin).
4. To provide guidance for the local food and beverage industry, in 2023, the Hospital conducted a total of 23 in-hospital nutrition education sessions, attracting 636 participants. An additional 43 community-based nutrition education sessions were held off-campus, attracting 548 participants.

5.3.3 Community Health Classroom

Gan-Dau Hospital organized numerous health education activities in 2023, focusing on topics such as home care, disease prevention, and senior living. A professional medical team, including community PGY physicians, nurses, dietitians, pharmacists, clinical psychologists, and physical therapists, was invited to engage deeply with the community to promote preventive healthcare. A total of 76 sessions were held, with 4,424 participants attending.

Professional Field	Health Education Lecture Topics	
Health Maintenance and Disease Prevention	<ul style="list-style-type: none"> · Winter Health Care · Healthy Eating During Festive Seasons · Chronic Kidney Disease and Prevention · Understanding and Preventing Cardiovascular Diseases · Understanding and Preventing Cardiovascular Diseases · Medication Safety · Diet for Sarcopenia Prevention · Keeping Blood Pressure in Check 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> · Understanding Chronic Osteoporotic Fractures <input checked="" type="checkbox"/> · Proper Medication Use <input checked="" type="checkbox"/> · Awareness of Emerging Tobacco Products and Anti-Smoking Advocacy <input checked="" type="checkbox"/> · Understanding Dementia <input checked="" type="checkbox"/> · How to Prevent Dementia <input checked="" type="checkbox"/> · Understanding Osteoporosis <input checked="" type="checkbox"/> · Prevention of Osteoporosis and Sarcopenia
Rehabilitation and Exercise	Proper Rehabilitation Exercises	
Senior Living	<ul style="list-style-type: none"> · <input checked="" type="checkbox"/> Medication Safety for Older Adults · Guidelines for Eyeglass Fitting for Older Adults · Swallowing Training for Older Adults · Healthy Living for Older Adults · Outreach Courses on Health Management for Older Adults · Senior Living: Interpersonal Relationships · Active and Enjoyable Living for Older Adults 	



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05



Smart Epidemic Prevention Supporting the Frontline

After Taiwan confirmed its first COVID-19 case on January 21, 2020, the focus of pandemic prevention shifted from border controls at national airports to comprehensive public health measures involving the entire population. As a municipal hospital, Gan-Dau Hospital fully cooperated with central government policies. The Hospital's medical, nursing, and administrative staff united in the fight against the pandemic, taking on three main tasks: vaccine administration, PCR testing, and real-time reporting of positive cases. Faced with a rapidly escalating situation, the hospital had to quickly formulate operational procedures and develop standard operating procedures (SOPs) for task delegation and division of responsibilities. Additionally, the hospital needed to determine how to protect healthcare workers while effectively implementing preventive measures, reducing contact, and avoiding large public gatherings. The goal was to achieve pandemic control through timely information dissemination, data auditing, and automation of information systems.

Regarding the pandemic prevention measures—vaccine administration, PCR testing, and real-time reporting of positive cases—the Ministry of Health and Welfare and the Centers for Disease Control (CDC) provided numerous paper-based resources and evaluation forms. However, if traditional paper-based processes were followed, a significant number of personnel would be needed to assist with data entry, verification, and reporting of confirmed cases, thereby increasing the risk of infection through contact and hindering the effectiveness of pandemic control measures. Instead, the Hospital formulated a plan to transition from paper-based methods to digital solutions, which streamlined the process and enabled the Hospital to achieve real-time data transmission, data verification, and efficient allocation of healthcare personnel while minimizing contact time:

	For the Public	For the Hospital
Innovative Vaccine and Community Testing Site Reservation Platform	Enable the Gan-Dau Hospital Information Cloud to allow patients to perform online pre-registration for PCR screening or vaccination before coming to the Hospital. Patients can select their appointment date, provide personal information, report symptoms, and disclose travel and contact history, among other details.	Establish a cloud-based vaccine and PCR system to collect relevant personal information and manage appointment numbers. This system will enable effective data analysis and accurate statistical information, assisting Hospital management in making informed decisions regarding the allocation of personnel and resources for pandemic prevention.

