



Taipei Veterans General Hospital

永續報告書 2024

Sustainability Report



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Introduction

Message from the Minister

Since its establishment, Taipei Veterans General Hospital has been guided by the core value of patient-centered care. It has long upheld the spirit of professionalism, compassion, and dedication to safeguard public health and set a benchmark for the national healthcare system. As the Minister of the Veterans Affairs Council, I am deeply proud of TVGH because I am well aware that it is not just a hospital, it also stands as a vital stronghold carrying the camaraderie of our veterans and safeguards the health of the public.

The responsibility of TVGH is heavy yet glorious. It has been shouldering the mission of caring for patients with acute, critical, complex, and rare diseases for a long time. Under the exceptional leadership of Superintendent Wei-Ming Chen, the entire team has been dedicated to not only the enhancement the quality of healthcare, but also continuous creation of a warm and supportive workplace environment. The medical professionalism and humanistic spirit are of equal importance here. TVGH pursues excellence and innovation, and embodies a patient-centered philosophy in every detail of daily care, providing reassurance to patients and peace of mind to their families.

I am especially grateful to Superintendent Chen and the medical team for their wholehearted dedication. From the winning of Government Service Award, National Sustainable Development Award, Public Construction Golden Award, to being selected in Newsweek Rankings of Top 250 World's Best Hospitals 2025 and ranked No. 1 among hospitals in Taiwan, these honors are not coincidence, but the strongest testament to the unwavering dedication of our staff who have remained steadfast in their post day in and day out. I am extremely proud of such an achievement. Superintendent Chen was interviewed and became the first hospital leader from Taiwan to be featured in the international edition of Newsweek, being the pride not only to TVGH, but also to Taiwan.

The publication of the 2024 ESG Report marks a new milestone of TVGH on the road to sustainable development. The core principles guiding this Report include Advancing sustainability, Prioritizing the well-being of patients and staff, Promoting shared benefits, and Making efforts for a better environment. With the systematic presentation of the Hospital's efforts in environmental sustainability, social responsibility, and governance performance, this Report reflects the collective wisdom and dedication of all TVGH staff in the promotion of healthcare and sustainability.

We believe that the mission of healthcare extends beyond patient care, it is about fulfilling our responsibility to the environment and the future generations. TVGH has actively invested in energy conservation, intelligent management, green building design, etc., fulfilling its commitment to the environment and aligning with global sustainable development goals, showing the strategic vision and leadership as a national medical center.

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In the practice of “people-centered”, TVGH spares no efforts in continuously optimizing medical workflows and enhancing service quality to establish a patient safety-centered healthcare system so that patients can receive holistic care. At the same time, we also actively create a secure, friendly, and encouraging work environment to care for the physical and mental well-being of all our staff. The warmth of the Hospital comes from the mutual support from the associates, and also from the consideration and attentiveness shown by the leadership to every team member.

“Promoting shared benefits” is a concrete expression of TVGH’s commitment to social responsibility. The hospital has been rooted in the community, actively promoting health education and disease prevention while helping disadvantaged groups access proper care. This is not only an extension of medical services, but a reflection of our enduring commitment and contribution to society. Behind every health examination, every lecture, and every outreach to remote communities lies the unwavering dedication and selfless passion of TVGH staff. This cycle of goodwill is exactly the powerful force for social stability and hope.

In terms of governance, TVGH has established a rigorous internal control system to promote innovative management and process optimization to ensure steady development of the organization. Sound governance is the cornerstone of reform. By implementing internal management practices where responsibilities are clearly defined, procedures are standardized, and operations are orderly, the Hospital can advance with stability and remain accountable to both the people in the country and its own future development.

TVGH has never forgotten its roots. For such a long time, it has always served as the strongest medical support for veterans and their families. This is not only a responsibility but also an honor. I often remind leaders at every level to “Look downward with awareness, walk downward with presence, invest downward with purpose, and think downward with empathy”. This is how we stay close to our frontline associates, build trust in their hearts, and create an organization filled with strength and warmth.

I sincerely hope that this Report will not only showcase TVGH’s efforts and achievements, but also serve as a call to action, encouraging organizations and individuals to embrace a spirit of proactivity, positivity, innovation, and the courage to break new ground on the path to sustainability. This is a long path that requires unity, perseverance, and unwavering belief. As long as we carry light in our hearts and strength in our steps, we shall walk steadily and far. We can all together build a healthier and more resilient healthcare system for the nation, and safeguard the well-being and hope of our people.

Sustainability is a journey that demands great responsibility. To me, Taipei Veterans General Hospital represents the strongest and most trusted national medical center.



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Message from the Superintendent

As the COVID-19 pandemic subsides, Taipei Veterans General Hospital (TVGH) remains steadfast in its responsibilities for public health, while at the same time intensifying its efforts to implement ESG practices to not only align with the government policy but also fulfill our duty as a responsible global citizen.

Building a low-carbon hospital with circular resource use

TVGH has made years of efforts in environmental sustainability, continuously advancing the greening of the hospital, constructing green and smart buildings, replacing outdated HVAC (Heating, Ventilating, Air Conditioning) systems, energy-consuming equipment, and lighting, introducing smart energy management, and recycling and reusing water resources and waste. In addition, we continue to provide assistive devices inspection, maintenance, as well as rental services to serve mobility-impaired patients across Taiwan, Kinmen, and Matsu. By prioritizing patient safety and extending the service life of assistive devices, we provide access to necessary equipment for those with short-term needs to avoid the purchase of new ones, which fulfills our social responsibility while reinforcing circular resource use and environmental sustainability.

Providing high-quality medical care and promoting smart medicine to lay a solid foundation for public health

As a leading medical center in the country, we view the delivery of quality healthcare not only our fundamental social responsibility but also a core concept of healthcare sustainability. TVGH has 36 specialty medical centers, including the one and only Heavy Ion Therapy Center in Taiwan, having benefiting over 300 patients so far, over 100 of whom were pancreatic cancer patients once considered unlikely to survive now regain quality of life after receiving treatment. In the field of toxicology and poison control and prevention, Taiwan Poison Control Center (TW PCC) of the Department of Occupational and Clinical Toxicology at TVGH has established the most comprehensive poison control and prevention system in Taiwan. We assisted with past incidents of aristolochic acid-containing Chinese herbal medicine, contaminated saline solution leading to mass infection of patients, teachers in New Taipei City being accused of drugging kindergarten children (barbiturates), to the food poisoning incident in the vegetarian restaurant Polam Kopitiam and the Taitung snail dumpling poisoning death case in 2024. Our professional and authoritative role helped dispel the public's doubts and panic, and we were awarded the "Government Service Award" by the Executive Yuan. These achievements, made possible by the collective efforts of our entire staff, serve as a leading example of the healthcare sector's commitment to social responsibility. Our steadfast adherence to integrity and our dedication to fulfilling social responsibilities without a profit motive have earned ongoing support and donations from all sectors. The construction of a NTD 1.2-billion boron neutron capture therapy (BNCT) equipment is scheduled to commence in 2025, making TVGH the only medical center in the world that can provide both heavy particle (carbon ion) and BNCT therapies to gain more treatment opportunities for cancer patients.



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In the era of rapid technological advancement, our hospital regards patient safety as the foremost priority in the implementation of smart medicine. Through collaboration between clinical teams and healthcare professionals, we work to resolve challenges in daily operations and patient care, allowing physicians to devote their time and energy to the treatment and care of patients while enhancing healthcare quality and delivering genuine equity and compassion in patient care. In addition, TVGH has built the first cluster-based supercomputing platform in Taiwan, “TVGH Cloud 1”, making it the hospital with the highest computing power in Taiwan. By introducing artificial intelligence (AI) and the Power BI dashboard management platform, we have developed a clinical decision support system (CDSS) with an alert function. Smart technologies have also been fully integrated into both medical and administrative operations, and the expansion of paperless form system improves management efficiency, transparency, and contributes to carbon reduction. In 2024, TVGH served as a responsible hospital for the establishment of the "Center for Responsible AI in Healthcare" and the "AI Impact Research Center" of the Ministry of Health and Welfare's AI center support programs. These advancements in smart technologies are deeply connected to the staff's everyday work and life, encouraging them to keep pace with technology and learn proactively. I hope our staff can be inspired by the I Ching's saying, “The only constant is change.” We strive to give every team member a stage for them to fully showcase their strengths, building a vibrant, forward-looking culture that reflects the core spirit of the hospital reform.

Sharing medical resources to build an ecosystem of mutual benefit and common good

Driven by the spirit of Promoting Shared Benefits, we actively share medical resources through collaboration with healthcare systems both domestically and internationally. In addition to receiving international delegations and providing care for patients from across the world, we also extend medical support to many countries. For example, under the New Southbound Policy, we dispatched a medical team to Vietnam to perform a liver transplant, successfully treating the youngest and lightest patient ever recorded in the country. We also focus on empowering local teams by sharing medical expertise and knowledge, thereby supporting our diplomatic allies in Central America in developing robust healthcare capabilities. We also signed the Memorandum of Understanding (MOU) with the Mayo Clinic to set up a laboratory at TVGH, demonstrating the international influence of Taipei Veterans General Hospital.



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Upholding five key principles for talent selection, being committed to providing our staff with the optimal resources

TVGH's contributions to society and the international acclaim received are made possible by many outstanding professionals who drive our ongoing development. We uphold five key hiring principles in talent selection, namely integrity, honesty, competence, flexibility, and harmony, and encourage our staff to constantly reflect upon themselves with these five principles. To tackle the nursing shortage, we provide housing, meal allowances, recreational facilities, and a pleasant work environment. In addition, we also organize movie nights on a monthly basis for our staff and their families to enjoy together while strengthening their parent-child relationship through shared leisure time. Every month, we invite well-known professionals from various sectors to deliver master talks, offering staff opportunities to broaden their horizons and insights. To support the professional development of the younger generation, we offer an NTD 100,000 overseas training subsidy each for residents who have completed two years of service with us. The space previously designed as the Superintendent's Office has been transformed into a cozy academic exchange space for clerks. Differentiated salaries are offered to physicians with heavier workloads, thereby increasing the proportion of specialists in the care of acute, critical, complex, and rare diseases. By implementing these proactive measures, the sense of well-being among our staff is thus enhanced, which ensures higher retention rates.

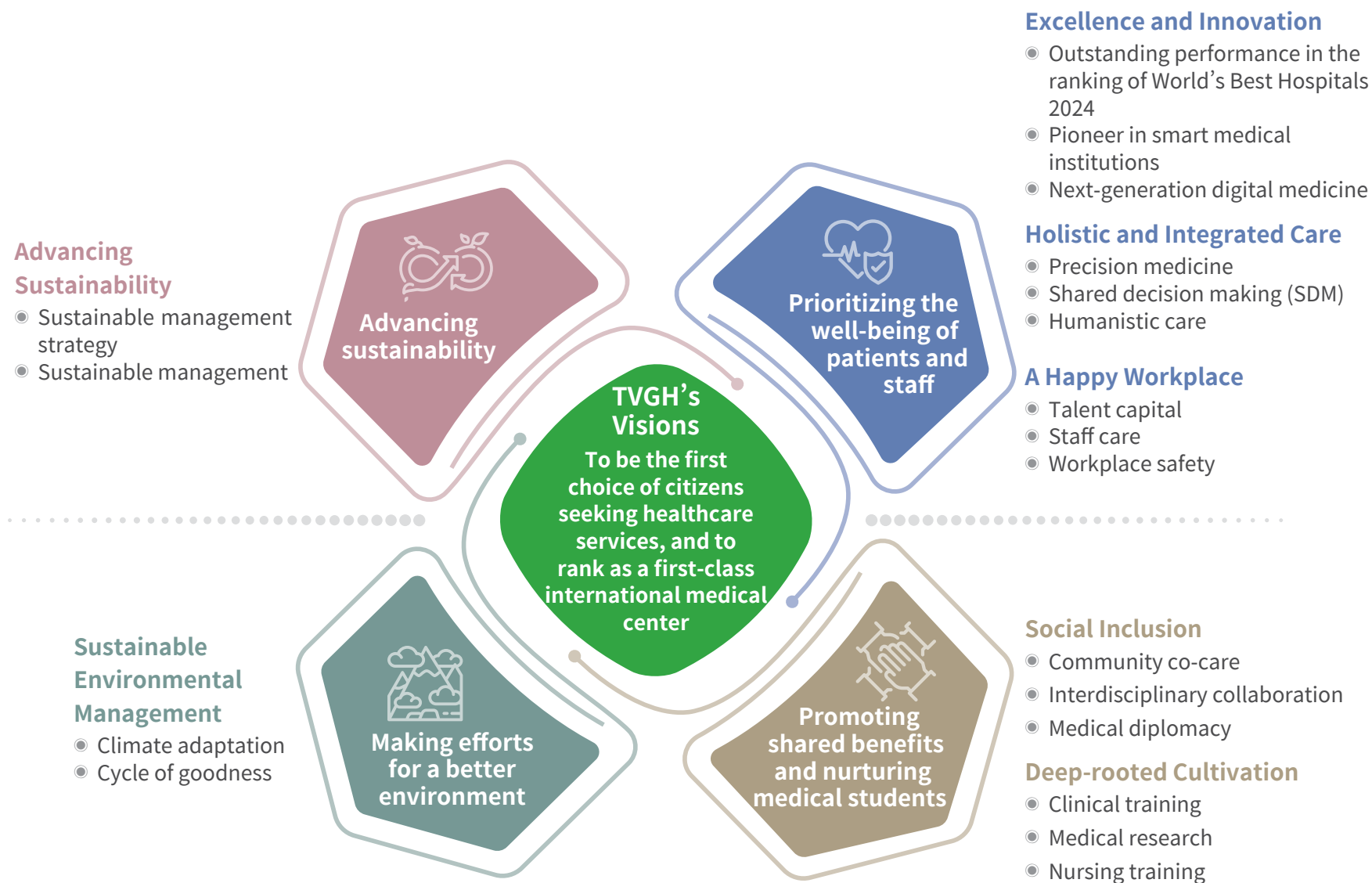


In Newsweek Rankings of World's Best Hospitals 2025, TVGH was ranked No. 208 with the score of 92.99%. By working with our peer hospitals, we aim to see more hospitals enter the top 250 in the future. With the trust and support of all, we will prioritize patient safety and work toward the goal of sustainable development for the co-prosperity of the environment and society, with the vision of "becoming the first choice of citizens seeking healthcare services and ranking as a first-class international medical center".

TVGH Superintendent, Wei-Ming Chen

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Strategic Roadmap for Sustainable Development



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Awards and Recognition

Taipei Veterans General Hospital's medical achievements have been internationally recognized. We were selected as one of the World's Best Hospital 2024 & 2025 by Newsweek. In addition, TVGH received 12 SNQ (Symbol of National Quality Certificates, including 2 Silver Awards and 1 Bronze Award in National Biotechnology and Medical Care Quality Award. Furthermore, we were also honored with 14 awards in NHQA (National Healthcare Quality Award), including 5 Gold Awards, 1 Silver Award, and 3 Bronze Awards, demonstrating our focus on and dedication to medical quality and patient safety.

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International Awards



World's Best Hospital by Newsweek



Gold Forum Member of Global Network for Tobacco Free Healthcare Services

Domestic Awards



Harvard Business Review's Ding-Ge Digital Transforming Award



Symbol of National Quality (SNQ) Award -Silver Award
(Theme) Saviour of Pancreatic Cancer, "King of Cancer"、Innovation in Treatment of Pancreatic Cancer



Symbol of National Quality (SNQ) Award -Silver Award
(Theme) Ingenious Predictions - Leading the World in AI-Driven Liver Cancer Recurrence Risk Assessment



NHQA (National Healthcare Quality Award)
Gold Award of Evidence-Based Medical Literature Appraisal, Novice Group



NHQA (National Healthcare Quality Award)
Gold Award in Evidence-Based Medicine, Clinical Application Group



NHQA (National Healthcare Quality Award)
Gold Award of Simulated Acute and Critical Care



NHQA (National Healthcare Quality Award)
Gold Award of Outstanding Healthcare, Outstanding Medical Care Group
(Theme) Precision minimally invasive surgery for long-term intestinal health



NHQA (National Healthcare Quality Award)- Gold Award of Outstanding Healthcare, Outstanding Medical Care Group
(Theme) Establishing the Most Efficient Global Model for Pompe Disease Diagnosis and Treatment Model- Pome Disease Treatment Efficacy No. 1 in the World

2024 Sustainable Achievements and Performance



- Installed solar panels, saving **39,426 kWh** of electricity, equivalent to the reduction of **18,687.92 kg CO₂e**.
- Promoted food waste reduction, and the amount of food waste in 2024 reduced by **15.8%** compared with that in 2023.
- Organized **6 sessions** of low-carbon vegetarian food events, serving **56,060** meals in total and reducing approximately **43,726.80kg CO₂e**.
- In 2024, the shuttle bus served a total of **1,093,407** passengers, with a total mileage of **45,445 km**, reducing approximately **105,185.75kg CO₂e**.
- Recovered a total of **131,304 metric tons** of groundwater in 2024, an **increase of 21%** compared with 2023.
- A total of **818.18 metric tons** of waste was recycled and reused in 2024.
- The Medical Charity Foundation, Inc. provided subsidies of **over NT\$ 28 million** to poor and disadvantaged patients in 2024, with a total of **1,640 recipients**.
- The Adolescent Psychiatric Daycare Ward has assisted over **2,000** emotionally disturbed children and adolescents as of 2024.
- The assistive device rental service served **1,060** people and provided **1,378** pieces of assistive devices, saving the cost of **NT\$ 3.402 million** in 2024.
- In 2024, **2,534** home hospice nurse visits and **875** hospice physician home visits were conducted.
- A total of **11** sessions of community medical services were provided, serving **2,019** people in 2024.
- Ranked **No. 218** in Newsweek Rankings of World's Best Hospitals.
- Selected in the list of the **World's Best Smart Hospitals** by Newsweek.
- Selected as a responsible hospital for Ministry of Health and Welfare's "**Center for Responsible AI in Healthcare**" and the "**AI Impact Research Center**" programs.
- Among the Top 20 domestic clinical medicine professionals listed in World's Top 2% Scientists 2024, **6** physicians were from TVGH System.

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Sustainability Development Goals and SDGs Implementation

The United Nations Sustainable Development Goals (SDGs) comprises 17 Goals and 169 Targets, serving as the global development agenda from 2016 to 2030. TVGH's sustainability strategy is designed to align with seven specific SDGs.

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2024 SDG Implementation Efforts



End poverty in all its forms everywhere

Implementation Efforts

- The Medical Charity Foundation, Inc. provided assistance to economically disadvantaged patients to ensure equal access to medical care for all.
- Provided meal subsidies to senior citizens in the community.



Ensure healthy lives and promote well-being for all at all ages

Implementation Efforts

- Organized community-based mobile medical services, including senior health check-ups, integrated and cancer screenings, and health education seminars.
- Organized classes, health education, and counseling for smoking cessation.



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Implementation Efforts

- Rongguang Preschool is available for the staff's children and grandchildren, with special tuition discounts as part of the employee benefits.
- The Adolescent Psychiatric Daycare Ward (Sun-Flower School) assists children and adolescents suffering from psychiatric illnesses to maintain stable mental and physical status to complete their education.



Achieve gender equality and empower all women and girls

Implementation Efforts

- Established a Maternal Health Protection Plan in the Workplace.
- Conducted gender equality advocacy, gender mainstreaming training, and other related gender equality promotions within the hospital.



Ensure availability and sustainable management of water and sanitation for all

Implementation Efforts

- Reclaimed water is discharged into Lake Nepenthe to create an aquatic ecological habitat.
- Maintained the ecology of the nearby Baxian Canal to ensure the water quality.



Ensure sustainable consumption and production patterns

Implementation Efforts

- Promoted green procurement, green living, and the concept of being "recyclable, low-polluting, and resource-saving" to achieve the spirit of health-promoting and low-carbon hospital.



Strengthen the means of implementation and revitalize the global partnership for sustainable development

Implementation Efforts

- Engaged in international collaboration in medical technology, integrating resources across borders to expand our impact.
- To work in line with the government's New Southbound Policy, TVGH conducted medical exchanges with northern Vietnam and provided training for Vietnamese medical personnel.
- Collaborated with our allied nation, St. Kitts and Nevis, on the Mental Health Service System Enhancement Project.

About this Report

Taipei Veterans General Hospital (hereinafter referred to TVGH, the Hospital, or We) set five goals of Advancing sustainability, Prioritizing the well-being of patients and staff, Promoting shared benefits, Nurturing students, and Making efforts for a better environment as the core principles guiding this report, with the aim of communicate with our stakeholders by disclosing our efforts in the aspects of hospital governance, environmental sustainability, and social inclusion, so as to continue moving toward our vision of “being the first choice of citizens seeking healthcare services and ranking as a first class international medical center”.

Reporting Scope

This Report discloses the information of Taipei Veterans General Hospital between January 1 and December 31, 2024. In addition to the individual financial statements of the Hospital, the consolidated financial statements of the branch Veterans Hospitals at Suao, (Including Yuanshan, Taoyuan, Hsinchu, Yuli (including Fenglin and Taitung), namely four branch hospitals (seven campuses) are also disclosed. The reporting scope of this Report is consistent with the individual financial statements, with TVGH as the scope of disclosure. To ensure the completeness and comparability of performance disclosure, this Report includes certain information dated before January 1, 2024 and after December 31, 2024. No restatement of information has been made in this Report.

Reporting Principles and Information Quality

The financial data in this Report are from the officially disclosed budget and final accounts for Fiscal Year 2024, which have completed all statutory procedures, and are denominated in New Taiwan Dollars (NTD). Environmental data related to energy conservation and carbon reduction are presented using internationally recognized units, while certain statistical data are sourced from publicly available government information to enhance the materiality and comparability of this Report. This Report was internally audited and verified by AFNOR Asia Ltd. before its issuance. The verification results confirm that this Report has been prepared in accordance with GRI Standards 2021 and obtained Type a Moderate Level of assurance in accordance with AA1000AS v3. The independent assurance opinion statement is detailed in the appendix.

This Report was compiled with reference to the following international standards and guidelines.

Issuing Agency	International Standards
The United Nations (UN)	UN Sustainable Development Goals, (SDGs)
Global Sustainability Standards Board (GSSB)	GRI Standards: 2021
International Sustainability Standards Board (ISSB)	Sustainability Accounting Standards Board (SASB) -Health Care Delivery
Financial Stability Board (FSB)	Task Force on Climate-related Financial Disclosures (TCFD)



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Issuance Schedule and Contact Information

This Taipei Veterans General Hospital 2024 ESG Report is the first issuance of our ESG Report, which is scheduled to be published biennially.

- Current issuance: December, 2025
- Next issuance: December, 2027

For any questions regarding this Report, please contact us via the following channels.

Contact address	Taipei Veterans General Hospital (No.201, Sec. 2, Shipai Rd., Beitou District, Taipei City; No.322, Sec. 2, Shipai Rd., Beitou District, Taipei City)
Department in charge	Occupational Safety and Health Office
Contact person	Director Cheng-Ying Shiau Pharmacist Chun-Wan Chao Deputy Healthcare Administrator Yu-Rong Huang Deputy Healthcare Administrator Chih-Hui Chuo
Contact number	02-28757308



Please refer to the Sustainability/ESG Section of TVGH's website.

About TVGH

The first choice of citizens seeking healthcare services, a first-class international medical center

To implement the government’s policy of caring for veterans and improve the quality of medical care for veterans, Taipei Veterans General Hospital was established in Shipai, Taipei in 1958. For over the past six decades, the Hospital has upheld the patient-centered principle of “treating patients as if they were family members”. We are dedicated to advancing medical innovation, improving service quality, providing holistic healthcare that addresses the physical, mental and spiritual needs of our patients, a convenient healthcare environment and humanized services. To date, TVGH has evolved into a national-level medical center specializing in the care and treatment of acute, critical, complex, and rare diseases, shouldering the three main missions of providing medical care, cultivating medical professionals through teaching and doing research. We work in line with national medical policies, fulfill the government’s responsibility of taking care of the people’s health, and continue to move toward the vision of “becoming the first choice of citizens seeking healthcare services and ranking as a first-class international medical center”.

Taipei Veterans General Hospital is a medical institution affiliated with the Veterans Affairs Council (hereinafter referred to as the Council). It oversees four branches (seven campuses), including the Taoyuan Branch, Hsinchu Branch, Suao/Yuanshan Branch, and Yuli/Fenglin/ Taitung Branch. These branches are committed to providing high-quality medical services to veterans, their families, and the general public. Each branch adheres to the “Implementation Guidelines for Strengthening the Supervision of the Healthcare Units of Veterans Homes” issued by the Council. This framework forms a Three-Level Veterans Medical Care Service Pyramid, which aims to better understand the healthcare needs of veterans residing in veterans homes and to enhance coordination and medical interaction.

In addition, our hospital has been commissioned by Taipei City Government to operate Taipei Municipal Guandu Gandau Hospital. Through close integration with TVGH’s healthcare system, this collaboration optimizes the use of medical resources, improves operational efficiency, enhances the quality of life for community residents, and fosters the development of a healthy and supportive community.



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General Profile

Name of Hospital

Taipei Veterans General Hospital

Year of Establishment

1958

Industry Classification

Healthcare services (Public hospital)

Hospital Type

Medical center, teaching hospital

Address

No.201, Sec. 2, Shipai Rd., Beitou District, Taipei City

No.322, Sec. 2, Shipai Rd., Beitou District, Taipei City

Service Area

Domestic: Greater Taipei Area, Yilan, Taoyuan, Hsinchu, Hualien, Taitung, and Kinmen

International: Southeast Asia (Vietnam, Indonesia, Myanmar, Cambodia), the U.S., Canada, Hong Kong, Mainland China, Europe, and the Middle East

Target Population

Patients, patients' family members, students (Medical students, nursing students, etc.)

Business Items

- 1. Provide medical services for acute, critical, complex, and rare diseases as well as various other medical conditions.**
- 2. Improve regional medical services and implement prioritized medical treatment.**
- 3. Invest in innovative R&D and transfer technology to drive the development of medical technology.**
- 4. Align with national policies and fulfill social responsibility.**
- 5. Serve as a center of excellence for the cultivation of medical professionals both at home and abroad.**

Staff

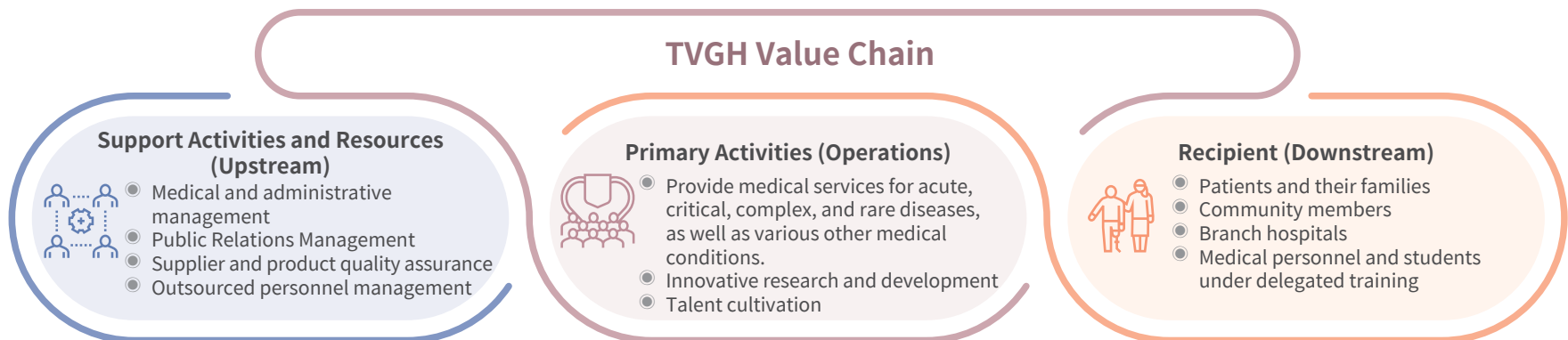
7,737 (Including research assistants)

Beds

3,160 in total

Medical Service Volume (2024)

2,458,108 outpatient visits
138,341 hospital admissions
84,936 emergency visits

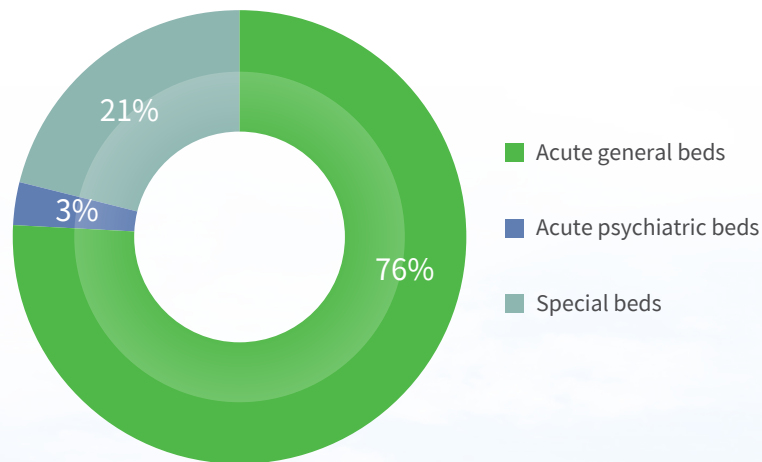


Note: There is no significant difference in the value chain compared with the previous report.

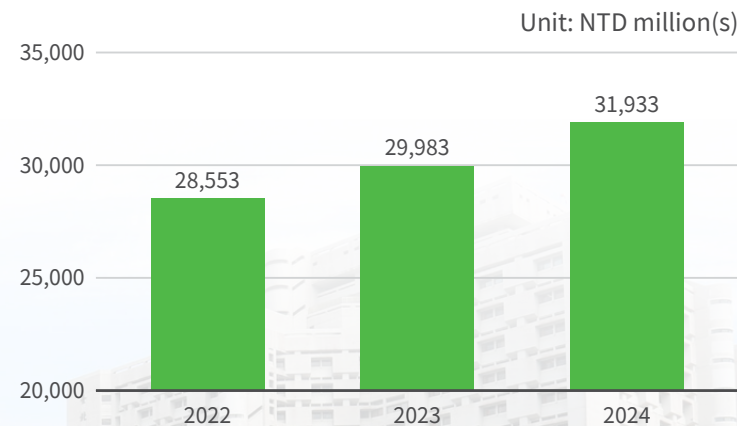
Continued investments in medical technology to give back to the public as the operating revenue increases

TVGH is dedicated to advancing medical technologies and equipment, enhancing medical professionals' competencies and improving service quality to safeguard the health of the public. In 2024, there were 2,458,108 outpatient visits, 138,341 inpatient visits, and 84,936 emergency visits, and the operating revenue exceeded NT\$ 30 billion, which has been showing an upward trend since 2022. With the adoption of a patient-first approach, we continuously optimize our medical services and quality of care and invest the operating revenues in society, hospital development, and employee care, striving to benefit patients at home and abroad as well as our staff, in fulfillment of our social responsibility as a hospital.

Number of Beds at TVGH



TVGH's Operating Revenues Over the Years



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The way I see it, true sustainability lies in sustainability in patient safety, medical quality, and human compassion.

-- Wei-Ming Chen, Superintendent

1 Advancing Sustainability

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TVGH's Path to Sustainable Development: From Concept to Implementation

Starting from 2013, Taipei Veterans General Hospital initiated a 10-year green revolution. Our commitment to the future is reflected in every unseen step we make, from phasing out outdated equipment to sowing green seeds on every inch of the campus. We have saved over 7 million kWh of electricity accumulatively over the past decade. This is more than a response to climate change, it is also a resolute and heartfelt promise to future generations.

During this green journey, Wei-Ming Chen, the Superintendent of TVGH, has always believed that sustainability is not a slogan but the sum of every step we take. He led the whole big TVGH family by example. When he found that the “bone spatulas” commonly used in orthopedic surgery gradually were becoming dull over time, which might compromise both precision and efficiency of the surgery, Superintendent Chen personally visited a hardware store, purchased a planer, and sharpened the instruments himself, living out the principle of making the most of what we have. This is not only to protect the environment, but also to respect the patients’ lives.

Superintendent Chen’s spirit constantly inspires every member of TVGH. There was also a time when a typhoon brought down several trees on campus, instead of discarding these trees, he chose to cut the wood into plaques, inscribed each one by hand, and presented them as tokens of appreciation to outstanding staff. Each wooden piece became a warm and living symbol of gratitude and respect.

However, the path toward sustainability for TVGH does not end here. We continue to advance in smart medicine, international collaboration, and talent cultivation, extending the value of healthcare to a more far-reaching social responsibility. In 2022, TVGH was honored with the National Sustainable Development Award by the Executive Yuan, making us the only medical institution to win the award that year. This honor belongs to every single member of this institution who stood for sustainability with action and heart.

In 2023, TVGH and TAISE (Taiwan Institute for Sustainable Energy) jointly signed the “Hospital Sustainable Development Advocacy Agreement” and invited the chairman of TAISE, Dr. Eugene Chien, to deliver lecture in the “Master Lecture” series, sharing international medical institutions’ net-zero experience to remind us that climate change is no longer a far-off issue, it is a pressing challenge that demands immediate action. In 2024, we formally established the Sustainable Development Committee to integrate the concept of sustainability into daily decision-making and practice.

We are well aware that the responsibility of healthcare is not just about curing diseases, it is also about safeguarding the environment and society. We will continue to take steady step on the path toward sustainability with our professionalism and love, setting a strong example for the healthcare sector. We believe that while safeguarding health, we must also protect our shared future.



Signing the “Hospital Sustainable Development Advocacy Agreement” with TAISE



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1.1 Sustainable Management Strategies

Based on the missions, visions, and core values, TVGH has set three major goals of “Deliver exceptional medical care that is personalized, compassionate, and focused on patient needs”, “Serve as a center of excellence for medical talent development, precision medicine research, and cutting-edge healthcare innovations”, and “Implement smart medical technologies and intelligent management systems to enhance operational efficiency, improve patient experiences, and build a comprehensive integrated healthcare network”. In addition, the three goals are also supported and embodied in 15 strategic actions for the implementation of sustainable development.

TVGH's 3 Major Goals and 15 Strategies

Philosophy and Policies	Mission: Work in line with national medical policies, providing high-quality medical services to veterans, their families, and the general public. Visions: To be the first choice of citizens seeking healthcare services, and to rank as a first-class international medical center. Core values: To care for patients as if they were our own family, to seek excellence, to maintain ethical behavior, to uphold the law, and to keep our word.		
Goals	Patient-Centered Care: Deliver exceptional medical care that is personalized, compassionate, and focused on patient needs.	Global Leadership: Serve as a center of excellence for medical talent development, precision medicine research, and cutting-edge healthcare innovations.	Innovative Healthcare: Implement smart medical technologies and intelligent management systems to enhance operational efficiency, improve patient experiences, and build a comprehensive integrated healthcare network.
Strategies	• Strengthen patient safety culture and establish a patient-centered, safe healthcare environment. • Enhance medical professionalism and deliver heartfelt services. • Develop critical care, geriatric medicine, and competitive medical services. • Strengthen referral systems, enhance community engagement, and promote physical and mental well-being of the public and our staff. • Adopt shared decision-making to establish good physician-patient communication, and reduce medical waste and minimize disputes.	• Provide high-quality basic and clinical education and training. • Continue to organize on-the-job education, health-promoting activities, and improve medical and administrative management knowledge for the staff. • Align with the hospital's key development areas and implement planned training for professionals. • Make good use of the resources to develop internationally leading and innovative medical technologies and research, and establish a R&D center. • Continuously improve medical capacity and operational efficiency.	• Simplify and standardize operating procedures, develop smart healthcare and integrate services items, and increase horizontal communication and reduce costs through information-based management. • Develop and publicly promote TVGH's high-quality healthcare and reduce dependence on national health insurance. • Strengthen collaboration with healthcare institutions and long-term care facilities, integrate medical resources, and expand the healthcare market. • Actively develop bilateral international healthcare collaboration. • Create a friendly workplace, foster employee well-being, and enhance team performance.

✦ Structure of the Sustainable Development Committee

TVGH Sustainable Development Committee was established in March, 2024, with the Superintendent serving as the chief convener and two Vice Superintendents in charge of administration and medical management as the deputy conveners, 17 to 23 first-level supervisors as professional committee members, and 2 external committee members being hired. Each committee member serves a two-year term. Female representation accounts for 33% of the committee. Under the Committee are three working groups, including the “Hospital Governance Group”, the “Social Responsibility Group”, and the “Environmental Sustainability Group”, with the first-level supervisors of the responsible units serving as the group leaders and deputy group leaders to lead the implementation of sustainability-related work. In addition to the quarterly sustainable development meetings, starting from August, 2024, first-level supervisors have taken turns reporting the sustainability performance of their respective departments to the Superintendent in the monthly hospital affairs meetings. From February, 2025, all first-level units have conducted monthly departmental meetings to discuss their sustainability strategies and practices, with proceedings formally recorded.

This Report was based on the information provided by each department, compiled by the “Hospital Governance Group”, the “Social Responsibility Group”, and the “Environmental Sustainability Group”, and sent to the first-level supervisors of each department for confirmation. The finalized version was released upon review and approval by the Superintendent.



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✦ Stakeholder Identification

The Hospital followed the five principles of AA1000 Stakeholder Engagement Standards (AA1000 SES), namely Responsibility, Influence, Tension, Diverse Perspectives, and Dependency, and identified seven major stakeholders, including Staff, Patients and their families, Suppliers/Contractors, Government agencies, Clerks, Medical partners, and Volunteers/Community residents.



✦ Stakeholder Communication

By maintaining continuous engagement with our stakeholders, TVGH can better understand their concerns regarding governance, environmental and social aspects. All the feedback from the stakeholders is integrated into the hospital's operational strategies and direction.



Stakeholder	The Significance of Stakeholders to TVGH	Communication Channels	Frequency	Communication Performance
 Staff	Our staff are the solid foundation of TVGH's sustainable management and a driving force behind high-quality healthcare, institutional growth, and innovation.	Employee feedback system	Instantly	- Revised 32 articles of the Labor Work Rules of the Hospital, approved unanimously by both labor and management representatives, which was reported to Department of Labor of Taipei City for approval as required. - Conducted 2 staff appraisals in 2024. - The employee satisfaction was 76.8% in 2024, an increase of 0.4% from 76.5% in 2023.
		Personnel Interview	Once a month	
		Superintendent's Email	Instantly	
		Staff Assistance Group	Review meetings are convened once or twice annually.	
		Labor-Management Meeting	Once a quarter	
		Regular performance review with two-way feedback	Twice a year	
		Staff satisfaction survey	Once a year	
 Patients and their families	The hospital's existence and growth depend on the public's healthcare demands and expectations. These demands directly impact service quality and the hospital's social image. As the primary stakeholders, the public is also a key driver of our continuous growth.	Superintendent's Email	Instantly	- The Superintendent's email received 1,824 complaints in 2024. - In 2024, the Integrity hotline, fax, and email received and processed 50 complaints in total. - In 2024, the customer suggestion box received 139 complaints in total. - In 2024, the customer service hotline received 3,449 complaints in total. - Results of the Patient Experience Survey: - Inpatient: 97.9% of inpatients were satisfied with the inpatient care services of the hospital. - Outpatient: 96.9% of outpatients were satisfied with the outpatient care services of the hospital. - The overall satisfaction of the Emergency Department in 2024 reached 90.5%. - The satisfaction of the inpatient integrated nursing care services reached 92.9% in 2024. - The satisfaction of the inpatient nursing care services reached 98.81% in 2024.
		Integrity hotline, fax, and email	Instantly	
		Customer suggestion box	Instantly	
		Customer service hotline	Instantly	
		Patient experience survey	Twice a year (Inpatient survey in May and outpatient survey in October)	
		Emergency Department paper and online patient satisfaction surveys	Monthly statistics	
		Bedside consultation and visiting care	During hospitalization, one week after discharge	
		Satisfaction survey on inpatient integrated nursing care services	Before discharge	
		Inpatient satisfaction survey on nursing care	Once a year	

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Stakeholder	The Significance of Stakeholders to TVGH	Communication Channels	Frequency	Communication Performance
 Suppliers/ Contractors	Suppliers and contractors provide critical support to hospital operations. The stability of their service quality and their technological innovation directly influence medical effectiveness and patient safety.	Telephone	Instantly	- Two meetings were held to manage outsourced operations in 2024, and two ad hoc review meetings would be held when necessary to formulate wage ranges for outsourced personnel in accordance with the minimum wage requirements and the response to the Economic Development Committee's wage and wage transparency policy in the project meetings. - The labor outsourcing meeting is held weekly (canceled if there are extended holidays or major meetings) to coordinate and discuss contract implementation, thereby identifying potential problems and opportunities for improvement to ensure the quality of contract fulfillment. A total of 42 labor outsourcing meetings were held in 2024. - In 2024, a total of 1,066 vendors won bids through public tendering. - In 2024, 12 major project meetings were held on a monthly basis, and a total of 15 projects were reviewed in the weekly management meeting.
		Email	Instantly	
		Labor outsourcing meeting	Once a week	
		Project supervision meeting	Once a week	
		Major project meetings	Once a month	
 Government agencies	Government agencies are the drivers of national policy, and they are also the regulators and supporters of hospital operations to ensure the hospital's compliance with relevant laws and regulations, thereby safeguarding the healthcare rights of the public.	Official documents	Occasionally	- There were 5 visits or evaluations in total from the government agencies. - In 2024, a routine inspection of Stationary Pollution Sources was carried and reported to the Environmental Protection Bureau for reference. - In 2024, two voluntary inspections and one regular inspection of indoor air quality were carried out.
		Meeting	Occasionally	
		Email	Instantly	
		Telephone	Instantly	
		Random inspection or on-site visit	Occasionally	
		Certification	As required	
		Hospital performance evaluation	Once every four years	
		Cooperation in policy execution	Occasionally	
		Public hearing	Occasionally	
		Regular inspection/ supervision audit	Subject to the specific regulations for each item	



Stakeholder	The Significance of Stakeholders to TVGH	Communication Channels	Frequency	Communication Performance
 Clerks	Clerkship is a transitional phase between being students and future medical practitioners. In line with the concept of “educating students well”, our hospital has put a lot of efforts in teaching, training, and caring for clerks. This approach not only assists both in recruiting and promoting hospital staff, but also fulfills our social responsibility to nurture excellent medical and healthcare professionals.	Hotline, email	Instantly	- The teaching quality of our hospital has been significantly enhanced by a variety of effective communication channels. In recent years, the increasing number of teaching staff shows a strong culture of teaching. Our excellent teaching quality is highly recognized by students and partner academic institutions. - The overall satisfaction rate reached 99%, with most clerks from allied health professions reporting satisfaction rates above 90%. In 2024, students from 16 Schools of Nursing received their clerkship training at our hospital.
		TAS Teaching Assessment System	Once a month	
		Anonymous questionnaire		
		Mentorship and guidance		
		Meeting with professors and mentors	Once a quarter	
		Large seminars for medical clerks		
		Clerkship seminars by allied health professions	Once every six months	
		Satisfaction survey	Once per cohort (upon discharge)	
Clinical teaching site visit	Occasionally			
 Medical Partners	Through the collaboration with medical partners to integrate technology and resources, we aim to ensure effective utilization of healthcare resources and improve operational efficiency, so as to enhance community living standards, bridge the urban-rural healthcare gap, and create healthy communities.	Medical satisfaction survey	Once a year	- Kinmen Hospital of Ministry of Health and Welfare: - The overall medical satisfaction reached 90% in the 2024 survey. - A total of 10 sessions of nursing education and training were held in 2024. - National Yang Ming Chiao Tung University Hospital: - In 2024, our hospital provided a total of 477 clinic sessions (outpatient, surgical, or on-call). - The "Evaluation form for the implementation of medical support outside the Veterans Hospital System" filled showed that the physician support provided by our hospital has consistently met the requested service needs.
		Official document, email, telephone, messaging app group chat, video conference, courtesy visit and interview	Occasionally	
		Education and training	Occasionally	
		Referral and emergency transfer system	As needed	
		Supervisory committee meeting	Twice a year	
		Management Committee	Four times a year	

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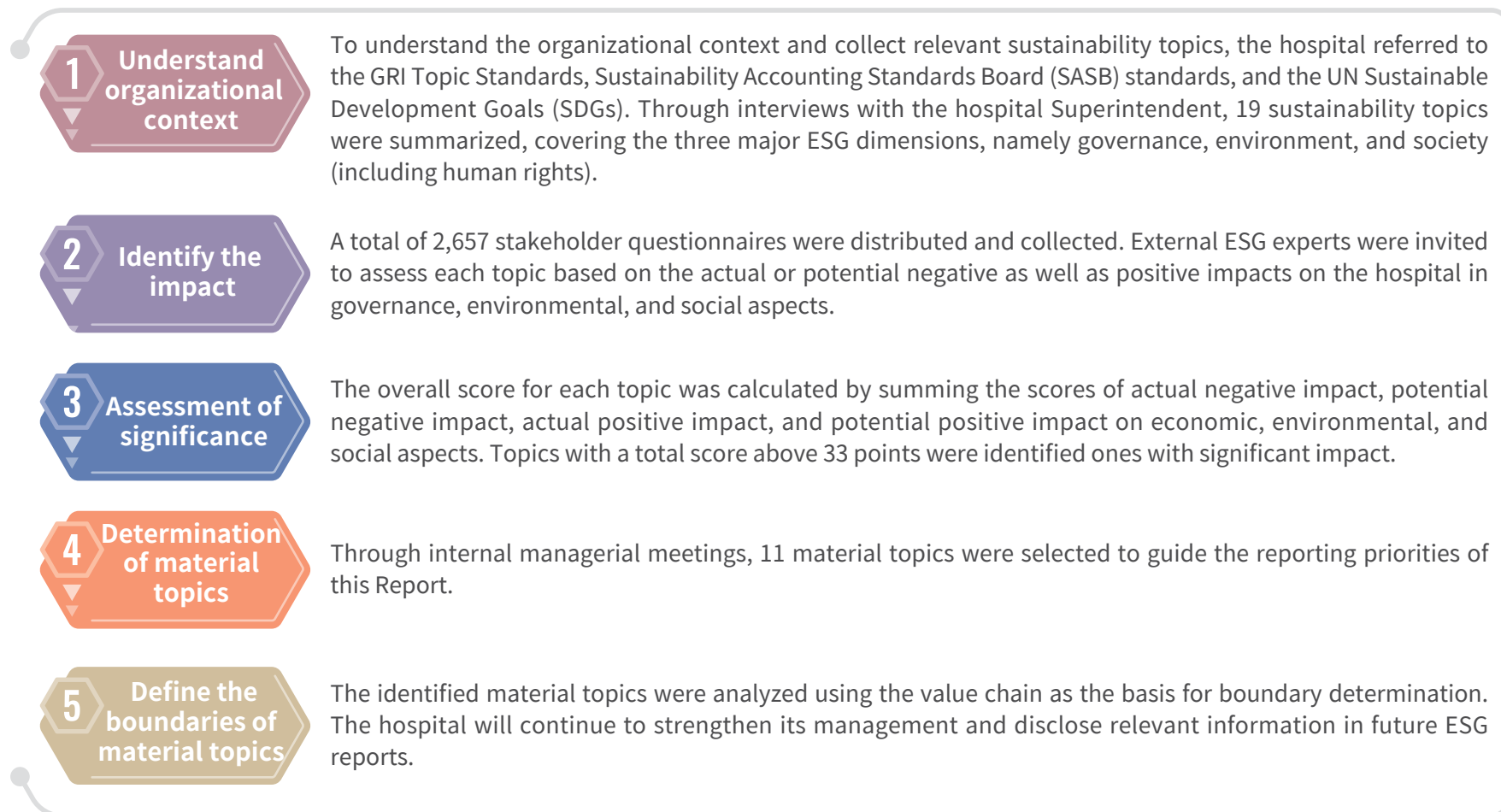
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Stakeholder	The Significance of Stakeholders to TVGH	Communication Channels	Frequency	Communication Performance
 Medical Partners	Through the collaboration with medical partners to integrate technology and resources, we aim to ensure effective utilization of healthcare resources and improve operational efficiency, so as to enhance community living standards, bridge the urban-rural healthcare gap, and create healthy communities.	"Evaluation form for the implementation of medical support outside the Veterans Hospital System"	Once a year	- Keelung Hospital of Ministry of Health and Welfare: The "Evaluation form for the implementation of medical support outside the Veterans Hospital System" filled showed that the physician support provided by our hospital has consistently met the requested service needs. - Four branch hospitals (seven campuses): Through the Veterans Hospital System Northern Region Management Committee, regular reviews and communication concerning the operational efficiency of our branch hospitals in northern region can be made to provide timely support needed to implement the Three-Level Veterans Medical Care Service Pyramid. A total of four meetings were held in 2024. - Veterans Home: TVGH holds a quarterly meeting to review the effectiveness of support to improve the Three-Level Veterans Medical Care Service Pyramid structure. We aim to provide the most appropriate medical services based on the specific needs of the target population from TVGH, its branch hospitals to Veterans Home. A total of 4 meetings were held in 2024.
		Veterans Hospital System Northern Region Management Committee	Four times a year	
 Volunteers/Community residents	Volunteers and community residents are key supporters for the hospital within the community. The hospital relies on volunteers to provide high-quality services to patients and their families, while carrying out the mission for community health. Together, they work hand-in-hand to jointly facilitate the improvement and development of healthcare services.	Health-promoting activity	Quarterly	- Department of Family Medicine hold a total of 12 meetings in 2024. - The Hospital opens its sport facilities (Gymnasium) to nearby community residents. A total of 85 people applied to use the sport facilities in the hospital in 2024. 11 volunteer leaders were deployed to care for volunteers on a weekly basis. - A total of 6 volunteer leaders' meetings were held in 2024. - A total of 5 volunteer supervision meetings were held in 2024.
		Health education	Occasionally	
		Meeting	Once a month	
		Line group	Instantly	
		Outstanding volunteers serve as Care Coordinators to carry out on-site rounds across service stations to support and help fellow volunteers solve problems.	Twice daily	
		Volunteer leaders' meeting	Once every two months	
		Volunteer supervision meeting	Once every two months	

• Process for Identification of Material Topics

TVGH carries out a materiality analysis based on the material topic identification process outlined in GRI Universal Standards 2021 every two years. Taking into account international trends, industry attributes, and practices from benchmark hospitals, we developed a list of sustainability topics and distributed stakeholders' questionnaires, and a total of 2,657 copies were returned. In addition, interviews with the Superintendent were conducted to better understand the operational directions of the hospital. Expert opinions were also incorporated to assess the impact of each topic on governance, environmental, and social aspects, serving as a basis for the identification of material topics and disclosure of information in the 2024 report. The identification process is detailed as follows.