	For the Public	For the Hospital
Administration of Vaccinations and PCR Testing	Provide a simple and fast check-in process with electronic billing and payment for vaccination, along with separate check-in stations to reduce patient waiting times and prevent crowds from gathering on-site.	The integrated single-platform system consolidates multiple processes, such as initial and follow-up appointments for vaccination and PCR testing, check-in, electronic billing and payment, and National Health Insurance card operations. Streamlining these previously complex workflows into a single functional interface reduces the burden on Hospital staff and ensures compliance with information requirements from the National Health Insurance Administration and the CDC.
Verification and Uploading of Vaccination Records and Positive Case Reports	Real-time SMS notifications of PCR test results, both positive and negative, are sent to individuals to provide them with prompt and accurate information. This helps reduce information delays and prevent the spread of the pandemic. From 2021 to 2022, a total of 57,428 messages were sent.	An integrated pandemic reporting system was developed in response to National Health Insurance Administration and the CDC requirements for real-time uploading of vaccination and positive case information. Unlike the traditional paper-based data collection process, the system enables rapid data aggregation and verification for completeness and accuracy, ensuring timely and accurate data submission.

Information
Integration
Precision Pandemic
Prevention

The Gan-Dau Epidemic Prevention Information System (KPI System), allowed department supervisors to continuously improve various aspects of pandemic operations based on ongoing data analysis. For example, the Hospital's initial three vaccination stations were streamlined into a single station. The outcomes are as follows:

1. **Vaccination Compliance for the Public:** When individuals arrive for vaccination, the epidemic prevention system automatically connects to the CDC cloud to verify vaccination history and provides feedback within 3 seconds, ensuring that the appropriate vaccine dose is administered. This automated process is significantly faster than the pre-digitalized process, which required healthcare workers to manually check vaccination records and verify yellow cards.
2. **Real-Time Reporting of Positive PCR Results:** In accordance with regulations, positive PCR results must be uploaded to the CDC on the same day. Before digitalization, this required manually compiling daily reports, confirming positive results, and entering each individual's data on the CDC website, which was time-consuming and labor-intensive. With the new digital system, positive reports and patient data are automatically aggregated and uploaded daily, improving data accuracy and reducing processing time.
3. **Streamlined Pandemic Prevention Workflows:** Pandemic prevention processes require appointment scheduling, check-in (data verification), vaccine or PCR billing, and data uploading. The paper-based workflow required manual verification at each station; with digital integration, all processes are consolidated into a single workstation, significantly improving efficiency in terms of space, manpower allocation, and time.

During the outbreak, pandemic policies changed rapidly—new measures announced one day may need to be implemented as early as the next day. The Hospital was forced to adjust its pandemic prevention measures accordingly to align with these policy changes. To ensure real-time verification of execution processes, facilitate smooth communication of information, and avoid gatherings by hospital staff, the Hospital utilized the instant messaging app LINE to establish vaccine and PCR testing groups. This approach accelerated communication and the system's response time for adjustments.

Throughout the pandemic, LINE played a crucial role as an information communication platform. It was used for interdepartmental communication by the information integration team, discussions on pandemic prevention processes, and relaying messages. For example, during the early and middle-stages of the pandemic, LINE facilitated the scheduling of Gan-Dau staff for vaccination administration and PCR testing. Data statistics and analysis through the Gan-Dau Cloud Information System (KPI System) provided accurate decision-making support, helping the hospital

announce the number of vaccine appointments and PCR tests. This information enabled management to assess staffing and equipment needs, thereby minimizing unnecessary use of human resources and reducing the risk of exposure to infection among hospital staff.

Response and Engagement in Government Policies

Gan-Dau Hospital actively promotes a smoke-free hospital policy, aiming to create a healthy and safe medical environment. The Hospital has implemented multiple strategies and achieved significant results.

Implementation Results:

1. **Outpatient Smoking Cessation Education:** The proportion of smokers in outpatient care who received smoking cessation education reached 33.95% (815 out of 2,400 individuals).
2. **Inpatient Smoking Cessation Education:** The proportion of hospitalized smokers who received smoking cessation education reached 58.82% (40 out of 68 individuals).
3. **Smoking Cessation Success Rate:** The 3-month smoking cessation success rate was 36.36%, and the 6-month success rate was 36.62%.
4. **Employee Smoking Rate:** The smoking rate among employees was 4.4% (20 out of 450 employees), and soft persuasion methods were implemented.
5. **Maintenance of a Smoke-Free Environment:**
 - (1) Eleven anti-smoking posters with QR codes were newly created and posted at all entrances and sidewalks around Gan-Dau Hospital.
 - (2) The General Affairs Division has directed security personnel to conduct daily inspections, including sidewalk patrols, with increased frequency.
 - (3) The cleaning team sweeps the hospital's surrounding sidewalks twice daily to maintain cleanliness.
 - (4) Security personnel conduct both scheduled and unscheduled patrols daily to discourage smoking, and they keep records for future reference.

Gan-Dau Hospital will continue to promote a smoke-free policy, fostering a healthy medical environment and continuously improving our service quality.

附錄一、有限確信

2023 Limited Assurance Report
Taipei Municipal Gan-Dau Hospital - Operated by
Taipei Veterans General Hospital



GREEN MOUNTAIN SUSTAINABILITY

GREEN MOUNTAIN SUSTAINABILITY
United Certified Public Accountants

Taipei 4F, No. 45-1, Sec. 1, Zhongxiao East Rd., Zhongzheng Dist., Taipei City
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Limited Assurance Report by the Certified Public Accountant

Taipei Municipal Gan-Dau Hospital - Operated by Taipei Veterans General Hospital

To Whom It May Concern:

Our firm has been engaged by Taipei Municipal Gan-Dau Hospital, operated by Taipei Veterans General Hospital (hereinafter referred to as "the Hospital"), to perform assurance procedures on the performance indicators reported in the Hospital's 2023 Sustainability Report. We have conducted our assurance procedures and, based on the results, issue this Limited Assurance Report.

Subject Matter Information and Applicable Criteria

The subject matter of our assurance procedures is the performance indicators selected by the Hospital and reported in the 2023 Sustainability Report (hereinafter referred to as "the Subject Matter Information"). The applicable criteria are detailed in the Summary of Assurance Items section of the Hospital's 2023 Sustainability Report, with the scope of the reported information outlined in the Report Boundaries and Scope section.

The applicable criteria for the assurance engagement are the Global Reporting Initiative (GRI) Standards issued by the Global Reporting Initiative (GRI), as well as other standards referenced by the Hospital in accordance with the specific industry characteristics and the key performance indicators selected.

Responsibilities of Management

The management of the Hospital is responsible for preparing the Sustainability Report in accordance with the GRI Universal Standards, Industry Standards, and Topic Standards, as well as any other applicable standards referenced based on industry characteristics. Management is also responsible for maintaining the necessary internal controls related to the preparation of the Sustainability Report to ensure that the performance indicators are free from material misstatement, whether due to fraud or error.

Responsibilities of the Certified Public Accountant

Our responsibility as Certified Public Accountants is to perform assurance work on the Subject Matter Information in accordance with Assurance Standard 3000 (TWSAE3000): Assurance Engagements Other Than Audits or Reviews of Historical Financial Information to determine whether the information is free from material misstatement in all material respects and to issue a Limited Assurance Report.

The limited assurance engagement performed in accordance with the above standard involves identifying areas where the Subject Matter Information may be materially misstated and designing and performing procedures in response to those areas. The level of assurance obtained in a limited assurance engagement is significantly lower than that which would be obtained in a reasonable assurance engagement, as the nature and timing of procedures performed for a limited assurance engagement differ from those applied in a reasonable assurance engagement, and the scope of a limited assurance engagement is also smaller.

The scope of assurance work performed was determined based on the areas assessed for risk and materiality, and the following assurance procedures were designed and executed according to the specific circumstances of this engagement:

- Conducting interviews with personnel involved in the preparation of the Subject Matter Information to understand the processes involved in preparing the information, the information systems applied, and the relevant internal controls to identify areas of potential material misstatement.
- Obtaining original quantitative or qualitative supporting evidence from the Hospital's information management systems or external sources that were used to prepare the non-financial indicators.
- Based on the understanding of the above matters and the identified areas, selecting samples from the Subject Matter Information for inquiry, observation, inspection, and re-performance tests to obtain evidence for limited assurance.



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• Obtain a client statement from the management of the Hospital.