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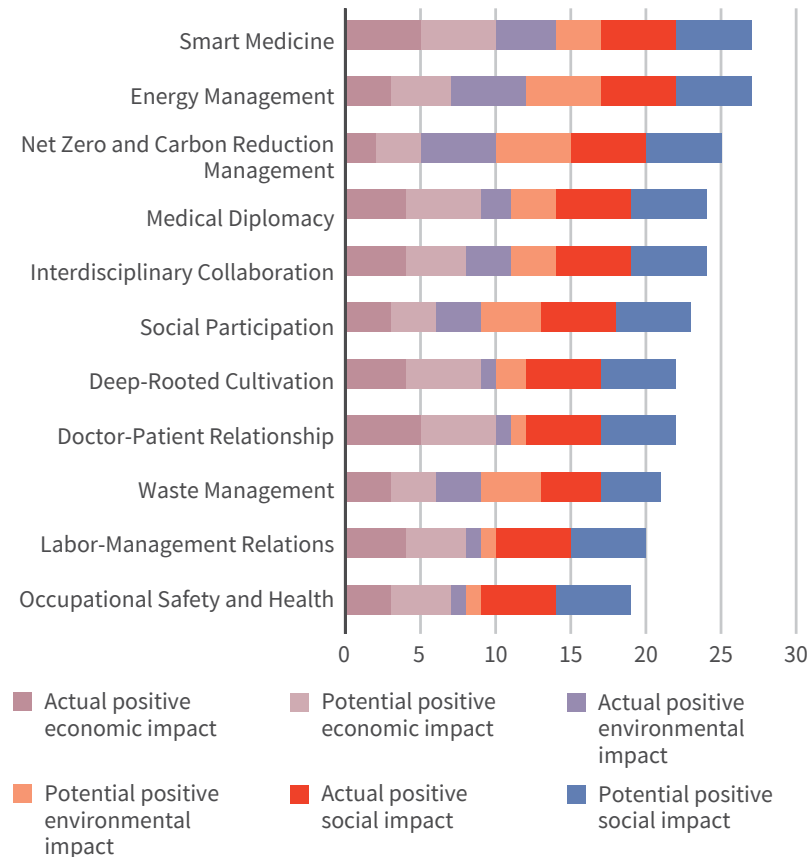
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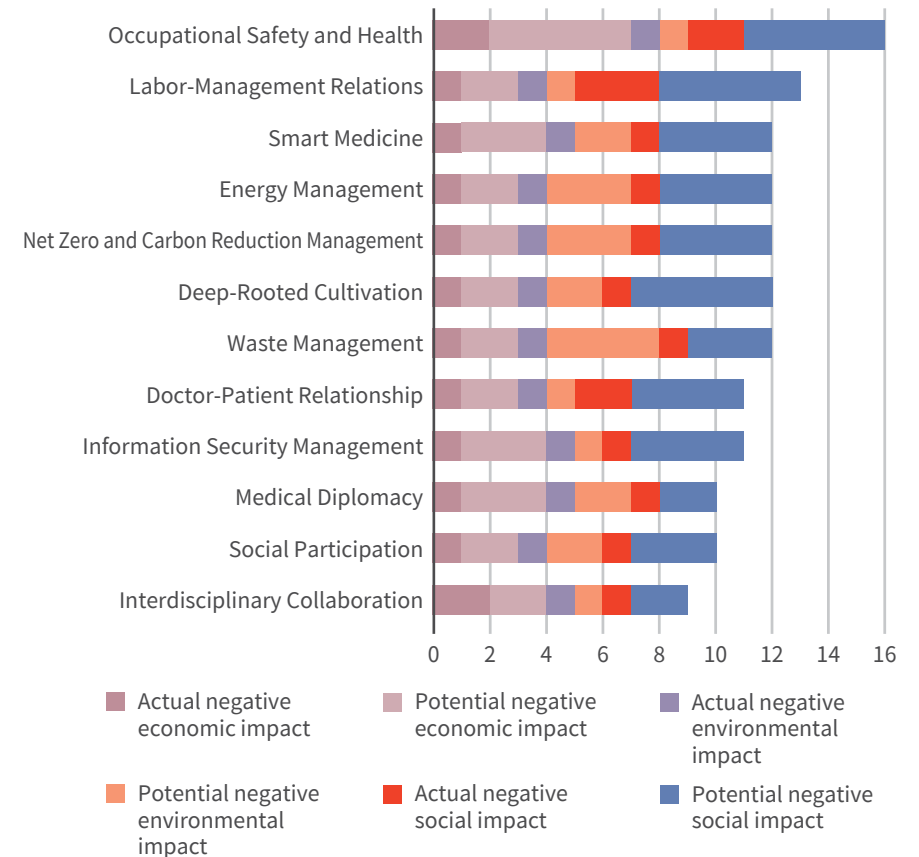
Results of Material Topic Identification

Through materiality analysis, a total of 11 material topics were identified, including “Smart Medicine”, “Energy Management”, “Net Zero and Carbon Reduction Management”, “Medical Diplomacy”, “Interdisciplinary Collaboration”, “Social Participation”, “Deep-Rooted Cultivation”, “Doctor-Patient Relationship”, “Waste Management”, “Labor-Management Relations”, and “Occupational Safety and Health”, which were combined with the major five goals of “Advancing sustainability”, “Prioritizing the well-being of patients and staff”, “Promoting shared benefits”, “Nurturing medical students”, and “Making efforts for a better environment” into six major dimensions of “Excellence and Innovation”, “Holistic and Integrated Care”, “A Happy Workplace”, “Social Inclusion”, “Deep-Rooted Cultivation”, and “Sustainable Environmental Management”. These six major dimensions serve as the management approaches of the material topics for disclosure. The results of the identification have been approved by the Superintendent and will serve as priority areas of focus for the operations and development of the Hospital.

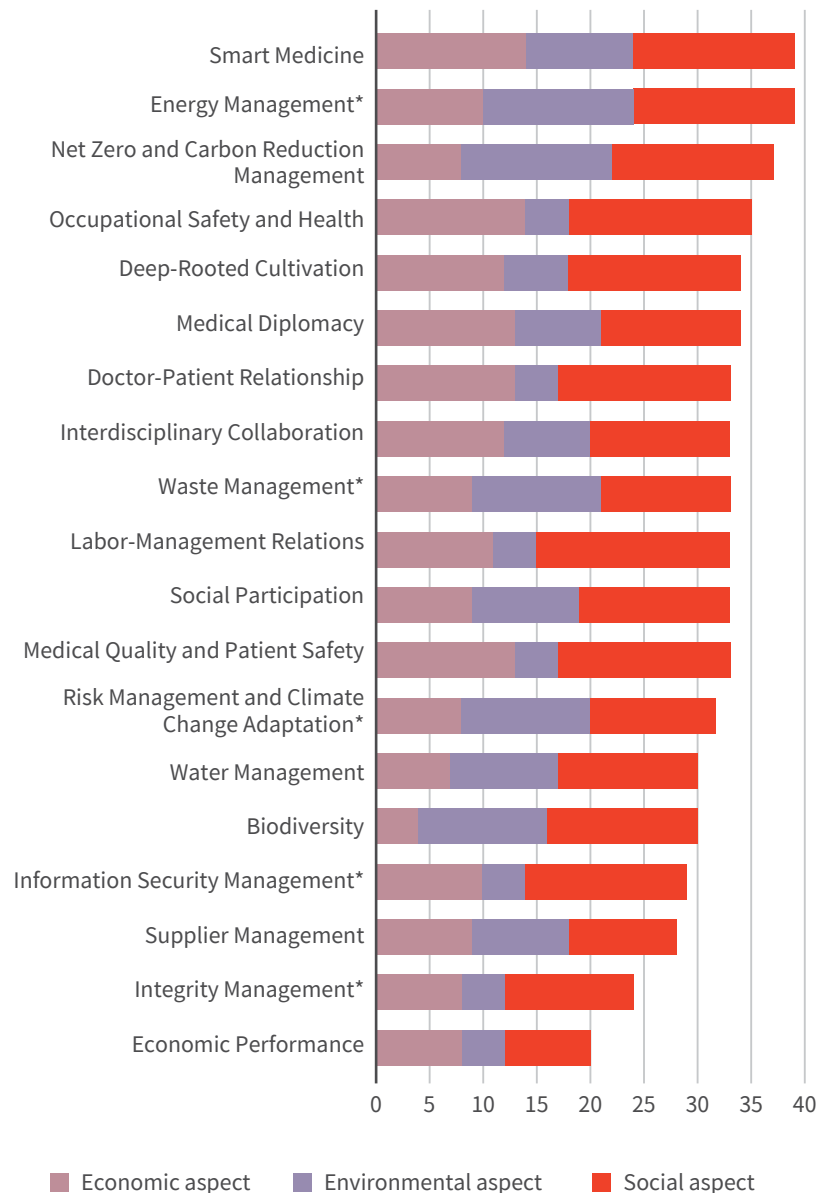
Rankings of Positive Impact Assessments



Rankings of Negative Impact Assessments



Rankings of Overall Impact Assessments of Material Topics



Management of Material Topics

Sustainability Aspect	Material Topics/Corresponding GRI Indicators	Significance to TVGH	Response Sections
Excellence and Innovation	Smart Medicine (Customized)	The development and innovation of medical technologies help improve the quality of healthcare services and patient safety, contribute to more accurate diagnostics, and facilitate the application of medical research findings, which ultimately support the delivery of more appropriate and effective healthcare services.	Prioritizing the Well-being of Patients and Staff
	Impacts and Outcomes	- Positive/Actual: The IoT technologies are used to monitor the condition of new-generation medical equipment to lower failure rates, extend device lifetime, and reduce excessive resource consumption. - Positive/Potential: Through technologies of automation, telemedicine, and AI-assisted diagnostics, manpower needs and operational expenses will be lowered. At the same time, it further drives economic growth with the creation of new job opportunities in fields such as AI development, data analytics, and telemedicine. - Negative/Actual: Introducing innovative medical technologies and equipment involves substantial capital investment in both hardware and software, as well as the training of specialized personnel. These high initial costs can pose financial challenges for healthcare institutions. - Negative/Potential: Smart healthcare systems depend on extensive patient databases. Improper data management, security breaches, or misuse may lead to serious breaches of patient privacy.	



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Sustainability Aspect	Material Topics/ Corresponding GRI Indicators	Significance to TVGH	Response Sections
Holistic and Integrated Care	Doctor-Patient Relationship (Customized) Social Participation (GRI 203-1)	The integration of precision medicine with effective doctor-patient communication can maximize therapeutic effectiveness while valuing patient perspectives in an attempt to achieve communication and coordination between doctors and patients, thereby facilitating care accessibility and equality, making healthcare available to patients from different backgrounds.	Prioritizing the Well-being of Patients and Staff
	Impacts and Outcomes - Positive/Actual: In addition to disease treatment, Holistic and Integrated Care also attaches importance to the physical, mental and spiritual well-being of patients. This not only enhances patient satisfaction and trust but also contributes to the reduction of healthcare costs. - Positive/Potential: Attach importance to differentiated healthcare needs to facilitate fair utilization of social resources. - Negative/Actual: Medical decision-making involves interdisciplinary cooperation and complex clinical conditions. Ineffective communication can compromise treatment effectiveness and result in unclear accountability.		
A Happy Workplace	Labor-Management Relations (GRI 401) Occupational Safety and Health (GRI 403)	Our staff are TVGH's most valuable asset. By cultivating professionals, offering supportive work environment and competitive compensation and benefits, and creating a friendly workplace can we ensure high-quality healthcare and core competitiveness for sustainable management of the Hospital.	Prioritizing the Well-being of Patients and Staff
	Impacts and Outcomes - Positive/Actual: Build a diverse, equitable, and inclusive (DEI) workplace and promote employee-well-being to help our staff achieve work-life balance, which enables lowered turnover and strengthened organizational cohesion. - Positive/Potential: Our staff are one of the most assets. A friendly workplace culture can strengthen staff cohesion and contribute to the hospital's overall competitiveness in the long run. - Negative/Potential: Failure to maintain good labor-management relations may lead to reduced staff cohesion and increased turnover, which will ultimately compromise the quality of healthcare services.		
Social Inclusion	Social Participation (GRI 203-1) Medical Diplomacy (Customized) Interdisciplinary Collaboration (Customized)	Resource sharing and exchange can be one of the ways for organizational growth. By upholding the principle of "Taking it from society, using it for society", TVGH continuously engage in exchanges and collaboration to advance medical breakthroughs, aiming at benefiting the greater community.	Promoting Shared Benefits and Nurturing Medical Students
	Impacts and Outcomes - Positive/Actual: Deliver comprehensive healthcare to international patients while reaching deep into local communities, ensuring that every single person in need has access to healthcare. - Negative/Potential: Without equitable allocation of healthcare resources, disparities in health and well-being between urban and rural areas will go wider.		



Sustain-ability Aspect	Material Topics/ Corresponding GRI Indicators	Significance to TVGH	Response Sections
Deep-Rooted Cultivation	Deep-Rooted Cultivation (GRI 404)	As a national medical center that shoulders three major missions of clinical services, teaching, and research, TVGH has set one goal- “To serve as a center of excellence for medical talent development, precision medicine research, and cutting-edge healthcare innovations”.	Promoting Shared Benefits and Nurturing Medical Students
	- Positive/ Potential: Nurture medical talents domestically and internationally to lay a solid foundation for the future of healthcare, enhance the overall medical standards, share medical resources, and support international healthcare advancement to raise the international visibility of Taiwan. - Negative/Potential: Improper training of medical talents may lead to a decline of future healthcare quality, which will ultimately compromise patient safety.		
Sustain-able Environ-mental Manage-ment	Energy Management (GRI 302) Net Zero and Carbon Reduction Management (GRI 305-1~305-5) Waste Management (GRI 306)	Healthcare institutions are one of the highest carbon-emitting sectors among non-manufacturing industries in Taiwan. In the face of the goal of 2050 net-zero emissions, it has become the responsibility and mission for hospitals to take actions in a proactive manner to implement management of environmental sustainability while delivering quality patient care.	Making Efforts for A Better Environment
	Impacts and Outcomes - Positive/Actual: Implementing management of different aspects of the environment, including energy, water, and waste contributes to reduce environmental burden and the realization of the goal of net-zero emissions. - Positive/Potential: The greening of the campus and biodiversity create a healing environment that enables physical, mental, and emotional comfort to patients and their families when they enter the campus. - Negative/Actual: GHG emissions has led to the rise in global average temperature, and abnormal climate conditions around the world have caused increased severity of natural diseases, declined food production and decreased biodiversity. - Negative/Actual: The rise in global average temperatures may lead to increased incidence of heat-related illnesses. Abnormal climate conditions may also cause a rise in respiratory and cardiovascular diseases as well as emerging infectious diseases, posing risks to patient safety.		

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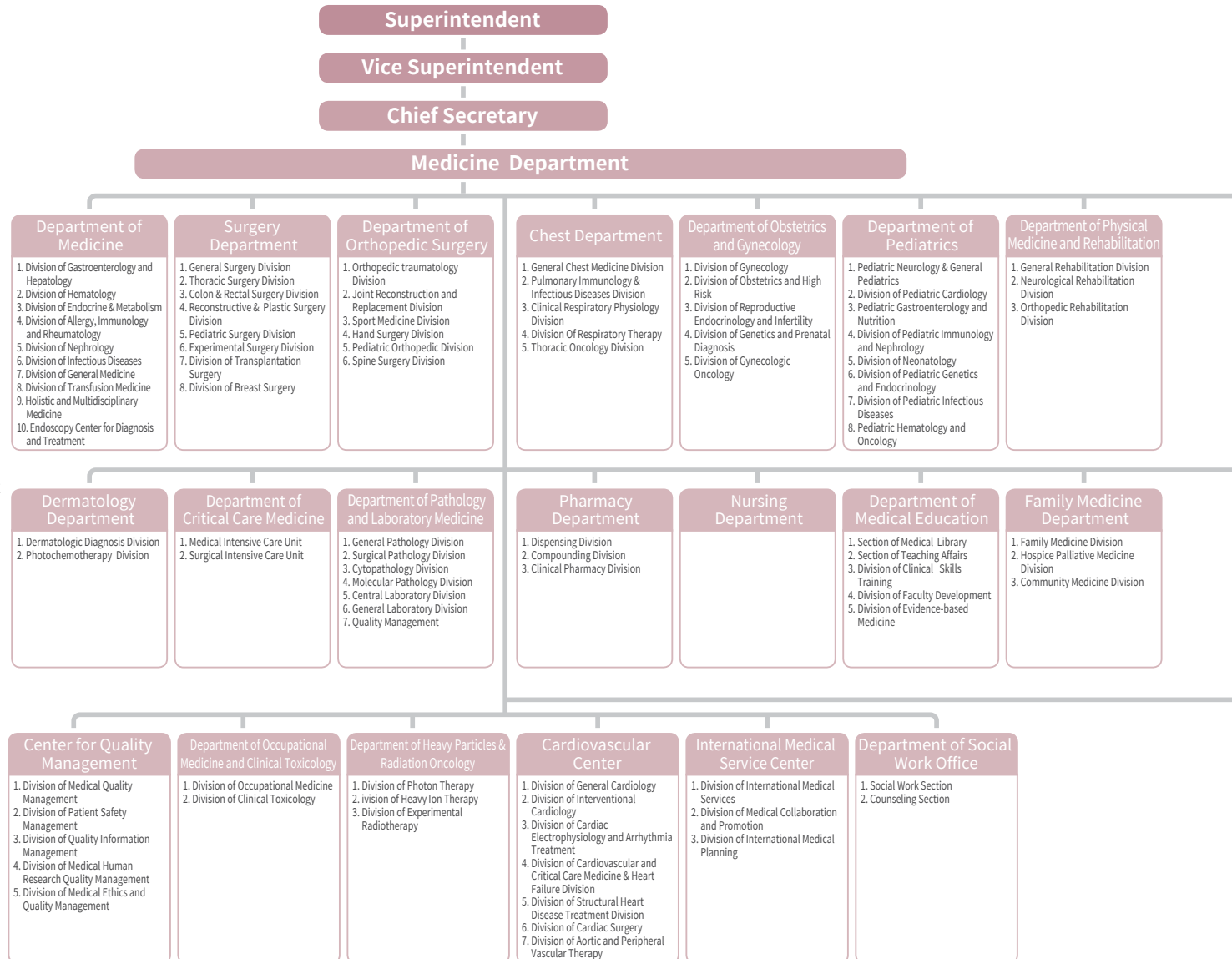
1.2 Sustainable Management Integrity Management

TVGH's Governance Structure

The sustainable development of hospitals relies on effective hospital governance. The highest level of governance of Taipei Veterans General Hospital is the Superintendent, followed by five Vice Superintendents and one Chief Secretary. The top management jointly lead 40 operational units and 9 support units. For the selection of the Superintendent and Vice Superintendents, the Veterans Affairs Council shall submit the list of candidates for promotion or external replacement meeting the selection qualification conditions stipulated in Point 4 of the "Regulations on the Selection Qualifications and Term of Office of Medical Personnel Taking Concurrent Positions as the Superintendent and Vice Superintendent or the Head and Deputy Head of Medical Units under the Veterans Affairs Council" to the Minister or the Executive Yuan for approval. The term of office for the Superintendent, Vice Superintendents, and Chief Secretary is three years, and they may be reappointed for one additional term.

TVGH has established over 40 committees, including the Sustainable Development Committee, the Crisis Management Committee among others. The Superintendent and Vice Superintendents serve as the convenors of the committees. The committee affairs are implemented by the respective responsible units. Regular meetings are convened, and all the resolutions are subject to approval by the Superintendent before being carried out by the designated responsible units.

Organization Map Information



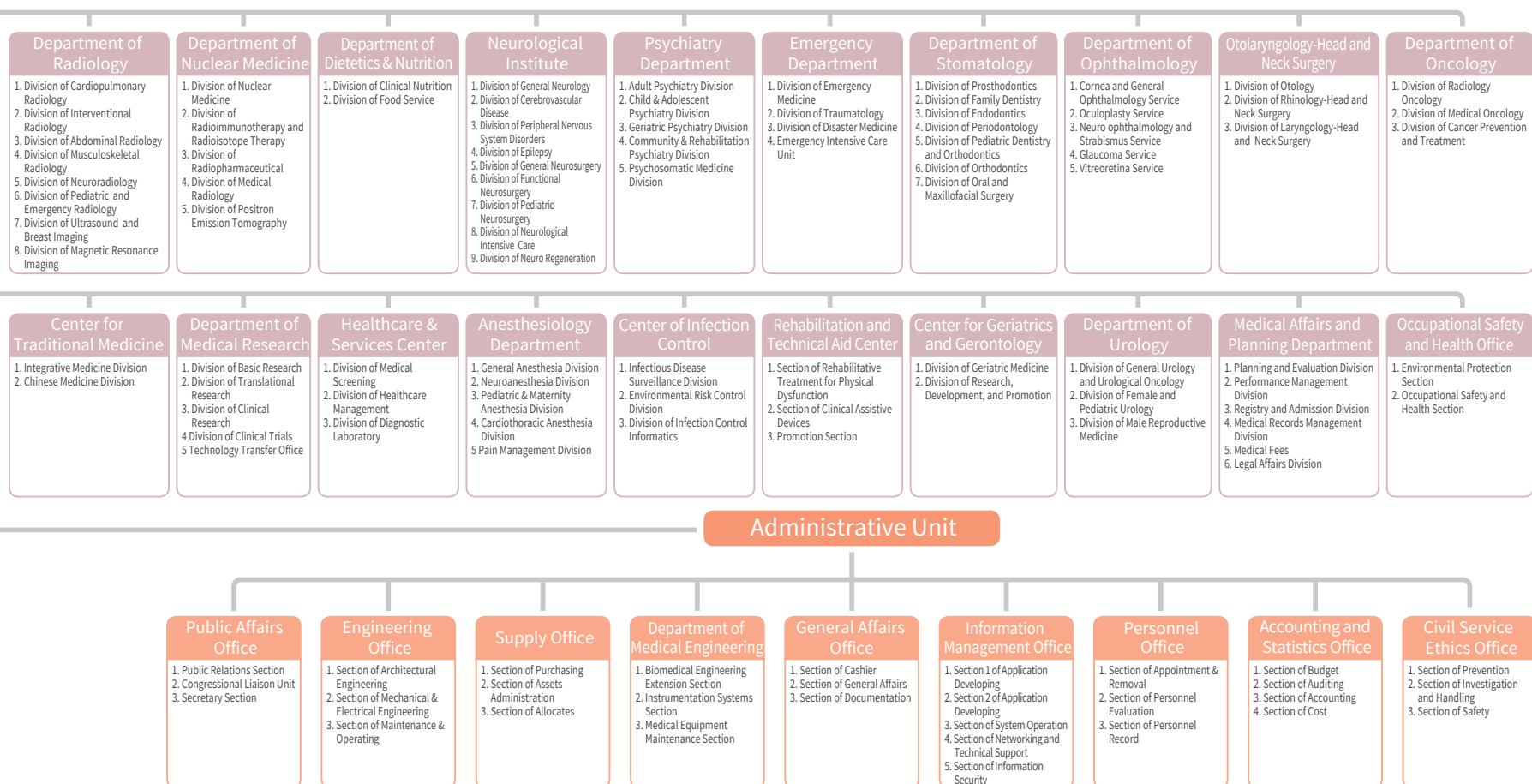


First-level unit: 49

- Operational units: 30 Departments, 8 Centers, 2 Rooms
- Supporting units: 9

Secondary unit: 204

- Operational units: 150 Divisions, 14 Teams
- Supporting units: 30



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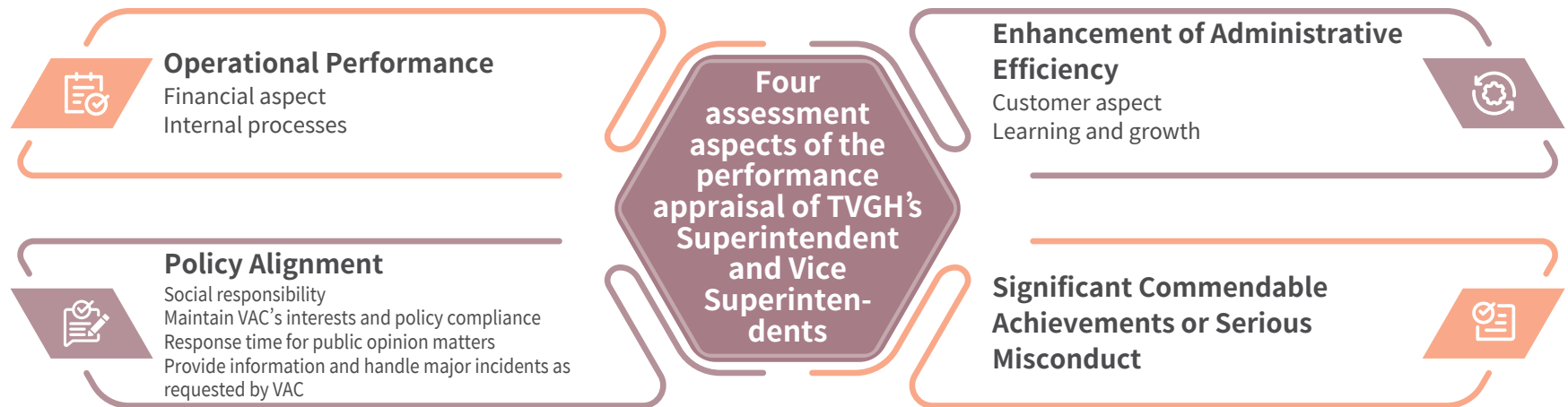
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⊕ Governance Performance and Compensation

In terms of performance, the Veterans Affairs Council has set the “Key Points for Performance Appraisal of Superintendents and Vice Superintendents of Affiliated Medical Institutions” for the performance appraisal of the Superintendent and Vice Superintendents on an annual basis based on four assessment criteria of “operational performance”, “enhancement of administrative efficiency”, “policy alignment”, and “significant commendable achievements or serious misconduct”. The total evaluation score shall be used to determine the performance ratings of the superintendents and vice superintendents of the medical institutions and serve as a critical reference for performance appraisal, reappointments, extensions of tenure, and role reassignments.

The Hospital’s compensation structure includes statutory remuneration and operational performance-based bonuses. Statutory remuneration for civil servants is processed by the Personnel Office in accordance with applicable government laws and regulations. Remuneration for contract personnel is implemented upon approval by the competent authority. No independent compensation committee is established. The statutory benefits for civil servants are handled in accordance with “Public Functionaries Remuneration Act”, “Regulations Governing Additional Pay for Civil Servants”, and the “Regulations Governing the Payment of Remuneration to Military, Public, and Teaching Personnel promulgated by the Executive Yuan while the operational performance-based bonuses are handled based on the “Key Points for Granting Operational Performance Bonuses to the Veterans General Hospitals Affiliated with the Veterans Affairs Council”.



+ Collective Intelligence of the Governance Team

TVGH is a public medical institution, and the senior executives are all appointed in accordance with “Public Functionaries Appointment Act”, “Medical Personnel Act”, “Civil Service Promotion Act” and other relevant laws and regulations based on the principles of expertise, professionalism, and suitability. In 2024, the total education and training hours for the Superintendent amounted to 64 hours, and those for the five Vice Superintendents reached 646 hours in total. The training content covers crisis management, information security, environmental education, and gender mainstreaming among others.

List of TVGH Management Team

Position	Name	Gender	Age	First Appointment (Elected) Date	Major Educational Background	Industry Experience			Professional Competencies			
						Business Management	Sales and Marketing	R&D	Medical Specialist	Accounting and Financial Analysis	Information Technology	Risk Management
Physician and Superintendent	Wei-Ming Chen	Male	62	2022/1/16	M.D, School of Medicine, National Yang-Ming University	✓	✓	✓	✓	✓	✓	✓
Physician and Vice Superintendent	Ming-Chih Hou	Male	63	2021/2/26	M.D, Taipei Medical College	✓	✓	✓	✓	✓	✓	✓
Physician and Vice Superintendent	Wui-Chiang Lee	Male	59	2022/2/8	Ph. D., Health Service and Outcomes Research, Johns Hopkins University Bloomberg School of Public Health, United States	✓	✓	✓	✓	✓	✓	✓
Physician and Vice Superintendent	Yung-Yang Lin	Male	63	2022/2/8	Ph.D. Institute of Clinical Medicine, National Yang-Ming University	✓	✓	✓	✓	✓	✓	✓
Professor and Vice Superintendent	Shuu-Jiun Wang	Male	62	2023/7/16	M.D., National Yang-Ming University School of Medicine	✓	✓	✓	✓	✓	✓	✓
Physician and Vice Superintendent	Ling-Ming Tseng	Male	62	2024/1/16	M.D., Doctor of Medicine, National Medical Defense Center	✓	✓	✓	✓	✓	✓	✓
Chief Secretary	Wei-Peng Shiang	Male	64	2017/3/24	Master in Healthcare Management, Yuan Ze University	✓	✓	✓		✓	✓	✓



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✦ Value Internal and External Opinions, Communicate Critical Concerns

TVGH defines stakeholder-related cases involving amounts over NT\$ 1 million, incidents of fatal occupational injury, public opinion events reported by the media, and medical accidents or disputes reported to the competent health authority are defined as critical events, which will all be immediately reported to the Superintendent by the responsible unit.

In 2024, a total of 130 critical incidents were communicated, including 126 positive reported incidents and 4 negative ones. The negative incidents included fire incidents, cases of medical negligence, and two instances of alleged employee misconduct. Press releases and public statements were issued to clarify the fire and medical incidents, and the Civil Service Ethics Office has launched investigations into the suspected unlawful activities.

Critical Incidents in 2024	Handling Status
Fire on the first basement floor of the Department of Rehabilitation and Technical Aid Center.	The Hospital issued a press release confirming no injuries, uninterrupted medical services and subsequent response actions. The incident received media coverage. Details of corrective actions are provided in Risk Management section.
A patient's family member made allegations of medical negligence against the Hospital via social media.	A press release was issued detailing the response measures and clarifying related concerns, receiving coverage from multiple media organizations.
Two cases involving our staff were brought to prosecution, with Offenses of Forgery and Offenses Against Computer Security.	The Civil Service Ethics Office of the Hospital took the initiative to investigate and submitted the case to the District Prosecutors Office for further investigation.

✦ Transparent Governance and Elimination of Corruption

“Integrity, honesty, competence, flexibility, and harmony” are the Superintendent’s guiding principles to all staff. This clearly shows that our efforts go beyond delivering healthcare services, we also attach great importance to staff integrity and legal compliance, demonstrating the Superintendent’s firm commitment and ongoing efforts.

• Corruption Risk Assessment

To implement corruption risk management and early warning mechanism, the Civil Service Ethics Office of the Hospital follows the principles of “Corruption prevention, enforcement, and reinforcement” and has established a corruption risk database to strengthen internal oversight. Based on the assessment data from the previous year, a corruption risk assessment is conducted using dynamic data on personnel and

operational units. Each risk is evaluated in terms of impact and likelihood, categorized into high, medium, or low levels, and corresponding strategies are developed to address the identified risks. The assessment results will be timely submitted to the Superintendent for review and are incorporated into the annual ethics and governance work plan.

In accordance with the annual institutional ethical governance risk evaluation report, the following response strategies are adopted for the management of the identified risks.



Through the annual institutional ethical governance risk assessment, no major (high-risk) corruption incidents were identified in 2024 by the Hospital. However, internal assessments identified 1 potential moderate-risk case and 8 low-risk cases. The Hospital implemented risk reduction (mitigation) measures in a proactive manner, including focused audits of relevant cases, personnel education and training on legal compliance and ethics, studying operating standards, and other anti-corruption measures to prevent future occurrences of similar risks.

• Anti-Corruption Measures

Relevant Measures	Description
 Management measures	- The Hospital sets an annual integrity work plan as the basis for the implementation and execution of various strategic actions and objectives. Before implementation, official notifications are issued to the relevant units and personnel to ensure coordination and execution. - In accordance with the regulations prescribed in the Act on Recusal of Public Servants Due to Conflicts of Interest, the Hospital has established a “Public Servants’ Disclosure Zone for Conflict of Interest and Identity Declaration” to implement and ensure active fulfillment of disclosure obligations, thereby strengthening external accountability and overall transparency.



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Relevant Measures	Description
 Ethics advocacy during meetings	- The monthly hospital affairs meeting is chaired by the Superintendent, attended by first-level supervisors and higher position holders from the units to publicize the government's current integrity policies, relevant anti-corruption information, and important public opinion case education. The meeting minutes and advocacy materials are also circulated to all departments within the Hospital, and further conveyed to staff through internal meetings to ensure thorough communication. - The annual anti-corruption meeting is chaired by the head of the agency (Superintendent) and attended by in-house committee members and first-level supervisors of relevant units. External experts and scholars are invited to serve as independent members to strengthen the function of the meeting. In addition to reviewing the Hospital's efforts in anti-corruption, corruption prevention, and integrity promotion, special briefings and discussions on the integrity risk issues identified by the Hospital for the year are also conducted.
 Education and training	- In 2024, one briefing on the promotion of Act on Property-Declaration by Public Servants and Act on Recusal of Public Servants Due to Conflicts of Interest was conducted to urge the declarants and applicable subjects to handle such matters in accordance with the law. The spirit of Sunshine Law and its importance to anti-corruption work is continued to be promoted. - An educational session for procurement personnel in the Hospital on anti-corruption guidelines and case studies was conducted in 2024, with 145 participants in total, aiming at preventing malpractices from happening on the front line. - The New Staff Integrity and Legal Compliance Training was conducted digitally. The content included "Ethics Guidelines for Civil Servants" and relevant laws and regulations to enhance the staff's awareness and implementation of civil service integrity and ethical conduct. A total of 615 people completed the training in 2024.
 Routine operations execution	- Procurement cases are conducted in accordance with the Government Procurement Act. When publishing tender documents, a disclosure form for public officials and related parties, as well as the vendor declaration form are provided for bidding vendors to complete, in order to uphold the spirit of the Sunshine Law. - Instructions to bidders are attached as part of the tender documentation. To encourage whistleblowing and facilitate the reporting of misconduct, all vendors are proactively informed of various reporting channels, including those provided by the Agency Against Corruption, Ministry of Justice.
 Anti-corruption related activities	- In September, 2024, TVGH was invited to the Integrity Forum on the National Health Insurance 30th Anniversary Celebration to exchange the results of the hospital's integrity management and transparent governance with the medical industry, academia, and relevant government departments. As the winner of the Integrity Awards granted by the Agency Against Corruption, Ministry of Justice, and for the sharing of the award-winning experience, we set up graphic and audio-visual displays in the benchmark learning area to jointly promote awareness and emphasis on integrity governance within the pharmaceutical and healthcare industries, working together to create an honest, ethical, and high-quality medical environment. - Four sessions of anti-corruption publicity were held together with the hospital's 2024 community medical service activity to raise public awareness of the threat of corruption.



Graphic and audio-visual displays in the benchmark learning area



Director General, Chung-Liang Shih of the National Health Insurance Administration visited the display area of the Hospital



Certificate of Appreciation for the Integrity Forum on the National Health Insurance 30th Anniversary Celebration

· Reinforcement Mechanism of Anti-Corruption

To strengthen the review of corruption and malpractice cases, the Civil Service Ethics Office will activate the reinforcement mechanism of anti-corruption for major cases that have been of concern to the Legislative Yuan or the Control Yuan, cases that have been prominently reported by the media and have attracted public attention, those that have been prosecuted by prosecutors, subject to deferred prosecution or non-prosecution dispositions, or adjudicated by the court and deemed necessary for further review. No confirmed cases of corruption have occurred in the Hospital in 2024.



Operation process of the Reinforcement Mechanism of Anti-Corruption

1

The Civil Service Ethics Office shall submit a request for the Superintendent or the Vice Superintendent(s) of the Hospital to convene the responsible and related units involved in the misconduct case to conduct a thorough review of the facts, causes, major internal control deficiencies, and proposed corrective measures.

With the authorization of the agency head, fact verification and evidence collection may be conducted.

2

Compile feasible and effective reform suggestions.

Prepare a new anticorruption report and submit it to the agency head, and submit the reform suggestions to the responsible agency or unit for consideration.

Submit the special report to the agency's anti-corruption meeting in a timely manner.

3

Follow up on how the competent agencies or units respond to the recommended reforms, their implementation status, and the subsequent impact.

· Smooth and Multiple Reporting Channels

Reporting Channels for Corruption and Malpractice

Receiving Unit		Civil Service Ethics Office
Address		No.201, Sec. 2, Shipai Rd., Beitou District, Taipei City (2nd Floor of Chung-Cheng Building)
Complaint Submission Methods	Telephone	(02) 2875-7007
	Fax	(02) 2875-7328
	Email	ethics@vghtpe.gov.tw

+ Reports on Violation Incidents

TVGH defines a critical violation as a single incident with a cumulative fine of NT\$ 1 million or above. There were no critical violations in 2024. However, there was one violation of Article 9, Paragraph 1 of "Labor Standards Act". Due to a shortage of nursing workforce during the COVID-19 pandemic, the hospital employed workers with fixed-term contracted. Yet the nature of their work was part of the Hospital's ongoing economic activities, not temporary tasks confined to a specific timeframe. Therefore, TVGH was fined NT\$ 20,000, and corrective actions have been taken.

In addition, one of our outsourcing vendors was involved in a violation of Act Governing Food Safety and Sanitation. The non-compliance has been corrected following a re-inspection by the Department of Health. The Hospital is responsible for control, and in addition to imposing a contractual fine of NT\$ 13,000 on the outsourcing vendor, immediate improvement was also



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requested. The vendor was also required to conduct pest control and disinfection and increase the application of cockroach bait across the entire site by one additional time on a monthly basis. Two disinfections between July and September are required to enhance cockroach control effectiveness. The vendor is also held accountable for ongoing enhancement of hygiene and safety management.

Statistics of Violations

Type of Disciplinary Action

Category

Social Aspect

Disciplinary Measure

NT\$ 20,000

Description of Regulatory Violation

Article 9, Paragraph 1 of Labor Standards Act (A contract in nature for continuous work may be made as a fixed term contract).

Remedial Measures

Despite the fact the case involved the recruitment of fixed-term workforce on a one-year contract by the Department of Anesthesiology due to a shortage of nursing staff during the COVID-19 epidemic. To prevent subsequent disputes and similar cases, the department of Anesthesiology has changed the employment of such personnel to non-fixed term staff, which was handled in accordance with relevant provisions and official interpretations of the Labor Standards Act. After the implementation of corrective measures, the practices were aligned with the Labor Standards Act, and no legal violations were observed.

Total Number of violations: 1: Total fine: NT\$ 20,000.

➤ Procurement in Compliance with the Law: Local Procurement Rate Reaching 99%

TVGH conducts procurement in accordance with the Government Procurement Act and related sub-laws. Procurement cases exceeding one-tenth of the announced amount are mainly subject to open bidding. Priority is given to the procurement of products with lower environmental impact. Recyclable, low-polluting, and energy-saving eco-friendly products with green energy labels are purchased in accordance with Regulations for Green Procurement Management. The suppliers or labor contractors cooperating with us are not blacklisted vendors the Public Construction Commission of the Executive Yuan announced, and during the contract period, 100% of them are required to ensure that all workers are covered under labor insurance, employment insurance, and National Health Insurance, and the contributions are made to the Labor Pension Fund in accordance with legal requirements. They abide by the Occupational Safety and Health Act, Labor Standards Act, and Gender Equality in Employment Act, and through contract performance management, we ensure that all the selected suppliers and contractors respect and comply with human rights standards.

In 2024, there were a total of 1,066 vendors that won the bids in accordance with the Government Procurement Act, of which 1,054 were domestic vendors, which accounted for about 99% of all vendors.

Risk Management

➤ Hospital Operational Risks- Risk Management and Internal Control Mechanism

TVGH conducts regular hazard vulnerability analysis (HVA) and implements an internal control system to construct a robust operational risk management mechanism.



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• Hazard Vulnerability Analysis (HVA)

TVGH conducts a Hazard Vulnerability Analysis (HVA) every four years to identify the types of disasters that may occur in the hospital, their likelihood of occurrence, and their impact on the staff's life and property, as well as the hospital's continuity of operations, and the risks are ranked. A "Crisis Management Committee and Internal Control Task Force Meeting" is convened twice per year to review crisis events, formulate risk management decisions, establish specific corrective measures, and track improvement results.

In the most recent HVA (2023), the top five risks identified include "Emerging infectious diseases and cluster infections in the hospital", "Interruption of the IT system and communication/telephone failure", "Internal fire", "Workplace violence/threats", and "Adverse media coverage". We will assign dedicated units and personnel to carry out disaster mitigation and preparation based on the identified risks and hazards. Meanwhile, the crisis management plan is also revised. Every year, we organize relevant education and training, emergency response drills, and crisis management event reviews to effectively reduce the probability or impact of disasters. In the event of a disaster, the incident will be reported to the Crisis Management Committee and Internal Control Task Force for review and discussion.

• Internal Control System

In accordance with the Executive Yuan's "Key Points for Government Internal Control Supervision", each unit is required to conduct a rolling risk assessment in the four major aspects of "Hospital image", "Healthcare quality and patient safety", "Goal attainment", and "Property loss" to confirm the level of internal

control risk items, and issue the Hospital Internal Control System after deliberated in the meeting. Hospital-wide internal control education and training, self-assessment by the unit, and submission of internal control statements are also conducted.

"Computer room fire incidents" and "information security incidents" were listed as high-risk items, along with other 36 medium- and low-risk items in the internal control in 2024, and self-assessment was conducted on all risk items. And about our hospital's 「Internal Audit」. We have setting an internal audit systems by an "Internal Audit working group".It's In terms of the internal audit, a meeting of the "Internal Audit Working Group" is held on a yearly basis, and the "Internal Audit Operation Implementation Plan" is released. An internal audit team is formed to determine the annual audit items and conduct on-site audits. In addition, the auditing and evaluation function unit will conduct audits within its scope of responsibility. Upon completion of the audit, an "internal control supervision report" will be prepared to offer recommendations for corrective actions to the audited unit. A total of 13 items were recommended to be improved in 2024, among which 8 have been improved, and 5 are still under ongoing follow-up and improvement.



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2024 Risk Matrix

Impact(I)	Risk Analysis				
Extremely Severe(5)		P2			
Very Severe(4)	R10	P3	P1		
Severe(3)		R2 R3 R7	R1		
Slightly Severe(2)	R16 R17	P5 R11 R8 R12 R9	R4 R18 R5 M11 R6		
Mild(1)	P8 R24 R25 R26 R27 R28	P6 R20 P7 R21 R19 R22 R23	R13 M2 R14 R15		P4
	Highly Unlikely(1)	Unlikely(2)	Likely(3)	Highly Likely(4)	Almost Certain(5)

Risk Graph

Likelihood (L)

Sort by risk level, following a top-to-bottom and left-to-right sequence

Scores	Item
12	P1: Machine room fire incident
10	P2: Information security incident
9	R1: Public works incident
8	P3: Fire incident prevention and response management
6	R2: Scheduling and exception handling procedures related to the Labor Standards Act
6	R3: 1. Acceptance of improper benefits from vendors 2. Collusion with vendors in violation of the Government Procurement Act 3. Failure to disclose or avoid conflicts of interest
6	R4: Medical workplace violence incident
6	R5: Management of defective medical supplies
6	R6: Preventive measures against outpatient system failures
6	R7: Poor morgue management
6	R18: Violation of civil service ethics and government regulations
6	M1: Deficiency in the management of industry-government-academia collaborative R&D project

Scores	Item
5	P4: Delays in the Emergency Department and in the hospital transfer process that result in deferred medical treatment
4	P5: A surge in emerging infectious disease cases overwhelmed the hospital, causing major in-hospital outbreaks, disrupting operations and triggering temporary hospital closure
4	R8: Media disclosure of medical disputes
4	R9: Non-compliance in salary disbursement procedures
4	R10: Irregularities in performance bonus distribution
4	R11: Medical staff illegally perform healthcare services outside the hospital
4	R12: Prevention of sexual harassment
3	R13: Failure to conduct periodic internal audits on petty cash (working fund), leading to instances of misappropriation, improper expenditure of such funds and regulatory noncompliance
3	R14: Overly conservative estimation of National Health Insurance (NHI) medical discounts
3	R15: Contract performance supervision of the Life Plaza (Food)
3	M2: Implementation measures in response to labor rights reform for resident physicians
2	P6: Needle stick and blood/body fluid exposure incidents involving sharp medical instruments
2	P7: Delay by caregiver contractors in dispatching staff within 24 hours of request, leading to patient or family complaints
2	R16: Operational errors in small-scale procurement
2	R17: Budget overruns in requisitions, unreturned surplus bids not consolidated into hospital use, incorrect asset accounting codes or amounts, unjustified reporting delays, and vague or ineffective corrective measures
2	R19: Deficiencies in the management of leased medical equipment
2	R20: Failure to distribute overtime payment in accordance with regulations
2	R21: Internal control procedures for the parking lot
2	R22: Noncompliance in the reporting of toxic chemical substance
2	R23: Incomplete documentation in research procurement requests
1	P8: Website defacement incident involving offline web pages being replaced
1	R24: Improper hiring process of contract-based staff without compliance to prescribed regulations
1	R25: Increase Facebook postings
1	R26: Inaccurate reporting of medical revenue growth (gross) rate
1	R27: Movable property rental operation
1	R28: Inadequate management of self-paid medical devices leads to patient complaints or disputes



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Item	P1 Computer Room Fire Incident	P2 Information Security Incident
Risk scenario	In case of fire in the computer room, the fire-fighting equipment is activated to suppress the fire. The pipeline route is switched based on the real-time condition, and related services are temporarily supported by other computer rooms.	With the rapid advancement of information technology and the Internet, cybersecurity incidents have been on the rise. Inadequate control measures may compromise hospital operations or expose sensitive government data. To establish a safe and reliable information operating environment, the hospital's Department of Information Management has formulated relevant information security management policies in accordance with the Information Security Management System (ISMS). Regular internal and external audits are conducted to effectively safeguard the hospital's information security.
Strategy	Strengthen patient safety culture and establish a patient-centered and safe healthcare environment.	
Existing risk countermeasures	Fire prevention and safety maintenance work in the computer room: • Dispatch personnel to inspect the computer room on a regular basis. • Doors to the computer room are locked and controlled uniformly, and label with the management unit and contact number. • Hot work operations within the computer room must be applied in advance, protective equipment should be prepared, and all fire sources are strictly controlled. • Apply proper fireproof caulking at all wall penetrations where pipeline passes through the computer room. • A fire detector is installed at the return air end of the new air handling unit. In case of fire, the wind turbine will immediately shut down and trigger an alarm in the control room. • The equipment in the computer room is regularly maintained. • Conduct annual thermal imaging inspections of electrical equipment and perform maintenance and testing during scheduled power shutdowns. • Conduct annual inspections of kitchen exhaust ducts, with cleaning and maintenance arranged as necessary.	Information security operations: • Establish information security management policies and set up a dedicated information security organization. • Define security levels for information assets, perform risk assessment, and develop risk management plans based on the assessment results. • In the event of a cybersecurity incident, report the case in accordance with procedures, implement emergency response measures, and review the response actions after the incident. • Comply with the Schedule 1: Matters to be conducted by the government agency of cyber security responsibility Level-A, Schedule 9 : Principles of classification of levels of defense requirements of information and communication system, and Schedule 10 : Defense standards of cyber systems of the Regulations on Classification of Cyber Security Responsibility Levels of the Cyber Security Management Act. • Formulate and regularly update the continuity plan for core medical information, and conduct regular drills, maintenance, and reviews. • Conduct regular audits on the implementation of the hospital's personal data file security maintenance plan, propose improvement plans and preventive measures for deficiencies and potential risks, and document audit results for review and future reference.
New risk countermeasures	Add a hot work inspection form to ensure hot work readiness and operations in the computer room.	Supplier management: For outsourced core information and communication systems, or for outsourcing amounts exceeding NT\$ 10 million, security assessment shall be conducted internally or by an independent third party.

When a disaster occurs, the affected unit or the management unit will respond immediately, and when necessary, activate the Hospital Incident Command System (HICS). The hospital has an accessible incident reporting system, and has established response measures and mobilization teams to respond to common natural disasters, man-made disasters, emerging infectious diseases, and mass casualty situations. When an incident occurs, immediate response actions such as disaster relief and recovery procedures are carried out. After the incident, the root cause analysis is performed to develop mitigation, prevention and preparedness measures, aiming at reducing the probability of disaster recurrence.



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Laundry Facility Fire Incident Report

Summary of the Incident

During the holiday in October, 2024, the Hospital's laundry facility was conducting its annual routine cleaning of the internal exhaust duct system on site. In accordance with routine practice, the Supply Department submitted the application, and the Department of Engineering coordinated with an external contractor to carry out the work. During the operation, smoke and flames were found coming from the exhaust duct in the air compressor room.

Activation of Emergency Response Procedure

After discovering smoke and flames, the on-site staff immediately carried out initial fire extinguishing measures and notified the center operator and emergency services (119). The center operator notified the fire department, broadcasted 9595 (fire code) across the entire facility, and issued an SMS notification to initiate the recall of HICS team personnel in accordance with the procedures set by the Hospital Incident Command System (HICS). The staff in the hospital evacuated people to open areas, and the fire brigade personnel and our staff worked together to confirm the source of fire. Fire was successfully put out, and no injuries or casualties were reported.



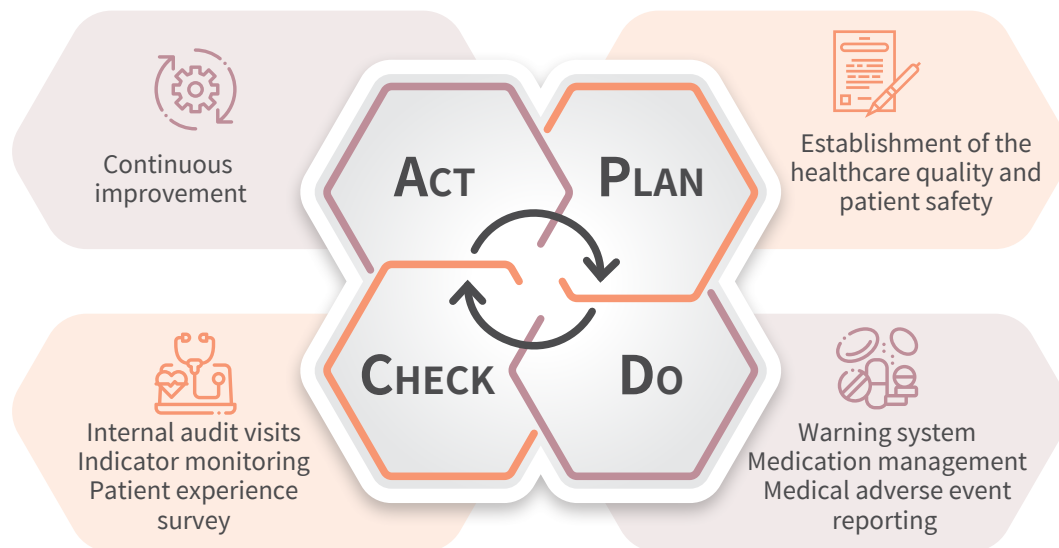
Review and Improvement

The fire department looked into the incident and found that the cause of fire was a short circuit in the motor wires of the exhaust duct axial fan motor. The Hospital has formulated the following improvement measures after review.

1. Establish standard operating procedures for regular lint removal and include them in contract management and internal control audits.
2. Check the exhaust ducts and add inspection ports and filters, with regular maintenance and cleaning.
3. Inspect all pipelines and mark the purposes as well as the management units.
4. Implement management responsibilities of the machine room and ensure the removal of accumulated clutter.
5. Define the scope of high-risk maintenance operations, hold a meeting of the contractor organization before the commencement of work and ensure the attendance of personnel from Occupational Safety and Health Office to deliver safety instructions.

• Patient Medical Risks- PDCA Management Model

TVGH upholds the patient-centered principle. Through the establishment of the healthcare quality and patient safety plan, we perform tasks involving warning systems, medication management, medication error reporting system, etc. We also carry out inspection operations such as indicator monitoring, internal audit visits, and continuous improvement of PDCA model management to create a safety and secure healthcare environment for patients.



• Healthcare Quality and Patient Safety Plan

To align with the hospital evaluation regulations and the Ministry of Health and Welfare's nine annual patient safety goals (PSGs), TVGH develops an annual work plan through the Healthcare Quality and Patient Safety Review Committee meeting and has discussions with internal and external committee members for the implementation of the work plan based on the resolutions of the meeting. The Healthcare Quality and Patient Safety Committee sets the inpatient mortality rate, 14-day unplanned readmission, and unplanned return to the operating room for all surgical patients during hospitalization as key performance indicators (KPIs) for the healthcare quality and patient safety. A monitoring mechanism is in place and the hospital-specific thresholds are set for each indicator. Improvement actions shall be conducted when performance falls below the defined thresholds.

• Warning System

The Hospital has established an Early Warning System (EWS) to detect and response to potential and ongoing adverse medical events. Inpatients are monitored and a critical condition warning system query webpage has been established. Users can select wards, departments, or medical record number for query, and data are displayed in different colors based on the level of risks to remind the medical team to pay more attention, thereby effectively reducing the occurrence of unexpected emergency incidents.

2. 根據院內EWS數據及過去院內死亡資料訂定四個風險等級閾值。

一般風險：EWS 0-3分

中度風險：EWS 4-6分

高度風險：EWS 7-9分

嚴重風險：EWS ≥10分

Risk levels of the Early Warning System (EWS)

(病危風險:低 中 高 嚴重 [EWS分數說明])

-	床號	姓名	病歷號	性別	科別	DRG	入院日
	A142- 1			已錄床			
查	A142- 2	D@陳 H	3	男	CM	D	20241203
	A142- 3			已錄床			
	A142- 5			已錄床			
查	A142- 6	蔡	5	男	CM		20241209
查	A142- 7	蘇	5	男	CM		20241215
查	A142- 8	黃	4	男	CM		20241215
查	A142- 9	張	1	女	CM	D	20241201
查	A142- 10	D施 H	4	女	CM		20241128
查	A142- 11	林	2	女	CM		20241210
查	A142- 12	林	4	女	CM		20241124
查	A142- 14	王	3	男	CM	D	20241106
查	A142- 15	陳	4	男	CM		20241215
查	A142- 16	蘇	3	女	CM	B	20241209
查	A142- 17	王	3	女	CM		20241215
查	A142- 18	葉	2	女	CM		20241118

Applying the EWS to differentiate patient list by different colors based on the risk levels



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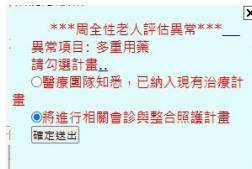
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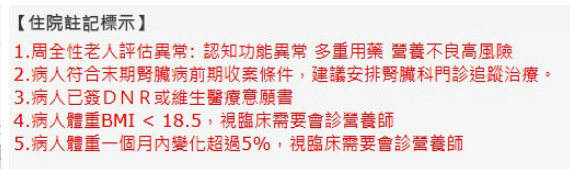
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In addition, to improve the quality of care for elderly patients, the Electronic Medical Record (eMR) system has established a “comprehensive assessment alert” as the basis for the treatment plans for the elderly patients. The system will actively provide warning messages for elderly patients with multiple diseases or physical and mental disabilities (or patients with multiple geriatric syndromes). The care team can review the assessment results as the basis for the planning of the treatment, and follow-up visits and referrals will be arranged based on the patient’s condition and needs.



Automated alert system for abnormal findings in the comprehensive assessment – reminder to the medical team for proper management and referral



Automated alert system for abnormal findings in the comprehensive assessment – Annotation for inpatients

• Medication Safety

The hospital has established Regulations for Medication Safety Quality Improvement Operations, clearly stipulating the handling procedures for adverse drug reaction cases. A Medication Safety Evaluation Committee has been established to hold meetings on a quarterly basis to review cases scoring 6 points and above in the Adverse Drug Reaction Probability Scale (Naranjo Scale), patient-filed adverse drug reaction cases, or clinically significant adverse drug reaction cases, and the reviewed and confirmed cases will be reported to Taiwan National Adverse Drug Reaction Reporting Center. The Hospital reported 64 adverse drug reaction cases in total. The reported cases were reviewed for appropriateness based on the medical records, and a total of 16 cases were brought to the meeting for discussion, and 16 cases were reported to Taiwan National Adverse Drug Reaction Reporting Center. In addition,

the medical order system has a preventive mechanism for automatic screening of drug allergies and adverse reactions during prescription processing for the physicians to note the relevance, severity (mild, moderate, severe), and prescription control (warning or interception) of adverse drug reactions in the medical records, allowing the system to automatically check the next time a prescription is issued to prevent recurrence of adverse reactions. In 2024, the system issued 1,557 warnings and 53 interceptions.

In addition, in terms of medication error, TVGH collects medication error-related cases to detect avoidable risk factors in the medication process and formulates solutions through analysis to improve the problems in the system and thereby, reducing the occurrence of such errors. There are also handling procedures for medication errors and near-miss errors. When a medication error or irregularity is identified, medical personnel are obligated to report the incident to the medication error reporting system TPRS (Taiwan Patient-safety Reporting System). In 2024, a total of 2,776 were reported, and the cases were mainly Level 4 (low risk) and Level 3 (moderate risk) in the Severity Assessment Code (SAC) matrix, of which Level 4 accounted for 98.1% while Level 3 accounted for 1.9% of all reported cases. There were no cases of Level 1 or Level 2.

Clear information is provided on medication bag labeling, including 13 mandatory labeling items, including patient name, gender, drug name, unit strength and quantity, dosage and administration, the name, address, and telephone of the dispensing location (medical institution or pharmacy), name of dispensing pharmacist, dispensing (or delivery) date, and warnings. There are three additional recommended labeling items, including the main indication, side effects, and other medication instructions. There were no violations of regulations related to product and service information labeling and marketing promotion in 2024. All drug applications comply with the regulations on labels, leaflets, and packaging listed in Taiwan’s Regulations for Registration of Medicinal Products, and are published in accordance with the approval of the central health authority. In 2024, there were 78 drug applications, with 100% evaluation rate.

• Medical Adverse Event Reporting

There are standard operating procedures, preventive measures, and response measures for all situations and handling of medical adverse incidents, violence, suicide, self-injury, patient transport, in-hospital resuscitation, pharmacy, surgery, testing, blood transfusion, and falls. To encourage incident reporting, a reporting reward policy has been established, with the principle of non-punishment for departments or personnel involved in the incident, aiming at improving safety of medical care and operational environments. The reporting data will also be transferred and uploaded to the Taiwan Patient-safety Reporting System (TPRS) on a monthly basis.

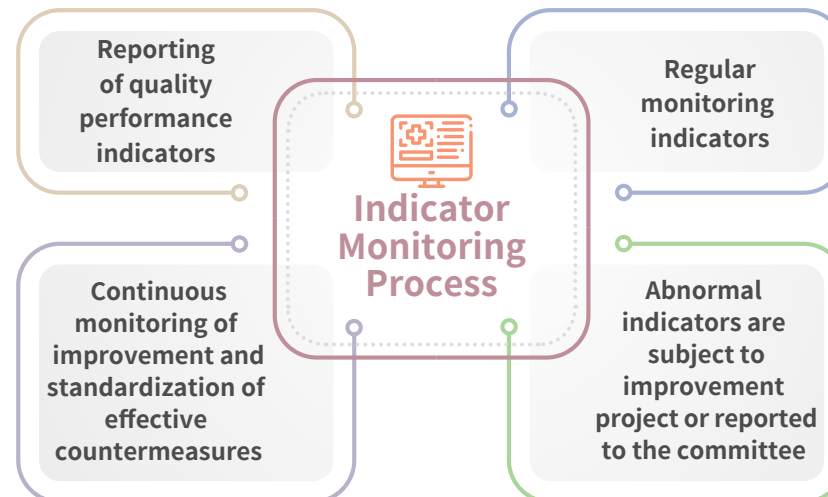
When the adverse events are of Level 1 or Level 2 of the Severity Assessment Code (SAC) matrix, systemic factors, or warning events, a root cause analysis (RCA) must be conducted by the unit where the incident occurs, and the Quality Management Center will review, track the results, and mandate a review for corrective actions. If the incident is a cross-department or systemic problem, the Center for Quality Management will convene a root cause analysis meeting. The Hospital strictly complies with relevant government laws and regulations, and incidents falling within the scope of major medical events will be reported as required by law. In 2024, there were no violations of regulations. All cases of Level 1 and Level 2 of the Severity Assessment Code (SAC) matrix have been reported as required, and the root causes were analyzed and improved.

• Indicator Monitoring

The healthcare quality management of TVGH is comprehensively monitored and evaluated with four major indicators, including “Hospital Accreditation Continuous Monitoring Indicator”, “Taiwan Clinical Performance Indicator (TCPI)”, “Departmental Medical Quality Indicators”, and “Medical Quality Monthly Report

Indicator”. These indicators are strictly monitored and managed through information systems to ensure healthcare services quality and continuous improvement. For underperforming indicators identified during the monitoring process, the Center for Quality Management will make appropriate intervention and take necessary management measures to assist the relevant departments or units in improving the healthcare quality, ensuring that patients receive optimal care.

The Hospital participates in the Taiwan Clinical Performance Indicator (TCPI) platform, monitors a total of 288 indicators, collects data for statistical analysis, and makes comparative analysis with peer medical centers before conducting a review in the Healthcare Quality and Patient Safety Review Committee meeting. Department heads can conduct daily management through the dynamic indicator information platform and review as well as improve underperforming indicators. If no improvement is observed, a comprehensive quality improvement plan will be initiated, and a project report shall be presented to the committee.



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· Patient Experience Survey

The Hospital has designed the inpatient and outpatient experience questionnaires based on the “Inpatient Experience Survey” from the Medical Quality Policy Office of the Ministry of Health and Welfare for the annual inpatient and outpatient experience survey. The questionnaires are sorted and analyzed, and the results are sent to the hospital announcement website and provided to departments, serving as a basis for improvements. Items identified as underperforming, regressing, or frequently mentioned in open-ended survey responses will be assigned to the responsible units for review and the development of specific improvement plans. In addition, the survey results are reported and reviewed in the Healthcare Quality and Patient Safety Review Committee meeting, and improvements are also tracked. The Emergency Department also conduct sampled satisfaction surveys on emergency patients on a daily basis, and a dedicated person is in charge of compiling and analyzing the survey data on a monthly basis, with the survey results serving as a basis for improvement.

· Internal Audit Visit

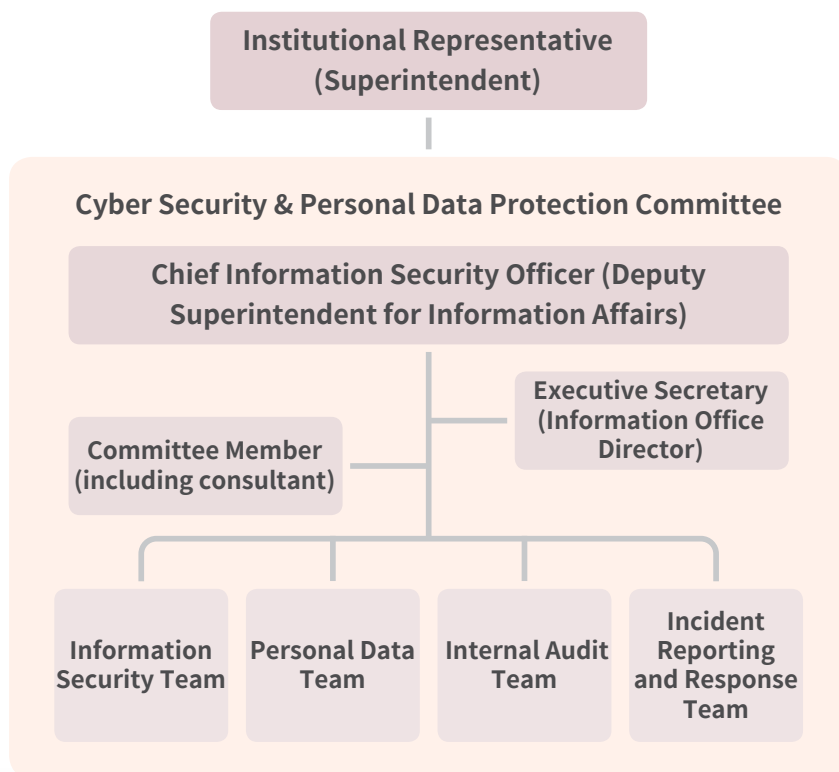
Starting from 2016, the Hospital has carried out annual visits to the invasive examination room. In October, 2021, the Internal Audit Team was established, and an Internal Audit Plan was formulated based on the Patient Journey Model. An internal audit visit is conducted annually, and the audit findings are provided to the relevant units for improvement. The effectiveness of the improvement is tracked in the Healthcare Quality and Patient Safety Review Committee meeting.

⊕ Information Security Risks- Effective Management with CNS 27001

As a government agency with Level A cyber security responsibility defined in the Cyber Security Management Act, TVGH has formulated and implemented the Cyber Security Maintenance Plan. To ensure the confidentiality, integrity, and availability of information assets and to comply with relevant laws and regulations to prevent intentional or accidental treats internally or externally and safeguard the rights and interests of our stakeholders, we have introduced an Information Security Management System (ISMS) to establish the information security management system through institutionalization, documentation, and systematization. We have obtained CNS 27001 Information Security Standard Certification and complied with the provisions of Cyber Security Management Act for effectively control of information security risks of the Hospital.

Cyber Security & Personal Data Protection Committee is the highest decision-making unit for cyber security and personal data in the Hospital. The Vice Superintendent supervising information business serves as the Chief Information Security Officer (CISO), overseeing the Information Security Team, Personal Data Team, Internal Audit Team, and Incident Reporting and Response Team, which are responsible for promoting information security and personal data protection affairs. The committee is convened at least twice a year to support and effectively supervise the promotion and implementation of related affairs. Each team will work on the promotion of information security and personal data protection in terms of management, technology, and cognitive education and training.

Organizational Structure of Cyber Security & Personal Data Protection Committee



Management Facet

- Introduced and passed the CNS 27001 Information Security Standard Certification.
- Set up 4 full-time security staff members.
- Carry out internal audits twice a year.
- Carry out 6 drills for continuous operation of all core information and communication systems every year.
- A total of 1,042 intelligence sharing sessions in 2024.



Technical Facet

- Establish and perform security testing, information security health check, SOC (Security Operation Center), VANS (Vulnerability Analysis and Notice System, EDR (endpoint detection and response), anti-irus software, network firewall, Anti-SPAM (anti-mail span), IPS/IDS (intrusion prevention/detection system), Anti-APT (anti-advanced persistent threat) and other inspections.



Cognitive Facet

- Full-time security staff members receive at least 12 hours of security professional and security function training from the Administration for Cyber Security each year.
- All employees receive at least 3 hours of basic information security training each year.



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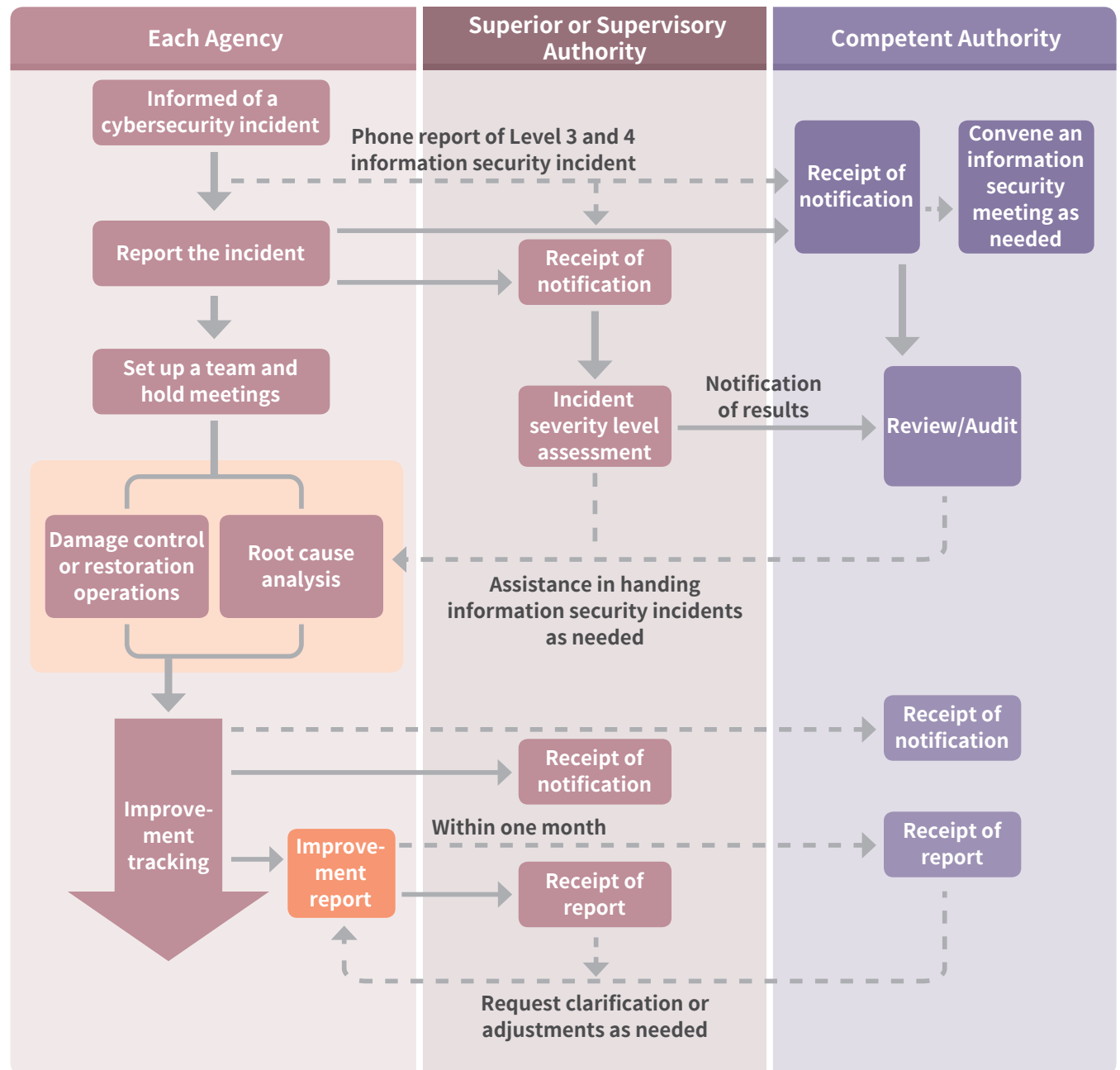
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In the face of an information security incident, the Incident Reporting and Response Team shall respond in accordance with the reporting and response procedures stipulated in the “Information Security Incident and Personal Data Breach Reporting and Response Management Procedures”. The Chief Information Security Officer (CISO) or the Director of the Information Office serve as the incident commander and divide the Incident Reporting and Response Team into “News Group”, “Intelligence and Planning Group”, “Response Execution Group”, “Logistics Coordination Group”, and “Financial Administration Group”. These groups are in charge of external news release or explanation, information security and personal data breach incident notification and intelligence sharing, development of response strategies and plans, carrying out damage control and recovery operations, preserving and retaining evidence, finding the root cause of the incident, coming up with suggestions for improvement, conducting follow-ups and reviews, assisting with improvement reports, etc. There were no information security or data breach incidents in 2024.

Information Security Incident Reporting and Response Process





We strive for reforms with the highest efficiency for a better TVGH, for a happier life and better development for our staff, and for better quality of care for patients.” -Wei-Ming Chen, Superintendent

2 Prioritizing the Well-being of Patients and Staff

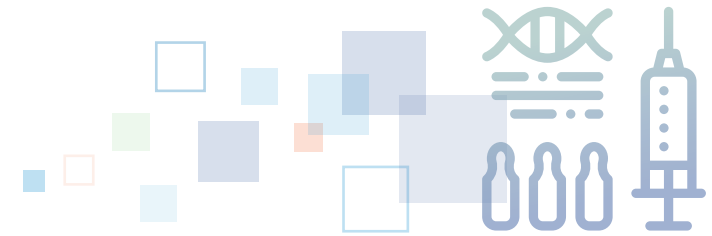
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2.1 Excellence and Innovation



Challenging the “King of All Cancers” - Pancreatic Cancer

Pancreatic cancer, also known as the “king of all cancers”, casts a long shadow of fear and hopelessness over patients and their families. Surgery is extremely challenging, with large wounds and high risks, and complete removal is often impossible. Patients often face a short survival time, making them feel powerless in the face of it. However, the medical team of TVGH is undeterred by challenges ahead. We rise to face these arduous battles with unwavering courage.

On this challenging journey of treatment, TVGH has established the Therapeutic and Research Center of Pancreatic Cancer, bringing together a multidisciplinary team to help patients overcome the obstacles they face. The pancreatic surgery team, led by Professor Yi-Ming Shyr and Director Shin-E Wang, is capable of performing the most complex pancreatic surgeries, with a surgery success rate of 98.7%. The surgical mortality rate decreased from 5% to merely 1.3%, and the five-year survival rate has greatly increased from only 5-10% to 36.9%. The overall patient satisfaction is as high as 99%. Particularly with the leading technology of minimally invasive surgery of robotic pancreaticoduodenectomy using the da Vinci Robotic Surgical System, the medical quality and quantity of treatment provided by TVGH have far surpassed other hospitals in Taiwan, Asia, and even in Europe and the U.S.

What is even more noteworthy is that TVGH was the first to introduce heavy particle therapy technology, bringing hope to patients with locally advanced pancreatic cancer who cannot undergo surgery. Through the combination of chemotherapy and heavy particle therapy, the tumor not only successfully shrinks, but can even be entirely cleared. This technology has currently created the most successful cases in the world, redefining the history of pancreatic cancer treatment, eliminating the shadow of the “king of all cancers”.

Thanks to the dedication to the medical team of TVGH, pancreatic cancer is no longer an unreachable summit, but a future filled with hope. We help patients see the possibility of a new beginning and assist more families to rediscover the light of hope.



Minimally invasive surgery of robotic pancreaticoduodenectomy using the da Vinci Robotic Surgical System

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Sustainability Aspect
Excellence and Innovation

Material Topic
Smart Medicine

Policies	Promote and integrate the research and application of medical big data and AI (artificial intelligence) to reach the goal of comprehensive smart healthcare care for the benefit of all.
Strategies	• Establish the Medical AI Development Center: Actively support the clinical departments' needs for generative AI application, provide accurate clinical data to promote the development of medical AI technology, and comprehensive services such as data provision, technical consulting, resource allocation, and construction of cooperation platform to ensure close integration of clinical practice and technological innovation. • "TVGH Cloud 1" helps doctors, data experts, AI researchers, and healthcare companies work together. It makes it easier to share knowledge and tools, creating a smart healthcare system that supports new ideas and innovation. • Intelligent services: Develop TVGH mobile healthcare service app, smart registration and cashier queue management systems, self-service physiological measurement stations, interactive self-service kiosks for payments, a numbering system for refillable prescriptions for chronic illnesses, a one-stop ward discharge service, robotic blood drawing service (Department of Pathology and Laboratory Medicine), a one-stop ward discharge service, electronic surgical billing, telemedicine, and more. • Graphical Operating Report: Utilize POWER BI to analyze outpatient and inpatient operational data and present statistical results through interactive graphs and charts. • Personal data management: Establish a multi-layered privacy protection framework compliant with ISO27001, ensuring medical data security and accountability tracking through strict access control, hierarchical permission management, and comprehensive auditing mechanisms. • Information security training: Set up an ongoing program to teach staff about cybersecurity and improve their tech skills. Hold regular training sessions and practice drills to help everyone stay alert and respond quickly to security issues.
Goals and Targets	Short-term goal (1 year): • Project planning: To complete the Ministry of Health and Welfare's "Center for Responsible AI in Healthcare" and the "AI Impact Research Center" programs. • Data integration: Aim to reach a 45% data integration rate in key clinical departments (Medicine, Surgery, Radiology) and create 7 standardized data sets). • AI development: Build 2 AI models for medical imaging and set up the computing power for TVGH Cloud 1. • Clinical application: Launch 1 AI-assisted diagnosis system, finish 2 clinical validation studies, and build a 20-person team to train future AI talent. • Strategic cooperation: Set up a partnership between the hospital and a medical technology company through industry-academia collaboration. • Quality management: Complete one report to assess the impact of AI on healthcare quality. • Medical services: The number of registered users of the Taipei Veterans General Hospital mobile service app exceeded 20,000, the growth rate of telemedicine to reach 1%, and the utilization rate of the one-stop ward discharge service reached 70% or higher.

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Sustainability Aspect Excellence and Innovation

Material Topic Smart Medicine

Goals and Targets

Medium-term goal (2-4 year): To carry out National Science and Technology Council's "Service Platform Using Smart Devices and Information and Communication Technology Based Integrated Care for the Healthcare of Older Adults" Project. The telehealth and analytics platform architecture is expected to be completed by 2028 to provide more convenient and safer care tools, improve the quality of healthcare, the accessibility and immediacy of medical treatment, aiming to strengthen the vertical integration of the system of the Veterans Homes, branches of Veterans General Hospitals, and Veterans General Hospitals.

Long-term goal (5 years and above): To apply the medical AI R&D results in the hospital and strengthen the application of ground-to-cloud scenarios and information security protection to build technological resilience.

Management Evaluation Mechanism

- The Smart Healthcare Committee holds a quarterly meeting in principle, and an ad hoc meeting will be held when needed.
- The Smart healthcare affairs meeting is held twice a month for a rolling review of the implementation direction and progress.

Performance and Adjustments

- Selected in the list of the World's Best Hospital 2024 & 2025 by Newsweek.
- Completed three projects of the National Science and Technology Council: "SMART: Smart Medical AI and Repository Taskforce Center", "Taiwan Smart Healthcare Alliance, TSHA", and "Taiwan Smart Healthcare Alliance (TSHA) Integrated Projects of Artificial Intelligence (AI) Software as Medical Devices (SaMD) Cross-Institutional Verification and Their Certification".
- Data infrastructure: Reached 35% data integration in key clinical departments, built 3 standardized data sets, and achieved 92% data accuracy.
- AI development: Finished building a basic medical imaging AI model, with 65% interpretation accuracy and 80% completion of clinical verification.
- Application promotion: Launched one AI-assisted system, reaching 15% of departments, and improved 2 clinical workflows.
- Talent cultivation: A 12-person AI team finished training, with 85% completing the basic training program.
- Strategic cooperation: Formed 1 initial industry-academia partnership and held 4 technical exchange meetings.
- In terms of medical services, the number of registered users of the Taipei Veterans General Hospital mobile service app increased from 1,900 to 25,000 in 2024, an increase of approximately 1,215.8%. The total number of telemedicine cases is 150, and the percentage of patients using one-stop ward discharge service was 69%.

World's Best Hospitals 2024

Since its establishment in 1958, TVGH has been upholding the core value of “treating patients as if they were family members and pursuing excellence”. With our dedication to patient-centered quality healthcare services, excellence in medical education, and continuous research innovation, we have earned recognition of patients and healthcare professionals at home and abroad. TVGH was ranked No. 218 in World’s Best Hospital 2024 by Newsweek, and is the only hospital in Taiwan to be listed among the top 250 world’s best hospitals. However, we remain humble in the face of such recognition and continue to make progress in medical technology, service quality, cutting-edge healthcare, and smart technology to let the international community better understand Taiwan's high-quality medical care.

✦ Taiwan's Only Heavy Ion Therapy Center

Cancer has ranked first among the top ten causes of death in Taiwan for many consecutive years, and remains a major public health concern. As medical technology advances, cancer treatment has evolved from traditional approaches such as surgery, chemotherapy, and radiotherapy to more targeted and effective precision medicine techniques. Among them, Carbon Ion Radiation Therapy (CIRT) is considered one of the most cutting-edge cancer radiotherapies available today.

On May 15, 2023, Taipei Veterans General Hospital (TVGH) officially commenced the first Heavy Ion Therapy Center in Taiwan, the 14th in the world. With the final piece in radiation oncology in place, cancer treatment in Taiwan has entered a new era. This breakthrough significantly expands treatment options and improves disease control rates for cancer patients in Taiwan, allowing them to access the world’s most advanced radiotherapy technologies without traveling abroad.

As of February 2025, TVGH Heavy Ion Therapy Center has treated 413 patients, primarily targeting cancer patients who poorly responded to conventional radiotherapy, are regarded inoperable, or have cancer for which heavy ion therapy significantly reduces treatment-related side effects. These cancers include pancreatic, prostate, liver, lung, colorectal cancers, osteosarcoma, and head and neck tumors. The Hospital plans to expand future treatment indications to include large benign brain tumors unsuitable for radiosurgery, and cases of head and neck cancers with lymph node metastases, treaded in combination with photon therapy. In addition, efforts will be made to integrate immunotherapy to further enhance treatment efficacy.

TVGH also proactively collaborates with international organizations in Japan and the U.S. to cultivate professional talents while attracting international cancer patients to receive treatment in Taiwan, advancing the Hospital as a pivotal location for precision radiotherapy in Asia. In the future, with the expanding scope of indications and deepening of clinical application, heavy ion therapy will bring new hope for survival to more cancer patients, positioning Taiwan as a key hub for cancer treatment in the Asia-Pacific region.



TVGH Heavy Ion Therapy Center



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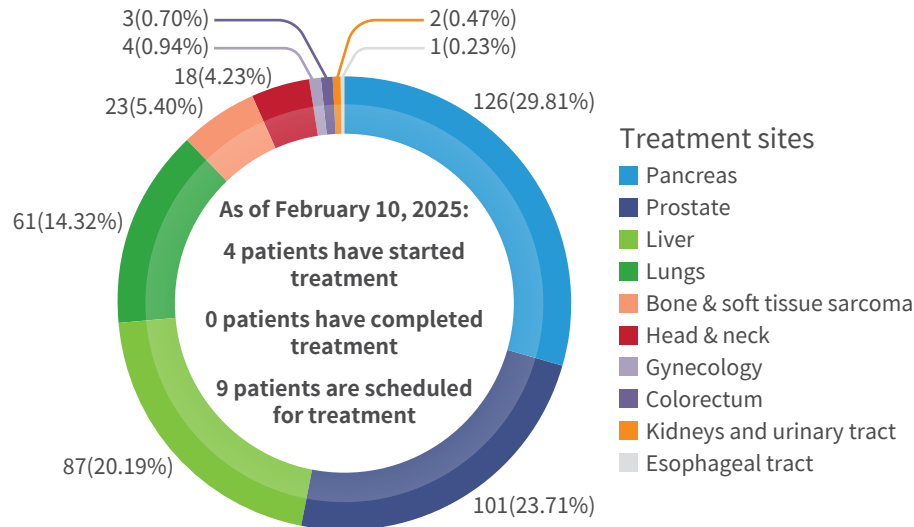
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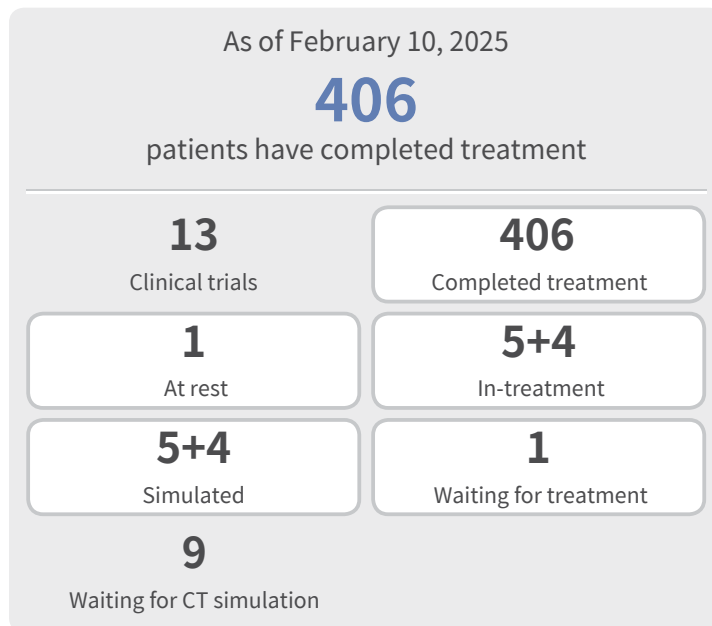
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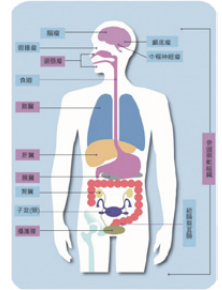
Heavy Ion Therapy Center



Number of patients treated in TVGH Heavy Ion Therapy Center and the proportion of cancer types (data collected on February 10, 2025)



Currently, heavy ion therapy is not covered by National Health Insurance. TVGH fulfills its national mission, with profitability not being the primary consideration. The center has to bear nearly NT\$ 20-million electricity bills and NT\$2-billion maintenance fees every year for the operation of the Heavy Ion Therapy Center, which is unlikely to reach break-even even with 20 years of operation. However, it is one of our social responsibilities to help the disadvantaged. TVGH will allocate 2% of our annual capacity reserved for those who are most in need for them to provide them with access to the most effective treatments available for the realization of healthcare equality.



Organs or Organ Systems that heavy ion therapy is applicable to

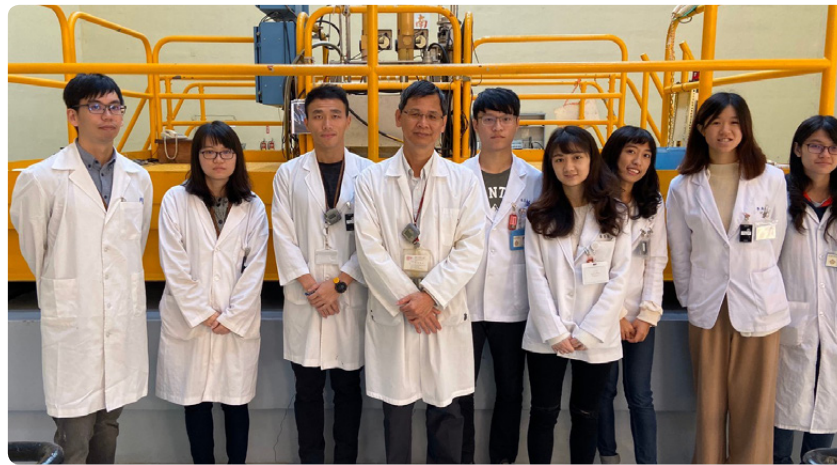
Types of Tumors	Number of Treatments	Duration of Treatment
Skull Base Tumor	About 16 times	4 weeks
Head and Neck Cancer	About 16 times	4 weeks
Lung Cancer	About 1-4 times.	within a week
Liver Cancer	About 2-4 times.	within a week
Kidney Cancer	About 12 times	3 weeks
Pancreatic Cancer	About 12 times	3 weeks
Prostate Cancer	About 12 times	3 weeks
Postoperative recurrence of rectal cancer	About 16 times	4 weeks
Bone and Soft Tissue Tumors	About 16 times	4 weeks
Gynecological Cancer	About 20 times	5 weeks

*For reference only. Please consult a radiation oncologist for detailed information in regard to applicable treatment areas and frequency.

+ Promote the Implementation of Domestic Boron Neutron Capture Therapy (BNCT) Equipment

Boron Neutron Capture Therapy (BNCT) is a form of precision-targeted radiotherapy combining a boron-containing drug and neutron radiation. By exploiting the selective absorption of boron compounds by tumor cells, neutron irradiation induces a nuclear reaction within these cells, releasing high-energy particles in the range of million electron volts, which induces localized cellular destruction that causes the tumor cells to self-destruct yet sparing surrounding normal tissues that do not contain the boron agent. This is a precision radiotherapy technique at the cellular level. Due to the involvement of two key elements of boron-containing drugs and neutron source accelerators in BNCT, the demanding clinical validation process and high entry barriers, despite being among the earliest to explore this cancer treatment, the U.S. has yet to establish a BNCT treatment center. In contrast, Japan has taken the lead, with a few indications included in the health insurance coverage since 2020.

National Tsing Hua University (NTHU) owns the only atomic reactor for research in Taiwan, which was rebuilt in cooperation with Industrial Technology Research Institute (ITRI) and converted for medical purposes in 2005. TVGH is currently the only institution in Taiwan capable of conducting BNCT clinical treatments. Since our cooperation with the Institute of Nuclear Engineering and Science of NTHU in 2010, with the active efforts of our medical team led by two radiation oncology professionals, Director Ling-Wei Wang and Dr. Yi-Wei Chen, and under the guidance and assistance from Professor Ono from Japan, TVGH has treated over 500 patients from Taiwan, Spain, Switzerland, Japan, U.S., Australia, China and other countries with BNCT for recurrent head and neck cancers.



The BNCT Team jointly established by TVGH and NTHU



A Swiss author received neutron irradiation at the BNCT Center of National Tsing Hua University



Medical Device License of NTHU's Neutron Irradiation System



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The close collaboration among industry, government, academia, research institutions, and the healthcare sectors contributed to the local development of BNCT in Taiwan. In 2017, seeing the interim research outcome of accelerator-based BNCT (AB-BNCT) achieved by NTHU and ITRI and the solid foundation of clinical experience in therapeutic practice (compassionate use) built by TVGH's medical team, Mr. Archie Hwang, founder and chairman of Hermes-Epitek Corporation invested in the establishment of Heron Neutron Medical Corp. and facilitated technology transfer for continued R&D of AB-BNCT technology, paving the way for domestic commercialization. In July, 2024, Heron Neutron Medical Corporation's accelerator obtained the Medical Device License from the Ministry of Health and Welfare. Clinical trials of boron-containing drugs are currently underway. It is hoped that the drug certification can be obtained in 2026 to officially launch AB-BNCT technology into the medical market.