This report does not provide any assurance regarding the effectiveness of the design or operation of the internal controls related to the collection of information for the 2023 Sustainability Report.

Independence and Quality Management Standards of the Accountant

Our firm and the undersigned accountant have complied with the independence and other ethical requirements set forth in the Norm of Professional Ethics for Certified Public Accountants. These ethical principles include integrity, impartiality, objectivity, professional competence and due care, confidentiality, and professional behavior.

Our firm adheres to Quality Management Standard No. 1 (TWSQM1): Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements. Therefore, we maintain a comprehensive quality management system, including written policies and procedures related to compliance with professional ethics, professional standards, and applicable legal and regulatory requirements.

Inherent Limitations

Many of the assurance items in this engagement involve non-financial information, which has more inherent limitations compared to financial information. The qualitative interpretation of data, including its relevance, materiality, and accuracy, is highly dependent on individual assumptions and judgments.

Limited Assurance Conclusion

Based on the procedures performed and the evidence obtained, we have not found any matters that would cause us to believe that the Subject Matter Information requires modification in any material respects to be in accordance with the applicable criteria.

Other Matters

The maintenance of the Hospital's website is the responsibility of the Hospital's management. Our firm assumes no responsibility for performing assurance work on any changes to the Subject Matter Information or applicable criteria after the assurance report is published on the Hospital's website.

GREEN MOUNTAIN SUSTAINABILITY
United Certified Public Accountants
Certified Public Accountant: Yu-Jen Tu
Approved by the Financial Supervisory Commission
Approval Number: FSC No. 7775



July 10, 2024



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Appendix 1: Summary of Assurance Items

No.	Subject Matter Information	Assurance Criteria	Page Number
1	The Hospital has prepared its report in accordance with the GRI Standards issued by the Global Sustainability Standards Board (GSSB).	The structure of this report is based on the nine requirements of GRI 1: Foundation 2021, the disclosure requirements of GRI 2: General Disclosures 2021, and the materiality assessment process outlined in GRI 3: Material Topics.	6

Appendix II: GRI Standards Index

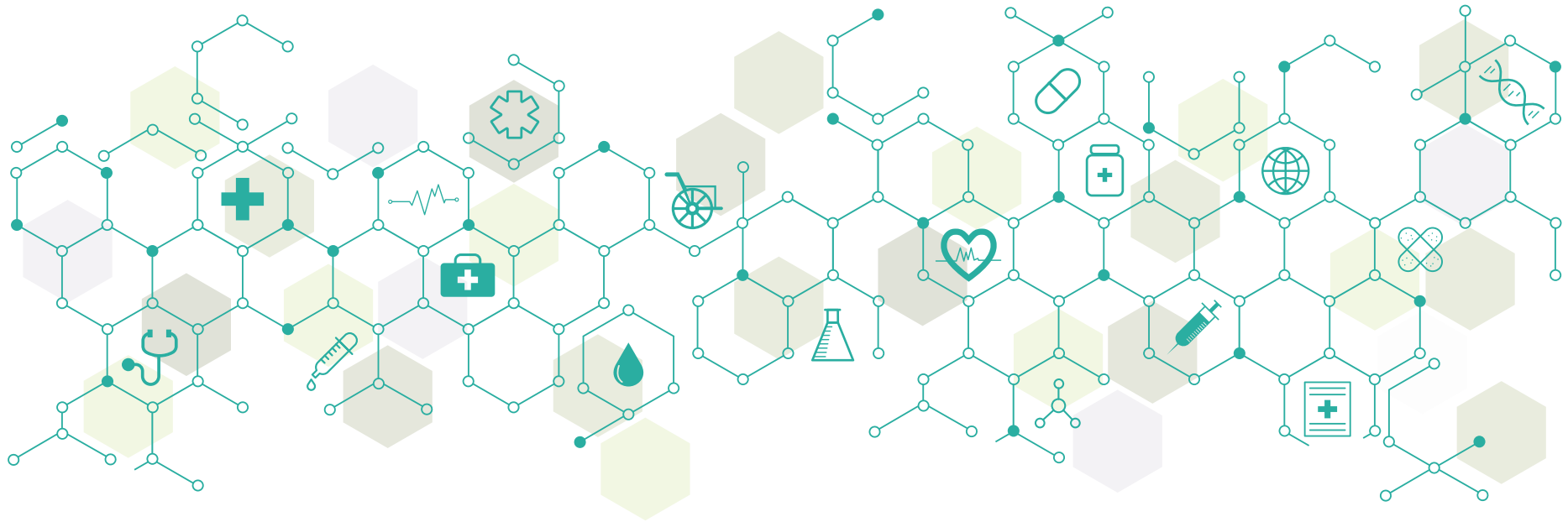
Statement of Use: Taipei Municipal Gan-Dau Hospital (operated by Taipei Veterans General Hospital) has reported ESG information for the period from January 1 to December 31, 2023, in accordance with the GRI Standards, specifically GRI 1: Foundation 2021.