Mr. Archie Hwang, an outstanding alumnus of National Yang Ming Chiao Tung University (NYCU) and founder and chairman of Hermes-Epitek Corporation, generously donated accelerator-based Boron Neutron Capture Therapy (AB-BNCT) equipment to NYCU in October, 2024 in gratitude for the nurturing support of his alma mater and in recognition of TVGH's achievements in BNCT in recent years. The equipment, valued at NT\$1.2 billion, including installation costs, will be installed at TVGH. After the completion of the installation of the AB-BNCT equipment, it is expected to be fully operational by 2027. It will be provided free of charge to TVGH to enhance cancer care, clinical teaching, and research. This makes the hospital one of the few worldwide to offer heavy particle therapy and BNCT, elevating Taiwan's cancer treatment to international standards.



Group photo of the three parties at the donation signing ceremony

Heron Neutron Medical Corp. is dedicated to providing AB-BNCT total solutions that can be installed in hospitals. The use of an accelerator enables the generation of neutron beams in the absence of nuclear reactors. This AB-BNCT advanced radiotherapy equipment is one of the few independently developed and manufactured in Taiwan after Japan, the U.S., China, and South Korea. After the acquisition of the Medical Device License from the Ministry of Health and Welfare, collaborations have been expended to include more universities and medical centers, which is expected to further drive the advancement of the healthcare industry in Taiwan.

✦ Innovative Research Gains Recognition

TVGH focuses on the development of healthcare for acute, critical, and complex diseases. In fulfilling its social and patient responsibility, the Hospital is dedicated to developing internationally leading and innovative medical technologies and research, establishing a R&D center to actively promote bilateral international medical collaboration, and serving as a center of excellence for medical talent development, precision medicine research, and cutting-edge healthcare innovations.

In 2024, four projects from TVGH were honored with the 2024 Future Tech Award by National Science and Technology Council. The four award-winning projects included "Hearing through Light: Enhancing Listening Benefits of Hearing Assistive Devices with Optical Microphones and Deep Learning Technology" by Director Wen-Huei Liao and Prof. Ying-Hui Lai of the Department of Otorhinolaryngology- Head and Neck Surgery, "Precision Psychiatry: Quantitative Technology for Tracking

Personalized Brain Region Abnormalities Across Disease Progression” by Director Albert C. Yang, Director Ya-Mai Bai, and Director Shih-Jen Tsai of the Department of Psychiatry, “Novel anti-center therapy: Dual-targeted shKRAS/TP53 EVs” by Dr. Peter Mu-Hsin Chang of Department of Oncology and Prof. Chi-Ying Huang (projects applied to NSTC by National Yang Ming Chiao Tung University), and “AI-assisted blood pressure measurement in hospitals” by Dr. Chin-Chou Huang of the Division of Cardiology (Applied to NSTC by TVGH). In addition, 8 medical research teams from the Hospital were awarded the 20th National Innovation Award by the Research Center for Biotechnology and Medicine Policy, demonstrating TVGH’s excellent soft power in forward-looking medical research.



Department of Psychiatry receiving the award



Otology and Audiology Team

The evaluation process of both awards is highly stringent, requiring not only technological innovation but also practical applicability. For example, the Explainable Deep Neural Network (EDNN) model developed by the Department of Psychiatry provides a solution to the longstanding issue of limited interpretability in traditional models, providing an objective approach to the diagnosis of psychiatric disorders. TVGH’s Otology and Audiology Team has developed an effective and accessible App for evaluating auditory performance, and the invention was granted a national patent in 2023. We also developed an AI module for middle ear disease detection using iOS devices (such as iPhone or iPad) to capture new images to enable diagnostic analysis of middle ear conditions. This module also obtained invention patent in Taiwan in 2024, and its US patent is currently being applied.

List of TVGH’s Winners of the 20thNational Innovation Award

Unit	Project Title
Taipei Veterans General Hospital Daopin Incorporation H&D Asset Management	The cornerstone of precision medicine-real-time whole genome analysis system
Taipei Veterans General Hospital National Yang Ming Chiao Tung University	Gut microbiota and metabolites associate with outcomes of immune checkpoint inhibitor–treated unresectable hepatocellular carcinoma
Taipei Veterans General Hospital	Sudden Hearing Loss-Latest Diagnostic Strategies and Treatment Breakthroughs
	Depression-condition decision support system
	AIOT Heart Failure Prediction—Enhancing Dialysis Safety
	Pulmonary hypertension detection system
	Prediction of readmission and mortality risk in patients with heart failure based on multimodal learning
	Establishment of low immunogenic broad-spectrum stem cell validation process and clinical application

The Hospital has been upholding the patient-centered philosophy and continuing the promotion of Interdisciplinary collaboration, innovative R&D, and deep integration of clinical application for the promotion of the healthcare industry in Taiwan, using technology to benefit the health of all citizens, improve the quality of life for all, and shape a better future through smart healthcare.



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A Pioneer in Smart Healthcare Transformation

TVGH has been dedicated to the digital transformation of healthcare, and has comprehensively introduced smart services. Our innovation capabilities and excellent achievements have been recognized by Harvard Business Review, and was selected as the First Prize for the Annual Best Medical Institution Pioneer Award by Harvard Business Review – Complex Chinese Edition.



The Vice Superintendent Wui-Chiang Lee received the award on behalf of TVGH

TVGH officially launched the “TVGH Cloud 1” at the end of 2023. This is the first cluster-based supercomputing platform in a domestic hospital, delivering highly efficient computational performance for medical data analysis, predictive modeling, and clinical decision-making, exerting a profound impact on the advancement of precision medicine and the enhancement of healthcare quality. It also represents an important step forward for high-performance computing for medical application, creates new pathways for international medical collaboration, and further accelerates the innovation and development of AI in medicine.

+ Smart TVGH

After the completion of the conversion of the hospital’s medical information system to an open architecture, TVGH began the integration of various types of digital data, and various information systems have been upgraded. Now, every aspect of the hospital, from outpatient and inpatient services to emergency care, surgical operation, pharmacy, and administrative operations has been fully digitalized. With the integration of AI technologies and smart management dashboard, the overall level of smart healthcare services has been enhanced.

By applying 5G technology to emergency and surgical care, we have overcome spatial limitations, enabling real-time intraoperative remote mentorship, surgical demonstrations, and educational functions, which allows patients in remote areas to receive more accurate diagnoses and treatments, effectively reducing surgical risks and improving success rate. Through the electronic management system (EMS) for pharmacy and administrative operations, patients’ prescriptions and drug information can be more accurately controlled, improving the operational efficiency and ensuring the safety of medication while greatly reducing the wait time for medication pickup.



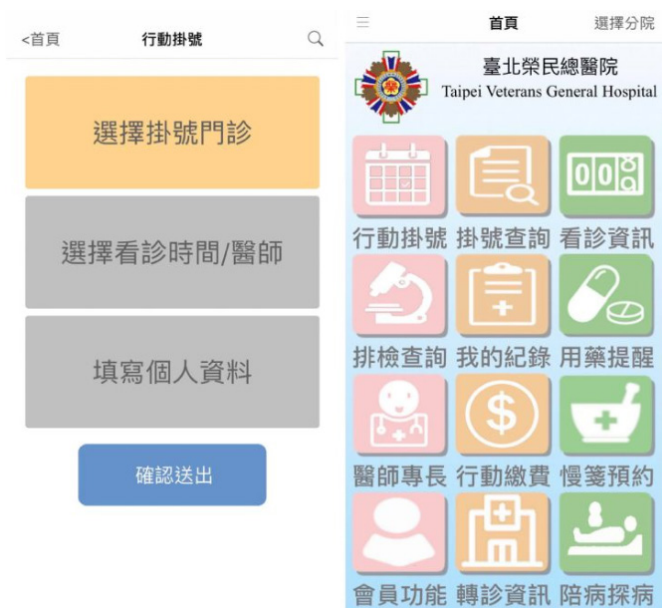
Remote medical mentorship



Smart drug delivery

In addition to enabling medical personnel have real-time access to complete patient data via the smart management system for more efficient interdepartmental collaboration and clinical decision-making, the public can also make use of the multiple functions integrated in the Taipei Veterans General Hospital mobile service APP to easily complete the appointment making, check-in, payment, medication reminders, schedule inquiries, and application for visiting or accompanying patients. Patients can even sign consent forms digitally, greatly reducing the wait time and improving the patient satisfaction.

Taipei Veterans General Hospital mobile service APP



The rapid development of generative AI in recent years has not only drawn the widespread attention globally, but also reshaped the operating models of many industries. Since November, 2024, the Department of Information Management has started in-depth cooperation with Microsoft Taiwan to jointly develop the GPT model exclusive to TVGH through the resources of Azure AI platform for the development of a smart system with functions to support medical decision-making and patient consultation services. Currently, both parties are working closely on the development and testing of this model. Upon the completion of rigorous verification, it will be progressively implemented in clinical practice and administrative management, thereby further enhancing the smart healthcare services of the hospital.

➊ Further Evolution of Smart Healthcare

Implementing TVGH Cloud 1 platform signifies a key milestone in the development of a digital infrastructure for health care. With the signing of an MOU (Memorandum of Understanding) with Chunghwa Telecom, a medical technology alliance with complementary capabilities has been formed. This MOU, signed in January, 2024, marks the initiation of a multidimensional collaborative framework integrating medical expertise and cutting-edge communication technologies, serving as the core infrastructure for a smart healthcare ecosystem.

The collaboration includes the establishment of a next-generation medical network demonstration site through the integration of advanced 5G private network and Wi-Fi 6 technology for the creation of a faster and more stable network environment to support a wide range of smart healthcare services; the development of the R&D and application of the three major platforms: health management, medical AI and personalized care, such as AI cardiovascular risk analysis, sleep apnea screening, and dementia care platform to provide a more comprehensive and personalized care solutions for the public; the utilization



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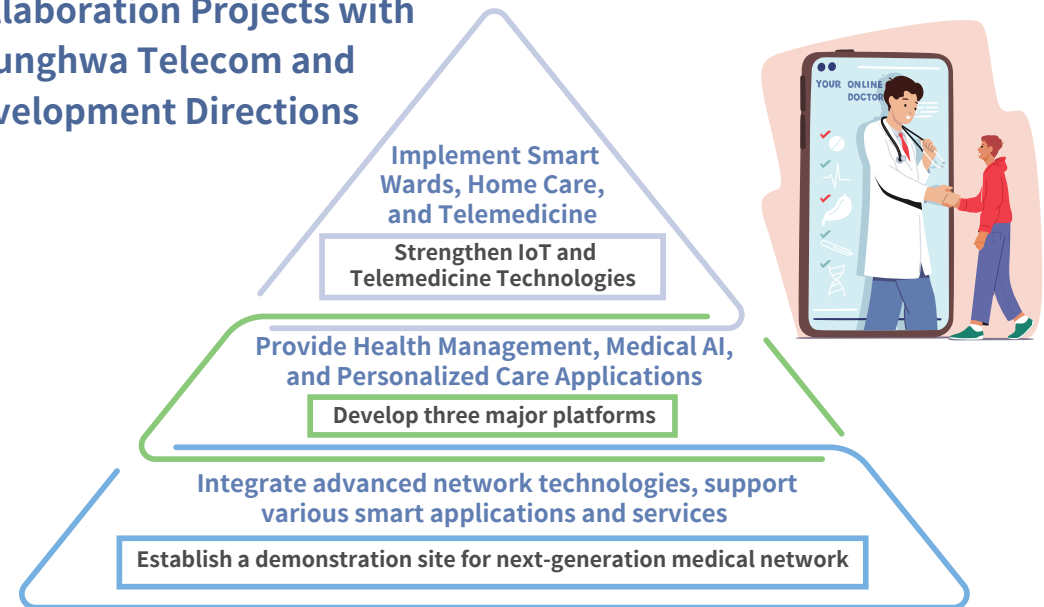
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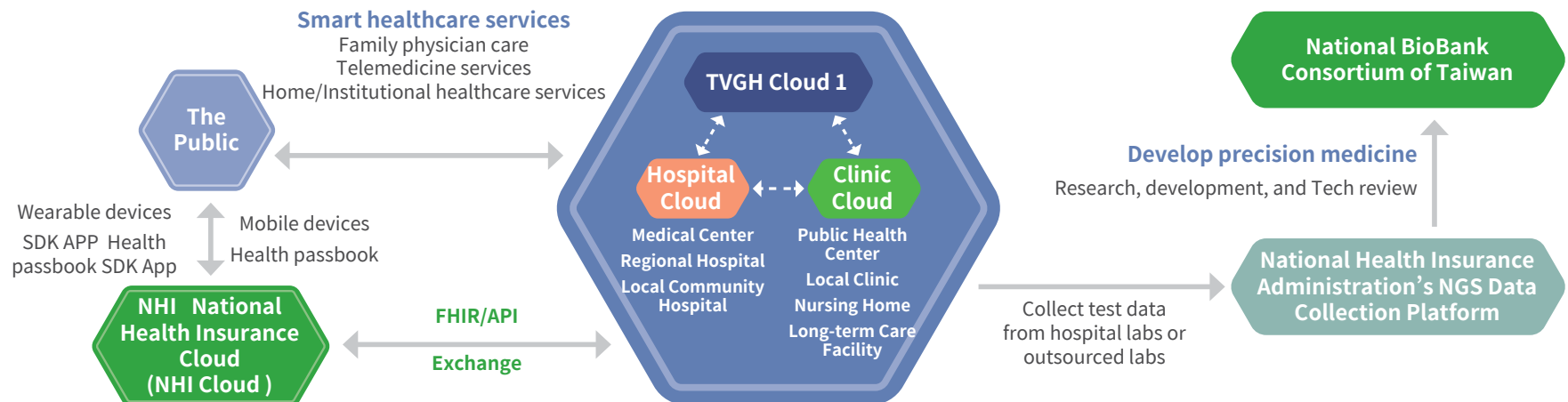
of IoT and remote data transmission technology that enables patients to receive more convenient and high-quality healthcare services while reducing the workload of medical staff and improving patient safety and the quality of healthcare.

Collaboration Projects with Chunghwa Telecom and Development Directions



TVGH's digital transformation strategy embodies systematic thinking, expanding from a single institution to a national medical information infrastructure. Through the practice of FHIR standard, the planning of the next-generation HIS, and the design of federated cloud architecture, TVGH is constructing a medical information framework with technological advancement, standard compliance, and ecological openness, laying a solid foundation for the development of precision medicine and biotechnology industries in Taiwan.

Future Data Interaction Models and Outlook



In addition, we continue to strengthen cybersecurity and risk management to ensure the security of patient data and the stable operation of healthcare services, providing a secure foundation for the sustainable growth of digital healthcare. Through these digital transformation strategies, we are positioning our hospital as a world-class digital healthcare innovation center, maintaining a leading position in the global trend of smart healthcare.

✦ National-level Cybersecurity Defense

As a national medical center with an annual service volume of 2.45 million outpatient visits, 130,000 inpatient visits, and approximately 70,000 surgical visits, TVGH faces up to 1.7 million attempted cyberattacks on a daily basis, which has become a key battlefield for cybersecurity attack and defense. Based on the characteristics and importance of the institution, TVGH was included in the first-tier national critical infrastructure (CI) as early as 2016, with the same protection level as that of the Ministry of National Defense. It is under the security protection inspection of Executive Yuan's Office of Homeland Security. The Hospital conduct a comprehensive assessment based on the CI Self-Security Protection Checklist and follow the Guidelines for National Critical Information Infrastructure Protection for the development of a comprehensive cybersecurity protection plan. With the adoption of the Zero Trust Architecture (ZTA) principle, a complete and thorough multi-level protection mechanism from prevention, preparation, response to recovery has been established, meeting and implementing the high-standard protection requirements of the National Center for Internet Security and ensuring the stable operation of medical services and the security protection of patient data.

Following the signing of the Cybersecurity Support Agreement with the Taipei City Field Division, Investigation Bureau of the Ministry of Justice (MJIB) in 2021, TVGH further signed the Memorandum of Understanding (MOU) on National Information Security Joint Defense and Information Sharing Cooperation with MJIB in May, 2024 to reinforce information security protection, achieve effective prevention, early warning, emergency response, and continuous maintenance, and prevent unlawful acts.

Investigation Bureau of the Ministry of Justice (MJIB) shoulders the responsibilities of national security, cybersecurity defense, and anti-infiltration tasks, possessing a strong cybersecurity team and huge maintenance capacity. Through the joint cybersecurity defense and intelligence sharing, TVGH will maintain the communication with MJIB, conduct confrontation drills with each other, and cooperate with the joint defense on specific issues to achieve early-stage prevention.

Through the signing of the MOU establishes a foundation of mutual trust, enabling both parties to respond promptly and provide timely coordination in the event of any incident, thereby preventing harm and mitigate any subsequent impact, ensuring information and communication security, responding to the government policy of “cybersecurity is national security”, and maintaining the medical capacity of the Hospital to serve its purpose of taking care of the people.



TVGH works with the Investigation Bureau to enhance cybersecurity protection



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➤ Next-generation Digital Healthcare

The Ministry of Health and Welfare's Next-Generation Digital Healthcare Platform Project demonstrates systematic thinking and strategic foresight. The critical infrastructure for medical digitization is established through the architecture design of "one platform, three cores, and five visions". The project focuses on standardization, interoperability, and ecosystem construction, providing a clear path for the development of smart healthcare in Taiwan. It is expected to promote the quality of healthcare service, accelerate innovation and realize personalized health management. Successful implementation shall facilitate the digital transformation of the medical system in Taiwan, strengthen our international competitiveness while building a robust groundwork for the coming era of precision medicine.

To realize the aforementioned vision of "Fostering a smart healthcare ecosystem in Taiwan", the Department of Information Management of the Ministry of Health and Welfare has teamed up with 16 hospitals to establish three major AI centers. The aim is to implement transparency and security mechanisms of the AI model, accelerate TFDA smart medical device certification, and strive for health insurance reimbursement to bridge the last mile toward a truly smart healthcare.

➤ Responsible Hospitals for Two Major AI Centers

The AI era has brought transformative opportunities, and it also faces many emerging challenges. In response to the three major difficulties in the development of medical AI, namely "trust, settlement, and reimbursement", the Ministry of Health and Welfare officially launched the project entitled "Establishment of Three Major AI Centers for Next-Generation Digital Health Platforms" in 2024.

TVGH was selected among many hospitals as the responsible hospital for the two projects of "Center for Responsible AI in

Healthcare" and the "AI Impact Research Center" to assist with the acceleration of the application of AI in the healthcare field and expand cooperation between hospitals and industries. The content and results of execution will also serve as the basis for Taiwan's smart healthcare management, providing powerful support for the continued development of domestic smart healthcare.

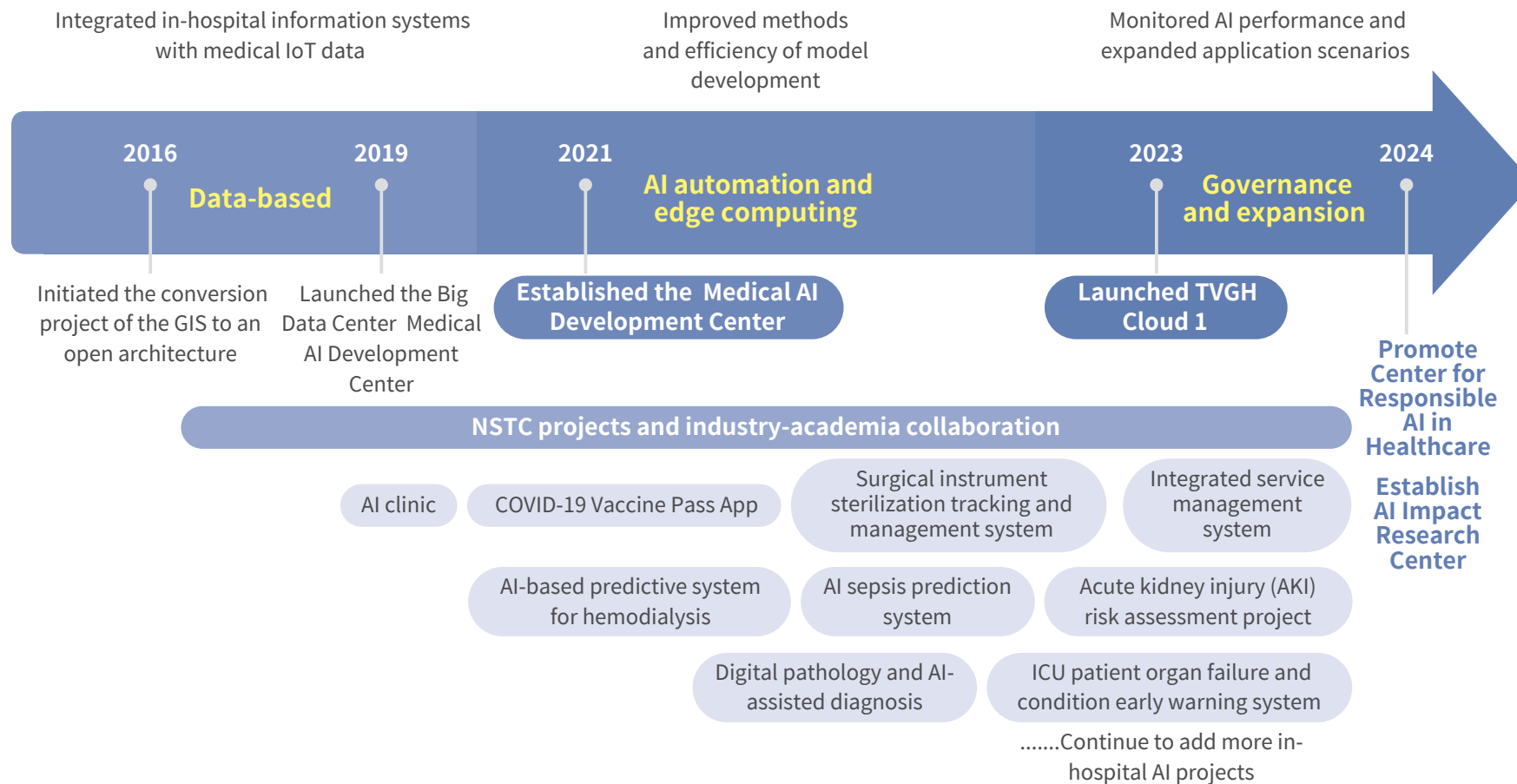
Critical issue	Corresponding sub-project	Project tasks	TVGH
 Trust	Center for Responsible AI in Healthcare	This center focuses on developing management measures that align with data security and privacy protection, publicly disclosing key information such as AI models, data, and performance, and providing interpretable analytical results to enhance AI transparency. It also establishes AI model lifecycle management to ensure the continued reliability of AI in clinical use.	✓
 Verification	Center for External AI validation in Healthcare	This center will establish a hospital alliance with collaborative permanent institutions and specialists to integrate cross-system and cross-level electronic medical records, assisting manufacturers in validating AI models more quickly and accurately for the Taiwanese population to accelerate product commercialization.	+
 Settlement	AI Impact Research Center	The center will establish cross-system, cross-level clinical trial implementation mechanisms. Multi-disciplinary teams will design research to evaluate the clinical benefits of AI, ensuring that AI products demonstrate both clinical effectiveness and health benefits, while also creating a scientific basis for reimbursement to strive for inclusion in health insurance.	✓

✓ TVGH serving as the responsible hospital in the project

⊕ TVGH has capability to execute the project

As a pioneer in AI application, TVGH is the first hospital in Taiwan to establish Smart Healthcare Committee. On the path of AI development, we have successfully completed the infrastructure construction and experimental stages and are now entering the third stage of control and expansion. We will combine the long-term expertise in data processing, model development and cross-disciplinary collaboration, striving to advance AI technology from innovation to practical implementation and incorporate the concept of sustainable management to achieve a comprehensive upgrade of medical services.

TVGH's AI Technology Development History



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TVGH has been dedicated to the standardized processing of medical data for years. In addition to establishing a complete electronic medical record system and medical information platform within the hospital to realize the cross-departmental and cross-system data integration and sharing, we also apply FHIR (Fast Health Interoperability Resources) standard to design cancer registration implementation guidelines suitable for the medical environment in Taiwan. It has undergone multi-level verification across hospitals and led to the development in collaboration with industry and academia of several AI-based software as medical devices that obtained TFDA approval and have been applied in clinical practice.

The establishment of the Ministry of Health and Welfare's Center for Responsible AI in Healthcare and AI Impact Research Center will further emphasize the Hospital's commitment to AI healthcare applications.

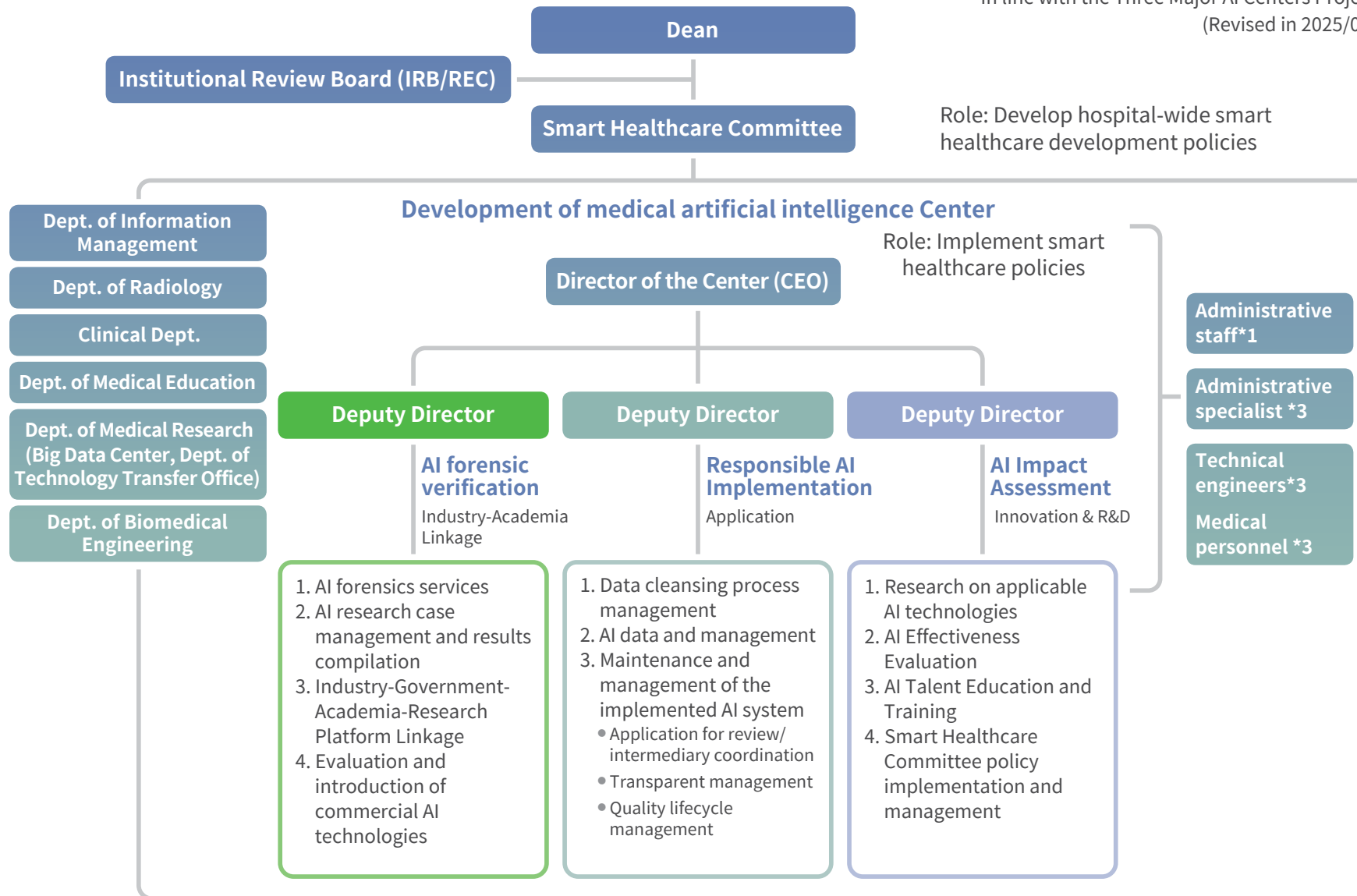
+ Control and Expansion

In addition to obtaining two full project grants, TVGH is also simultaneously carrying out three major AI center projects. Accordingly, the structure and responsibilities of the Smart Healthcare Committee and the Medical AI Development Center have been restructured to reinforce cross-departmental coordination, facilitate resource integration across Department of Medical Research, Department of Information Management, Department of Radiology, Department of Pathology and Laboratory Medicine, and various clinical departments. Meanwhile, we also strengthen the recruitment and training of professional talents, including the establishment of a full-time AI research and management team, covering various professional fields such as clinical trial planning, biostatistics, data analysis, and health economic evaluation. A Central Institutional Review Board (CIRB) has been established to standardize ethical review criteria, accelerate the approval timeline and ensure the legality and ethical integrity of research activities. The data management and ethical support team have been expanded to manage data collection, cleaning, and analysis, and a platform for AI model testing and deployment has also been set up to facilitate efficient research progress.



Promoting Organization- Medical AI Development Center

In line with the Three Major AI Centers Project
(Revised in 2025/01)



Ministry of Health and Welfare



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To assist technology companies in completing the verification of AI medical devices, TVGH will deepen collaboration among industry, academia, and research institutions to accelerate technology commercialization and further expand TVGH's global presence in the smart healthcare sector. In addition, we will further strengthen the construction of a multi-center medical alliance network to provide diverse real-world scenarios to support the practical application of AI technology from the medical center to remote areas, engage in the formulation of domestic and international standards for AI application, driving the regulated implementation of smart medical devices.

TVGH's Center for Responsible AI in Healthcare is now working on the management measures for the implementation of AI. In addition, the smart healthcare affairs meeting chaired by the Vice Superintendent for operations is also in place for the discussions of issues related to AI review to ensure the transparency, interpretability, and equity in the deployment of AI systems. It is planned to implement a centralized single-window with digital application forms to streamline and manage trial applications for smart technologies. This platform will serve as review mechanism to ensure AI technologies are used responsibly and comply with the principles of transparency, transparency, and equality.

The core mission of the "AI Impact Research Center" is to promote inclusion of AI-based products in national health insurance and commercial insurance reimbursement schemes, thereby accelerating their practical application and overall impact within the healthcare system. To this end, the center will adopt multiple strategies, including the implementation of a single

window platform, the design of a standardized trial application process, the provision of user guidelines along with feedback channels to improve the overall convenience and efficiency of research applications. By launching multiple clinical trial projects for AI products, we aim to analyze the medical benefits and economic impact through randomized controlled trials (RCTs) and observational research. A health economic benefit report will be presented to the National Health Insurance Administration based on the results of these trials to support the review of health insurance benefits and the formulation of pricing standards.

➤ Inter-hospital Medical Information Integration

TVGH is leading digital healthcare transformation with a strong and smart system design. By using and adopting international FHIR standards, TVGH has built a highly connected medical information system that allows hospitals to share and use electronic medical records in a unified way. This system includes standard data exchange tools, cloud services, and better electronic medical records, all supported by smart patient systems and AI.

In cancer care, TVGH uses AI and data tools to support diagnosis and treatment decisions, helping doctors provide more personalized care. This advanced setup has been expanded to TVGH's Yuli, Fenglin, and Taitung branches, creating a model for smart healthcare that can grow and be used in more hospitals.

TVGH's real-world success gives the Ministry of Health and Welfare a strong example for expanding hospital cloud systems and standardizing data sharing across Taiwan. It also shows how

good planning and smart design can help build a national smart healthcare system.

At the end of 2024, TVGH opened Smart Health Management Centers in Yuli, Fenglin, and Taitung. These centers offer services like personalized health plans and AI-assisted diagnosis. They help track health risks and respond quickly- especially for people in rural areas-making healthcare fairer and more connected.

In Eastern Taiwan, the Smart Health Centers give locals better and easier access to care. For example, the AI-supported Bone Health Clinic uses X-rays to check for osteoporosis and offers personalized care plans, which may include acupuncture and cupping along with help from a full medical team (internal medicine, orthopedics, rehab, diet and nutrition). This improves bone health and treatment outcomes. AI tools also help with things like medication safety, explaining reports, and giving nutrition advice. This reduces the workload for doctors and nurses and helps patients better understand their health.

To protect long-term care residents in Hualien and Taitung, the Infection Control Center set up a data system to track health in 40 facilities. It can quickly spot outbreaks and speed up communication, keeping residents safer. And for easier transportation, the Yuli Rideshare program uses smart scheduling to help veterans and locals get to health services and day care programs.



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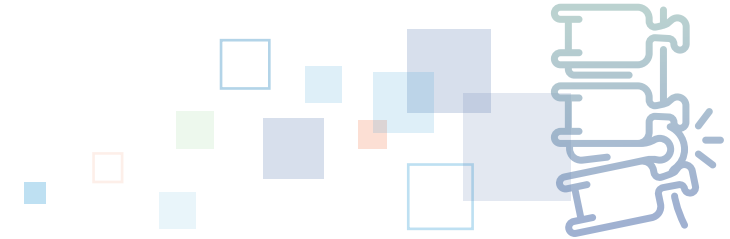
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2.2 Holistic and Integrated Care

Minimally Invasive Spine Surgery- Regain a Life of Freedom and Mobility



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Granny Lin suffered from scoliosis since a young age. She experienced chronic lower back pain and leg numbness after giving birth. She endured the daily discomfort and remained committed to caring for her family and managing her household. As she got older, her steps became heavier. A few years ago, she began experiencing severe pain in her legs, making it nearly impossible for her to walk. She tried rehabilitation, injection, and even received spine endoscopic surgery in another hospital, yet these measures failed to relieve her pain, and she suffered even more instead. She then could only rely on wheelchair, and she seemed to be confined in her own body and gradually lost hope in life.

Just when she had almost given up, a friend brought her to TVGH's Department of Neurosurgery. The medical team recommended minimally invasive spine surgery after evaluation, which is a cutting-edge technology that is combined with AI intelligent computer navigation to accurately treat complex spinal spurs and slipped deformities. It not only reduces surgical trauma and blood loss, but also greatly reduces the recovery period.

After the 8-hour operation, Granny Lin could miraculously get out of bed and walked the next day. Few months later, the pain that had bothered her for decades was gone. She once again walked to the local market she was familiar with, and she even happily rode on a bike. Such simple freedom and joy were once a distant dream to her

Now Granny Lin regains the hope in life with a radiant smile. She also witnessed the power of medical technology and human care at TVGH.



Press conference of the AI Minimally Invasive Surgery: Microsurgery-assisted Spinal Deformity Correction



Sustainability Aspect

Material Topic

Holistic and Integrated Care

Doctor-Patient Relationship, Social Participation

Policies	To provide the highest quality service to benefit all citizens with the most advanced equipment, the highest quality healthcare, and the warmest care.
Strategies	- Establish the Department of Holistic and Multidisciplinary Medicine and promote the Hospitalist and Transitional Care Program. - Introduce the Shared Decision Making (SDM) Aid Generation System. - Set up the Adolescent Psychiatric Daycare Ward and sign a collaboration agreement. - Provide comprehensive assistive device services for physically and mentally disabled, including physician diagnosis, physical and occupational rehabilitation therapy, prosthetics and orthotics services, assistive device fabrication by medical technologists, provision and rental of various assistive devices, nationwide touring inspection and maintenance services, and assistance with government subsidy application and access to social welfare resources. - Provide comprehensive geriatric assessment and one-stop integrated care for the older persons in need. Being entrusted to operate the Daoxiang Community Long-Term Care and Healthcare Facility by the Department of Health, Taipei City Government.
Goals and Targets	Short-term goal (1 year): - Shared Decision Making: At least 6 new SDM topics will be developed; the scope of application will be expanded; the coverage rate of SDM training for healthcare staff will reach 90% and the patient participation rate in SDM will also reach 90%, thereby enhancing patient engagement in clinical decision-making. - Diverse Care: The Adolescent Psychiatric Daycare Ward plans to organize at least 2 sessions of mental health education and return-to-school support workshop every semester and provide assistive devices services to more than 20,000 recipients. - Geriatrics Medicine: To complete more than 151 comprehensive geriatric assessments annually. Medium-term goal (2-4 year): To establish diverse treatment and support services based on the results of patient needs assessment. Long-term goal (5 years and above): Continue to promote the concept of Holistic Medicine to embody TVGH's core value of "treating patients as if they were family members".
Management Evaluation Mechanism	- Shared Decision Making: Monthly meeting will be held to monitor SDM data and quarterly meetings will be conducted to review effectiveness and adjust policy accordingly. - Diverse care: Perform satisfaction surveys on the services provided. - Geriatrics Medicine: Held the Interdisciplinary Team Conference for inpatients at Geriatric Medicine ward weekly to have discussion in-depth on the feasible interventions for their unmet care needs in physical, psychological, and long-term care aspects.
Performance and Adjustments	- SDM implementation results in 2024: A total of 1,737 records were issued, with 1,586 completed, yielding a response rate of 91.3%. - The Adolescent Psychiatric Daycare Ward held two sessions of workshop every semester, with the student satisfaction rate of 92.52%. - Assistive device services were provided to a total of 24,317 recipients. - In 2024, there were 851 inpatients admitted at the Geriatrics Medicine ward, while 632 were improved in geriatric syndromes through comprehensive assessment, multifaceted interventions, and discharge planning services. A total of 1,021 first-visit outpatients were served by the Center for Geriatrics and Gerontology, 780 persons (74.44%) completed comprehensive assessment for geriatric syndromes, and 349 persons (34.18%) were under sequential care management for chronic illness and long-term care needs.

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Precision Medicine

Whole genome sequence (WGS) is the foundation of precision medicine. TVGH actively follows national policies. Since our participation in the collaborative research project of the National BioBank Consortium of Taiwan in 2020, we have assisted in the collection of exclusive data of Taiwanese population and participated in the establishment of a large and comprehensive human biobank network while enhancing our research level in the field of human biobank to make greater contributions to the development of the biomedical industry in Taiwan.

TVGH actively cooperated with the project and facilitated the effective integration, connection and sharing of various databases. It was rated A in the overall institutional rating in 2024. We will continue to work closely with the National BioBank Consortium of Taiwan to strive to foster innovation and advancement in biomedicine.



TVGH was rated A in the overall institutional ranking

Whole genome sequence (WGS) can assist in the realization of precision medicine for cancer treatment. The National Health Insurance Administration is also making stepwise planning to cover genetic testing, which is planned to be performed after the diagnosis of cancer or after the second- and third-line treatments fail. Patients can choose the most appropriate pharmacological treatment based on the testing results.

+ AI Precision Medicine Award

While being part of the Taiwan Precision Medicine Initiative (TPMI), TVGH also promotes the development of smart healthcare for the purpose of effective processing and analysis of the huge amount of data generated by WGS. The research team led by the former Director, Prof. Dau-Ming Niu of Department of Pediatrics, TVGH joined hands with Daopin Incorporation and jointly developed the world's first real-time WGS analysis system, Magic Bison. This system allows clinical physicians to carry out real-time genetic analysis during outpatient consultations to rapidly obtain important reference information for auxiliary diagnosis and treatment, making genetic analysis possible in clinical practice.

With this innovation achievement, TVGH won the first AI Precision Medicine Award in the first AI in Healthcare Innovation Awards (AIHIA) held by the Storm Media with the project entitled "Magic Bison: Gene decoding leads the precision medicine revolution—all-round genetic solutions from diagnosis to prevention". This is not merely a recognition of TVGH's foresight and strength in the precision medicine, it also highlights our excellence achievement in medical technology and innovation.



Group photo of the research team led by Director Dau-Ming Niu (3rd from left) of Department of Pediatrics

Magic Bison can not only diagnose diseases, but also provides body constitution analysis, drug safety evaluation, carrier screening and human leukocyte antigen (HLA) typing, along with proactive health screening functions, making it able to identify potential pathogenic gene problems before patients develop diseases, thereby providing patients with early prevention or treatment suggestions. The Hospital will continue to dedicate itself to the research and application of precision medicine and combining big data and AI, pioneering a new era of precision medicine for the delivery of higher-quality healthcare services to patients.

➤ Advancing Smart Healthcare

Smart technology is the cornerstone of precision medicine. As big data analytics and AI technologies advance rapidly, smart applications in relation to precision medicine are gradually being implemented. TVGH started to develop smart healthcare from as early as 2016. Through the integrative analysis of various physiological data and medical images and with the introduction of AI models, we continue to develop various innovative diagnosis support and risk prediction systems to promote real-time and personalized healthcare services.

In 2024, TVGH participated in the Healthcare+ Expo, Taiwan with the theme of Precision Healthcare and Smart Technology to demonstrate its outstanding strength and innovative achievements in the medical field with a number of cutting-edge technologies. As a pioneer in robotic surgery in Taiwan, TVGH introduced Asia's first SI model (third-generation) da Vinci robotic surgical system in 2009, and successively introduced three more fourth-generation XI model systems in 2017, 2021, and 2024. To allow the public to experience the efficiency and precision of this cutting-edge technology firsthand, a da Vinci Surgical System simulator was set up at the exhibition for the public to experience.



Healthcare+ Expo, Taiwan- TVGH's exhibition booth



In terms of cancer screening, TVGH has established a complete multidisciplinary treatment database, and further developed a high-accuracy AI diagnostic and treatment model based on this basis to assist physicians with the best treatment decisions. Through the collaboration with National Yang Ming Chiao Tung University, we jointly developed the HFS-Net model to detect hepatocellular carcinoma (HCC) from dynamic computed tomography (CT) images, successfully improved the accuracy and efficiency of diagnosis and treatment, and has been honored with multiple National Innovation Awards. The AI-assisted diagnosis technology co-developed by Department of Pathology and Laboratory Medicine and technology industry has been applied clinically to improve the accuracy of detecting lymph node metastasis in lung cancer. DeepMets, an AI-powered image analysis system jointly developed by Taiwan AI Labs and TVGH team, is capable of marking the location of brain metastases from hundreds of MRU images within 30 seconds with an accuracy rate of 95%, significantly reducing diagnostic time.

Department of Medicine and SAS Institute Inc. has worked together in the development of an AI-based Dialysis Warning System to make



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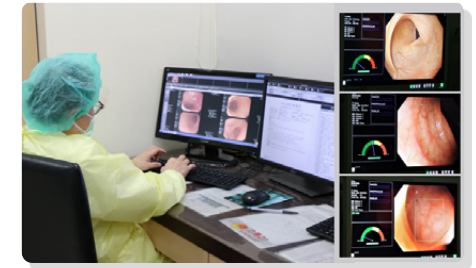
real-time detection of abnormal conditions to prevent risks of heart failure in kidney patients and remind the medical team to make timely intervention, with an accuracy rate of 90%. Department of Cardiology showcased smart wearable devices and non-contact physiological measurement technology that can enable real-time tracking of patient health data, and when combined with the 5G network and remote health management system, personalized health management strategies can be provided.

TVGH will continue to explore cutting-edge medical technologies and promote the development of health and smart healthcare to provide patients with more efficient and accurate treatment options.

Shared Decision Making (SDM)

Most patients lack a medical background and are therefore at an informational disadvantage in healthcare settings. When confronted with sudden illness, they can only rely entirely on the physician's professional judgement and interventions. Under emotional stress, patients may react emotionally, when the treatment outcomes do not meet expectations, or when misunderstandings arise due to differences in knowledge or perception, it can directly or indirectly lead to conflicts between patients and medical personnel.

TVGH is committed to "becoming the first choice of citizens seeking healthcare services and ranking as a first-class international medical center". We continue to explore state-of-the-art medical technologies, utilize the most advanced equipment, deliver the warmest care, and provide highly precise and intelligent integrated healthcare services. By promoting image-based, evidence-driven treatment decisions, the two-way communication between patients and medical professionals can be enhanced to reduce unnecessary repeated examinations during treatment and avoid resource waste and patient anxiety caused by poorly coordinated medical procedures.



AI-assisted colorectal cancer screening

+ Integrated Diagnosis and Treatment Services (Integrated Healthcare Services)

As the technology advances, nuclear medicine is also experiencing ongoing breakthroughs in both diagnosis and treatment. The introduction of AI is revolutionizing the analysis of nuclear imaging, which plays a critical role in diagnosis and treatment of major diseases such as cancer, cardiovascular disease, and neurological conditions. At the same time, the R&D of new radiopharmaceuticals is making it possible to target cancer cells with greater precision, opening up greater opportunities for the future of nuclear medicine.

The concept of Integrated Diagnosis and Treatment Services has gradually matured with the advancement of nuclear medicine. AI algorithms can quickly process large volumes of imaging data and automatically identify pathological regions, enabling physicians to perform real-time, image-based analyses during outpatient consultations, facilitating rapid diagnosis, integrated case assessments, and the provision of personalized and professional treatment plans. This not only shortens the overall healthcare process but also reduces patient anxiety, thereby enhancing their willingness to undergo treatment and collaborate with their care team.



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Diagram of Integrated Healthcare Services

Through the analysis of functional imaging, physicians can assess the specific disease activity of each patient, allowing them to create personalized treatment plans. They then provide relevant guidance to prevent and reduce treatment-related side effects depending on the patient's specific condition, effectively improving treatment efficacy and helping patients better manage their condition, thus regaining a healthy life.

The one-stop diagnosis and treatment service of the department of Nuclear Medicine not only provides precise diagnosis but also offers a range of treatment options. Patients can choose to undergo radionuclide therapy in the treatment ward. For stable follow-

up patients, after a thorough evaluation and assessment of the treatment progress by the physician, treatment can be provided in the outpatient clinic once tumor activity and drug absorption are confirmed. For those who are suitable for outpatient treatment, they can even complete the therapy on the same day and return home to rest, avoiding the inconvenience of hospitalization.

+ Strengthen Two-Way Communication

The Shared Decision Making (SDM) Aid Generation System primarily established by the Department of Medical Education was officially launched in March 2023 and incorporated as a key evaluation item. It integrates both inpatient and outpatient system, allowing physicians to prescribe SDM treatments through the Hospital Information System (HIS), which then generates QR codes for patients to scan and fill in SDM forms. This process supports nursing staff to rapidly facilitate consensus with patients, and also empowers patients to acquire more medical knowledge and make well-informed decisions aligned with their personal values. It helps foster collaborative decision-making between healthcare professionals and patients.

The SDM platform also enables tracking of physician prescriptions and patient responses, with final decisions visualized for rapid review. This helps clinicians follow up on patient conditions and provide timely support. To promote the implementation of SDM in clinical practice, the Department of Medical Education has offered online and in-person training courses to ensure that healthcare professionals are well-prepared to implement SDM. Based on frontline feedback, SDM dashboard optimization project was initiated to enhance the SDM data monitoring and analysis accuracy. As 2024 statistics indicate, the number of SDM topics reached 54, with 1,737 records issued, 1,586 completed, and yielding a response rate of 91.3%.



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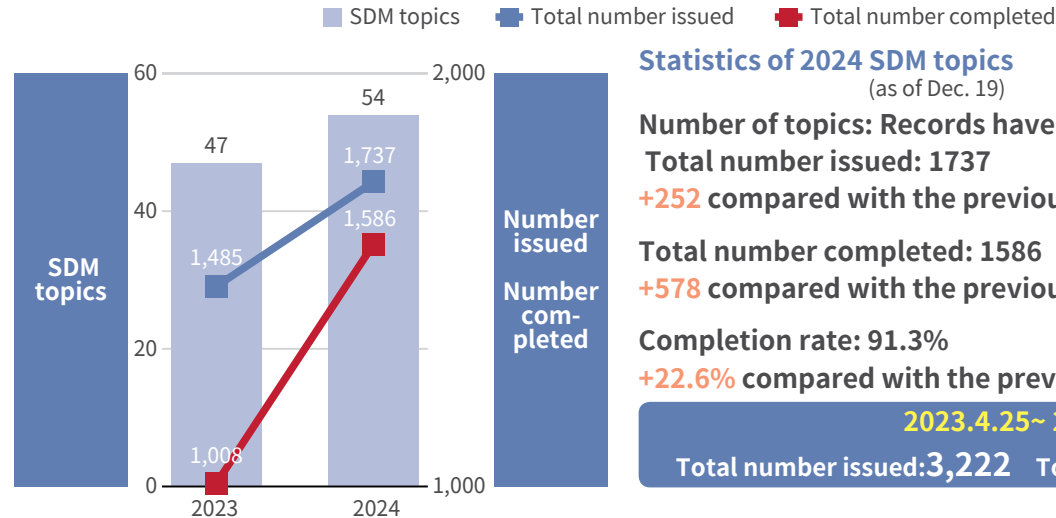
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Current SDM Platform Status



Statistics of 2024 SDM topics

(as of Dec. 19)

Number of topics: Records have been created for 51 topics

Total number issued: 1737

+252 compared with the previous period

Total number completed: 1586

+578 compared with the previous period

Completion rate: 91.3%

+22.6% compared with the previous period

2023.4.25~ 2024.12.19

Total number issued: 3,222 Total number completed: 2,594

Through the implementation of Total Quality Management (TQM) activities, the Nursing Department actively fosters attention to medical safety protocols across departments, thereby improving the overall quality of care. In addition, the satisfaction survey on the nursing service among inpatients is conducted on a yearly basis. In 2024, we surveyed 65 units and distributed 2,033 copies of the satisfaction questionnaire, retrieved 1,567 copies, with the return rate of 77.1%. The overall satisfaction rate reached 98.81%. In addition, our hospital places great importance on public feedback, and has established multiple channels to collect and respond to various opinions and suggestions. A clear monitoring mechanism is in place to ensure the timeliness and appropriateness of the responses to patients' and families' comments, complaints, and grievances in accordance with the TVGH's Guidelines for Customer Feedback Handling.

The Department of Medical Affair & Planning and the Department of Social Work Office are in charge of receiving opinions submitted via Superintendent's Mailbox and forwarding them to the appropriate responsible departments.

Calls to the Customer Service Hotline are answered directly by the Department of Social Work Office's customer service staff or transferred to the relevant departments for immediate response. Complaints and suggestions with specific contents will be recorded in writing by the Department of Social Work Office and assigned to relevant business management units. In 2024, a total of 5,556 customer opinions or complaints were received, including 1,824 received by the Superintendent's Mailbox, 74 by the Customer Suggestion Box, 3,449 by customer service hotline, and 209 official documents from outside the Hospital. All of these opinions and complaints were properly handled and responded to in accordance with relevant regulations.

TVGH's Multiple Feedback Channels

Website for the Superintendent's mailbox	https://www6.vghtpe.gov.tw/director/
Locations of Customer Suggestion Box	There are a total of seven locations, including: – Next to the service desk on the first floor of the 1st Outpatient Building – On the left wall near the entrance on the first floor of the 2nd Outpatient Building – Next to the escalator on the first floor of the 3rd Outpatient Building – Next to the service desk on the first floor of the Chung-Cheng Building – Next to the service desk on the second floor of the Chung-Cheng Building – Next to the elevator on the first floor of the Shin-Yuan Building – Next to the queue ticket machine at the Admission (Discharge) Service Center on the first floor of the Chang-Ching Building
Customer service hotline	(02)2875-7796

+ Accessible Inpatient Services

Holistic Medicine refers to an approach in which physicians have to recognize that the diseases occur in real people before they address any disease. This involves not only cross-disciplinary care but also empathy toward the physical and mental status of patients and their family members. It encourages physicians to treat patients as if there were their own family members, have serious discussions, offer sincere compassion, and proactively identify potential health issues and future illnesses, and make early intervention to prepare and prevent them.

TVGH established the Department of Holistic and Multidisciplinary Medicine in 2023 and promotes the Hospitalist and Transitional Care Program, integrating the processes of admission, hospitalization, and discharge. We also work with elementary level institutions and adopt the dual attending physicians to jointly care for the patient. Patients can have a professional team to assist them from the time they are sent to the Emergency Department to hospitalization, discharge after recovery, and follow-up care.

We work in line with the National Long-term Care Plan 2.0, and the Nursing Department will undertake the “Discharge Preparation and Transition to Long-term Care Services” business and formulate discharge plans to meet patients’ care needs to assist those who have trouble in discharge, have insufficient support systems, or need complex care to get appropriate care resources. In 2024, the number of cases for the discharge preparation services was 9,935, and the average case acceptance rate was 8.20%. A total of 9,369 cases successfully completed the service, and there were 4,359 referral cases. The largest number of referral services was for long-term care application, with 1,402 people in total, followed by 1,318 cases applied for equipment rental and 1,313 for assistive devices. Follow-up calls after discharge reached 8,090.



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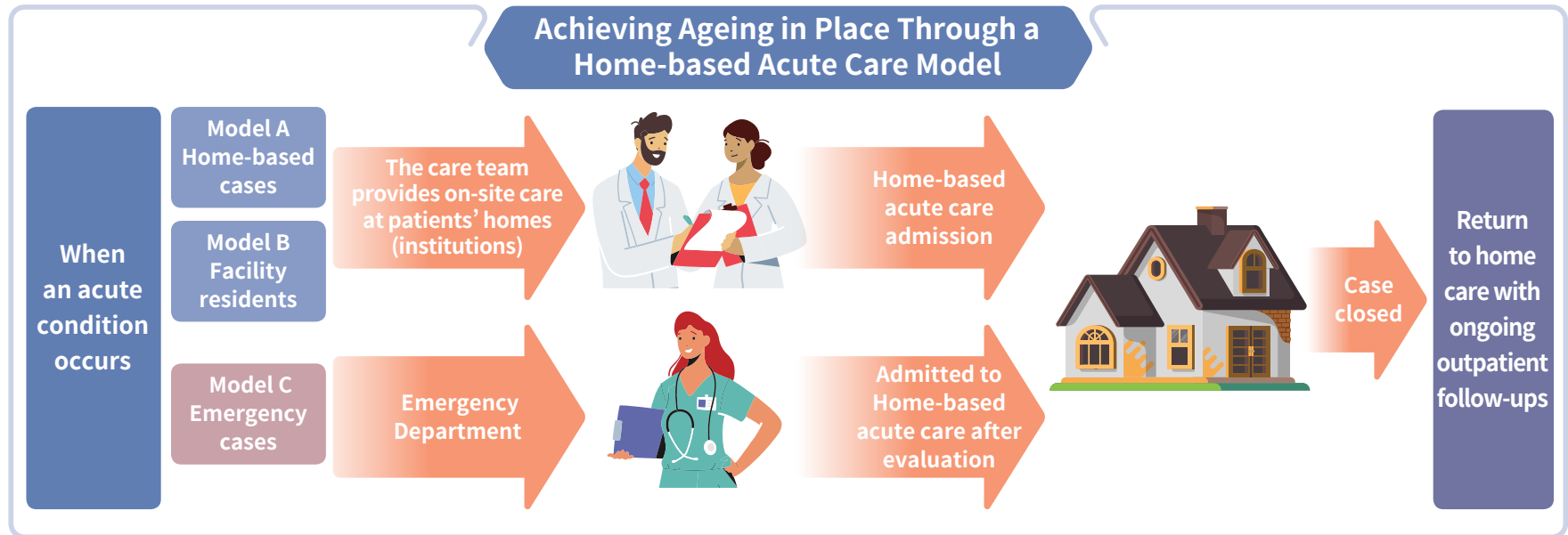
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Considering the current medical and nursing capacities, TVGH focuses on cases from its original “Integrated Home Healthcare Program” and works in coordination with the National Health Insurance Administration’s “Home-Based Acute Care” pilot program starting from July 1, 2024 to reduce the need for elderly or mobility-impaired people to travel back and forth to the hospital for acute medical issues, supporting the goal of aging in place while reducing the burden on the healthcare system. Results show that patients benefit from treatment outcomes that are equivalent to, or better than those achieved through hospitalization, and are with improved prognoses, serving as a concrete embodiment of Holistic Health Care.



Humanistic Care

The Medical Charity Foundation, Inc. was founded in 1977 through the generous support of Dr. Chih-Teh Loo and other dedicated philanthropic individuals, aiming to help patients with financial difficulties and those who cannot afford medical expenses have equal access to healthcare, ensuring that everyone deserves the chance to receive life-saving care regardless of their financial situation. In 2024, the Foundation subsidized over NT\$ 28 million to poor and disadvantaged patients.

Patients of TVGH and its branches who are unable to afford medical expenses due to poverty or are unable to pay treatment-related expenses can be referred by TVGH medical team or apply for medical subsidies by the patient or his/her family. Upon assessment by social workers and case counselors, including a financial evaluation, patients may be granted subsidies for medical expenses.

TVGH shoulders the mission of caring for patients with acute, critical, complex, and rare diseases. Over the years, we have worked hard tirelessly to protect the health of the people. Our non-profit business philosophy has earned widespread recognition and support, leading to continued donations from all sectors of society, fostering a virtuous cycle of goodwill. In addition to the donations received by the Medical Charity Foundation, Inc., other donations are used to purchase additional medical equipment and upgrade hospital facilities, allowing TVGH to remain dedicated to delivering compassionate healthcare services while improving the quality of care for the public.

➤ Assistive Devices Services for Persons with Disabilities

The Department of Rehabilitation and Technical Aid Center upholds the mission of “making assistive devices a living and warm life partner”, and is dedicated to providing comprehensive assistive device services for people with disabilities. These services include physician diagnosis, physical and occupational rehabilitation therapy, prosthetics and orthotics and assistive device production by qualified medical technicians. The Center also provides a wide range of assistive devices, including custom-made and ready-made devices, and related consumables, along with device pick-up and delivery, rental services, matchmaking services, national mobile repair and maintenance services, assistance with government subsidy applications, connections to social welfare resources, as well as satisfaction surveys and follow-up care. In 2024, we signed cooperation agreements with 14 counties and cities, providing assistive device services to a total of 24,317 people in total (including the public and veterans). We were also shortlisted for the 2024 Civil Service Outstanding Contribution Award for the initiative “Live with assistive devices, Live without limitations/ National assistive devices mobile services for the disabled/long-term care/veterans”.

The Department of Rehabilitation and Technical Aid Center has introduced innovative technology and applied VR devices in its R&D and service processes, helping to remove spatial barriers and extend assistive device services beyond the hospital and into patients’ homes. Naked-eye 3D floating image projection allows therapists and assistive device makers to discuss prosthetic assembly and component selection with patients, reducing expectation-related disputes and enhancing the clarity and intuitiveness of the assessment and fitting process. Electric prostheses can directly calculate and adjust steps based on force and balance, improving movement stability. Smart-App-controlled wheelchairs can be connected to mobile phones for control and monitoring through an App, increasing users’ willingness to go out and reducing the burden on caregivers.



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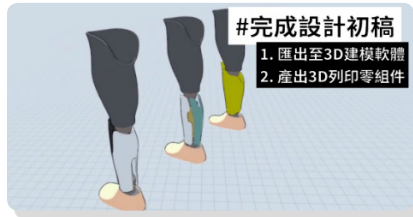
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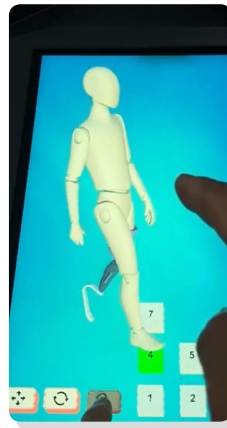
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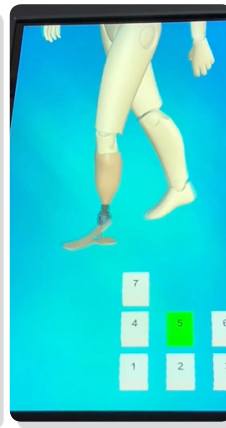
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VR Prosthetics Design



Naked-eye 3D floating image for prosthetic fitting



Electric prosthesis



Smart-App-controlled wheelchair

The Department of Rehabilitation and Technical Aid Center also provides rental services for commonly used mobility aids, enabling individuals with short-term needs to rent the devices instead of buying them. In addition, the Department of Rehabilitation and Technical Aid Center also works with the Department of Social Work Office for the matchmaking of the second-hand assistive devices. This not only helps people reduce the expenses but also serves the purpose of eco-friendliness to avoid unnecessary waste of resources. In 2024, the assistive device rental service was provided to 1,060 people, leasing 1,378 assistive devices, saving the cost of approximately NT\$ 3.402 million.



➤ Geriatric Healthcare Services

In response to the rapidly aging population in Taiwan, TVGH established the Center for Geriatrics and Gerontology back in 2006, and successively set up the Level A Community Integrated Service Center in Shipai Sub-district, Beitou District” and the “uAge Day Care Center”. Through the efforts from the interdisciplinary team members, the seamless integrated care model is provided for managing multimorbidity, geriatric syndromes, and complex care needs by one-stop service based on Comprehensive Geriatric Assessment (CGA), streamlined consultations, and integrated care delivery. In 2024, a total of 1,021 first-visit outpatients received initial assessment consultations, and 349 individuals were enrolled in case management services. The Geriatric Medicine ward admitted 851 inpatients, providing acute illness treatment in 632 persons and frailty intervention in 688 persons. Significant improvements in living independence, physical functioning, and fall risk reduction were observed. The improvement in nutritional status was also achieved at their discharge, and lasted for at least 6 months after their discharge.

Since the establishment of the Cetner for Geriatrics and Gerontology, TVGH keeps to promote better healthcare quality in geriatrics care healthcare services, professional fellowship training, and clinical research, embodying the spirit of integrated care to ensure seamless coordination between medical treatment healthcare utilization, and daily living support. In 2023, Daoxiang Community Long-Term Care and Healthcare Facility, commissioned by the Department of Health of Taipei City Government, was officially opened for operation. The interdisciplinary professional care team was formed together with NYCU and Taipei Municipal Gandau Hospital with the golden triangle model of medical service, educational teaching, and scientific research, and introducing multiple smart care technologies to improve the care quality, positioning it as a benchmark model for long-term care institutions in Taiwan.



uAge Day Care Center



Daoxiang Community Long-Term Care and Healthcare Facility

In August, 2024, Taipei Veterans General Hospital, together with Taichung Veterans General Hospital, Kaohsiung Veterans General Hospital, and the entrusted Taipei Municipal Gandau Hospital and Daoxiang Community Long-Term Care and Healthcare Facility participated in the first Healthy Ageing Tech Show organized by the government, and provided industrial application solutions in the aspects of healthcare, home care, and long-term care. In the “Senior Living Technology Experience Hall”, various

latest products were displayed for the public to experience, such as the VR assistive device design, naked-eye 3D floating image for prosthetic fitting, home blood pressure monitoring, sleep quality monitoring, cognitive function testing, facial recognition and emotion detection system in long-term care setting, human-centric smart lighting, and intelligent mattress monitoring systems that have received high acclaim from both industry peers and visitors.



The exhibition content received strong recognition and encouragement from the President



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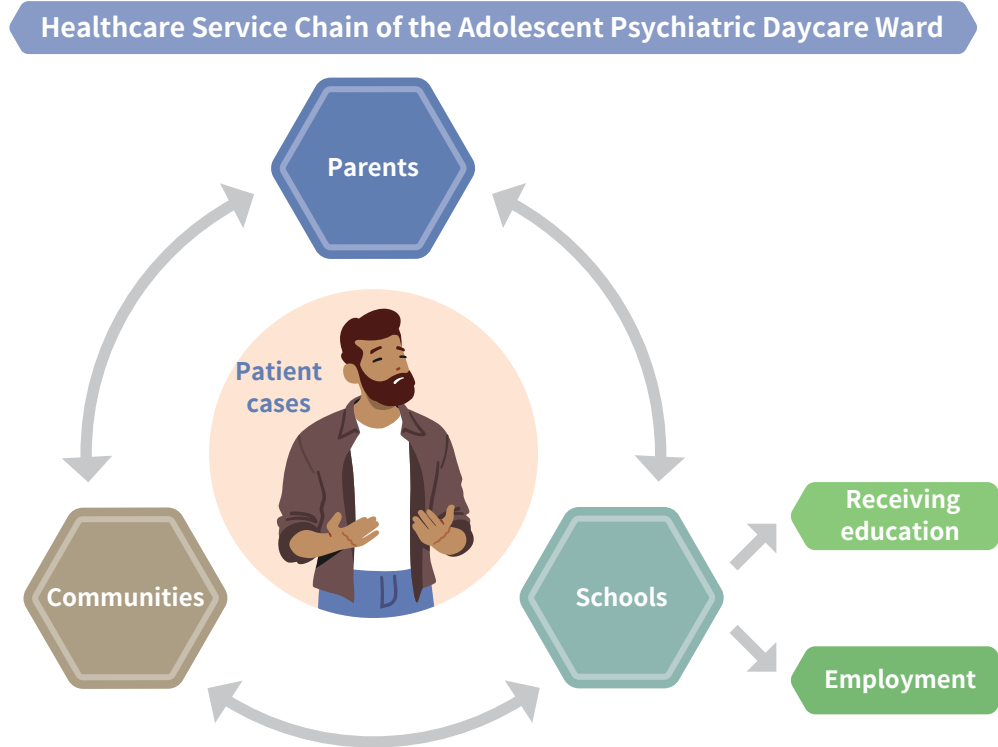
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➤ Adolescent Psychiatric Daycare Ward

In view of the deteriorating mental health of adolescents in Western countries, it is foreseeable that similar trends observed in Europe, the U.S., and Japan are expected to emerge in Taiwan the near future. To prepare early for changes in social values, the education system, and increasing pressure from academic competition, the Department of Psychiatry established the Adolescent Psychiatric Daycare Ward in 1999. We took initiative in combining special education resources and psychiatric medical services in Taipei City and New Taipei City, building a comprehensive educational and medical service chain from the individual to the family, school, and healthcare system, to enable adolescents unable to attend school due to psychiatric or emotional disorders to complete their junior and senior high school education with continued psychiatric rehabilitation and get the support they need to move forward- whether to pursue further studies or enter the workforce.



The medical team for the Adolescent Psychiatric Daycare Ward is backed by professionalism. The core staff include 3 attending physicians, 2 clinical physicians, 3 nurses, 1 psychologist, 1 social worker, 1 occupational therapist, 5 special education teachers, and approximately 20 external instructors. The team holds weekly case meetings to stay updated on the students' mental, physical, and educational conditions and needs. When new students enter, the team holds an individualized education program meeting. Based on the different mental health and learning conditions of each case, we jointly develop tailored educational plans with schools and families, combining therapy with education to support their development. Quarterly administrative meetings of the Adolescent Psychiatric Daycare Ward are held. At the end of every year, the annual achievement discussion meeting is held with the Special Education Divisions of Departments of Education of Taipei and New Taipei City Governments to achieve close cooperation between healthcare and special education.



Diagram of special education

The Adolescent Psychiatric Daycare Ward is youth-centered, connecting resources of the hospital, school, and family to help adolescents with psychiatric and emotional disorders maintain a stable physical and mental state, gradually reintegrate into mainstream education and continue to pursue a confident and fulfilling life. It also assists anxious parents and schools and accompanies adolescents to grow together. Currently, it cooperates with about 30 junior high schools and vocational schools every semester, averagely serving 800 people per month. As of 2024, the Adolescent Psychiatric Daycare Ward has assisted more than 2,000 emotionally disturbed teenagers return to school and successfully complete their studies. They even entered college or the workplace after graduating from the Adolescent Psychiatric Daycare Ward.

To improve adolescents' social skills and coping strategies, we have developed mental health education and return-to-school support courses. Currently, we hold various workshops targeting at the students and parents every semester, such as the mindfulness workshop and parenting workshop. In 2024, two sessions of workshops were held every semester, with the satisfaction rate reaching 92.52%.

➤ A Model of Patient-Centered Care

TVGH is dedicated to creating a safe and warm healthcare environment. Meanwhile, to facilitate harmonious doctor-patient relationships, the Department of Social Work Office invites experts to organize an education team to provide customized training courses for each department to enhance the professionalism and communication skills of our associates. In addition, cross-departmental medical accident care team is set up to provide psychological, medical, and legal support and assistance to both physicians and patients to resolve doctor-patient conflicts. The Department actively participates in mediation cases involving the Department of Health or judicial authorities and is fully authorized, with a mediation success rate of nearly 40%. In November, 2024, we received the Medical Compassion Model Award – "Benchmark Institution Group Award" from the Ministry of Health and Welfare.

Currently, the number of cancer patients in the Hospital exceeds one-third of the total number of patients, and the number continues to go up. These patients should be provided with more and better care. At the end of 2023, a new "Cancer Resources Center" was opened in the Chang-Ching Building, with a dedicated social worker to fully promote cancer resources integration services, providing cancer patients and their families with diverse care services, including health education on cancer prevention, diagnosis, treatment, and care, as well as emotional support, social welfare consultation, and resource linkage. A collaborative platform is established for the interaction between non-governmental organizations and patient groups in an inter-hospital cooperation model to provide holistic services to families with cancer patients. In 2024, the Cancer Resources Center was awarded by the Ministry of Health and Welfare's Health Promotion Administration in the Innovative Category.



Patient group activity



Patient lecture (stress relief activity)



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The path toward fighting cancer is very difficult. The Cancer Resources Center provides a space for cancer patients to interact with the healthcare personnel, social workers, and patient groups. Patients and their families can also obtain health education information in relation to the disease. The overall space is spacious and bright, and an electronic signboard is in place to update various information at any time. The high-tech glass can protect patients' privacy. The Compassion Room is a space for cancer patients to relax; the Mindfulness Community provides a space for holding group activities and various stress relief activities for patient groups; the Consultation and Rehabilitation Equipment Room provides the most complete information of cancer symptoms and a space for display of wigs and prosthetic breasts. In 2024, a total of 2,421 patients were served, 47 patient activities were organized (a total of 1,302 participants), and 1,139 headscarves and wool hats were distributed, and 152 wigs were on loan.

What is worth mentioning is that when providing post-cancer care support services, the social workers of our hospital found that some male cancer patients needed to wear wigs for work or festival needs, yet the Cancer Resources Center did not prepare male wigs due to the low demands. To avoid waste of resources because of inappropriate hairstyles, they cooperated with a wig store to provide customized male wig leasing service to meet the preference of male cancer patients and help them return to their families and society successfully. The social workers were awarded the individual award, "Outstanding Service Award".



Assisting a patient to try on the wig



Wigs on loan from the center

2.3 A Happy Workplace

More Than a Hospital- A Place That Feels Like Home

Wei-Ming Chen, the Superintendent, once said, “It is impossible to deliver heartfelt and compassionate service without taking good care of our own staff.” This is not only a commitment but also a belief. TVGH has always put its staff in mind, and protects every hard-working member in this big family with warm actions.

We believe that caring for our associates should be extended to every aspect of life, not just being limited to the workplace. TVGH continues to support childbirth and childcare and cooperates with national policies. The Superintendent’s special discretionary fund is used to support childbirth bonuses, pregnancy gift box, and employee hospitalization discounts. Averagely, there are 40 employees on parental every day. Every heartfelt gesture is a blessing for new life and a gentle support for parents-to-be, in the hope of inspiring more women of childbearing age to embrace motherhood. A hospital is not only a place for work- it is also where the hopes of every family begin to soar.

To allow the staff with childcare needs to work with peace of mind, TVGH has set up Rongguang Preschool, providing childcare services for our staff’s children or grandchildren aged 2 to 6. To meet the unique needs of hospital work, the preschool also provides extended childcare support to ensure that children receive proper care and quality education, enabling our staff to remain dedicated to their roles without any concern. Our staff can feel the thoughtful support and the gentlest backing from TVGH.

In terms of daily living support, TVGH has invested over NT\$ 2.1 billion and built a brand-new dormitory for healthcare staff in just 473 days to provide our hardworking staff members with a place they can truly call “home”. Currently, the hospital can provide accommodation for more than 3,000 staff members, making this “home” within reach. We provide cozy living space and healing green park to allow our staff members to relax for a moment after busy work to regain new strength. What is more important is that the dormitory greatly shortens the commuting time for healthcare staff, helping them avoid the fatigue and potential risks associated with daily travel.

The dormitory provides more than just comfort and convenience- it also buys critical time for medical missions. When faced with an emergency, healthcare staff can be recalled immediately to seize the precious golden time for treatment, ensuring the efficiency and stability of medical response.

On August 1, 2024, our selfless healthcare heroes officially moved into their brand-new dormitory. This is not just about a change of address-it is the beginning of a new start, and a heartfelt reminder that their efforts are seen and deeply appreciated.

“I am so grateful to be provided with such a dormitory.”

“I cannot wait to go back to my dormitory every day after work. This is a feeling that I have never had before.”

“Moving to my new home and seeing the space that I decorated myself, I feel so at ease and happy.”

These sincere words speak volumes about our care and attention- they stand as the strongest testament to TVGH’s commitment to the well-being of its staff members. We have always believed that only by taking great care of our own staff members can we safeguard the lives of more people.



The Superintendent welcomes the first group of staff members to move in



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Sustainability Aspect

A Happy Workplace

Material Topic

Labor-Management Relations, Occupational Safety and Health

Policies

Base on professional competence, attach importance to human rights and gender equality at work, and embody the core values of “treating patients as if they were family members”, “pursuing excellence”, “adhering to ethics”, and “abiding by laws and keeping promises”.

Strategies

- Provide education and training for new staff.
- Establish “Guidelines for Prevention, Filing of Complaints, and Punishment for Sexual Harassment” and “Workplace Bullying Prevention, Complaint, and Handling Guidelines for Employees” and provide hotline and mailbox for 24-hour management.
- Provide various types of insurance, employee health management, subsidies for diverse activities and education and training, medical treatment discounts for TVGH staff and their families, and established a brand-new dormitory for healthcare staff.
- Established a Maternal Health Protection Program in the Workplace.
- Providing an Employee Assistance Program (EAP), supported by a dedicated "Employee Care and Assistance Team.
- Establish the Occupational Safety and Health Committee and establish “Occupational Accident and On-Site Investigation Procedures”, “Drill for regional self-defense firefighting unit” and other safety and health related measures.

Goals and Targets

Short-term goal (1 year):

- The number of outstanding residents to be promoted to attending physicians to reach at least 25 in 2025.
- To provide free psychological counseling services to at least 100 staff members.
- To organize 30 sessions of occupational safety and health related publicity and guidance activity.

Medium-term goal (2-4 year): To maintain the existing welfare system and strive for more benefits for staff members.

Long-term goal (5 years and above): To attach great importance to human rights and gender equality at work to fulfill our social responsibilities.

Management Evaluation Mechanism

- Arrange monthly personnel interviews to provide responses and consultation on personnel regulations or business-related proposals.
- Launch satisfaction survey of the previous year among staff members regarding health benefits, compensation, management measures, career development, work environment and facilities in the first quarter of each year. For items with lower satisfaction, the responsible units are requested to propose improvement plans. The improvement situation will continue to be monitored, and the results are compiled, reviewed, and forwarded to relevant units for their information.
- The Occupational Safety and Health Committee was established in accordance with the Key Points for Setting Up an Occupational Safety and Health Committee, and the Committee is convened every three months.
- A medical violence prevention and control meeting is held on a yearly basis to build consensus on “zero tolerance for medical violence”.



Sustainability Aspect

A Happy Workplace

Material Topic

Labor-Management Relations, Occupational Safety and Health

Performance and Adjustments

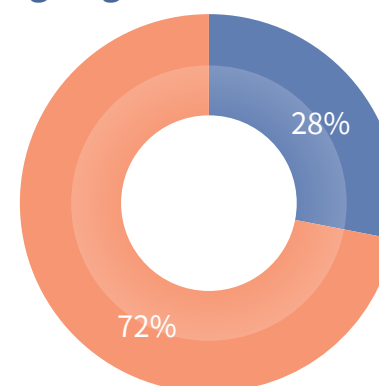
- In 2024, 27 excellent resident physicians were selected to be appointed as tier 3 physicians and employed as contract attending physicians.
- In 2024, we held a total of 10 counseling sessions, 64 free psychological counseling clinics (45 people), 26 legal services (consultation), 27 nutritional counseling sessions, and 6 nutrition and health lectures (529 participants).
- In 2024, two sessions of muscle-building and fat-reducing classes were held for staff members with hypertension, hyperglycemia, hyperlipidemia, and abnormal waist circumference, with post-class satisfaction reaching 97.3% and 94.8% respectively.
- Established the “Staff health checkup data inquiry system” in 2022, and transferred the system to TVGH mobile service App. Employees can be reminded of scheduled health check-ups and vaccinations to take control of their health status.
- Gradually established the “Digital management of the Occupational Safety and Health Office” from 2023 to 2024. All first-level units conduct occupational safety and health self-inspections, supported by 14 on-site services every month provided by the Department of Occupational Medicine and Clinical Toxicology. The processes have been optimized and digitalized, effectively assisting the hospital in passing the labor inspection held by the Ministry of Labor on a yearly basis.

Human Capital

As of the end of 2024, the number of staff members at TVGH totaled 7,737, including physicians, nurses, medical staff, and 748 research assistants. The total number of the staff members has generally remained stable in the past three years. TVGH applied for the “pilot program for integrated care services during hospitalization” with a total of 50 beds, so additional labor force has been added. In 2024, the average number of non-staff workers in the hospital was approximately 1,400, an increase of 46 people compared with the previous year.

The hospital recruits people based on their professional competence and does not engage in discrimination based on race, gender, age, disability, religious, ethnicity, or any other characteristics protected by relevant laws. The gender distribution among the staff members is primarily influenced by the occupational characteristics of specific roles, where male staff members are more common in physician positions while nursing roles are predominantly held by female staff members.

Gender Ratio of Full-Time Staff Members (Excluding Regular Contract Workers)



- Male staff members: 1,909
- Female staff members: 5,026

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The low birth rate and the labor shortage trend have led high turnover rate of various types of personnel in the hospital. The new hire rate and turnover rate both increased from 7% to approximately 8.5%. Therefore, the hospital encourages all departments to rehire retired staff members for suitable positions to support knowledge transfer and continuity. We also actively invite retired staff to return as volunteers in the departments where they previously served. According to statistics in 2024, all medical departments hired 444 contracted physicians, 15 contracted half-day (outpatient) nurses, and 2 other contracted medical staff. Currently, 114 volunteers out of the 797 volunteers in the hospital are retired staff members, accounting for about 14% of all volunteers.

In response to the shortage of physicians and medical technicians in TVGH branches, the Department of Medical Affairs and Planning first makes assessment of the branch's operational strategy and manpower needs, and the Personnel Office then assists in processing the necessary support and reporting procedures. In 2024, the number of supported medical personnel, including physicians, nurses and other health professionals reached 4,010 person-times to promote talent exchange and improve medical quality.

+ Functional Management

TVGH's core values of "treating patients as if they were family members", "pursuing excellence", "adhering to ethics", and "abiding by laws and keeping promises", we aim to strengthen our staff members' professional competencies and administrative capabilities through various education and training to cultivate outstanding talent, and further stimulate their willingness to work, increase the administrative efficiency, and improve service quality.

New staff members will receive education and training in relation to employee rights, occupational safety laws, and Labor Standards Act three months after recruitment. In the process of talent development, we proactively assess the organizational and individual needs, conduct regular reviews to implement necessary training to enhance the knowledge and skills required for personal career growth. In 2024, 100% of our staff members received performance appraisal.

To align with the development priorities of the hospital, planned professional talent training is carried out. The Personnel Office formulates an annual education and training implementation plan, specifying the type, target participants, purpose, and organizing unit of the training, and discuss as well as review the education and training plans for each job category with the organizing unit. It is hoped that through the diverse training methods, we can cultivate professionals in various disciplines. Staff members have to receive at least 15 hours of administrative and 18 hours of medical education and training, and all staff members (including outsourced personnel) should receive at least 3 hours of infection control and infectious disease education training annually, with a compliance rate of $\geq 90\%$. The content includes common courses, hospital evaluation courses, and other medical or management courses.

For the professional training in medical treatment, the Department of Medical Education is in charge of the coordination and establishment of the Implementation Plan for Medical Clinical Teaching and Research Development Program", providing sufficient educational resources for the physicians, nurses, and medical staff in the hospital. For details of the training content, please refer to 3.2 Deep-Rooted Cultivation.

✦ Creation of a Reasonable and Friendly Work Environment

The Hospital has established Labor Work Rules and strictly complies with principles of international human rights conventions such as the Universal Declaration of Human Rights (UDHR), the International Labour Organization (ILO), and the International Covenant on Economic, Social and Cultural Rights (ICESCR) in the formulation of various policies to ensure employee rights, including equal employment opportunities, fair working conditions, wage protection, gender equality, safety and health, social insurance, employment security for women and indigenous peoples.

There is no labor union in Taipei Veterans General Hospital, yet the Personnel Office still holds labor-management meetings on a regular basis in accordance with the Regulations for Implementing Labor-Management Meeting to review various regulations and systems related to the staff members. The meeting minute of every meeting is published on the in-hospital KM (Knowledge Management) System.

Caring for patients with acute, critical, complex, and rare diseases is the mission of TVGH. We cannot refuse to admit any critically ill patients. However, when their conditions stabilize and hospitalization or surgery is no longer necessary, they should be discharged to avoid unnecessary consumption of national health insurance resources and healthcare manpower. This approach is also in line with the trend in advanced countries toward early discharge and home recovery following surgery. The Department of Medical Affairs and Planning monitors the bed turnover rate of each first- and second-level department regularly to ensure the

full utilization of hospital beds, so that head nurses can be more flexible to schedule nurses' leave and provide physicians and other healthcare professionals with more time to rest, thereby maintaining continued delivery of high-quality care. With the commencement of the Operating Building in 2023, the bottleneck of insufficient operating rooms has been solved. Now routine surgeries are no longer scheduled on Saturdays, and weekly evening shifts are not affected by surgical scheduling, allowing staff to leave work on time.

We are fully aware that safeguarding the physical and mental well-being of our staff is one of the essential conditions for maintaining high-quality medical services. The Hospital's Staff Attendance Management Regulations clearly define attendance rules for various job categories, including the maximum daily, weekly, monthly working hours and overtime limits for both shift-based and non-shift personnel and also the scheduling principles. Overtime scheduling or offsetting excess work hours with compensatory leave is strictly prohibited. The information system is used to monitor and control the compliance. Once anomalies in attendance or leave records are detected, department heads are immediately notified for improvement. Supervisors are also encouraged to implement management by walking around (MBWA) to provide timely support for the physical and mental well-being of staff members and understand the work status of front-line personnel.



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Gender Equality and Human Rights Protection

The Hospital attaches importance to human rights and gender equality at work, proactively creates a friendly workplace, promotes relevant innovative measures, and assists with job redesign. In accordance with the regulations stipulated in People with Disabilities Rights Protection Act, the Hospital should employ 222 disabled staff members. In 2024, the actual number of disabled employees was 252 after weighing (205 with disabilities, including 47 with severe or above level of disability, each of whom is counted as two for employment quota purposes), with 30 additional persons with disabilities being employed beyond statutory requirement, fully protecting their right to work. In addition, we arrange work for these employees based on the types of their disability (physical disabilities, hearing impairments, visual impairments, speech impairments, mental disabilities, and rare diseases) and make sure that their individual strengths are reviewed and aligned to ensure that they are placed in roles that best suit their abilities. Employees with disabilities are supported in applying for job redesign subsidies and provided with professional counseling services to help overcome workplace barriers. These efforts enable them to fully utilize their talents and gain recognition and commendation from their supervisors. In 2024, no related discrimination incidents occurred in the hospital.

There are 8 breastfeeding (lactation) rooms (including one exclusively for staff only) and 34 gender-friendly restrooms. The locations of these facilities are summarized in the “List of gender-friendly facilities at Taipei Veterans General Hospital” and available in the Gender Mainstreaming Section of the Hospital’s website for the public and our staff members to refer to. In addition, floor directories for each building in the hospital clearly indicate the

locations of breastfeeding (lactation) rooms to provide convenient reference for those in need.

To ensure our associates can engage in their work with peace of mind, the workplace is maintained as a space free from offensive, threatening, dismissive, isolating, or demeaning behavior. The Hospital abides by relevant provisions of the Civil Service Protection Act, Regulations Governing Safety and Sanitary Protection of Civil Service, Labor Standards Act, Employee Assistance Program of Executive Yuan and Local Government Agencies and Schools, Gender Equality in Employment Act, and Sexual Harassment Prevention Act and formulated “Guidelines for Prevention, Filing of Complaints, and Punishment for Sexual Harassment” and “Workplace Bullying Prevention, Complaint, and Handling Guidelines for Employees”. The Gender Equality Working Group is in charge of organizing internal advocacy and promotion of gender equality concept in the hospital, conducting gender mainstreaming training, and facilitating other related programs. We aim to prevent sexual harassment and create a gender-discrimination-free and friendly workplace environment.

The hotline for complaints about workplace bullying and sexual harassment provides 24-hour service. Once a report is received, a Review Panel on Workplace Bullying and another on Sexual Harassment are established within the required timeframe, with the Vice Superintendent serving as the convener. In 2024, there were a total of 11 workplace bullying cases, 9 of which were under review. A total of 18 sexual harassment cases were recorded: 15 reported cases and 3 complaints. One complaint was confirmed, one was dismissed, and one was still under investigation. There were no major incidents.



Complaint Channels for Workplace Bullying/Sexual Harassment Incidents

Workplace Bullying Complaint Review Panel and Complaint Channels

- Hotline: 2-20712121#86239
- Fax: 02-28757765
- Email: 580780@vghtpe.gov.tw

Review Panel for Sexual Harassment Incident and Complaint Channels

- Hotline: 02-28712121#86235
- Fax: 02-28757765
- Email: 091995@vghtpe.gov.tw
- Online reporting system: <https://forms.office.com/r/8RF4kH476d?origin=lprLink>

+ Employee Care Measures

To create a warm and harmonious work environment, enhance staff morale and organizational efficiency, and support staff in addressing issues that may affect their performance, so that all staff members can contribute willingly and engage in their work with physical and mental well-being, the Personnel Office refers to the staff satisfaction survey, report of Employee Assistance Program (EAP) effectiveness assessment, needs assessment and other information to conduct regular review and planning of the annual EAP implementation plan, send it to each unit, integrate internal and external relevant resources, and provide staff members the necessary support and assistance.



Employee care measures

The Staff Care Service Team of the Hospital is composed of 1 to 2 staff members from each department based on the needs. The team members are selected for their work experience and service enthusiasm. There are 46 medical and administrative departments, with a total of 68 members of the Staff Care Service Team (excluding one convener, 2 deputy conveners, 1 executive secretary, and 2 secretarial staff members) to provide initial consultation and referral services related to staff care within the department. The Nursing Department has established a guardian angel care mechanism to organize seminars and send care letters to new staff, entry-level staff, and staff members in leadership development programs.

The Staff Care Assistance Team is composed of social workers and counselors of the Social Work Division, physicians from Department of Psychiatry, clinical psychologists, legal specialists from the Department of Medical Affairs and Planning, and dietitians from the Department of Dietetics & Nutrition who jointly serve as care providers, offering staff members professional support in psychological counseling, legal consultation, and healthcare guidance and other related fields. In 2024, a total of 10 psychological counseling cases, 64 psychological counseling sessions (45 people) were carried out; 26 legal consultations were provided; and 6 sessions of nutrition and health lectures were given, with a total of 529 participants.

In the first quarter of each year, the Personnel Office initiates a staff satisfaction survey on the hospital in the previous year, covering health benefits, compensation, management measures, career development, the work environment and facilities. Staff members are invited to go online and complete the questionnaire through announcements posted on the hospital's internal electronic bulletin board and hospital-wide email system. The results are then analyzed and prepared into a staff satisfaction survey report sent to the entire hospital. For items with lower satisfaction, responsible departments are asked to propose an improvement plan. Follow-ups are conducted and the results will be compiled, approved and forwarded to relevant departments for reference. The results showed that staff employee satisfaction rate in 2024 reached 76.8%, an increase of 0.4% from 76.5% in 2023.



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Employee Care

TVGH attaches great importance to the recruitment, deployment, training, and retention of talent to ensure sustainable management and development and improved service quality. We offer market-competitive compensations and comprehensive staff benefits. Compensation scales are established in accordance with central government regulations, industry practices, and local living standards. Compensations are awarded impartially, without discrimination based on gender, race, language, religion, age, political affiliation, or marital status, and are subject to regular review.

The compensations are composed of base salary, multiple types of bonuses, care subsidies, and retention rewards. Annual adjustments are made in accordance with the operational results, and performance-based bonuses are awarded within each department to motivate staff members and encourage the growth of talents. Base salaries for all job categories do not differ due to gender, and male and female staff members have equal starting salaries. However, total compensation (including base salaries and bonuses) may vary based on seniority, experience, and position allowances.

In the face of insufficient nurses and difficulty in recruiting specialists in the country, TVGH has made effort to improve the hardware and software environment and various benefit measures. We try to increase staff benefits as much as possible in accordance with applicable laws and the hospital's financial capabilities, gradually increase nurses' night shift pay, adjust salary structure of medical (contract) personnel, increase residents and attending physicians' subsidies for overseas travel, research paper writing incentives, and innovation awards, striving to create an environment that can attract outstanding talent, promote unity and harmony, and create a shared vision for the future.

✦ Increase Bonuses and Benefits

TVGH operates on a non-profit basis. To care for our hardworking staff and enhance service quality, any surplus funds are allocated toward enhancing staff welfare. In 2024, the night shift pay for nurses in the hospital has been raised to the upper limit stipulated by the Ministry of Health and Welfare. However, staff members in other positions are also working hard. To give substantial rewards, the Performance Assessment Management Committee has approved a 30% increase in the "night shift duty incentives for non-physician and non-nursing personnel performing non-administrative duties", benefiting medical, administrative and engineering personnel. This has been implemented from April 1, 2024.

The staff cafeteria is open all year round, serving three meals a day, providing nutritious, diverse, and affordable meals to all staff members in the Hospital. The price difference between the meals and standard market rates is subsidized by the Hospital. In 2024, a total of 929,312 meals (including missed meal provisions) were provided, with the Hospital subsidizing NT\$ 18,258,079. Among them, 209,251 boxed meals were provided as missed meals for staff in the operating room and those unable to leave their work posts due to official duties, for which the Hospital paid an additional NT\$12,594,175.

In addition, since 2022, a monthly "Master Lecture" series has been held. Renowned experts from a variety of fields have been invited to give lectures at the hospital, offering our staff opportunities to gain insights into how these experts have shined in their own professional fields respectively, to broaden diverse viewpoints and to have a glimpse of the miens of them. In 2024, a total of 12 Master Lecture were held, accumulating 3,249 participant hours.

Staff Benefits Items

Various types of insurance	In addition to insurance for civil servants and teachers, labor insurance, and national health insurance, we also plan comprehensive employee group insurance, including life insurance, cancer insurance, accident insurance, hospitalization medical insurance and other welfare programs. Family members of our staff are welcome to join the life, health, disability, and group accident insurance plans at their own cost.
Employee health management	Staff members are provided with discounts or subsidies for medical treatment. Annual health check-ups are conducted. In addition to mandatory items required by law, other examination items are also planned based on different job levels and the nature of their work. Health promoting activities are held for those identified with abnormal health indicators.
Diverse activities	Organize Master Lecture, movie appreciation, and provide an annual year-end celebration subsidy of NT\$1,000 per person, as well as subsidies for festive activities for various job categories, aiming to promote work-life balance and support the physical and mental well-being of the staff members.
Association activities	We provide long-term subsidies for employee club activities. Currently, there are a total of 28 self-organized clubs, giving the staff members a chance to bond, relax, and grow together outside of work.
Subsidies for education and training	We encourage continuous learning, we offer incentives for foreign language proficiency certificates, financial incentives for academic degree advancement, and waiver for credit fees of once course at Taipei Medical University every semester, staff's paid leave for official duties, support medical staff presenting research papers abroad, and access to training in medical technology and other benefits.
Others	To show our gratitude and encouragement, we offer a range of staff benefits, including birthday gifts, childbirth allowances, childcare subsidies, educational support for employees' children, and maternity support. In addition, we also formally acknowledge senior staff members through public commendations and award certificates to honor their contribution.

After a long-time struggle and the strong assistance of many legislators, “Medical Benefits for TVGH staff members and their dependents” was passed by the Legislative Yuan in the third reading and was to be implemented from August 1, 2023. We are deeply convinced that these benefits will further enhance the staff's sense of belong and happiness. For this National-level medical center, only when we take good care of staff members and their families can they take good care of patients wholeheartedly, thereby providing the highest-quality, most sincere, and most touching service.

+ Policy on Encouraging Childbearing

To support the government's policy to encourage childbirth and allow staff members to focus on their career development while taking care of their families, the Hospital has set up types of leave including family care, paternity, and unpaid parental leave to support those in need. When needed, our staff may apply under the guidelines set out in the Regulations for Implementing Unpaid Parental Leave. Upon the completion of the leave period, when the staff apply for reinstatement, priority will be given to reinstating the staff to their original position in the original department, thereby ensuring continuity and stability in their career development. We also provide menstrual leave and prenatal rest leave for female staff members, helping them manage their health while maintaining a healthy work-life balance, showing our respect and support for various needs of our staff.



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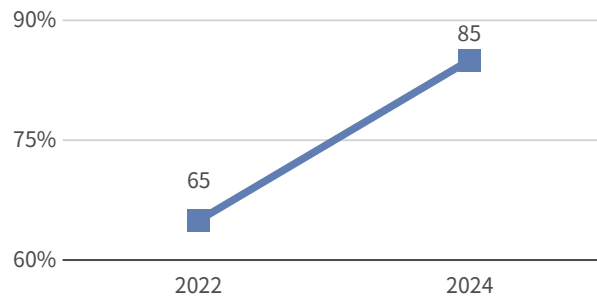
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In addition to the provision of childbirth subsidies to ease employees' medical expenses, our staff who give birth at TVGH receive an NT\$2,000 cash gift and NT\$500 gift box as a token of congratulations. Furthermore, in accordance with "Medical Benefits for TVGH staff members and their dependents", a range of benefits is provided, including waived registration fees for our staff their parents, spouses, and underage children, a 50% discount on the National Health Insurance (NHI) co-payment for two-bed maternity rooms, and a daily subsidy of up to NT\$ 3,000 per day for single-bed maternity room co-payments. These benefits contributed to an increase in the percentage of staff giving birth in the hospital, from 65% in 2022 to 85%. Even in the face of a national decline in birth rates, the number of staff giving birth at our hospital has steadily increased, reaching its highest point in recent years. This demonstrates that TVGH not only supports its staff members but also attaches importance to its fulfillment of social responsibility.