General Disclosure Items

GRI Standard	Disclosure Item	Section in Report	Page Number
GRI2: General Disclosures 2021	2-1 Organizational details	About the Report	6
	2-2 Entities included in the organization’s sustainability reporting	About the Report	6
	2-3 Reporting period, frequency, and contact point	About the Report	6
	2-4 Restatements of information	About the Report	6
	2-5 External assurance	Appendix I: Limited Assurance	90
	2-6 Activities, value chain and other business relationships	1.1 About the Gan-Dau Team - A Synonym for Health, Longevity, and Livability	20
		1.3 Integrity in Governance and Operations	25–28
		1.4 Operational Achievements	29–30
	2-7 Employees	3.2 Employee Compensation and Benefits	49–53
	2-8 Workers who are not employees	3.2 Employee Compensation and Benefits	49–53
	2-9 Governance structure and composition	1.2 Sustainable Management Organization and Framework	22–25
1.3 Integrity in Governance and Operations		25–28	
2-10 Nomination and selection of the highest governance body	1.3 Integrity in Governance and Operations	25–28	
2-11 Chair of the highest governance body	1.3 Integrity in Governance and Operations	25–28	

GRI Standard	Disclosure Item	Section in Report	Page Number
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	1.3 Integrity in Governance and Operations	25–28
	2-13 Delegation of responsibility for managing impacts	Material Topics Management	11–18
		1.3 Integrity in Governance and Operations	25–28
	2-14 Role of the highest governance body in sustainability reporting	1.2 Sustainable Management Organization and Framework	22–25
	2-15 Conflicts of interest	1.3 Integrity in Governance and Operations	25–28
	2-16 Communication of critical concerns	Stakeholder Engagement	8–10
	2-17 Collective knowledge of the highest governance body	A Message from the Management	3–4
	2-19 Remuneration policies	3.2 Employee Compensation and Benefits	49–53
	2-21 Annual total compensation ratio	3.2 Employee Compensation and Benefits	49–53
	2-22 Statement on sustainable development strategy	A Message from the Management	3–4
	2-23 Policy commitments	Short, Medium, and Long-Term Goals	5
		1.3 Integrity in Governance and Operations	25–28
		2.1 Doctor–Patient Relationship and Healthcare Quality	32–39
	2-24 Embedding policy commitments	2.1 Doctor–Patient Relationship and Healthcare Quality	32–39
		3.4 Employee Health and Safety	56–58
		4.1 Climate Change and Adaptation	60–61
2-25 Processes to remediate negative impacts	1.3 Integrity in Governance and Operations	25–28	
	2.1 Doctor–Patient Relationship and Healthcare Quality	32–39	
2-26 Mechanisms for seeking advice and raising concerns	2.1 Doctor–Patient Relationship and Healthcare Quality	32–39	
	3.4 Employee Health and Safety	56–58	

GRI Standard	Disclosure Item	Section in Report	Page Number
	2-27 Compliance with laws and regulations	1.3 Integrity in Governance and Operations	25-28
	2-28 Membership in associations	1.2 Sustainable Management Organization and Framework	22-25
	2-29 Approach to stakeholder engagement	Stakeholder Engagement	8-10
	3-1 Process to determine material topics	Material Topics Management	11-18
GRI 3: Material Topics 2021	3-2 List of material topics	Material Topics Management	11-18