Trend of Childbirth among Taipei Veterans General Hospital Staff and Their Families



Among the hospitals in the surrounding area, Taipei Veterans General Hospital is currently the only one with an affiliated on-site preschool, Rongguang Preschool, providing childcare services for staff member's children and grandchildren aged 2 to 6 so that these children can receive proper care and education. This allows our staff members to stay focused on their roles, work with peace of mind, and devote themselves fully to patient care, which helps us fulfill our mission of serving and benefiting society. To support the flexible working hours for staff members, the childcare services are offered daily from 08:00-17:30, and extended childcare service is provided from 07:35-08:00 and 17:31-18:30 every day. These arrangements have helped create a safe and dependable childcare environment, with parent satisfaction going up steadily year after year.

TVGH signed a workplace mutual childcare service agreement with the First Special Police Corps of the National Police Agency, Ministry of the Interior in Shipai Area, giving priority to the children and grandchildren (aged 2-6) of our staff members. In terms of child care, we have signed contracts with 9 childcare centers in Taipei City and 4 in New Taipei City, working with 13 childcare centers accredited with Grade A and higher (including Excellent) in official evaluations in the provision of variety of benefits such as tuition and miscellaneous fee reductions and complimentary gifts through a convenient and flexible multi-location childcare support system. Staff members can select the location that best suits their personal and family needs.



Rongguang Preschool

• High-quality Living Conditions

TVGH Medical Dormitory Building donated by Ruentex Group's CEO, Samuel Yin, has been commenced for phased use since mid-2024, with a total of 1,200 single-occupancy dormitories, 44 family housing units, and 9 scholar residence. Currently, the total number of beds in the hospital's single-room dormitories is about 2,340, and the number of multi-room staff dormitory is 663, allowing more medical staff to live in the hospital campus, get sufficient rest, and commute with ease. In the case of national or institutional emergencies, rapid mobilization and emergency response can be ensured. The high-quality accommodation also plays an important role in attracting top international experts and visiting scholars, supporting the ongoing enhancement of our medical quality.

The dormitory building features enhanced noise-reducing construction method, and is equipped with individual electricity meters and private bathroom facilities. The cost is only slightly higher than the older dormitories, yet the average living space per person has doubled. Furthermore, duty beds are specially designed on the first and second floors of the dormitory building for pharmacists, medical lab technicians, radiologists, respiratory therapists, and others who need to commute but live outside Taipei and New Taipei Cities and work night shifts.

After the nurses moved into the new dormitory, with the support of CEO Samuel Yin, the old nurses' dormitory, Building A, B, and C, started to be rebuilt into a parking lot for cars and scooters to solve the problem of insufficient parking spaces in the hospital. With the assistance of Chairman Hui-Huang Chang of Chuchen Development Group Co., Ltd., the renovation

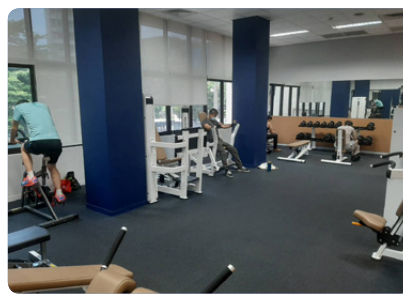


New TVGH Medical Dormitory

of the East Campus Dormitory and Riverside Female Physicians Dormitory were completed at the end of 2024, substantially improving the accommodation quality of our staff members.

Thanks to generous donations from various sectors, TVGH's physical fitness center (Gymnasium) has become the largest and highest-quality sport complex among medical centers nationwide. It is open free of charge to all hospital staff, providing diverse sport facilities, including indoor basketball and badminton courts, a gym, aerobics (yoga) studio, table tennis room, 3 outdoor tennis courts, and a standard swimming pool. These facilities help staff members enhance physical fitness and reduce work-related stress.

TVGH is well aware of the importance of assisting its staff members with the maintenance of work-life balance. In terms of the promotion of physical, mental, and spiritual health, through the Department of Social Work Office, we provide long-term funding support for 28 staff-founded associations. Combined with the high-quality venue resources of the Gymnasium, the staff members can connect with each other and cultivate their body and mind. To encourage more staff to develop exercise habits, our hospital organizes more health promoting activities compared to other medical centers and regional hospitals. The Occupational Safety and Health Office organizes 2-3 muscle-building and fat-reducing activities every year or a hospital-wide walking event. Each activity lasts for 4-12 weeks depending on the nature of the activity itself, and the cash rewards offered range from NT\$ 100-3,000 based on the type of the activity.



Gymnasium facilities



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Safety in the Workplace

The safety and health of our staff is the foundation for us to achieve our mission in healthcare. TVGH has established an occupational safety and health management system in accordance with the Occupational Safety and Health Act, and an Occupational Safety and Health Committee is also set up in the hospital to serve as the highest management unit for daily operations. The Superintendent serves as the chairman of the committee, a Vice Superintendent as the deputy chairman, and the director of the Occupational Safety and Health Office as the executive secretary. Together with the six labor representatives at the labor-management meeting and one staff representative nominated by each first-level unit in the hospital, there are a total of 57 committee members in the Committee, with a term of service of two years.

The Occupational Safety and Health Committee is convened on a quarterly basis review, coordinate, and advise on matters related to occupational safety and health. Units with concerns or suggestions may also raise proposals for discussions during meetings, and relevant outcomes are distributed with the meeting minutes to all first-level departments to ensure policy participation, implementation, and effective communication. The occupational safety and health management system of the Hospital identifies, assesses, and controls various risks in the work environment to ensure that 100% of our in-house staff (7,737 people) can work in a safe and healthy environment. For non-staff workers in the hospital, 100% (1,408 people) are managed and reports are filed independently by their respective business units as required in accordance with the national regulations.

+ Management of Occupational Safety Risks

The work environment in the hospital involves specific hazards, including exposure to biological agents, chemicals, physical and radiological elements, ergonomic factors and other potential hazards (such as slips and falls). Therefore, in addition to conducting risk assessments through the internal control system, the Occupational Safety and Health Committee also divides the 13 high-risk work areas into 10 major areas and clearly defines management mechanism and preventive measures. The supervisors of all first-level units shall be responsible for maintaining the safety and health within their respective work areas based on their roles and authority, and shall coordinate and guide relevant personnel to implement control measures, such as infection control procedures, chemical management, radiation protection measures, etc., and use personal protective equipment to protect workers.

New staff are required to participate in basic general education and professional pre-service training, including safety and health related content. All staff members shall meet the minimum standards of 3 hours safety and health education every three years, along with specialized safety training and continuing education coordinated with each operational unit, to strengthen accident prevention awareness. The Occupational Safety and Health Office conducts audits of the checklists returned by each first-level unit on a quarterly basis and organizes relevant promotional and guidance activities to enhance the management standards for internal occupational safety and health and safety awareness.



Signage for toxic chemical work areas



Drill for toxic and chemical disaster

A total of 26 occupational injury incidents were reported among the hospital staff in 2024 (excluding commuting accidents). According to Ministry of Labor, there are 11 types of labor occupational hazards, including falls, rolling accidents, trips and slips, object collapse, structural collapse, collisions, entanglement or entrapment, cuts or scrapes, exposure to extreme temperatures, unsafe body movements, others, and uncategorized events. Incidents for volunteers of the Department of Social Work Office who provide free voluntary services do not belong to occupational injuries at work. A total of four volunteers applied for insurance in 2024.

When an accident occurs in the hospital, the Occupational Accident and On-Site Investigation Procedures are immediately initiated and field visits, case visits, and manager visits are conducted based on the severity and frequency of the injury to review and analyze the cause of the incident, develop injury prevention measures, and notify all staff. The implementation status shall be followed up by the Occupational Safety and Health Committee, and relevant results will be sent to all first-level units with the meeting minutes. The more common incidents in recent years include falls, rolling accidents, slips, collisions, flying or falling objects, cuts and scrapes, and needlestick incidents. Relevant analysis reports have been published on the Occupational Safety and Health Website. Continuous improvements are being promoted to ensure that all staff working in the hospital can work in an environment with adequate safety and health controls.

+ Health Promotion

In addition to physical exams for new staff, the Hospital also organizes annual general health check-ups for current staff in accordance with Regulations Governing the Labor Health Protection. We also provide special health examinations for staff working in special environments particularly hazardous to health (noise, ionizing radiation, lead, dust and formaldehyde) to safeguard staff health and ensure occupational safety. In 2024, general health check-ups were arranged for a total of 2,361 staff members. Excluding excused cases, the completion rate reached 100%. Special health check-ups were arranged for 677 staff members, with an attendance rate of 100%. In addition, an annual chest X-ray examinations were conducted on healthcare staff, with an attendance rate of over 95%. Statistics showed that no occupational diseases were reported in 2024.

Target	Item	Frequency
Public servants' insurance	General health check-up	- Once every 5 years for those under 40 - Once every 2 years for those above 40 - Once a year for those above 65
Labor insurance	General health check-up	- Once every 5 years for those under 40 - Once every 3 years for those above 40 - Once a year for those above 65
Special health hazardous operations	Special health check-up	Once a year
Frontline healthcare personnel and other on-site staff (including outsourced workers)	Chest X-ray	Once a year



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To enhance the effectiveness of preventive healthcare, the staff health checkup data inquiry system highlights abnormal results to allow staff to promptly review their results and provides physician recommendations, health education guidance and links to make appointments to remind staff to actively manage their health and complete follow-up examinations so as to facilitate early detection and intervention. The Occupational Safety and Health Office conducts review and analysis of the overall health status of the staff to promote health promotion programs, organize relevant health education, healthy diet lectures, muscle building and fat loss classes, and encourage all staff to participate in sports association activities or make use of the physical fitness center (Gymnasium) to do various exercises and develop regular exercise habits.



Health promoting classes and activities

To strengthen staff health management and improve work efficiency, the Hospital has promoted various digital health management measures:

- Establish a staff health checkup data inquiry system: Through the Staff health checkup data inquiry system, our staff can receive reminders for health check-ups and vaccinations, improving the proactiveness and convenience of health care.
- Integration of the TVGH mobile healthcare service APP: Our staff can quickly access their personal health checkup data through

this APP to monitor their health status at any time, which also strengthens their awareness of self-health management.

- Promote “Digital health management of the Occupational Safety and Health Office: The integration of the independent occupational safety and health inspection work of all first-level departments in the hospital, along with the 14 on-site services provided by the Department of Occupational Medicine and Clinical Toxicology every month not only optimizes processes and strengthens cross-departmental cooperation, but also realizes the systematization and digitization of documentation records, assisting in the passing of the annual labor inspection of Ministry of Labor and demonstrating workplace security and health management.



Staff health checkup data inquiry system



APP member area- Staff health checkup report inquiry

In addition, we use questionnaires such as overwork assessment scale and musculoskeletal symptom survey to assess overall workload risk level to help identify potential risks of occupational diseases at an early state, and assist high-risk personnel to be referred to the Department of Occupational Medicine where specialist physicians conduct individual consultations and provide health guidance, or occupational physicians (or therapists) are assigned to perform on-site visits. The findings are then reported to the unit supervisor for the development of follow-up actions. The Occupational Safety and Health Office also organizes ergonomics hazards prevention training to enhance staff's awareness of self-health management. In 2024, six workshops were held, with a total of 1,191 participants, and the satisfaction of the course exceeded 90%.

TVGH has established the Maternal Health Protection Plan in the Workplace to ensure the physical and mental health of female staff members during pregnancy, after childbirth and breastfeeding. The Occupational Safety and Health Office actively calls pregnant staff members and sent out assessment forms through the staff pregnancy reporting system established by the Department of Information Management. With the consent of the individual cases, on-site services will be provided at relevant units to assist with assessments of the workplace environment and work hazards to ensure the implementation of measures for the protection of the health and safety of the female staff members and the fetuses.

For female staff members in special workplaces (chemicals such as ionizing radiation, lead, chemotherapy drug preparation rooms, and formaldehyde), physicians from Department of Occupational medicine and occupational health nurses will go to the workplace for interviews with the female staff members, provide health guidance, inform them of hazards, and conduct job suitability assessment. Based on the physician's evaluation, health protection measures such as job content adjustment or reassignment are taken, and relevant documentation is retained.

+ Prevention of Security Incidents

For all the activities of contractors within the hospital, the Occupational Safety and Health Office will assist the responsible units with the guidance for contractors to establish a complete occupational safety and health management mechanism. The execution of the self-management is monitored through unscheduled inspections. In 2024, a total of 104 contractor audits were conducted, and all the unsafe operating behaviors identified have been improved, while the relevant (management) units were also notified of equipment (facilities) with safety concerns for improvement. The Occupational Safety and Health Office is also in charge of in-hospital environmental monitoring and hazard assessment management, including controlling the storage of toxic chemicals, taking monthly inventory and reporting the total quantity, conducting unscheduled on-site inspections of toxic chemical handling sites, updating toxic chemical disaster relief maps on a yearly basis, participating in regional "Joint defense organization for Toxic and concern chemical substances", and organizing in-hospital toxic chemical disaster response training and drills.

Outsourced Project Inspection



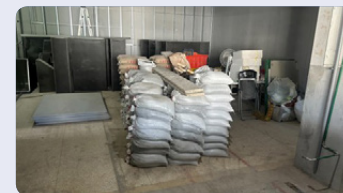
Face shield and fire extinguisher are in place for spot welding operation



Dust collector is used to prevent dust from drifting



Use of fire-spark arrester to prevent sparks during grinding



Material classification and placement



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To maintain the safety of the hospital campus, the Civil Service Ethics Office was in charge of organizing the Annual Inspection and Advisory Review of Prevention Measures (including confidential government information, data, and facilities) twice in 2024. Department of Engineering, General Affairs Department, Occupational Safety and Health Office, Nursing Department, Department of Medical Research, Department of Pharmacy, Department of Information Management and other units were included to carry out safety inspections. Any potential safety deficiencies found were immediately required to be improved. In addition, the General Affairs Department is in charge of the “regional self-defense firefighting units drill” to strengthen the disaster response capabilities of each unit in the hospital to establish a safe medical environment. There are a total of 209 regional units in the Hospital, which have completed their independent drills in 2024. In addition, six regional units were randomly selected at the end of the year to perform drills and verification, and all the sampled results met the required verification schedule.



Random drill for regional self-defense firefighting

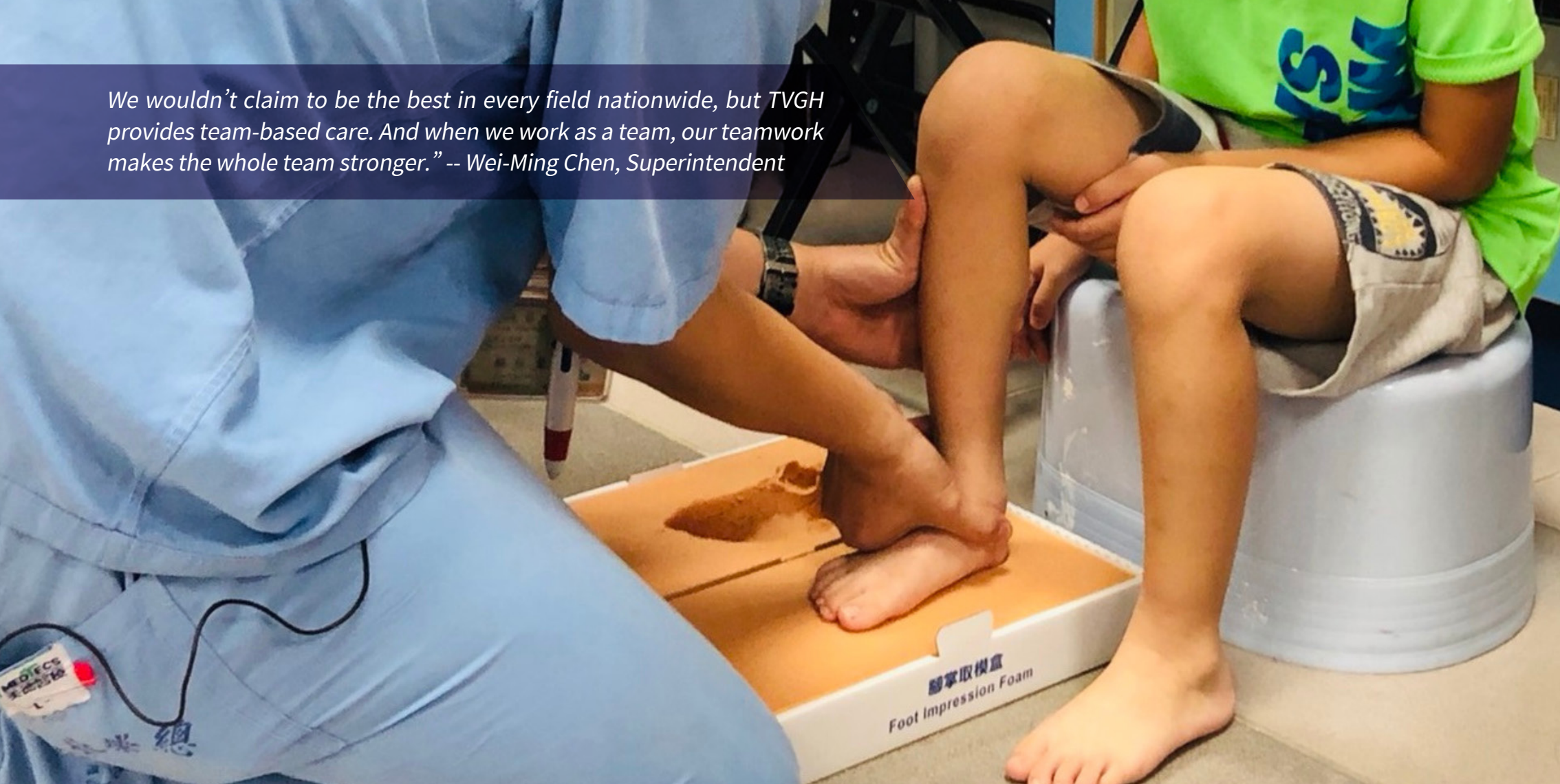
In recent years, incidences of violence in healthcare settings have occurred frequently, severely undermining the morale of frontline healthcare personnel. This not only poses threats to their physical safety during clinical duties, but also compromises the public’s right to receive healthcare services. To address potential threats of violence in healthcare settings, the Hospital’s Civil Service Ethics Office holds an annual medical violence prevention meeting, accompanied by drills in high-risk departments to raise staff vigilance and strengthen response capabilities across all stages from prevention, immediate response, post-incident support, and legal action, aiming to create a consensus of “zero tolerance for medical violence”.

Currently, emergency call systems for violence prevention are being gradually installed in the Emergency Room and psychiatric ward. Nursing stations have also been equipped with security cameras with audio recording functions to ensure staff safety during clinical duties. A total of 2 training sessions for on-site security guards were carried out in 2024, including one emergency drill on “medical violence and harassment incident” and one on “suspected explosive devices” to enhance the capacity of stationed security personnel in handling security incidents. The emergency drill on medical violence was also filmed and shared with all departments as a training video to enhance frontline staff’s readiness in dealing with violent incidents in healthcare settings. In addition, 100% of the security personnel have received training in relation to human right policies and relevant procedures to ensure that they can identify and deal with potential human rights issues in their daily duties and respond to emergencies in accordance with standard operating procedures.



Scenario-based drill for violence in healthcare settings

We wouldn't claim to be the best in every field nationwide, but TVGH provides team-based care. And when we work as a team, our teamwork makes the whole team stronger.” -- Wei-Ming Chen, Superintendent



3 Promoting Shared Benefits and Nurturing Medical Students

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3.2 Deep-Rooted Cultivation



3.1 Social Inclusion

Medical Support for WBSC Premier 12

As a national medical center, TVGH has long been providing medical support for various international events due to its proximity to Taipei Tianmu Baseball Stadium and the Sports Complex at University of Taipei Tian-Mu Campus. Whenever there is a major event, our hospital is frequently invited to provide medical support services, taking on a crucial role in assuring the safety of both athletes and attendees. Through these collaborations, we not only deliver professional medical support to the event, but also takes solid steps in the field of sports medicine while accumulating rich experience.

Our extensive experience in medical support for athletic competitions enables us to gain deeper insights into both the essence and challenges of sports medicine. From the Universiade, Yonex Taipei Open, U-23 Baseball World Cup, to U-18 Baseball World Cup, TVGH's medical team has delivered thorough and attentive medical services to ensure the well-being of all participants during the events, serving as a dependable pillar of support for both participating athletes and event organizers. In 2024, we were once again invited by Chinese Taipei Baseball Association (CTBA) to participate in the medical support mission of WBSC Premier 12. TVGH's medical team was stationed at Tianmu Baseball Stadium and Taipei Dome from November 10 to 18, setting up on-site medical stations and fulfilling our role as the designated referral hospital for emergency transfers. During this period of time, a total of 12 physicians, 22 nurses, and 8 ambulances were dispatched to ensure the event could run smoothly.

Team Taiwan fought hard in this event, and finally advanced to the semi-finals and ultimately secured the championship title at Tokyo Dome, creating a historic victory and inspiring the hearts of every Taiwanese. Behind this moment of glory lies the quiet dedication of a team of medical professionals and support staff, serving as an invisible force that make Team Taiwan's victory possible.

TVGH is well aware that cultivating excellent talents in sports medicine and providing high-quality medical services are crucial for national athletes. We will continue to promote the development of sports medicine expertise and dedicate ourselves to the protection and support of the national athletes. Meanwhile, we will also continue to invest in the areas of public health and international aid so as to provide medical support to the country at any time, fulfilling our social responsibility as a public hospital.



Medical support at Tianmu Baseball Stadium



Medical support at Taipei Dome

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Sustainability Aspect

Social Inclusion

Material Topic

Social Participation, Medical Diplomacy, Interdisciplinary Collaboration

Policies	Build a healthy society and safeguard the well-being and safety of people at home and abroad.
Strategies	• Carry out community-based mobile medical services. • Collaborate with five major Northern District Community Healthcare Groups in Taipei (Shilin, Beitou, Shipai, Louzou, Shipai and Zuoan). • Carry out Veterans Affairs Council's Integrated Hospice Palliative Care Network for Veterans. • Collaborate with domestic and foreign hospitals, universities, industries and government agencies. • Work with Ministry of Health and Welfare's One Country, Multiple Centers Policy and get deeply involved in medical exchanges in northern Vietnam.
Goals and Targets	Short-term goal (1 year): • To provide at least 6 sessions of smoking cessation education and consultation in community-based mobile medical services. • To provide video-based advance care planning consultation services to at least 15 people. • To continue to organize four sessions of community medical services on a yearly basis. • To organize or participate in at least 5 sessions of international medical exchange activities and sign at least 3 MOUs with international partners in the healthcare-related industry. Medium-term goal (2-4 year): Domestically, provide different types of home care services in the community to allow patients to receive holistic and full-process care in a familiar environment so as to achieve the goal of local aging and expand the scope of community medical care. Internationally, provide a diverse environment supporting medical services for international patients, meetings with international visitors, and administrative functions for staff. We also plan to establish an international website and implement a direct-settlement system for international medical insurance to enhance the core competitiveness of TVGH as an Asian medical transfer hub. Long-term goal (5 years and above): To provide professional medical and nursing assistance to establish a comprehensive health support system, and establish a cross-border treatment and referral system, so as to become a leading hospital for healthcare at home and abroad.
Management Evaluation Mechanism	• Carry out annual satisfaction survey and make improvements of services based on the results. • The Community Healthcare Network Executive Center holds monthly consensus meetings to discuss collaborative initiatives.



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Sustainability Aspect

Social Inclusion

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Social Participation, Medical Diplomacy, Interdisciplinary Collaboration

Performance and Adjustments

- **Community healthcare:** In 2024, a total of 11 sessions of community-based mobile medical services were organized, serving 2,019 people. A total of 27 sessions of community cancer prevention health lectures were held, serving 753 people. One session of smoking cessation education and consultation was held in the hospital and 11 in the community-based mobile medical services, serving a total of 26 and 2,019 people respectively. A total of 2,038 elderly people and 217 adults received preventive health care services.
- **Community Long-Term Care Services:** Continued expansion of home care services to provide professional medical and nursing support, reducing the need for hospitalization. In 2024, physician home visits to elderly residents in community long-term care facilities totaled 107 visits, while nurse visits reached 277. For home-based cases, there were 1,202 physician visits and 3,570 nurse visits.
- **Community Healthcare Network Service System Collaboration Project:** Ongoing efforts to establish partnerships with primary care providers. Currently, there are 11 community healthcare networks collaborating with a total of 216 clinics. In 2024, a total of 3,370 patient referrals were made through the Taipei Northern Community Healthcare Network and subsequently admitted for hospitalization.
- **Hospice care service:** There were 2,534 hospice care nurse home visits, 875 physician visits, and 16 sessions of training related to Veterans Homes, with a total of 804 participants, and the course training rate was 98.9%.
- **International patient service:** There were 5,980 international medical outpatient visits, 412 inpatient visits, and 520 health check-ups.
- **Taiwan New Southbound Medical Cooperation and Industrial Development Program:** In 2024, we signed MOUs with 3 new hospitals and renewed with another 3.

Community-Based Integrated Care

To implement the medical center's concept of strengthening community-based healthcare, the Department of Family Medicine is in charge of preventive health care, community medicine program and other services. Through close coordination with health authorities and integration of community resources, it actively promotes various preventive care and health promoting services (such as vaccination, health checkups for the elderly, pre-marital and pre-pregnancy health checkups, health checkups for workers working in special conditions, tobacco control programs, and healthy weight management) to promote correct health concepts, knowledge, and health education, enhancing good interaction between the Hospital and the local areas and gaining the trust of the public in the Hospital. At the same time, we proactively detect health anomalies and establish archival materials and follow-up treatment to contribute to the overall goal of building a healthier community.

TVGH has established a great interactive relationship with community residents through proactive engagement with local communities and sustained collaboration with community leaders, and collects feedback on healthcare services firsthand from the residents for the assessment of the outcomes and influence within the community. Timely adjustments of the services will be made to optimize care models so that they are effective and aligned with community expectations.



Veterans Affairs Council's Community-based Healthcare and Home Nursing Care Program

Organizers:

- Department of Social Work Office, Department of Family Medicine, Nursing Department, Center for Geriatrics and Gerontology.

Co-organizers:

- A. Division of Nephrology of Department of Medicine, Stomatology Department, Department of Pediatrics, Department of Ophthalmology, Department of Obstetrics and Gynecology, Center for Traditional Medicine, Department of Pathology and Laboratory Medicine, Department of Pharmacy, Department of Dietetics & Nutrition, Department of Radiology, Department of Medical Affairs Administration, Public Affairs Office (Public Relations Section), Accounting Department, General Affairs Department, Civil Service Ethics Office.
- B. Taipei City Beitou District, Shilin District Health Service Center, Taipei City Veterans Service Office, District offices of Taipei, schools, Management Committee of Military Dependents' Villages, Community Development Association, local charitable organizations, etc.

+ Community-based Mobile Medical Services

To expand the reach of community healthcare services and ensure equitable access for residents in more districts, the Department of Social Work Office and the regional health service centers organizers discuss the community healthcare work plan for the following year (service areas), conduct on-site evaluation, and coordinate village heads of the service areas to conduct extensive publicity, so as to effectively track the participation rate of residents receiving services and offer small gifts after checkups to encourage community engagement. A total of 11 sessions were organized in 2024, serving 2,019 people (including 4 large-scale community-based medical services for 1,095 people).

In addition to the community-based mobile medical services every quarter, the Department of Family Medicine also works in line with the policy and undertakes the service plan of MOHW's Health Promotion Administration and the Department of Health, Taipei City Government, with the aim to raise the health awareness of the community residents to prevent major diseases. In 2024, we organized age-friendly health checkups for the elderly, serving 2,038 people. The integrated adult screening and five cancers screening (colorectal cancer, oral cancer, breast cancer, cervical cancer, and lung cancer) served 217 people. One session of smoking cessation education



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and consultation was held in the hospital and 11 in the community-based mobile medical services, serving a total of 26 and 2,019 people respectively. The sessions of community cancer prevention health lectures were held to promote new medical knowledge of cancer treatment and care, serving 753 people.



Community-based mobile medical services

Department of Dietetics & Nutrition held 6 sessions of “Healthy Living Afternoon Tea-Time Talk” to promote disease knowledge and healthy eating concept, participated by 440 people, and cooperated with the organization of 4 sessions of community-based health services, serving 196 people. Department of Dietetics & Nutrition also worked with Center for Geriatrics and Gerontology’s community-based health promotion programs, supporting 10 community locations for the health eating lectures, serving 1,602 people.

To promote the integration of community healthcare resources, TVGH continues to maintain close partnerships with primary care providers, establishing a friendly and efficient two-way referral system—with a total of 3,370 inpatient admissions in 2024. Currently, TVGH collaborates with 11 community healthcare networks comprising 216 clinics. Regular monthly meetings are held with these networks to discuss the details of collaboration and service delivery, aiming to reduce unnecessary hospitalizations and medical expenses for the public, while also strengthening the local healthcare system. Looking ahead, TVGH aspires to leverage smart healthcare technologies to closely integrate big data between the hospital and community clinics, forming an agile and resilient community healthcare network that can deliver faster and more effective medical services to the public.



Community-Engaged Medical Network

+ Community-based Care Services

In response to an aging society and the increasing burden on the healthcare system, TVGH aligns with government policies to promote home-based care services. These services provide professional medical and nursing support to build a strong health support system, aiming to delay the progression of chronic diseases in the elderly, improve the quality of life for patients and their families, and reduce hospital admission pressure. In 2024, physician home visits to residents in community long-term care facilities totaled 107 visits, while nurse visits reached 277. For home-based cases, there were 1,202 physician visits and 3,570 nurse visits.

Regarding palliative care, services are provided to terminally ill patients through specialized palliative outpatient clinics, shared care programs, discharges from the hospital's palliative ward, and referrals from other institutions for patients residing at home or in care facilities. Palliative home care nurses and physicians conduct home visits and assessments, followed by in-depth communication with patients and families to determine the most appropriate approach to palliative care. Through psychological counseling and emotional support, the goal is to alleviate the physical, emotional, and spiritual suffering of terminal patients, ease the emotional burden on their families, and help fulfill the traditional Taiwanese wish of passing away peacefully at home. Support is also extended to terminally ill patients residing in institutions or Veterans Homes, helping them manage discomfort and achieve a dignified end-of-life experience. Currently, a team of 4 nurses and 6 physicians provide palliative home care services on a rotating basis. In 2024, the number of nurse home visits totaled 2,534, while physician visits reached 875.

To enhance the content and quality of the veterans' homes' hospice and palliative care services, TVGH started the Veterans Affairs Council's Integrated Hospice Palliative Care Network for Veterans from 2014. Through regular training and sharing, improvement of relevant medical, teaching and service quality is made to ensure that the staff of the Veterans Health Care System understand and recognize the concept of hospice care, and can offer warm and respectful support throughout the care process.

A total of 16 sessions of relevant training courses were provided in 2024 (including 80-hour training courses, ward clerkship, on-site counseling in the hospice wards of veterans hospitals) were organized in 2024, including 5 sessions in Taipei Veterans' Home, 2 in Banquao Veterans Home, 1 in Taoyuan Veterans Home, 2 in Bade Veterans Home, 3 in Hsinchu Veterans Home, 2 in Hualien Veterans Home, and 1 in Malan Veterans Home, with 804 participants in total, and a participation rate of 98.9%.



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Special Column *Taiwan Poison Control Center*

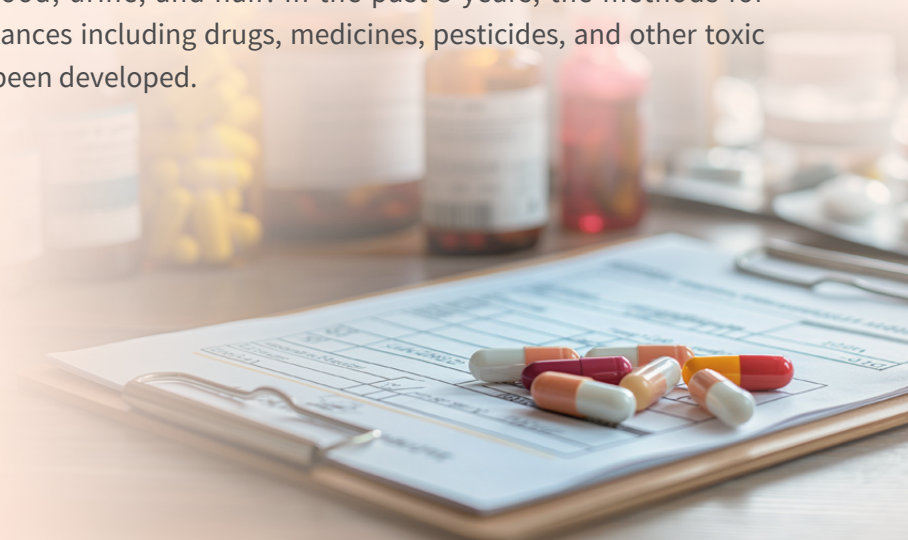
TVGH established the only national poison center, Taiwan Poison Control Center (PCC-Taiwan), in 1986, providing professional and 24/7 poison-related consultation and emergency assistance to the public and medical personnel across the country. Driven by a mission of care, compassion, and empathy, PCC-Taiwan provides toxicology-related consultations, medical services, training programs, and prevention advocacy across all regions without restriction.

In past 4 decades, PCC-Taiwan has become the core of national poison control system and has evolved into an important organization for clinical pharmacological consultation and toxicological analysis. The center has played a critical role in several high-profile poisoning incidents, assisting government authorities in promptly identifying the causes, alleviating public anxiety, and demonstrating excellent public health response capabilities. It was honored with the 26th National Biotechnology & Medical Care Quality Award – Silver Award in the Community Service Category (Gold Award not conferred) in 2023. In 2024, it was honored with the 7th Government Service Award- Social Innovation and Inclusion Category with “Don’t panic about intoxication! PCC-Taiwan is always available to protect your health”.

In past 3 years, PCC-Taiwan launched an upgraded smart version of Online AI-Assisted Poisoning Diagnosis and Inquiry System to provide real-time poisoning diagnosis and treatment guidance to clinical practitioners, which greatly improves the speed and quality of toxicological emergency response. In the future, online consultation will be open to the public for toxicological consultation. With accumulated experience, reputation, and advanced technology over the years, the Toxicology Laboratory of PCC-Taiwan accepts requests from various units for toxicological analyses. Through collaborations internally and externally, new target toxicants are continuously added to the list of substances that can be identified every year. Currently, the lab is able to detect over 650 toxic agents in blood, urine, and hair. In the past 3 years, the methods for detecting 60 substances including drugs, medicines, pesticides, and other toxic metabolites have been developed.



The 7th Government Service Award- Social Innovation and Inclusion Category



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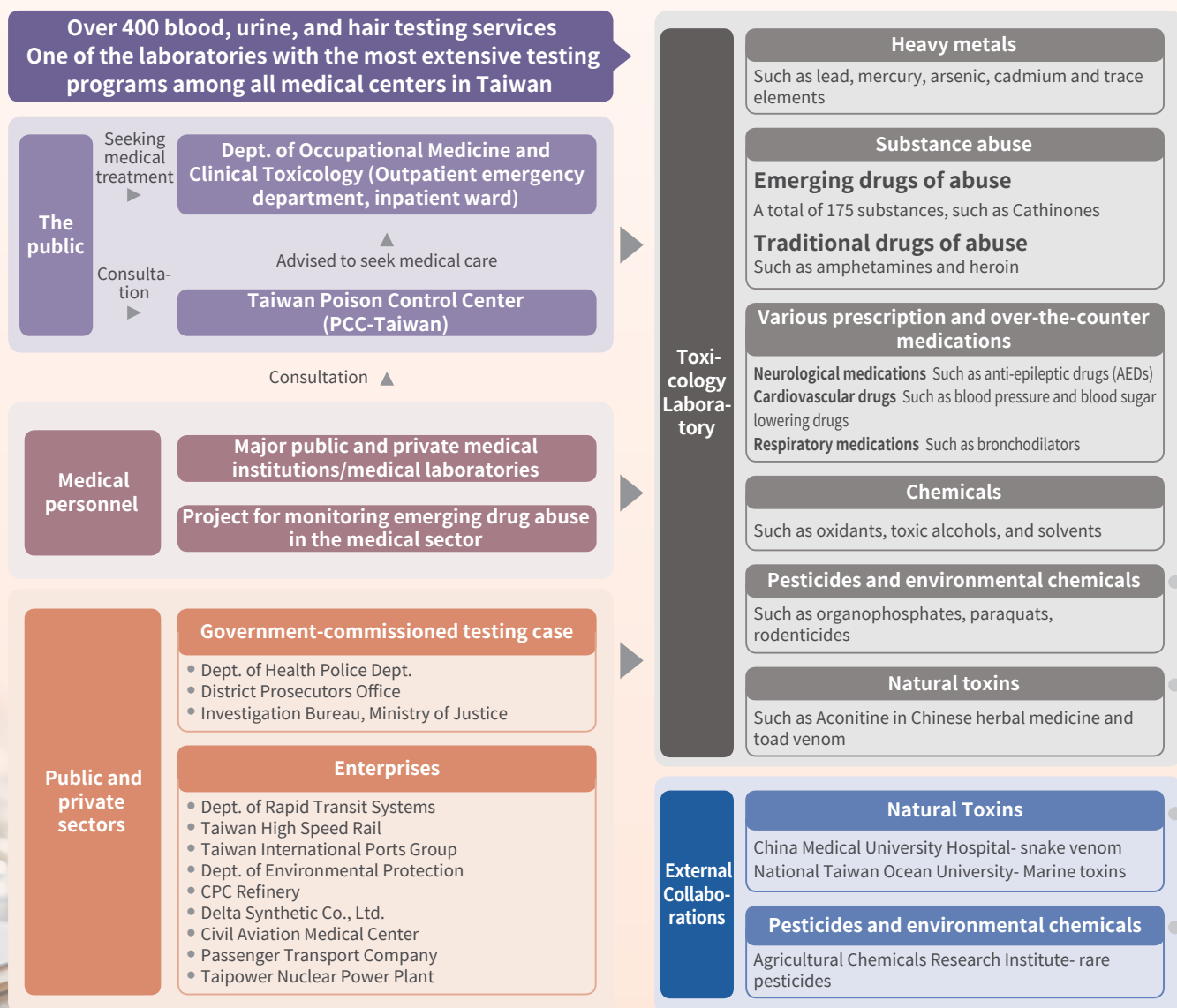
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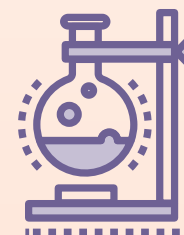
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Subjects and Test Items in the Toxicology Laboratory



When facing with special poisoning incidents, the Toxicology Laboratory relies on its high efficiency in identifying the major culprit of the intoxication, making it an important partner for the public, medical institutions, and the government. It provides accurate testing services for the identification/clarification of the causal agent(s) in an incident. Moreover, it not only assists the government in formulating effective corresponding measures and providing explanations in press conferences, but also conveys correct health education to the public to build a better and harmonious society.



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Interdisciplinary Collaboration

As a public medical center emphasizing on clinical, research, and teaching, TVGH continues to pursue excellence and innovation in the medical profession. With leading achievements across several domains, and in some areas, with global distinction, we strengthen our collaboration with external entities and institutions through diverse forms, connecting and integrating advantageous resources while expanding social influence. We aim to respond to the government's policy of promoting Six Core Strategic Industries, promote domestic medical and industrial integration, assist the international layout of the biomedical industry to jointly make more contributions to the health of the public, the prosperity of industries, and even to the whole world. Please see the following table for the newly added collaboration projects in 2024.

Collaborative Partner **Chunghwa Telecom**

Signed an MOU to establish a next-generation medical network demonstration site and conduct collaborative R&D and application of the three major platforms of health management, medical AI and personalized care.

Collaborative Partner

National Yang Ming Chiao Tung University College of Medical Device Innovation and Translation R&D Center

Signed an MOU to combine the clinical practice and medical engineering R&D capabilities for the joint promotion of clinical verification in innovative medical devices.

Collaborative Partner **Tri-Service General Hospital**

Signed an MOU for the collaboration in projects of “Medical support cooperation”, “Medical reciprocity”, “Medical resources sharing”, “Academic research and professional training”, and “Regional joint disaster prevention”. With exchanges of talents and technologies, teaching research and medical services can be deepened to promote effective utilization of resources in the veterans' and military medical systems and expand the density of medical services for veterans and military officers to enhance the quality of healthcare.

Collaborative Partner **Taipei National University of the Arts**

Signed an MOU for the exchange and cooperation on hospital space planning and environmental beautification design. The warmth of the healthcare environment can be enhanced through multi-faceted artistic design.

Collaborative Partner

Kaohsiung Medical University Chung-Ho Memorial Hospital, TTY Biopharm Company Limited.

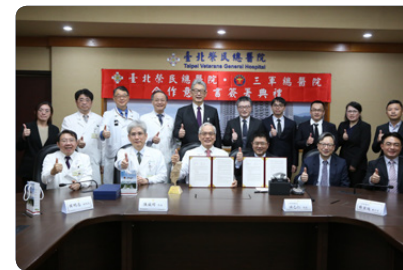
Signed the tripartite MOU to form a “national team” involving the industry, government, and academia to enhance the scale and capacity of the services of Taiwan's pharmaceutical industry in the New Southbound countries.

Collaborative Partner **Ministry of Justice Investigation Bureau**

Signed an MOU to improve routine cybersecurity through cybersecurity joint defense and intelligence sharing. In case of an incident, the Investigation Bureau team will provide immediate support and assistance.

Collaborative Partner **Rice University, USA**

Signed an MOU for cross-disciplinary collaboration in AI, research, and development of smart healthcare and training of talent in information technology, artificial intelligence, education, research and industrial development, with the goal of advancing medical progress and enhancing human welfare.



Signed MOU with Tri-Service General Hospital



Signed MOU with Rice University, USA

✦ Joint Research Laboratory – Partnership between Taiwan and the U.S.

TVGH boasts an exceptional radiation therapy team and cutting-edge carbon ion therapy equipment. It took 14 years of planning and construction of the Heavy Ion Therapy Center, which is not only the fastest heavy particle equipment exported by Japan to be completed and put into use, but the experience of technology transfer has also served as a valuable reference for other countries and has attracted significant attraction at home and abroad.

The world-renowned and international leader Mayo Clinic is preparing to import the equipment of the same model as ours to build the first heavy ion therapy center in the United States. Therefore, an MOU was signed between TVGH and Mayo Clinic to cooperate on heavy particle therapy technology, biological research projects, and medical cooperations. Both parties established a joint research laboratory on the 10th Floor of TVGH Technology Building, and it was unveiled in November, 2024. Starting from 2025, the collaboration will focus on fundamental biological research into carbon ion therapy, marking a significant step forward in Taiwan-U.S. medical cooperation.



Plaque unveiling of the joint research laboratory

Under the partnership agreement signed in 2023, Mayo Clinic will station researchers at TVGH to work with TVGH's research teams on fundamental and clinical carbon ion research. Key areas of focus include identifying which types of cancer patients are best suited for carbon ion therapy, determining optimal therapeutic dosages for various cancers, and exploring the biological effects of carbon ion therapy. The collaboration will also involve applying for multi-year, cross-border medical research grants from Taiwan's Ministry of Science and Technology and the U.S. National Institutes of Health (NIH), publishing joint research findings, and deepening their partnership through substantive cooperation.

The Mayo Clinic is consistently ranked among the best hospitals in the U.S. and is recognized as one of the world's leading medical centers. With Mayo Clinic's outstanding clinical treatment and basic research capabilities, when the joint research laboratory is put into operation, the two parties can integrate multi-omics analyses, biophysical radiation modeling, and clinical trials to jointly promote the development of heavy particle therapy technology to improve the treatment efficacy and safety, benefiting more people with cancer and other diseases and creating a new milestone in global cancer treatment.



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✦ Building a Healthy Aging Society

In response to the changes in global population aging, countries around the world are paying more attention on the issues of aging, health, and longevity. TVGH, Taipei Municipal Gandau Hospital under its commission, and National Yang Ming Chiao Tung University (NYCU) works together to explore smart healthcare and care solutions. Dr. Liang-Kung Chen, the Superintendent of Taipei Municipal Gandau Hospital stands at the forefront of this field in Taiwan, leading the team of TVGH and NYCU to join the Taiwan Integrated GERiatric (TIGER) Care Study, and the research is conducted in Gandau Community in Taipei City.

TIGER has proven the value of health services. Through the integration of disease management and disability and dementia prevention as the basis of services, it is highly possible to have great improvements in quality of life, disability prevention, dementia prevention, and quality of chronic disease management via multifaceted interventions. The current population in Gandau Community is approximately 55,000, and the “Gandaology” lifestyle based on the aforementioned evidence-based foundation is being promoted through the assistance of digital technology, forming personalized health education, enhancing residents’ physical performance, mental function, nutrition, social engagement, and other conditions, that is then further combined with chronic disease management and preventive health services. This has initially changed the community atmosphere, and also upgraded the role of the community hospital.



Disability prevention and delay services in the community

The project structure and the success of Gandaology also attracted the attention of Department of Health of Taipei City Government, which hopes to harness the power of AI to provide citizens with high-quality digital services to gradually make Taipei a livable city that supports healthy and active aging. With the support of the Superintendent, Wei-Ming Chen, TVGH will take the lead in implementing the Gandaology model, allowing its branches in Hsinchu, Taoyuan, Yilan, Hualien, and Taitung to become the “Control tower hospitals” in the local communities.

To cope with the ageing population in the future, Singapore is promoting the Health District @ Queenstown initiative with the intervention of medicine, technology, social participation and so on to design and understand the future needs. This project is very similar to the Gandaology model in Taiwan. In May, 2024, TVGH organized the Taiwan-Singapore Conference for Healthy Longevity Communities and shared the most forward-looking geriatric medical research and technology applications with the delegation from the National University of Singapore. It is hoped that through mutual communication, both countries can gain more policies and experience. At the same time both countries can also expand cooperation, facilitate the development of relevant service industries, and work together to create a thriving and age inclusive society for the elderly.



Group photo at the Taiwan-Singapore Conference for Healthy Longevity Communities



Development of Innovative Medical Devices

As the smart healthcare and AI technology advance so rapidly, the responsibility of the Department of Biomedical Engineering is more than just traditional equipment management but has further extended to areas such as medical AI, smart medical device development, precision medicine, and industrial technology transfer.

In 2023, our Department of Biomedical Engineering signed an MOU with Emergency Care Research Institute (ECRI) in the U.S. to expand cooperation on medical device management practices and talent training. In 2024, we signed an MOU with NYCU's Medical Device Innovation and Translation Center. With NYCU's abundant experience in the R&D and commercialization of medical device and TVGH's application field of the scale of a medical center, the medical practice and medical engineering example can be combined in the most effective way to jointly promote clinical verification. It is hoped that this substantive cooperation in the fields of medical engineering and innovative medical device can have significant impacts on the biotechnology and healthcare industries.



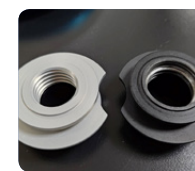
TVGH signed an MOU with NYCU

Both parties are deepening the collaboration in AI medical image analysis and smart healthcare system, and have launched the "Cloud-based Intelligent Lean Management of Drugs in the Ambulance Trolley Using Image Recognition Technology" Project and jointly developed the PSMA PET Image Interpretation System for the screening and diagnosis of cancer. Relevant research findings will be successively submitted for publication in high-impact international journals, and we will also pursue research funding opportunities from the National Science and Technology Council (NSTC) and collaborate with medical device manufacturers in technology transfer to further promote the development of the smart healthcare industry in Taiwan.

In terms of medical support, due to the trends of human-machine collaboration and automation, the Department of Biomedical Engineering plans to introduce automated conveying facilities for the closed loop of the laundry of the operating rooms in Chung-Cheng Building. Through the integration of AMR (autonomous mobile robot) technology, robotic arms, and smart dispatch system, the efficiency and accuracy of logistics works such as device supply, cleaning and disinfection can be improved, reducing the manpower demands and the risk of occupational injury (repeated loading). In addition, to maintain the autonomy of equipment maintenance, reduce the downtime for repairs, we have actively made use of the 3D printing technology in the hospital to quickly produce and replace required parts, which not only improves the availability and operational efficiency of medical devices and equipment, but also reduce waste and logistics costs in the traditional production processes.



3D printed connecting rod for the MRI alignment indicator



3D printed cover parts of the centrifuge rotor



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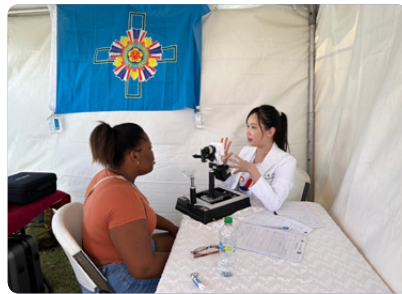
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Medical Diplomacy

TVGH's medical team participated in the 2024 Lesser Antilles Medical Assistance Team (LAMAT) in Saint Kitts and Nevis in March, 2024, embarking on a 10-day mission to provide medical services at the local hospital. TVGH's ophthalmologists performed several cataract demonstration surgeries and used a handheld retinal camera for patient examinations. Pediatric doctors participated in the consultation of children with complex kidney disease and eczema and asthma, and gave lectures on pediatric kidney disease with local medical students. The emergency medical team demonstrated resuscitation and various medical services in clinical work in the hospital in Saint Kitts and Nevis. TVGH medical team was highly praised by the international medical team and the government of Saint Kitts and Nevis, and the mission was successfully completed.



Successful completion of the LAMAT mission

TVGH has cooperated with the International Cooperation and Development Fund (Taiwan ICDF) of the Ministry of Foreign Affairs and implemented the Mobile Medical Group in Saint Kitts and Nevis (SKN) since 2017 to promote the health of the people in SKN, from kidney care to chronic disease prevention. From September, 2024, a new round of medical diplomacy, the Mental Health Service System Enhancement Project was launched. In the next three years, mental health screening will be conducted for the people in SKN, and seed instructors of psychiatric medical personnel will be sent to TVGH's Department of Psychiatry for training, while online case discussions and on-site training will also be conducted to enhance the accessibility of mental health services to the people in SKN.

+ Medical Cooperation and Exchange with Vietnam

Under the Ministry of Health and Welfare's One Country, Multiple Centers Policy, TVGH is responsible for the medical exchanges in Northern Vietnam and promoting the export of the healthcare industry. On March 30, 2024, the first Taiwan - Vietnam Medical Scientific Conference jointly organized by TVGH and Vietnam Medical Association (VMA) attracted about 400 guests from medical experts and representatives from research institutes and industries. The participating industries covered a wide range of fields, including medical tourism, telecommunications, pharmaceuticals, and medical technology. The latest technologies and services in these industries were showcased to seek for cooperation opportunities for the joint promotion of industrial development.

The Conference delved into important topics, including cardiovascular diseases treatment, cancer treatment, smart healthcare and medical tourism. Experts from Taiwan and Vietnam shared and exchanged views on the latest research findings and treatment methods in their respective fields. TVGH also signed a total of 8 MOUs with local

medical institutions and industry groups. Through this opportunity, we hope to enhance mutual understanding between experts and healthcare enterprises from both sides, with the goal of paving the way for medical-driven business cooperation and facilitating industrial development.



Signing MOUs with local medical institutions in Vietnam

TVGH's Transplantation Surgery Team has helped perform liver transplants multiple times in Vietnam in the past, and maintained close exchanges with the medical community in Vietnam. So far, MOUs have been signed with nearly 30 major hospitals and medical universities for the launch of a series of substantive cooperation, including professional training of medical personnel and surgical demonstrations. In 2024, we received four delegations from Vietnamese hospitals. The delegation gave us high recognition and expressed clear intention to pursue closer collaboration.

Currently, the number of international medical patients from Vietnam has exceeded the levels recorded before COVID-19 and is still going up. TVGH is very willing to strengthen and promote the two-way cooperation with the medical circles in Vietnam, including patient referrals, and especially in the treatment of difficult-to-treat cancers and other severe and complex illnesses. In addition, we will also continue to promote medical technology exchanges to benefit more patients.

Exchange Activities with Hospitals in Vietnam

Date	Unit	Visit Agenda
05/02	Delegation from 11 hospitals in Vietnam	Visited the treatments in Oncology Department, Department of Heavy Particles & Radiation Oncology, Hospice Palliative care, and listened to relevant briefings.
08/13	Delegation from 175 Hospital	Visited the advanced equipment and operation modes of the Division of Cardiology and Department of Radiology, and listened to the briefings from Division of Transplantation and Emergency Department.
08/18-08/24	Delegation from TVGH	Visited several hospitals in Ho Chi Minh City, Da Nang and Hanoi, Vietnam.
09/03	Delegation from Hong Ngoc Hospital (Vietnam)	Visited the SimNovation Training Center, the outpatient chemotherapy area, cardiology inpatient unit, the cardiology examination room, and the Cardiac Intensive Care Unit to gain in-depth understanding of the Hospital's expertise and the latest developments in oncology (gastric cancer in particular), radioactive iodine therapy, smart healthcare applications and thyroid cancer surgery.
12/06	Delegation from Vietnamese hospitals, media, pharmaceutical distributors	Participated in 2024 Taiwan Healthcare+ Expo and visited the Department of Physical Medicine and Rehabilitation, ICU, Division of Chest Surgery, Chang-Ching Building wards, and the Heavy Ion Therapy Center in Taipei Veterans General Hospital.



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✦ Interaction with Foreign Government Officials

Government officials from Brunei, Indonesia, and Malaysia participated in Taiwan IDIA Program for Southeast Asian Countries organized by Ministry of Foreign Affairs (MOFA). The officials were given an in-depth tour of TVGH and attended presentations on TVGH's innovative use of smart medical technologies and the services offered by the international medical center. They also toured Taiwan's only heavy-ion cancer treatment center to have a deep understanding of the latest medical innovations of Taipei Veterans General Hospital.

Representatives all expressed their great interest in cutting-edge medical technology, and recognized TVGH's innovative application of AI and clinical practices, as well as its excellent achievement in smart healthcare and cancer treatment. They also expressed their interest in arranging medical professionals to receive the professional training at TVGH in the future. Their visit not only deepened international medical collaboration and exchanges, but also facilitated the common development and application of future medical technologies.

In October, 2024, Ms. Sylvia Luke, Lieutenant Governor of Hawaii led a delegation of nine senators to visit Taipei Veterans General Hospital through the Ministry of Foreign Affairs. The guests were impressed by the exquisite assistive device services provided by the Department of Rehabilitation and Technical Aid Center, including the Naked-eye 3D floating image for prosthetic fitting, VR prosthetic design, high-tech electric prosthetics, smart wheelchairs, brain-computer interface (BCI) rehabilitation, and fully customized shoe insoles, recognizing the hospital's efforts in realizing patient-centered healthcare services and advancing precision medicine technologies.

The visit of the Leadership Delegation from Hawaii State is expected to be the best opportunity for bilateral medical exchanges. They also look forward to the establishment of partnerships with their medical systems and increasing opportunities for exchanges, allowing more military personnel and residents of Hawaii to have access to new treatment options in chronic disease management and assistive services.



Taiwan IDIA Program for Southeast Asian Countries



Leadership Delegation from Hawaii State visits TVGH

+ **International Medical and Academic Delegation Visits**

In recent years, TVGH has been dedicated to promoting smart healthcare and precision medicine, with remarkable results. After the heavy particle device was officially put into operation in May, 2023, the Hospital became a benchmark for domestic hospitals in terms of cancer treatment. In January, 2024, the management team of Korea University Anam Hospital visited TVGH, and was given a tour to import facilities such as special wards, smart pharmacy, heavy particle equipment, and outpatient clinics. Through experience sharing, both parties hope to achieve more opportunities for cooperation in terms of international patient services and physician training.



Korea University Anam Hospital visits TVGH

In March, 2024, Vincent Grégoire, the President of the International Commission on Radiation Units and Measurements (ICRU) led a group of 10 consultants to visit the Heavy Ion Cancer Therapy Center at Taipei Veterans General Hospital. Professor Vincent Grégoire, Chairman of the ICRU, is currently a practicing physician in the Department of Radiation Oncology in France, and he also held important positions in cancer-related societies and associations in Europe. Professor Grégoire expressed his admiration at the investment made by Taipei Veterans General Hospital on the Heavy

Ion Cancer Therapy Center for the provision of high-end precision cancer treatment for the citizens in Taiwan. He also hopes for future collaborations to make greater contributions to human healthcare.



International radiation experts visit Taipei Veterans General Hospital and praise the cutting-edge heavy particle cancer treatment

Faisal Al Shiekh, a successful entrepreneur from Qatar in the Middle East, led a delegation to visit TVGH in April, 2024, hoping to arrange for his Qatari employees to receive advanced healthcare and high-level health examinations at Taipei Veterans General Hospital. He also invited TVGH to assist with the digital transformation of the existing hospitals and the ones still in the planning stage in Qatar, and specific cooperation projects are to be discussed.



TVGH launched medical exchange with Qatar



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Dr. Risto Miettunen, former President of the International Hospital Federation, led a group of 25 MBA class students for Global Health Business from University of Colorado Denver to visit TVGH in May, 2024 to learn about the hospital's features for medical management, the cancer treatment team, and the treatment experience of the Heavy Ion Therapy Center. Most of the delegation members are medical staff, so in-depth discussions and exchanges were made on the development and utilization of smart healthcare, hospital management and Taiwan's medical and health insurance system, opening up opportunities for future international collaboration.



Former President of the International Hospital Federation led a delegation to visit TVGH

In October, 2024, distinguished guests including Linda G. Mills, President of New York University (NYU), Raghu Sundaram, and Hope O'Reilly visited the Heavy Ion Therapy Center. The guests were deeply amazed at the heavy particle equipment at TVGH and expressed intentions in development collaborations in more areas in the future to jointly promote international healthcare.



President of New York University visits TVGH



3.2 Deep-Rooted Cultivation

Building a Standardized Training System: Innovative Practice in First Aid Training Modules and Protocols

Emergency first aid treatment is about the continuation of life– it is a race against time. Every medical professional has to shoulder the responsibility of making crucial life-or-death decisions during emergencies. Within just a few minutes, they must think quickly and clearly, act decisively, and collaborate effectively as a team to save precious lives. However, many residents and nurses admit that they are not yet prepared to take on leadership roles with in EMS team. This reality highlights a critical gap in emergency training that cannot be overlooked.

To bridge this crucial gap, we developed an innovative first aid training system, “Arong”, along with the “Remote Multi-Person collaborative ACLS First Aid training App”. This initiative was made possible through the joint efforts of Superintendent Wei-Ming Chen, Vice Superintendent Shuu-Jiun Wang, Director Ying-Ying Yang of the Department of Medical Education, Director Yen-Chia Chen, and Dr. Tzu-Ping Tsai, and Dr. Po-Hsiang Liao of Emergency Department. This system is more than a set of training tools. It represents a new model for effective, accessible, and a team-based emergency education. It includes clearly defined evaluation protocols, allowing trainees to assess their competence based on team simulation scores and adjust their learning plans accordingly. This approach helps medical professionals monitor their own development in leadership and collaboration.

Arong, and the “Remote Multi-Person Collaboration ACLS First Aid Training System (APP)” are the products of two years of cross-departmental collaboration, involving the Departments of Medical Education, Emergency Medicine, Nursing and Information Management. This system breaks the barriers of time and space, enabling every user to practice independently anytime and anywhere through a dedicated app- thereby improving their emergency response and leadership capabilities. In the demanding field of first aid, our goal is not only to equip professionals with technical skills, but also to inspire them to lead with confidence and compassion in critical moments.

In the future, we plan to promote this set of training system across medical institutions nationwide, and gradually expand it into communities and schools, empowering more individuals to become guardians of life in critical moments.

We believe that this set of innovative training platform can enable more people to stand confidently on the front line of emergency first aid, racing against time to fight for every precious minute and second of life. This is not only a commitment to medical professional excellence, but a heartfelt promise to care for every patient with compassion.



The R&D Team for Arong and the remote multi-person collaboration training App for ACLS



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Sustainability Aspect

Deep-Rooted Cultivation

Material Topic

Deep-Rooted Cultivation

Policies

Strengthen the medical professional competencies and administrative management skills of our staff through various education and training; cultivate outstanding talents, enhance efficiency, and improve service quality.

Strategies

- Provide the latest medical information and literature retrieval services and educational training activities.
- Provide knowledge and skill training in clinical teaching, nursing research, nursing management, and other aspects.
- Actively recruit young talents with strong passion for research, and continue to cultivate expertise and pass on knowledge on the well-established foundation.
- Undertake the “Clinical Medical Personnel Training Program” of the Ministry of Health and Welfare to provide training for domestic medical students and medical personnel.
- Set up the Clinical Innovation Center (CiC) to provide the staff with space for creative thinking and discussion, and regular lectures and activities are held.
- Adopt the TAMS domestic and international trainee management system to provide a user-friendly and convenient application channel.

Goals and Targets

Short-term goal (1 year):

- 100% passing rate for technical certification among new medical clerks.
- The number of international medical personnel receiving training in the hospital increased by 10%.
- Number of medical personnel visiting New Southbound countries for exchanges: 82; number of medical personnel from New Southbound countries to receive training: 45.

Medium-term goal (2-4 year): To nurture top medical talents, stay aligned with global medical education trends, and accelerate the integration of AI and information and communication technologies.

Long-term goal (5 years and above): To serving as a center of excellence for medical talent development, precision medicine research, and cutting-edge healthcare innovations.

Management Evaluation Mechanism

- TVGH has set up a sound and highly effective Medical Education Committee to coordinate and guide the six major working groups to be in charge of their respective duties. The Committee meet quarterly, taking into account the learning rights and interests of the trainees and students in various medical disciplines, aiming at continuously improving the teaching quality of the Hospital to maintain our competitiveness.
- The Personnel Office sets the annual education and training plan and works with each specialized department to review and update the training programs for respective job categories, fostering professional development through diverse training approaches.
- A two-way feedback questionnaire is conducted before the end of the training to assess both the trainees’ learning progress and the training department performance.

Performance and Adjustments

- Among the Top 20 domestic clinical medicine professionals listed in World's Top 2% Scientists 2024, 6 physicians were from TVGH System.
- In the end of 2024, the hospital-wide education system(EDU3)has over 12,000 valid members, with an online teaching material inventory of 18,491 audio-visual and graphic files, and 3,124 ongoing courses.
- Organized training programs to enhance teaching capabilities for teachers and to strengthen general medical competencies, with a total of 121 sessions of physical courses (keynote speeches, workshops, training camps and 43 digital learning courses. The total trainees amounted to 23,064, and the overall course satisfaction reached 90 points on average.
- We have continued to promote collaboration with Vietnam and trained 57 foreign medical professionals since 2018.

Clinical Training

As a national medical center that shoulders three major missions of clinical services, teaching, and research, TVGH has set one goal “To serve as a center of excellence for medical talent development, precision medicine research, and cutting-edge healthcare innovations”. In addition, TVGH has also maintained long years of cooperative relationship with NYCU, serving as its main teaching hospital for clinical clerkship, and many of its physicians also hold full-time academic posts and have consistently contributed to medical education. The innovative teaching system of PBL (Problem Based Learning) in medical schools across Taiwan has also been developed.

The core values of the Department of Medical Education are “Innovation and Development in Medical Service Education”. The Department consists of the Division of Faculty Development, Division of Evidence-based Medicine, Division of Clinical Skills Training, Section of Teaching Affairs, and Section of Medical Library. It is in charge of the training of clinical teachers in the Hospital in teaching skills, clinical skills, practical clerkships for students of domestic and foreign medical colleges and universities, on-the-job training and further studies for personnel from related medical institutions. It also provides the latest medical information, literature retrieval services, and education and training activities.

➤ Abundant Teaching and Learning Resources

Through the training of clinical evidence-based medicine, physicians learn to make treatment or clinical decisions based on the best available research evidence, in combination with their clinical experience and patient needs, and applying the

theoretical knowledge to practical situations. This is a crucial part in the preclinical training of prospective physicians. Attending physicians and chief physicians are all equipped with basic evidence-based medical skills and can guide residents and clerks in the three steps of Ask, Acquire, and Apply in evidence-based medicine. In addition, clinical instructors are required to receive periodic trainings in evidence-based medical practices, accumulate experience in literature appraisal (Appraise), and evaluate the implementation effectiveness (Audit) to keep abreast of the latest scientific development and thereby enhancing the clinical research capabilities.

In addition to organizing relevant courses and competitions, Department of Medical Education also provides an interactive knowledge network platform for teaching and research in evidence-based medicine. It offers literature search functions for review of evidence-based medicine and case studies of clinical questions, and the learning outcomes can be documented and accumulated electronically.



Evidence-based Medicine Teaching and Research Interactive Network

The library of our hospital has a rich and extensive collection of resources, covering various areas in the medical field, including fundamental and clinical medicine, medical humanities, medical ethics, healthcare regulations, medical quality management, and patient health education. These resources not only meet the clinical and research needs, but also provide powerful academic support for medical education.



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In addition, the library has been promoting the Veteran Hospitals Medical Resources Digitization Network (VHNet), a project entrusted by the Veterans Affairs Council since 2004, allowing the Veterans Hospital system to share medical resources. In the same year, the library joined “BaZhiLien Library” interlibrary cooperation organization”to foster collaboration and friendship of regional library alliances through practical exchanges, and to complement each other’s library resources. Our library has jointly purchased RapidILL service (Western Periodicals Express Literature Delivery Service) with the National Defense Medical Center (NDMC) Library to participate in the international inter-library cooperation to share domestic and foreign resources. As of the end of 2024, a total of 322 libraries from 20 countries have applied for document express delivery from our library through RapidILL service. In addition, the library continued to plan education and training as well as gatecrashing activities for resource utilization. In 2024, we organized 13 sessions of educational training and 22 gate-crashing activities, with an average satisfaction rate of 98%. In addition, to meet the needs of staff members for the use of varied device, the library launched the integration and upgrading project of its official website, upon the fully completion in 2024.



The new official website of TVGH library

The Hospital has established a hospital-wide mechanism to encourage teachers to pursue continuing education at home and abroad, including paid leave with financial support, or unpaid leave with job retention. Staff assigned to pursue further studies or attend domestic or overseas conferences are granted official leave and relevant financial assistance. A comfortable and warm humanistic space is open for all clinical teachers to use for the purpose of guiding students. This space is equipped with high-quality audio-visual equipment for multimedia teaching, and the conference table is designed as a dining table to create a comfortable setting for idea exchange and group discussions between faculty and students.

We carried out faculty development programs focusing on enhancing teaching competencies and general medical education training in 2024, with the contents covering teaching skills, Competence-based Medical Education (CBME), research skills, medical ethics, medical law, holistic care, team leadership skills, etc. A total of 121 sessions of in-person courses (keynote speeches, workshops, and training camps) and 43 digital learning courses were held, training 60 Chinese medicine practitioners, 98 dentists, 4,895 western medicine practitioners, 46 respiratory therapists, 176 physical therapists, 23 speech therapists, 168 dietitians, 81 clinical psychologists, 131 occupational therapists, 842 medical radiologists, 1,109 medical laboratory technicians, 739 pharmacists, 11,607 nurses, 45 audiologists and 3,044 trainees in other profession categories, totaling 23,064 people. The overall average satisfaction of the courses was 90 points, and the average students’ satisfaction with their in-class interaction was 90 points.



Physical workshop course

✦ Incorporating Information and Communication Technologies into Teaching

TVGH uses the hospital-wide education system (EDU3) combined with the Northern District Digital Learning Network (Video Home System, VHS) to provide online teaching to the hospital itself, its seven branches, veterans' homes and self-funded nursing homes, the jointly operated Kinmen Hospital of the Ministry of Health and Welfare, and affiliated medical institutions such as Taipei Municipal Gandau Hospital entrusted to TVGH. Knowledge and skills can be properly preserved and passed on to mitigate the risk of generational gaps caused by discontinuities in knowledge transfer and reduce the gap in teaching quality due to individual instructor-related factors. As of the end of 2024, the hospital-wide education system (EDU3) has over 12,000 active learners, with an online teaching material inventory of 18,491 audio-visual and graphic files, and 3,124 ongoing courses.

As smart technology rapidly advances, the Department of Medical Education has also strengthened the instruction of smart teaching in clinical skills training to increase the degree of students' contextual immersion to improve their learning efficiency. The projects promoted in 2024 include the following:

Topic	Description	Benefits
VR (Virtual reality) sustainable teaching materials	Promote VR teaching materials on 8 different topics to assist medical personnel in establishing better doctor-patient relationship.	Improve the medical clerks' familiarity with relevant knowledge, enhance their confidence and reduce their anxiety.
Multi-person collaboration OSCE (Objective Structured Clinical Examination)	The Virtual OSCE lesson plan can be used as a supplementary teaching material for regular face-to-face OSCE training and tests to allow students to practice and learn on their own.	A low-contact teaching approach allows a reduction of 80% to 88% in manpower and expenses for course management, and students' satisfaction reached 88% in all aspects, while high level of learning intensity is maintained.
Tracheal intubation training	The AR function allows students to interact with the operation to strengthen their impression, which can be used as a supplementary teaching material for physical courses.	
Phlebotomy skills training	Through mixed reality technology, students are trained to make the right decision through interactions between their hands and virtual objects or by voice interaction.	
AR smart glasses eye tracking system-assessment of reading, concentration, and solving skills	During the process, the trajectory of eye movements will be detected to generate radar charts to analyze users' viewing behavior and summarize the influencing factors that improve the wearer's concentration on the teaching materials and the direction of improvement.	It can distinguish the impact of the past professional training on the students' understanding and concentration performance and improve the quality of clinical teaching.
CPR (cardiopulmonary resuscitation) and AED (Automated External Defibrillator) teaching system (Arong)	In addition to the original BLS (Basic Life Support) course, an additional 15-minute training with Arong and group training of the App are included to increase the understanding and memory of the basic first aid training process.	Intuitive and user-friendly operation. Students' practice status can be automatically recorded and analyzed, and repeated practice is available without geographical restrictions.
Remote 5-person collaboration training App for ACLS (Advanced Cardiac Life Support)	Randomly simulate 12 ECG clinical scenarios, and provide complete details of command, chest compression, medication, ventilation, and electric shock drills through intuitive screens.	Randomly simulate 12 ECG clinical scenarios, and provide complete details of command, chest compression, medication, ventilation, and electric shock drills through intuitive screens.



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BLS (Basic Life Support) training using
Among teaching aids



ACLS (Advanced Cardiac Life Support)
training APP and App usage status

➤ Clinical Training Program and International Substitute Training

The main vision of the Department of Medical Education is to cooperate with the national medical education policy, facilitate collaborations between the clinical and research units, foster domestic cutting-edge medical talents, and at the same time align with international medical education. In addition, we also accelerate the adoption of AI and information and communication technologies, and continuously pursue excellence, aiming to become the first choice of the clinical training hospital for the healthcare trainees at home and abroad.

TVGH continues to undertake the Clinical Medical Personnel Training Program of the Ministry of Health and Welfare, providing an excellent training venue and teaching resources, with the goal of competency-oriented medical education for the training of healthcare trainees from various disciplines to apply their clinical knowledge and skills, uphold the patient-centered and holistic care values, and pursue lifelong learning and self-improvement, thereby becoming outstanding healthcare professionals. This program is regularly monitored based on the performance

indicators designed by Ministry of Health and Welfare and the Joint Commission of Taiwan, and the evaluation is conducted externally. TVGH's annual evaluation results have consistently ranked among the highest nationwide.

The number of trainees received in 2024 and their respective specialties are as follows: 3,917 man-months in nursing, 448 in pharmacy, 172 in medical radiation, 81 in medical examination, 36 in physical therapy, 21 in occupational therapy, 78 in clinical psychology, 33 in respiratory therapy, 35 in nutrition, and 17 in speech therapy, with a total of 4,838 person-months. Trainees receive training in accordance with the training program and progressively evaluated in stages. All trainees who complete a full two-year training at the Hospital shall be able to pass the completion evaluation.

In addition, to promote international exchange in clinical medical education, share the Hospital's experience and extend our influence in the international healthcare community, TVGH is actively engaged in the training of international medical professionals in accordance with the "Guidelines for Teaching Hospitals on Accepting Foreign Medical Professionals' Application for Clinical Training or Teaching" issued by the Ministry of Health and Welfare. According to the statistics from 2016 to 2024, a total of 1,063 trainees primarily came from 25 major countries to TVGH for training, including 280 healthcare personnels and 783 students. However, due to the impact of COVID-19 pandemic between 2020 and 2022, the border control measures caused a drastic decline in the number of foreign trainees coming to the Hospital. The post-pandemic number of foreign medical professionals receiving training at TVGH between 2023 and 2024 increased by 66% and expatriate medical students increased by 200%, compared to the pre-pandemic period.

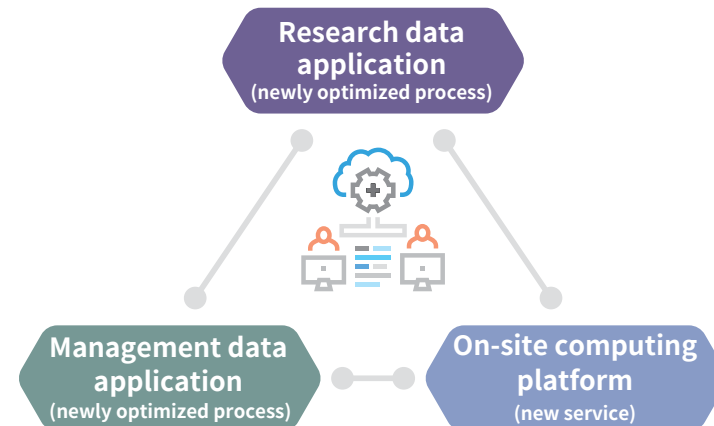
Medical Research

Department of Medical Research is responsible for planning and executing medical research development programs, managing the allocation and control of research funding, compiling and analyzing outcomes, facilitating industry-academia collaboration and technology transfer, and supporting educational activities related to research at affiliated medical institutions. This department consists of Division of Basic Research, Division of Translational Research, Division of Clinical Research, General Clinical Research Center, and Technology Transfer Office, as well as more than 20 research laboratories, all led by one physician, a researcher with professorial qualifications or an associate researcher with associate professorial qualifications or higher. Most of them hold full-time or adjunct teaching positions at NYCU and serve as advisors guiding graduate students' theses and dissertations.

With the gradual retirement of multiple researchers and professors in recent years, there are currently 23 functioning laboratories in the Department of Medical Research. Nevertheless, research capacity continues to increase, with more remarkable achievements in R&D. Among the Top 20 domestic clinical medicine professionals listed in World's Top 2% Scientists 2024, 6 physicians were from TVGH System, increased by 3 compared with the previous year. In the past 2 years, the average number of papers published by each researcher and physician has reached 7-9 every year, and a substantial number of publications in journals with high impact factors have been published. Staff of the department have also won many national academic or innovation awards. The Hospital also actively recruits young talents with enthusiasm in research to build upon our solid foundation and ensure long-term academic continuity.

Development and Promotion of the Big Data Research Platform

Data Services at TVGH



- ✓ Medical research data application process
- ✓ Description of secure data computing zone operations
- ✓ Power BI Dashboard Service
- ✓ Feedback and suggestions, Q&A



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The Big Data Center is currently developing data computing platforms area, providing a secure system to analyze medical records, medical images, transcriptomics, and other datasets, optimizing the data application process, and expanding the content to allow researchers to obtain the required data more efficiently. We will build a Data Middleware to integrate various types of datasets, avoiding redundant investments, and offering stable and efficient data services. In addition to research purposes, it has also expanded to address administrative data needs, such as dashboard establishment, evaluation, certification, and other administrative work support to enhance the scope of data application. Through the continuous optimization of data governance and resources integration, we can develop a comprehensive data ecosystem, create a research environment conducive to continuous innovation, and promote the sustainable development of medical research.

+ Continuous Investment in Precision Medicine and Smart Healthcare

To facilitate cross-disciplinary collaboration among clinical medicine, basic research, translational medicine and other fields, TVGH provides research funding through mission-oriented research projects (Type D projects) to encourage the staff to integrate research resources and professional knowledge to strengthen innovative ability of medical research, which will support the Hospital's core mission in medical research and development, thereby improving the healthcare quality and clinical applications. The maximum amount of funding per year for each master program is NT\$ 4 million, whereas each sub-program is capped at NT\$ 1 million.

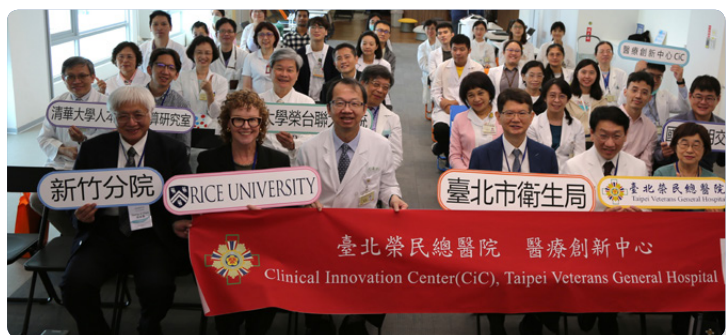
The structure of the Type D project emphasizes interdisciplinary integration and diversity and corresponds with the Hospital's goal of developing precision medicine, smart medicine, geriatric medicine, and regenerative medicine. Moreover, each master project has to cover sub-projects from different disciplines, and the integrated project can be approved only when at least three sub-projects pass the review. According to 2024 statistics, a total of 17 sub-projects have been finalized, and 20 sub-projects are still in progress.

TVGH has a Clinical Innovation Center established in 2018 with donations from the YongLin Health Foundation. It emulates the Mayo Clinic in the United States to create an environment for cross-disciplinary co-creation. In addition to providing financial subsidies for young medical professionals to attend international conferences and visits abroad, funding is also offered for medical innovation projects and the organization of Youth Creative Proposal Competition to drive innovation and improvement in medical technologies and services. Innovative design thinking and technological input are used to transform healthcare service processes and value-added healthcare services, create a high-quality patient experience and alleviate the pressure on healthcare work.



Meet the Superintendent: A Dialogue with Young Doctors

In September, 2024, TVGH signed an MOU on Medical Innovation and an Intelligent Future with Rice University, one of the top universities in the world, to launch a cross-disciplinary collaboration between both institutions in the fields of information artificial intelligence, education and research, and industrial development. Rice University is a world leader in the fields of materials science, nanoscience, artificial heart research, space science, and energy economics, etc. The academic and research collaboration with Taipei Veterans General Hospital not only complements each other in the fields of medical innovation and humanities, but also demonstrates a mutual benefit of each other's professional expertise. This collaboration will be significantly beneficial to the deepening of the research and development of medical innovations and service development and the cultivation of cross-disciplinary talents, and contribute to medical advancement and human well-being.



TVGH and Rice University signed an MOU on Medical Innovation and Smart Future at the Clinical Innovation Center (CiC)

+ TVGH and NTUH Join Hands in Solving Mysteries

TVGH and NTUH (National Taiwan University Hospital) share the same philosophy focusing on “service, teaching, and research”, and both hospitals are non-profit national medical centers that cooperate with each other in various major medical policies. In July, 2024, TVGH and NTUH jointly held a press conference to announce the two major research results of the collaborative research project. Another 18 collaborative research results in the fields of liver cancer, breast cancer, cardiovascular diseases, dermatology, optic nerves, and auditory nerves were presented in poster format.

The collaboration between the two institutions originated from a proposal of the then-TVGH-Superintendent Feng-Gu Peng back in 1996. The following year, the two institutions formally signed the Agreement on Collaboration in Medical Education and Research Exchange under the witness of the Department of Health, Executive Yuan, which marks the beginning of the collaboration between both parties. In 2007, impressed by the rapid advancement in biotechnology and medical research, the Superintendents of both hospitals decided to initiate large-scale cooperation by allocating NT\$ 10 million each in the annual research funding. Through the cooperative research projects, the partnership explores diverse medical challenges based on evolving clinical needs. Research areas include common health concerns, such as lung cancer, liver cancer, headaches, and cardiovascular diseases, as well as precision medicine and stem cell research.



Press conference for the announcement of the results of joint research project between TVGH and NTUH



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To provide the public with world-class healthcare services, the two institutes continue to engage in in-depth collaboration, holding regular joint research meetings to address critical health issues that directly impact the public, as well as global research trends in medicine. Through this ongoing partnership, both parties share talent, access to advanced medical equipment, and jointly utilize research outcomes. By effectively integrating the respective experience in executing research, the synergy achieves the effect of “one plus one is greater than two”. Over the 17 years, a total of 30 major research results have been jointly published. In addition to collaborating in medical research, both parties also supported each other mutual support during the severe COVID-19 pandemic, and they maintained smooth communication regarding health insurance-related issues. NTUH and TVGH collaborate to create a sustainable healthcare environment, and work together to produce impressive research results. Their world-class research benefits not only people in Taiwan but also people all over the world, leading the medical community in Taiwan to see the world, and also showing the world the outstanding performance of medical research in Taiwan.

Major Research Results Published in 2024

Collaborating Departments	Important Breakthrough
Division of Nephrology of both institutes, Graduate Institute of Physiology, National Taiwan University College of Medicine	Solving the mystery of chronic kidney disease, discovering TRPM8/DNAJB4 as the key to treatment. By inhibiting the expression of the two proteins, it is expected to successfully delay the deterioration of kidney disease and improve patients' prognosis, bringing new hope to clinical treatment.
TVGH Division of Endocrinology and Metabolism, Department of Medical Genetics, NTUH	Established a pioneering large-scale prospective cohort study to investigate the most common causes of hyperthyroidism, Graves' Disease and Antithyroid Drug-Induced Agranulocytosis, shedding light on the immune mystery of Graves' Disease.

Nursing Training

As a public medical center, TVGH also shoulders the social responsibility of nursing education. The Nursing Department is responsible for planning and implementing clinical clerkships for nursing students, training for newly recruited nurses, continuing education, clinical nursing specialty programs, nursing research development, domestic and international academic exchanges, and leadership succession programs for nursing elites and future nurse managers. Through these efforts, we aim to enhance the professional competencies of nurses, thereby improving the efficiency and quality of healthcare services while promoting diversity and inclusiveness in nursing education.

In addition, TVGH also promotes the sharing of educational resources. In 2024, we supported professional courses and lectures a total of 38 times in domestic public institutions, schools, associations, medical institutions, government agencies, and professional associations; invited branch hospitals to participate in the Education Committee's general meetings where staff from TVGH shared their teaching-related literature reviews and overseas training reports. External participants are also welcome to register for various training programs such as intensive care training, nursing research, and so on. We also organized advanced in-service programs to enhance professional competencies through video conferencing, allowing staff from Taoyuan, Hsinchu, Yuanshan, Suao, Yuli, Fenglin, and Taitung Branch Hospitals, Taipei Municipal Gandau Hospital, and Kinmen Hospital, Ministry of Health and Welfare to attend, with a total of 449 participants.

➤ Clinical Nursing Education

TVGH has established industry-university collaboration projects with 21 schools in Northern, Central, and Southern Taiwan, providing clerkship subjects in basic nursing, internal and external medicine nursing, OB/GYN and pediatric nursing, clinical career electives, administrative management, and advanced nursing at the graduate level. A total of 2,129 students came to the Hospital for clerkship in 2024. In addition, a bilateral cooperation agreement was also signed with the School of Nursing of NYCU, and 22 professors were hired as teaching and research consultants, with the completion of a total of 15 clinical research projects.

We organized 13 sessions of orientation training for new nurses, with a total of 238 participants. We cooperate with the 2-year training program for new nurses of the Joint Commission of Taiwan, and there are currently 308 nursing trainees undergoing training in the Nursing Department. Nursing trainees took the Objective Structured Clinical Exam (OSCE) skill assessment before the end of the 2-year training period, with a total of 99 participants.



CPR training for new nurses

A milestone system for nursing competence has been built to enhance the clinical professional competence of primary care nursing staff. The Nursing Department conducted advanced in-service programs in 2024, with 2,489 and 14,345 participants in physical and online courses respectively. Guidance on nursing case report writing was provided to improve the nurses' academic writing abilities. In the 54th training session, 29 case reports were submitted

for review, and 12 passed the review (pass rate 41.38%). In the 55th training session in 2024, 38 case reports were submitted for review, and 23 passed the review, while in the 56th training session, 27 case reports were submitted for review, and 15 passed the review. The total pass rate in 2024 was 58.46%, better than the national pass rate (45.70%) of the Taiwan Nurses Association (TWNA). In addition, there were two advancement reviews in 2024, and a total of 121 nurses advanced to N1, 66 to N2, 50 to N3 and 32 to N4.

To encourage our staff to continue improving their professional competencies, the Hospital organized the 77th and 78th sessions of Intensive Care Nursing Training, with a total of 20 nurses completing the training. In addition, 128 of our nursing staff members are pursuing their master's and doctoral degrees through on-the-job programs. Currently, 338 nursing staff members hold master's degrees, 16 with doctoral degrees, and 145 with ministry-approved teaching positions, including 11 assistant professors and 134 lecturers. Their teaching competence and academic expertise have been highly recognized by various academic institutions.

➤ Enhancing Nursing Effectiveness

TVGH provides knowledge and skills training for nursing staff in the fields of clinical teaching, nursing research, nursing management and so on. In 2024, Competency-based Medical Education (CBME) and Clinical Competency Committee (CCC) Workshop was organized, attended by 182 participants in total.

In 2024, 38 trainees in total completed the nursing research training program. The Symposium on Evidence-Based Advances and Submissions to SCI Journals was attended by 146 participants, while the Nursing Research Results Presentation of the Three Hospitals (North, Central, South) was attended by 144 participants. A six-session Advanced Evidence-Based Course was organized, with 356 participants in total.



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Nursing Research Results Presentation of the Three Hospitals
(North, Central, South)

To encourage and inspire nursing staff to use creativity in clinical work, Workshop on Enhancing Creative Thinking in Nursing was held in 2024, with 63 participants in total. In addition, to promote participation and sense of achievement, an annual nursing innovation review is conducted. Outstanding submissions are implemented to clinical care to advance care quality. In the internal screening of the Nursing Creativity Competition, 3 submissions were received, and 2 entries advanced to the second stage of the oral presentation round and were selected as outstanding works.

Awarding Unit	Award	Unit	Name (s)	Title of Work
In-Department Creation	Gold Award	A121	Ming-Huan Wen, Shu-Qin Huang, Zheng-Zhong Lu, Cai-Chen Hou, Lian-Feng Wen, Yi-Hsuan Qiu	Zero-Inventory: Smart Medical Supply Management
In-Department Creation	Silver Award	CVSB	Hui-Zi Wang, Shu-Hua Zheng, Ya-Ru Wang, Bai-Fei Yu	Skin-Friendly Tape

The Nursing Department also recommended excellent works to participate in various internal and external competitions for continuous improvement: one work participated in the Innovation (Improvement) Award Competition organized by the Department of Medical Research; four works participated in the Nursing Creation Competition organized by the Taipei Nurses Association (TNA), and all of the four entries were recommended by TNA to participate in the Nursing Innovation Competition held by the Taiwan Union of Nurses Association (TUNA).

✦ Developing Nursing Leadership

The Nursing Department developed a training manual for grassroots nursing supervisors using a structured one-year, three-phase training program, supplemented by observation and learning, reflective discussions, and preparation of project improvement reports to help new supervisors acquire essential management knowledge and complete training tasks. Five people in total received the training and coaching in 2024, and 7 nursing supervisor reflection seminars were organized, with topics covering abnormal event handling, communication and coordination, and other related topics.

In 2023, a Leadership Competency Enhancement Workshop was held for team leaders, with a total of 42 trainees. It not only strengthened management competencies in personal problem analysis, division of labor, and communication, but also promoted a

culture of accountability within the teams was also promoted. A Performance Interview Workshop for grassroots supervisors was held, and 35 nursing supervisors in total completed the training. Communication and handling skills were strengthened in the three core topics of the performance interviews, namely "preparation beforehand", "discussing employees' future development" and "caring about self-improvement and supporting each other".



Grassroots Supervisor Workshop on Conducting Performance Interviews

The Nursing Department requires nursing supervisors to submit an Individual Development Plan at the beginning of every year, and track the training results at the end of the year, which are listed as evidence for promotion submissions. In 2023, a total of 21 nurses, 27 deputy head nurses, and 25 head nurses were evaluated.

In addition, to identify and nurture high-potential young nurses, a 4-year elite training program (2020~2023) was implemented. 25 young elites, recommended by the nursing supervisors,

participated in classroom teaching, observation and learning in other departments within the Hospital and external professional groups or institutions, reflection seminars, and management knowledge workshops for the cultivation of their management knowledge and interest in being managers. At the end of 2023, the leadership re-empowerment workshop for young nursing elites was held, with 25 elites being invited to return for advanced training to further enhance their management capabilities.



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The small piece of land is our homeland, and it is our shared duty to protect it". -- Wei-Ming Chen, Superintendent

4 Making Efforts for A Better Environment

4.1 Sustainable Environmental Management

4.1 Sustainable Environmental Management

Flag Ceremony and Mountain Cleanup Joined by a Thousand to Welcome the New Year

To embrace the new year, TVGH held a New Year flag ceremony & mountain cleanup, attracting over 1,000 enthusiastic staff members and their families to join together. Participants started from the Gateway to Health Plaza in front of the Chung-Cheng Building, passed through Rongyang Tunnel, Battleship Rock (Junjianyan), and Peak 260, passed the Dan Feng Tower and Master of Rock, and finally to Beitou Junior High School. During this nearly 3-hour journey, 20 eco-heroes led everyone to pick up litter along the way, actively responding to the call to protect the environment. After the cleanup, everyone joined in group games and a lucky draw, creating a cheerful vibe where every participant felt the warmth of home and the power of unity.

Look back over the past seven years, TVGH has been like a sturdy and dependable rope holding each member firmly together and guiding them forward with steady steps. With an investment of over NT\$ 10 billion, the four major constructions, including the new outpatient building, the new medical building, the new surgery building, and the Heavy Ion Therapy Center, have been completed. We also went through the harsh challenge of COVID-19 epidemic and assisted the country in accomplishing many arduous tasks. At the same time, TVGH also successfully passed the medical center evaluation, allowing the quality of healthcare and the standards of services to be continuously enhanced. On the basis of stable operations, the Hospital held this vibrant and hopeful event to mark the beginning of a new year, symbolizing our continued journey together.

The Superintendent also stressed that this mountain-cleanup hike was not merely to improve fitness and protect nature, this meaningful event would foster heartfelt connections, strengthen family bonds and build a sense of team spirit. He also encouraged all to exercise more to release stress from busy lives, and achieve better physical and mental well-being. This event successfully integrated environmental sustainability with employee care, creating a win-win outcome.



TVGH's New Year Mountain Cleanup Event



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Sustainability Aspect

Sustainable Environmental Management

Material Topic

Energy Management, Net Zero and Carbon Reduction Management, Waste Management

Policies

Committed to sustainable development by implementing ESG principles, promoting net-zero emissions, and supporting the UN's Sustainable Development Goals (SDGs).

Strategies

- Promote smart healthcare to reduce resource consumption and GHG emissions.
- Implement telemedicine.
- Install 136 solar panels on the roof of the Heavy Ion Therapy Center.
- Promote the reduction of food waste.
- Establish a laundry facility to reduce disposable sheets.

Goals and Targets

Short-term goal (1 year):

- To cooperate with the policy of "10 major state-owned enterprises leading energy conservation" and implement the ESCO Energy Saving Performance Guarantee Project, with an estimated energy saving rate of 19.47%.
- To assign more than 4 staff members to participate in ISO 14064-1 training course and relevant seminars and more than 15 staff members to attend training courses and seminars on sustainability topics and sustainability report preparation.
- To reduce food waste by 10% in 2025 compared with 2024.
- The recycling volume of biomedical waste (yellow bag) is expected to reach 4.6 tons, and a "smart recycling integration machine" will be installed in the Life Plaza.

Medium-term goal (2-4 year): To produce a sustainability video, introduce the ISO 50001 Energy Management System, and complete the GHG inventory for Category 3 to 6.

Long-term goal (5 years and above): To establish an intelligent energy equipment management system covering seven major systems, including the medical gas, power monitoring, lighting control, fire safety monitoring, elevator and escalator monitoring, central air conditioning control, and digital inspection management.

Management Evaluation Mechanism

- The Sustainable Development Committee discusses matters concerning sustainable environmental management on a quarterly basis.
- Hold first-level supervisor meetings (hospital affairs meetings) every month to report to the Superintendent the sustainable development performance.
- Each first-level unit hold a monthly department (office) meeting to discuss sustainable strategies and actions.