特定主題揭露項目

GRI Standard	Disclosure Item	Section in Report	Page Number
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	1.4 Operational Achievements	29–30
	201-2 Financial implications and other risks and opportunities due to climate change	4.1 Climate Change and Adaptation	60–61
	201-3 Defined benefit plan obligations and other retirement plans	3.2 Employee Compensation and Benefits	49–53
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	3.2 Employee Compensation and Benefits	49–53
	202-2 Proportion of senior management hired from the local community	3.2 Employee Compensation and Benefits	49–53
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	1.3 Integrity in Governance and Operations	25–28
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	1.3 Integrity in Governance and Operations	25–28
	205-2 Communication and training on anti-corruption policies and procedures	1.3 Integrity in Governance and Operations	25–28
	205-3 Confirmed incidents of corruption and actions taken	1.3 Integrity in Governance and Operations	25–28
GRI 206: Anti-competitive Behavior 2019	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	1.3 Integrity in Governance and Operations	25–28
GRI 302: Energy 2016	302-1 Energy consumption within the organization	4.2 Energy Management	62–63
	302-2 Energy consumption outside of the organization	4.2 Energy Management	62–63
	302-3 Energy intensity	4.2 Energy Management	62–63
	302-4 Reduction of energy consumption	4.2 Energy Management	62–63

GRI Standard	Disclosure Item	Section in Report	Page Number
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	4.4 Water Resource Management	66
	303-2 Management of water discharge-related impacts	4.4 Water Resource Management	66
	303-3 Water withdrawal	4.4 Water Resource Management	66
	303-4 Water discharge	4.4 Water Resource Management	66
	303-5 Water consumption	4.4 Water Resource Management	66
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	4.1 Climate Change and Adaptation	60–61
	305-2 Energy indirect (Scope 2) GHG emissions	4.1 Climate Change and Adaptation	60–61
	305-4 GHG emissions intensity	4.1 Climate Change and Adaptation	60–61
	305-5 Reduction of GHG Emissions	4.1 Climate Change and Adaptation	60–61
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	4.3 Waste Management	64–65
	306-2 Management of significant waste-related impacts	4.3 Waste Management	64–65
		4.3 Waste Management	64–65
	306-3 Waste generated	4.3 Waste Management	64–65
	306-4 Waste diverted from disposal	4.3 Waste Management	64–65
	306-5 Waste directed to disposal	4.3 Waste Management	64–65
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	3.2 Employee Compensation and Benefits	49–53
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	3.2 Employee Compensation and Benefits	49–53
	401-3 Parental leave	3.2 Employee Compensation and Benefits	49–53

GRI Standard	Disclosure Item	Section in Report	Page Number
GRI 402: Labor/Management Relations 2018	402-1 Minimum notice periods regarding operational changes	3.2 Employee Compensation and Benefits	49–53
	403-1 Occupational health and safety management system	3.4 Employee Health and Safety	56–58
GRI 403 : Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	3.4 Employee Health and Safety	56–58
	403-3 Occupational health services	3.4 Employee Health and Safety	56–58
	403-4 Worker participation, consultation, and communication on occupational health and safety	3.4 Employee Health and Safety	56–58
	403-5 Worker training on occupational health and safety	3.4 Employee Health and Safety	56–58
	403-6 Promotion of worker health	3.4 Employee Health and Safety	56–58
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	3.4 Employee Health and Safety	56–58
	403-8 Workers covered by an occupational health and safety management system	3.4 Employee Health and Safety	56–58
	403-9 Work-related injuries	3.4 Employee Health and Safety	56–58
	403-10 Work-related ill health	3.4 Employee Health and Safety	56–58
	GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	3.1 Industry–Academia Training and Research
404-2 Programs for upgrading employee skills and transition assistance programs		3.3 Friendly Workplace	54–55
404-3 Percentage of employees receiving regular performance and career development reviews		3.1 Industry–Academia Training and Research	46–49

GRI Standard	Disclosure Item	Section in Report	Page Number
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	3.2 Employee Compensation and Benefits	49-53
	405-2 Ratio of basic salary and remuneration of women to men	3.2 Employee Compensation and Benefits	49-53
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	5.1 Community Integrated Care Development	68-74
		5.2 Comprehensive Community Healthcare	74-82
		5.3 Community Co-Building and Giving Back	83-86



Taipei Municipal Gan-Dau Hospital
(Managed by Taipei Veterans General Hospital)