Performance and Adjustments

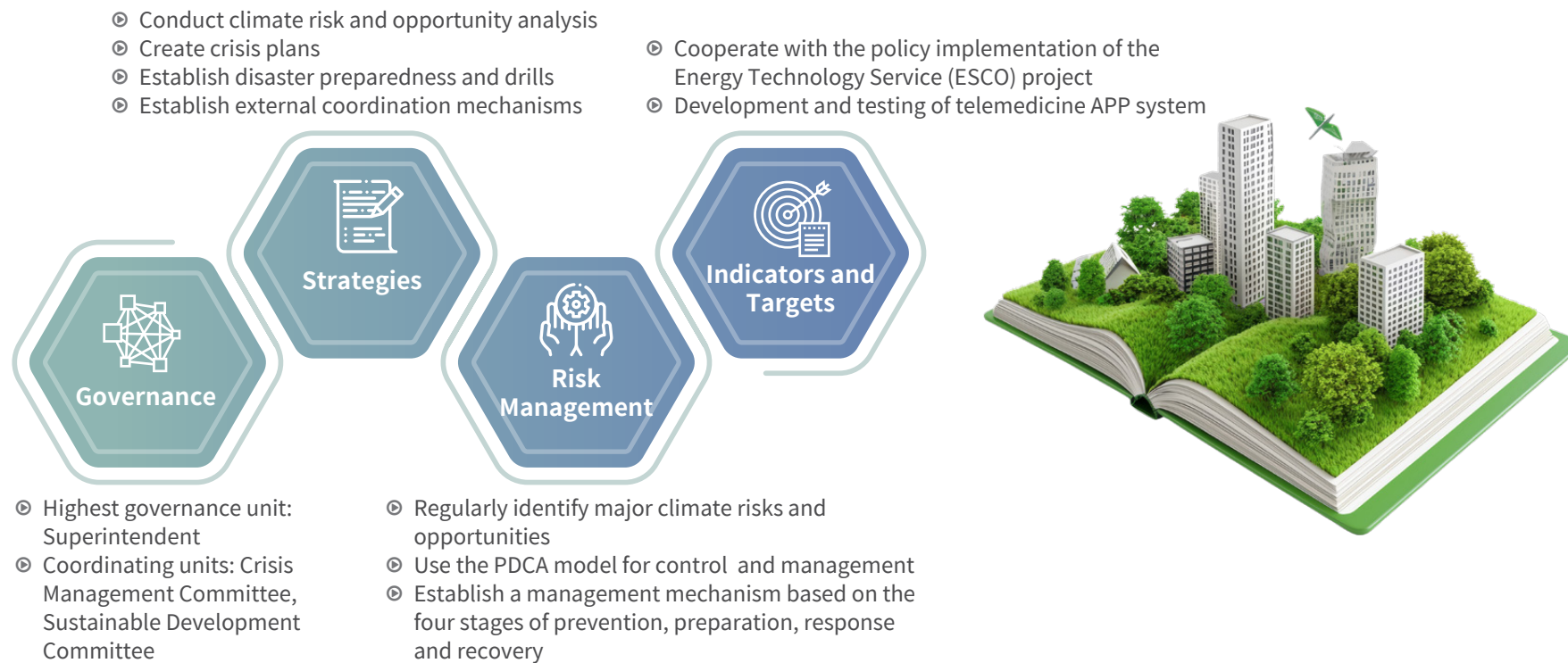
- In 2024, the amount of food waste was 132.0 metric tons, a 15.8% decrease compared with the 156.8 metric tons in 2023.
- Replaced the lighting equipment, chillers, elevators and saved approximately 1,234,295 kWh of electricity, reducing about 609,471.72 kg CO₂e.
- In 2024, a total of 150 telemedicine visits were made, reducing approximately 84 kg CO₂e.
- In 2024, the laundry facility washed a total of 3,021,015 pieces of clothes and 2,255,853 pieces of bedding, totaling 4,908,426 kilograms, to reduce disposable clothing waste.

Climate Adaption

According to the Carbon Footprint Report by Health Care Without Harm, the healthcare sector accounts for 4.4% of global GHG emissions, equivalent to the emissions of the world's fifth largest emitter. Through intelligent medical processes, adoption of energy-saving solutions, and leading low-carbon lifestyles, TVGH dedicates itself to mitigating the impact of climate change by reducing GHG emissions.

+ Climate Risk and Opportunity Management Framework

TVGH refers to the TCFD Framework, and under the leadership of the Superintendent as the highest governance unit, the Crisis Management Committee and the Sustainable Development Committee have been established. The Crisis Management Committee carries out disaster vulnerability analysis on a regular basis, formulates individual disaster response guidelines, and continues to enhance preparedness through regular training programs and emergency drills. In addition, external coordination mechanism has also been established to ensure the continuity of medical service in the event of emergency situations. The Sustainable Development Committee assists with the management and promotes sustainability-related actions and performance to implement ESG, net-zero emissions, and the UN SDGs.



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Risk Items		Financial Impact	Response Strategies
Physical Risk	Typhoons and torrential rain, droughts and water shortage	- Damage caused by torrential rain or drought may lead to increase in expenditure on disaster prevention of post-disaster recovery. In addition, TVGH is located near the hillside, landslides may occur in serious cases, affecting hospital operations. - Staff having difficulty commuting due to weather conditions will need to be provided with additional subsidies.	- For critically ill patients, 9 hospitals in Taipei City can provide support. For infectious disease events, there are 16 designated isolation hospitals (including TVGH) and 1 contingency response hospital. - The hospital is equipped with 37 emergency generators and 28 UPS system, providing emergency power generation for approximately 24-72 hours. - Regularly perform hazard vulnerability analysis (HVA), implement disaster mitigation and preparedness measures for the top 24 identified risks, and report the results to the Crisis Management Committee. - The total water storage capacity of the Hospital is more than 8,000 tons, and the daily water consumption is about 5,000- 5,500 tons. In the event of water shortage, priority is given to medial use. There is also a well water treatment plant that can provide 2,000 tons of groundwater every day, which is expected to be able to cope with emergencies for up to 72 hours. - Provide staff dormitories, and priority is given to those who live far away so that the inconvenience caused by commuting can be reduced.
	Emerging infectious disease	Emerging infectious diseases will lead to great demand for medical care, which may result in insufficient medical capacity and increased human and resource costs.	- Conduct both a mass casualty tabletop exercise and a full-scale physical drill annually. - Conduct one emerging infectious disease drill annually. - Transform to smart healthcare and add automated equipment to reduce manpower.
	Risks of medical equipment, health care product and drug supplies	Increased transportation lead times of imported medical devices, drug, and equipment due to climate change may result in losses caused by supply chain interruptions.	The Department of Supply has a 300-ping storage space with the temperature maintained at 24°C and relative humidity at <70%, providing an average of 14-day inventory of medical supplies, general medicines, and alcohol. In addition, in accordance with the All-out Defense Mobilization Readiness Act, and the Mobilization of Reserve Medicines and Medical Devices Regulations, reservation of 72 items of medical devices and 25 items of medicines is made, and strategic materials for 12,500 people and 17 items of medicines shall always be in reserve.



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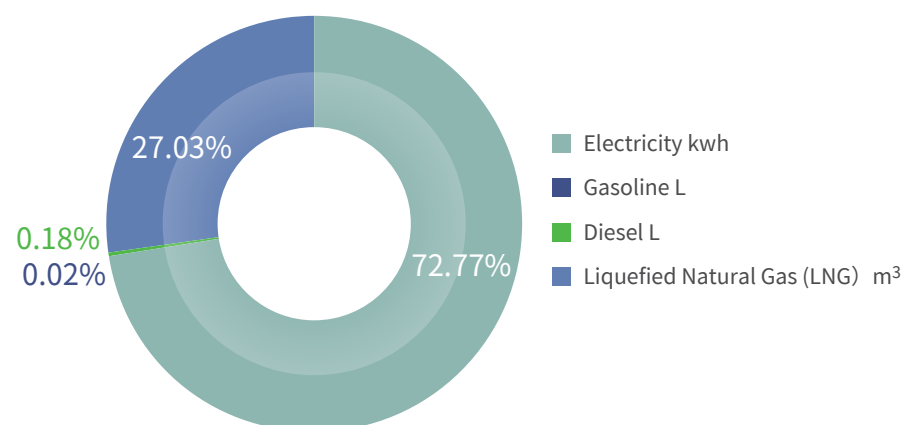
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Opportunity Items	Financial Impact	Response Strategies
Establish hospital resilience and improve energy resource efficiency	- Develop telemedicine to overcome spatial constraints to create revenue by serving more patients and save operating resources and costs. - Energy conservation benefits brought by replacement of old equipment with new ones and installation of solar PV system.	- Continue to develop Health-Online system, discuss system integration methods across departments, and develop multiple application of the Health-Online System. It is expected to be launched in 2025 for the testing of user interface of the APP. - Install solar panels on the roof of the Heavy Ion Therapy Center.
Implement intelligence transformation and develop low-carbon healthcare	- A substantial initial investment is required for the establishment of equipment and technologies to develop smart healthcare. - The promotion of smart healthcare contributes to the reduction of resource consumption and manpower requirements.	- Establish the Smart Healthcare Committee. - Continue to develop smart healthcare.

➤ Promote Carbon Reduction from Three Major Aspects to Step Toward Net Zero Emissions

TVGH's energy consumption in 2024 was 581,782.64 GJ, and the total GHG emissions amounted to 70,415.16 mtCO₂e. The main energy consumption is electricity. The GHG emissions of Scope 1 and Scope 2 were 14,673.69 mtCO₂e and 55,741.47 mtCO₂e respectively. To effectively reduce GHG emissions, we work hard to build a low-carbon hospital through the three major aspects of intelligent medical processes, improved energy efficiency, and promotion of low-carbon lifestyles.

Proportion of Energy Consumption 2024





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· Intelligent Healthcare Processes

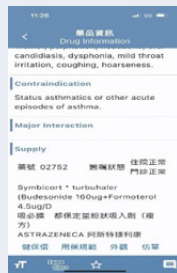
Tablet-Assisted Inpatient Unit Dose (UD) Dispensing



Description: Pharmacists use tablet computers to assist in the execution of inpatient UD (unit dose) dispensing operations, receive inpatient prescription change information in real time, and use the pharmaceutical database linked to the system to evaluate the correctness of patient prescriptions. Compared with the traditional daily printing of paper patient prescription details and manual order modification operations, greatly simplifying the operating process and improving the efficiency of prescription evaluation and dispensing.

Results: The error rate of the dispensing work operation was reduced by 47.8%, and it saves about 1,137,800 sheets of A4 paper each year, equivalent to reduction of emissions by 7,008.85 kgCO₂e^{Note 1}.

Smart Formulary App



Description: The electronic formulary is provided for query by clinical medical personnel of the Hospital, and is synchronously linked to the physician prescription system, the nursing barcode-assisted medication safety verification system, and the pharmacist barcode-assisted dispensing review and dispensing system, providing a convenient query channel.

Results: Save approximately 26,508 sheets of paper annually, reducing 163.29 kg CO₂e each year.

Eco-Friendly Electronic Shelf Label (ESL)



Description: Set up smart electronic shelf labels (ESL) for medicine information in the medicine warehouse and inpatient pharmacies, and fully utilize drug inventory management, smart dispensing counters and smart medical carts. The Hospital uses full-color e-paper smart displays, which can display intuitive icons to alert pharmacists of special drugs such as high-risk drugs, chemotherapy drugs and controlled drugs. The low-temperature characteristic also makes it suitable for refrigerated medication cabinets. Electronic labels are linked to drug inventory data to regularly update the expiration date, and use eye-catching colors to warn of the expiration date. The system also automatically connects to the hospital's medication information database, which can present the latest drug information and reduce the risk of manual input errors.

Results: Each e-label can reduce the label replacement time by approximately 30.72 minutes, improving the overall efficiency by 76.8%, and the overall satisfaction of pharmacists was over 90% on average. It saves at least 330.45 sheets of A4 paper and laminating sheets each year, reducing 2.04 kgCO₂e.



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Automatic Dispensing Cabinet , (ADC)



Description: Outpatient, inpatient, emergency pharmacy and drug warehouse have all introduced ADC for controlled drugs, adopting a one-drug-per-cabinet design. The drugs are clearly marked on the outside of the medicine cabinet and are equipped with an automatic lock control function. After the pharmacist logs in and scans the prescription, the medicine cabinet lights up to prompt the pharmacist to take the medicine and automatically unlocks the storage box with the most recent expiration date. The system automatically records the prescription content and the name of the pharmacist dispensing the medicine, and automatically deducts the amount from the drug inventory system. After the inpatient's identity is verified by the nursing staff, the patient's barcode is scanned and the prescription is confirmed, the details of the use of controlled drugs are recorded in the Nursing Drug Management System (NDMS) one by one, and the pharmacy can simultaneously view it, and the controlled electronically throughout the process to implement a two-way flow of drugs control mechanism.

Results: The use of the smart dispensing cabinet (ADC) for controlled drugs has significantly reduced the time spent on inventory by about 38% and the time spent on dispensing by 60-70%. It can save about 3,115.67 sheets of paper and reduce 23.02 kgCO₂e annually.

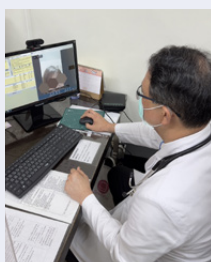
Smart Medication and Disease Case Management System



Description: The Hospital has the most complete system in Taiwan for assisting in the production of medication instructions. Its main feature is to integrate prescription drug information from four sources, including outpatient, inpatient, emergency and health insurance cloud medical records, in a graphical manner for up to 18 months, and automatically generate personalized medication instructions for multiple medications across prescriptions, to help pharmacists understand the patient's treatment process and conduct medication continuity assessments. It can also draw a time-varying graph of drug concentration within 6 months, list the actual blood draw time and actual medication time, and automatically calculate the time difference to improve the continuity of service efficiency of medical teams and clinical pharmacists. °

Results: In 2024, pharmacists performed advanced medication guidance for 2,345 people. The use of electronic guidance sheets can save 4,690 sheets of A4 paper, reducing 28.89 kg CO₂e throughout the year.

Telemedicine



Description: The Hospital's Outpatient Video Clinics Management System has a complete virtual health insurance card authorization function, which allows the nursing staff to select an appropriate number of authorized patients and send them to the physicians, helping to ensure efficient consultation flow to maintain the smoothness of the consultation. The video clinics can system enable real-time appointment scheduling and virtual consultations, and it may also be used for urgent care services. Prior to their consultation, patients may upload or manually enter physiological data such as blood pressure and body temperature via a Bluetooth device, and then fill in the main text and upload lesion image during the waiting stage. On the day of the telemedicine appointment, payment is made via mobile payment. After receiving the prescription slip mailed by the Hospital, patients can go to a nearby community pharmacy to pick up the medicine.

Results: In 2024, a total of 150 patients received telemedicine services, reducing traffic-related emissions by approximately 84 kgCO₂e ^{Note 2}.



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Hospital Housekeeping System (HHKS)



Description: To improve communication and safety during patient handovers, our hospital uses the Hospital Housekeeping System (HHKS), develops a patient escort safety network, deploys it at various locations throughout the Hospital, and develops a mobile application to assist in patient transportation. Following the safety of patient escort, our hospital has also gradually developed a safety network for item transportation, including specimen and blood samples transportation, chemotherapy drugs, and ward service operation integration.

Results: In 2024, 505,518 patient escorts were made, with an average reduction of 3,449,025 sheets of paper annually, which is estimated to reduce 21,245.9 kg CO₂e.

Paperless Policy



Description: The hospital is committed to promoting paperless operations through various initiatives, including the enhancement of mobile app services, the implementation of integrated outpatient sheets, the streamlining of administrative forms, and the adoption of electronic medical records and consent forms. Additionally, electronic signatures are now used for credit card payments.

Results: Approximately 3,223,950 sheets of A4 paper and 450,000 sheets of A5 paper were saved in 2024, reducing approximately 21,245.53 kg CO₂e.

Note 1: Based on the figure that a pack of A4 paper (500 sheets) can produce 3.08 kg CO₂e, one sheet of paper can generate approximately 0.00616 kg CO₂e.

Note 2: Based on the average healthcare travel distance of 7 kilometers per person in the municipality, and assuming travel by bus (at 40 g CO₂e per kilometer), each round trip of 14 kilometers results in approximately 560 grams of CO₂ emissions per person.

• Improvement of Energy Efficiency

In terms of energy efficiency improvement, we have installed renewable energy systems, replaced lighting systems and chiller units for carbon reduction. In 2024, a total of 1,234,295 kWh of electricity was saved, reducing 609,741.72 kg CO₂e.

Energy Conservation Project	Quantity	Electricity Saved in 2024 (kWh)	Carbon Reduction in 2024 (kg CO ₂ e)
Solar power generation on the roof of the Heavy Ion Therapy Center	Installed a total of 136 solar panels in 2023, with the maximum power generation of 35 kWh.	39,426	18,687.92
Replacement of old lamps with LED lighting lamps	9,358 lamps	637,801	302,317.67
Replacement of old chiller units	4 units	166,973	79,145.20
Replacement of old traditional elevators with ones with energy-efficient motor and regenerative power system	7 units	390,095	184,905.03
Total			582,055.83



Ten-Major State-owned Enterprises Leading Energy Conservation Policy

On October 24, 2024, the Deep Energy Saving Action Plan Project was proposed in the National Climate Change Countermeasure Committee, and the national energy conservation measures are planned to be promoted in three phases. Among them, the first phase is the Ten-Major State-owned Enterprises Leading Energy Conservation Policy. TVGH actively responded to this and took the lead in implementing energy saving plans.

To effectively implement the energy saving plan, Taipower will bring equipment into the hospital buildings for the diagnosis of the power usage. Then a group of consultants composed of experts in the industry, academia and research sectors will propose improvement plans based on the power usage pattern. ESCO is then introduced for assessment and selection of the best energy-saving equipment, and the effectiveness will be verified in practice to ensure the maximum benefits of energy conservation.



The First Outpatient Department Building is the main body for the project. After the energy diagnosis, it is planned to replace the chiller units (priority item), update the circulating water pump and add a frequency converter (non-priority item). It is estimated to achieve water conservation by 19.47%, reducing 92,830 kg CO₂e.

Location for Improvement	Energy Conservation Project	Electricity saved (kWh/year)	Reduction of CO ₂ emissions (tons/year)	Energy saving rate (%)
TVGH First Outpatient Department Building	Replacement of chiller units	145,613	69.02	17.89
	Update the circulating water pump and add a frequency converter	42,308	20.05	28.07
Total		187,921	89.07	19.47

Note:

1. Each kilowatt-hour of electricity produces 0.474 kg CO₂ (based on 2024 electricity emission coefficient announced by the Energy Administration).
2. The electricity price per kilowatt-hour is calculated based on the average electricity price.



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· Promotion of Low-Carbon Lifestyles

TVGH promotes low-carbon lifestyles from the aspects of food, housing, and transportation. In terms of “Food”, an online ordering system is used to replace the tradition use of physical paper. The staff cafeteria replaced the disposable bamboo chopsticks provided with the lunch boxes in the operating room with stainless steel chopsticks that can be recycled, cleaned and reused, reducing the use of 159,200 pairs of disposable bamboo chopsticks every year, saving approximately 7,960 kg CO₂e ^{Note 3}.

In addition, the Hospital also promotes the reduction of food waste through diverse meal selection services, precise management of ingredients, publicity, reuse of surplus ingredients, and adjustment of procurement strategy to reduce food waste, thereby reducing the methane emissions from food waste landfills. The amount of food waste in 2024 reduced by 24.8 metric tons compared with 2023, reducing approximately 51,088 kg CO₂e^{Note4}. The Dietetics and Nutrition Department also organized low-carbon diet activities in the staff cafeteria. In 2024, a total of 6 sessions of low-carbon vegetarian diet activities were held, providing a total of 56,060 meals, which is estimated to reduce 43,726.80 kg CO₂e^{Note 5}.

Note 3: The figure was calculated based on that each pair of disposable bamboo chopsticks emit 0.05 kg of carbon.

Note 4: According to the Ministry of Environment's Green Transportation Application Information Network, the annual carbon reduction from reducing food waste (t)= the annual reduction in garbage (food waste) * 2.06.

Note 5: According to the Eco-life Website of the Ministry of Environment, the annual carbon reduction of the vegetarian diets (kg)= the number of vegetarian lunch boxes used (or people) * 0.78.



Low-carbon diet activities

In terms of “Living”, TVGH complies with Taiwan's Green Building EEWB System and has obtained 1 gold and 4 bronze Green Building Labels, showing that the buildings have reached certain standards in the nine indicators of biodiversity, greenery, base water retention, daily energy conservation, carbon dioxide emission reduction, waste reduction, indoor environment, water resources, and sewage and waste improvement. The Chang-Ching Building and the Operating Building were awarded the Bronze-Level and Certified Marks for Intelligent Building. In addition, we are dedicated to creating a relaxing and healing green environment, including the sky garden, Lake Nepenthe, and green areas throughout the campus. TVGH is surrounded by greenery, which not only alleviates stress and promote psychological healing, but also plays a vital role in carbon dioxide absorption. In 2024, an additional 66 trees and 12,825 shrubs have been planted.



Green Buildings



Chang-Ching Building

Gold

Bronze



Operating Building

Bronze

Certified



Heavy Ion Therapy Center

EEWH Rating

Bronze

Intelligent Building Mark Level

-



3rd Outpatient Building

Bronze

-



Gate 3 underground parking lot

Bronze

-



Recreational Garden behind the 3rd Outpatient Building



The two sides of the fountain in front of the Chung-Cheng Building

In terms of “Transportation”, TVGH provides shuttle buses for people to travel between Shipai MRT Station and the Hospital, encouraging the public to take public transportation instead of private vehicles. In 2024, 1,093,407 people took the shuttle buses, with the total mileage of 45,445 kilometer and a single mileage of 2.6 kilometers (the distance between TVGH and Shipai MRT Station is 2.6 kilometers in total), reducing 105,185.75 kg CO₂e^{Note 6}.

In the future, medium-sized electric shuttle buses will be adopted to replace fuel-powered ones. In addition, it is expected that the term to replace the fuel-powered shuttle buses with electric vehicles, which will be clearly stated in the Outsourced Service Contract for MRT Shuttle Operations to implement carbon reduction in traffic.



TVGH Shuttle Bus

Note 6: Based on the product carbon footprint information on the Carbon Footprint Information Plat, the automobile emission coefficient was 0.115 kgCO₂e/passenger-kilometer , Type B Bus 0.078(kgCO₂e//passenger-kilometer).

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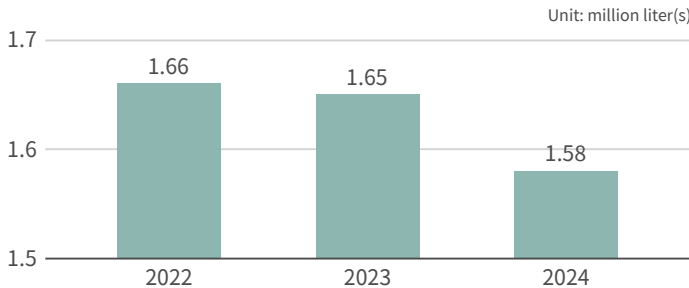
A Virtuous Cycle

Integrated Cycle of Water and Ecology

The water resource of TVGH comes from Feicui Reservoir, and in 2024, a total of 1.58 million liters of water was used. According to the Aqueduct Water Risk Atlas, the Hospital is located in an area with moderate to low water risks. According to Article 17, Paragraph 1 of Water Pollution Control Act, wastewater discharged from the Hospital is managed by the Taipei City Government’s sewage piping system, and therefore, does not apply to the Effluent Standards established by Ministry of Environment, and only needs to abide by the provisions in Article 25 of the Sewerage Act and meet the water quality standards specified in Article 15 of Taipei City Self-government Ordinance for Sewage. Therefore, TVGH does not set up a wastewater flow meter, and thus, is unable to do the calculation of annual water consumption and discharge volume.

We carry out the wastewater quality testing on a quarterly basis, and all the test results over the past three years met compliance standards. For water conservation, we have installed a rainwater harvesting system for irrigation and toilet flushing. In addition, groundwater has continuously seeped through the diaphragm walls of the basement levels over the years. This infiltrated water is recovered and reused in cooling towers and for replenishment of Lake Nepenthe by the Hospital. In 2024, a total of 0.13 million liters of groundwater was recovered.

TVGH's Water Withdrawal in the Past Three Years



We value harmonious coexistence with the natural environment. The ecological area of our campus includes Lake Nepenthe and Ba Xian Canal. We conduct regular water quality monitoring at these two sites to ensure the stability of the aquatic environment and the health of the ecosystem. Additionally, we continuously feed waterfowl and fish to provide favorable living conditions for aquatic life.

Chairman Chuan-Sheng Su of Sud Vista Band brought and set up specially-made incubators by the lake for the mandarin duck egg-laying season in April, and later these incubators were further innovated into terraced cabins in hope of providing a great environment for mandarin ducks to successfully breed, thereby promoting ecological balance.



Waterfowls at Lake Nepenthe



Incubators for mandarin ducks



Riverbank of Ba Xian Canal

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+ Resources and Waste Recycling

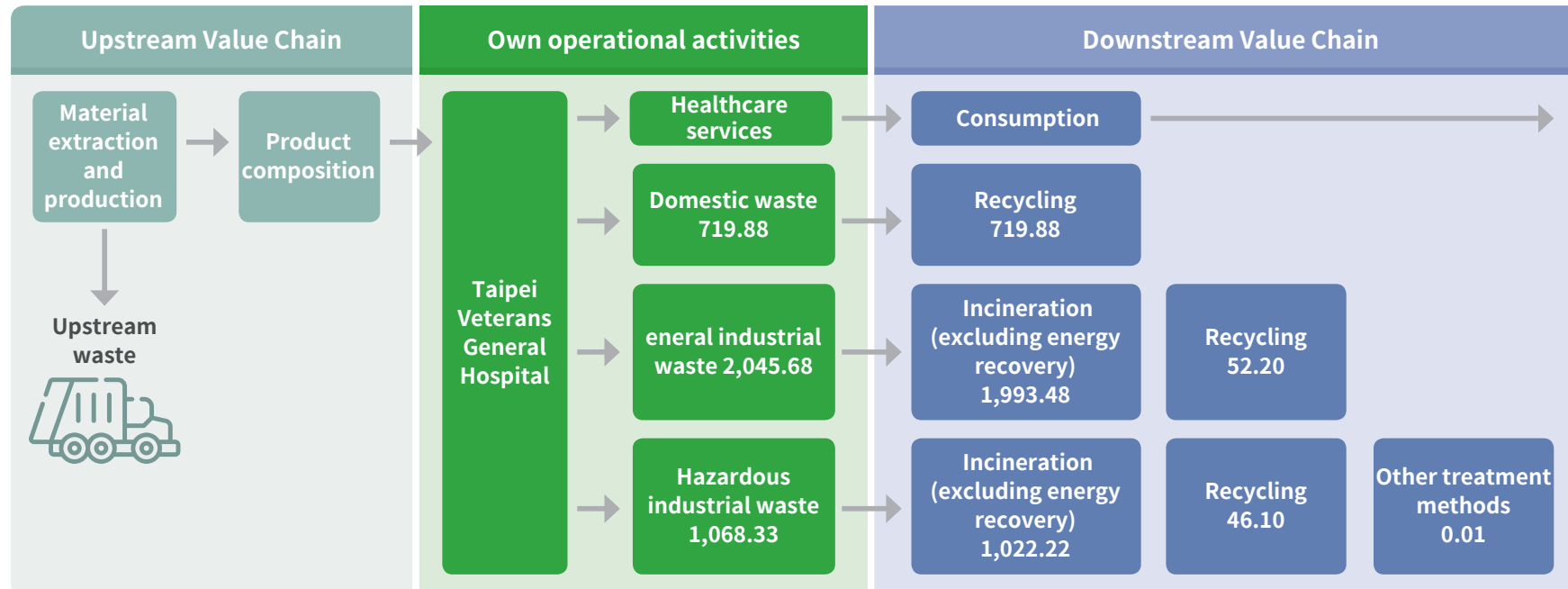
Waste at TVGH can be divided into non-hazardous waste and medical hazardous waste. In accordance with the procurement project for General Industrial Waste Removal (Transport) Labor Outsourcing, qualified vendors are commissioned to legally remove and transport the waste of the Hospital. Hazardous industrial waste removal vendors must have Class-A or above waste clearance permit or higher, and have to follow the provisions in Ministry of Environment’s “Methods and Facilities Standards for the Storage, Clearance and Disposal of Industrial Waste” and “Permit Management Regulations for Public and Private Waste Clearance and Disposal Organizations” and designated vehicles, equipment, as well as relevant regulations shall be used for waste removal and disposal. Waste shall be removed (transported) to an incinerator or melting furnace approved by the Ministry of Environment for incineration or melting treatment. The ashes will be transported to a sanitary landfill for final disposal as prescribed by law.

In addition, the clearing and removal vendors have to submit applicant forms online as prescribed, and the Hospital will assign personnel to accompany or follow the vehicles from time to time, and use GPS positioning system for inspection. The Personnel Office will carry out an audit of outsourced business every six months to ensure that the vendors perform their operations in accordance with laws and regulations.

When a major incident leads to inability for the vendors to conduct waste removal, the matter shall be handled in accordance with the contractors’ Emergency Response Plan, including procedures for return transport, the names and contact information of emergency response personnel, the prioritized list of alternative service providers, and any mutual support agreements entered into between the parties.

TVGH’s Waste Flow Chart

Unit: ton(s)



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Due to the unique nature of the healthcare industry, the opportunities for recycling hospital waste are limited. Nevertheless, we still remain committed to exploring and developing more possibilities for circular utilization. These efforts include recycling and reusing medical waste and general industrial waste, establishing laundry facilities and so on to promote waste reduction practices in life and during the service processes.

The Hospital plans to install a “Smart Recycling Integration Machine” in the second half of 2025 to give those who recycle waste discount coupons or animal feed, enabling waste to be recycled and reused as well as returned to the ecosystem, achieving true sustainable development through an endless cycle.

Recycling of Medical Waste Resources

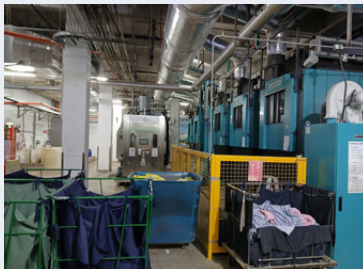


Recycling the yellow bags in the dialysis room: Yellow bags have been used to recycle waste artificial kidneys, blood circuits and waste intravenous infusion catheters in the dialysis room for many years. These recycled yellow bags are reused after high-pressure sterilization. A total of 46.10 tonnes were recycled in 2024.

Recycling and reuse of small pill bottles: Our hospital has long been conducting special centralized recycling and reuse of small pill bottles. In 2024, a total of 49.18 tonnes of small pill bottles were recycled.

Reduce the use of "plastic medicine cups": The use of plastic medicine cups for inpatient medication is reduced. Compared with 2023, the use of plastic medicine cups in 2024 decreased by 33.1%. After the inventory of plastic medicine cups are used up, small paper cups will be used as a reserve stock.

Laundry Facility



To reduce disposable bed sheets, patient gowns and the plastic waste that comes with them, and to comply with infection control requirements, Taipei Veterans General Hospital has set up a laundry facility in the hospital. The detergent manufacturers all operate in accordance with the safety data sheet (SDS), and post information such as the main ingredients, hazard prevention measures and warnings on the wall. In addition, dynamic pH detectors are installed in the laundry facilities and puddles for automatic detection to ensure that all the pH value meet the testing standards (pH value 5-9) to avoid abnormal damage to fabrics caused by detergents while complying with environmental testing regulations.

In 2024, a total of 3,021,015 pieces of clothing and 2,255,853 pieces of bedding were washed, with a total weight of 4,908,426 kilograms.



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SASB Standards Comparison Table

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TWSE Listed Companies Climate-related information of TWSE/TPEx listed companies

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Environmental Aspect

· Statistics on Energy Use in the Past Three Years

Quantitative Indicators	Unit	2022	2023	2024
Electricity consumption	kWh/year	111,848,177.00	114,268,437.00	117,598,028.00
	GJ	402,653.44	411,366.37	423,352.90
Gasoline consumption	L/year	12,482.32	6,973.24	4,703.00
	GJ	397.65	222.15	149.82
Diesel consumption	L/year	47,479.04	30,812.95	28,514.07
	GJ	1,717.90	1,114.88	1,031.71
Liquefied Natural Gas (LNG) consumption	m ³	3,680,575.00	4,148,693.00	4,188,946.00
	GJ	138,965.86	154,972.89	157,248.21
Total energy consumption	GJ	543,734.85	567,676.30	581,782.64
Organization-specific metrics	Floor area(M ²)	571,184.02	577,816.88	586,037.75
Energy density	GJ/M ²	0.95	0.98	0.99

Note:

1. Electricity consumption did not include 39,426 kWh of renewable energy generated and used in 2024.
2. The calorific value of electricity is 1kWh=0.0036GJ.
3. The conversion coefficients for gasoline and diesel data are based on the "2024 Calorific Values for Automotive Gasoline and Diesel" announced by the Ministry of Environment, which are calculated as 7,609 kcal/L for gasoline and 8,642 kcal/L for diesel; 1 kcal=4.1868 KJ.
4. The natural gas conversion coefficient is based on the average calorific value of previous years provided by Yangmingshan Gas Co., Ltd.
2022: 9,018 kcal/L; 2023: 8,922 kcal/L; 2024: 8,966 kcal/L; 1 kcal=4.1868 KJ.

· Wastewater Discharge Standards and Monitoring Values in the Past Three Years

Test Item	2022		2023		2024	
	Discharge Standard (ppm)	Annual Average Monitoring Value (ppm)	Discharge Standard (ppm)	Annual Average Monitoring Value (ppm)	Discharge Standard (ppm)	Annual Average Monitoring Value (ppm)
Suspended solids (SS)	600.00	93.60	600.00	117.38	600.00	114.38
Animal fats and vegetable oils	30.00	4.63	30.00	7.65	30.00	11.68
Mineral oils	10.00	5.18	10.00	4.83	10.00	5.85
BOD	600.00	138.95	600.00	154.00	600.00	189.50
COD	1200.00	299.00	1200.00	293.00	1200.00	372.50

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· Statistics of Ozone-Depleting Substances (ODS) in the Past Three Years

Ozone-Depleting Substance (ODS)	2022	2023	2024
Carbon Tetrachloride (CCl ₄)	0.0000045	0	0

Note: The unit is metric tons.

· Statistics on GHG Emissions in the Past Three Years

Quantitative Indicators	Unit	2022	2023	2024
Category 1: Direct GHG emissions	mtCO ₂ e	7,960.47	8,802.17	14,673.69
Category 2: Indirect GHG emissions	mtCO ₂ e	55,253.00	56,448.61	55,741.47
Total emissions = Category 1 + Category 2	mtCO ₂ e	63,213.47	65,250.78	70,415.16
Floor area	M ²	571,184.02	577,816.88	586,037.75
GHG emission intensity	mtCO ₂ e ÷ Organization-Specific Metrics	0.11	0.11	0.12

Note:

1. The Hospital carried out 2024 GHG inventory in accordance with ISO 14064-1:2018. However, due to the fact that the inventory was a voluntary one, and the Category of inventory first focused on Category 1 (direct emissions) and Category 2 (indirect emissions). The inventory of other indirect emissions of Category 3-6 will be carried out in the future as required. The types of gases covered by the greenhouse gas emission calculation are: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF₆), and nitrogen trifluoride (NF₃).
2. The quoted parameters used as the calculation basis are from the Greenhouse Gas Emission Coefficient Management Table 6.0.4 version announced by the Ministry of Environment every year. The CO₂e equivalent calculated based on GWP values for 2022 and 2023 are based on CO₂=1, CH₄=27.9, N₂O=273, in the IPCC's Sixth Assessment Report published in 2021.
3. GHG emissions in 2022 and 2023 are calculated based on the use of various energy sources and electricity. The types of gases included in the GHG emissions calculation are: carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O).

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· Emission Standards and Monitoring Values of Hazardous Gases in the Past Three Years

Test Item	2022			2023			2024		
	Emissions	Emission Standards	Annual Average Monitoring Value	Emissions	Emission Standards	Annual Average Monitoring Value	Emissions	Emission Standards	Annual Average Monitoring Value
Volatile organic compounds (VOCs)	0.4	—	—	0.4	—	—	0.4	—	—
Total suspended particulates (TSP)	107.26	≤ 30	1.3	110.57	≤ 30	2.1	109.72	≤ 30	2.6
Sulfur oxides (Sox)	0	≤ 50	-	0	≤ 50	2.2	4.68	≤ 50	ND
Nitrogen oxides (Nox)	3,651.19	≤ 100	26.3	4,371.52	≤ 100	40.7	4,938.12	≤ 100	44.7

Note:

1. The unit for emissions is kilogram (kg); the unit for emission standard is ppm; the unit for annual average monitoring value is ppm.

2. The volatile organic compounds in our hospital are only calculated as 1 barrel of 10 cubic meters of spare heavy oil, which is not in use normally. In addition, the Hospital is not a petrochemical process industry, so there is no standard value.

3. 2024 sulfur oxide MDL: 1.5ppm.

· Waste Statistics

Waste Composition Item	Hazardous/Non-Hazardous Waste	Off-site	
		Waste Generation (tons)	Waste Disposal Methods
General industrial waste	Non-Hazardous	1,993.48	Incineration (excluding energy recovery)
Hazardous industrial waste	Hazardous	1,022.22	
General industrial waste	Non-Hazardous	52.20	Recycling
Hazardous industrial waste	Hazardous	46.10	
Domestic waste	Non-Hazardous	719.88	Other disposal operations
Hazardous industrial waste	Hazardous	0.01	

Note: For hazardous industrial waste - other disposal operations, according to the contract specifications, the treatment method is incineration, chemical intermediate (non-final treatment) treatment or treatment methods approved by the environmental protection unit.



Waste Statistics

Waste Composition	Hazardous Waste (Metric Tons)		Non-Hazardous Waste (Metric Tons)		Total
Disposal Method	On-site	Off-site	On-site	Off-site	
In-Transit for Disposal	0	46.10	0	772.08	818.18
		46.10		772.08	
Direct disposal	0	1,022.23	0	1,993.48	3,015.71
		1,022.23		1,993.48	
Total (metric tons)		1,068.33		2,765.56	3,833.89
Total amount of waste	3,833.89				
Recycling ratio	21%				

Note:

1. In-Transit for Disposal: Recycling; Direct disposal: incineration (including energy recovery), incineration (excluding energy recovery), landfill.
2. The recycling ratio is calculated as follows: the amount of recycled waste processed/the total amount of waste x 100%.

Social Aspect

• Staff Information

Region	Type of Contract		Female	Male	Total
Taiwan	Number of employees (A)		5,617	2,120	7,737
	By contract type	Fixed-term contract employees (B)	591	211	802
		Non-fixed contract employees (C)	5,026	1,909	6,935
	By working hours	Full-time employees (D)	5,337	2,032	7,369
		Part-time employees (E)	280	88	368

Note:

1. The figures in this table are based on values as of the reporting period end date.
2. Non-fixed contract employees: Permanent employees.
3. Full-time employees: Employees whose working hours per week, month or year are defined in accordance with the laws and practices of the country regarding working hours. The working hours stipulated in the Taiwan Labor Standards Act shall not exceed 8 hours per day and 40 hours per week.
4. Part-time employees: Employees who work fewer hours per week, month or year than full-time employees.
5. Number of employees (A) = Fixed-term contract employees (B) + non-fixed contract employees (C) = full-time employees (D) + part-time employees (E).
6. Fixed-term contract staff include research assistants (748 people).

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Non-employee Worker Information

Type of Worker	Contractual Relationship with the Company	Total Number of Workers
Document Management	Outsourcing contract for medical records management personnel	16
Engineering and technical services, Construction, Mechanical, electrical, and plumbing maintenance	Air conditioning system, boiler steam system operation, maintenance and professional services procurement	84
	Maintenance of electrical, plumbing, and fire protection systems in Chung-Cheng Building and other related areas	59
	Outsourced contract for comprehensive elevator maintenance and on-duty services for elevators in Chung-Cheng Building and other places	3
	Outsourcing contract for operation and maintenance of central monitoring systems	23
Security personnel	Security guard services and duty operations	56
Drivers	Outsourcing of shuttle bus services	8
Cleaning Staff	Outsourced labor services for supply center	45
	Laundry facility labor services	81
	Outsourcing of patient escort and transport services	206
	Cleaning, maintenance, and support services (Area 1)	222
	Cleaning, maintenance, and support services (Area 2)	236
	Implementation of vector control measures	2
	Management, maintenance, and cleaning services for the Gymnasium	16
	Outsourcing of labor services	221
IT equipment maintenance	Maintenance services for terminals, personal computers, peripheral devices, and network cabling	12
	Maintenance of computer equipment for medical imaging storage and transmission systems	6
Catering services	Outsourcing of catering services	106
Care services	Outsourcing of patient care attendant services	6

Note: The figures in this table are based on values as of the reporting period end date.

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· Staff Composition in the Past Three Years

Year			2022	2023	2024
Item/Gender		Age	Number of People	Number of People	Number of People
Senior executive	Male	Under 30	0	0	0
		30-50	0	0	0
		Above 50	7	7	7
	Female	Under 30	0	0	0
		30-50	0	0	0
		Above 50	0	0	0
Total senior executives			7	7	7
Non-senior staff	Male	Under 30	517	514	509
		30-50	934	946	986
		Above 50	435	402	407
	Female	Under 30	1,378	1,307	1,322
		30-50	2,585	2,568	2,614
		Above 50	1,007	1,062	1,090
Total of non-senior staff			6,856	6,799	6,928
Total of full-time staff			6,863	6,806	6,935

Note:

1. Superintendent, Vice Superintendents, and Chief Secretary are senior executives.
2. The statistical data cover the full-time staff of the hospital (i.e., individuals with non-fixed term contracts).

· Ratio of Standard Entry-Level Salary to Local Minimum Wage

Male	Female
1.75	1.67

· Total Staff Compensation Ratio

The ratio of the highest-paid individual's annual total compensation to the median annual total compensation of staff (excluding the highest-paid individual)	The growth rate of the ratio between the highest-paid individual's annual total compensation and the median annual total compensation of staff (excluding the highest-paid individual)
9.59	0.96

Note:

1. Formula for the annual median compensation ratio: Annual salary of the highest-paid individual in the year / Annual compensation of the individual at the median compensation in the same year.
2. Formula for the annual compensation increase ratio: Percentage increase in the annual compensation of the highest-paid individual in the year / Percentage increase in the annual compensation of the individual at the median compensation in the same year.



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Statistics of Staff Employment Rate and Turnover Rate in the Past Three Years

Statistics of New Hire Rate in the Past Three Years

Year	2022				2023				2024			
Gender	Male		Female		Male		Female		Male		Female	
Age\Item	Number of People	Employment Rate	Number of People	Employment Rate	Number of People	Employment Rate	Number of People	Employment Rate	Number of People	Employment Rate	Number of People	Employment Rate
Under 30	92	1.34	230	3.35	100	1.47	241	3.54	147	2.16	294	4.32
30-50	32	0.47	49	0.71	38	0.56	68	1.00	49	0.72	75	1.10
Over 50	3	0.04	11	0.16	6	0.09	9	0.13	10	0.15	17	0.25
Total number of new hires	417				462				592			
Total number of staff	6,863				6,806				6,935			
Employment rate (%)	6.08				6.79				8.54			

- Note:
1. New Hire Rate is expressed as a percentage (%).
 2. New hires did not exclude those who left mid-term.
 3. The New Hire Rate for male (female) staff in a specific age group= Number of newly hired males (females) in that age group during the year/ Total number of staff at the operational sites at the end of the current year.
 4. The overall New Hire Rate = Number of new hires in the current year/Number of employees at the operational sites at the end of the current year.
 5. The statistical data are for full-time staff of the hospital (individuals with non-fixed term contracts).

Statistics of Staff Turnover Rate in the Past Three Years

Year	2022				2023				2024			
Gender	Male		Female		Male		Female		Male		Female	
Age\Item	Number of People	Turnover Rate	Number of People	Turnover Rate	Number of People	Turnover Rate	Number of People	Turnover Rate	Number of People	Turnover Rate	Number of People	Turnover Rate
Under 30	46	0.67	157	2.29	49	0.72	170	2.50	65	0.96	150	2.20
30-50	92	1.34	145	2.11	101	1.48	124	1.82	103	1.51	165	2.42
Over 50	53	0.77	61	0.89	47	0.69	70	1.03	30	0.44	94	1.38
Total number of turnover count	554				561				607			
Total number of staff	6,863				6,806				6,935			
Total turnover rate (%)	8.07				8.24				8.75			

Note:

1. The turnover rate is expressed as a percentage (%).
2. The statistical data are the full-time staff of the hospital (i.e. individuals with non-fixed term contract). Categories of departed staff include resignation, dismissal, voluntary retirement, mandatory retirement, death, and layoff.
3. The turnover rate for male (female) staff in a specific age group = Number of male (female) staff who left the workforce in the age group in the year/ Total number of employees at the operational sites at the end of the current year.
4. The overall turnover rate= Number of staff who left the workforce in the year/ Total number of staff at the operational sites at the end of the current year.



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· Employee Parental Leave Statistics in the Past Three Years

Year	2022			2023			2024		
Gender/Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of People eligible for parental leave (A)	36	157	193	31	135	166	40	138	178
Number of People who actually applied for parental leave in the current year (B)	4	86	90	0	97	97	3	108	111
Number of People who should be reinstated during parental leave in the current year (C)	4	107	111	6	81	87	0	67	67
Number of People who actually returned to work after parental leave in the current year (D)	2	80	82	6	58	64	0	45	45
The Number of People who actually returned to work after parental leave in the previous year (E)	3	67	70	2	80	82	6	58	64
Number of People who continued to work for one year after returning to work after parental leave in the previous year (F)	3	59	62	2	73	75	6	54	60
The reinstatement rate of parental leave in the current year (%) (D/C)	50.00	74.77	73.87	100	71.60	73.56	N/A	67.16	67.16
Retention rate of the parental leave (%) (F/E)	100	88.06	88.57	100	91.25	91.46	100	93.10	93.75

Note:

1. Number of People who should be reinstated = Number of People who are expected to be reinstated on parental leave in the current year.
2. Number of People retained in 2024 = Number of People who actually returned to work in 2023 and are still employed as of December 31, 2024.
3. The reinstatement rate of parental leave in the current year = Number of People who actually reinstated after parental leave in the current year / Number of People who should have reinstated after parental leave in the current year (D/C).
4. The retention rate of parental leavers in the current year =Number of People who continued to work for one year after returning to work after parental leave in the previous year / Number of People who actually returned to work after parental leave in the previous year (F/E).
5. The statistical data are for full-time staff of the hospital (i.e. individuals with non-fixed term contracts).

· Number of Occupational Injuries

Statistics of Occupational Injuries of Employees in the Past Three Years

Category	Item	2022	2023	2024
Total working hours	Total working hours for female	10,798,584	11,003,696	11,182,432
	Total working hours for male	4,165,280	4,151,496	4,245,064
	Total working hours	14,963,864	15,155,192	15,427,496
Number of deaths caused by occupational injuries	Number of death for females	0	0	0
	Number of deaths for males	0	0	0
	Total number of deaths	0	0	0
Severe occupational Injury Rate (Excluding deaths)	Total number of female severe occupational injuries	0	0	0
	Total number of male severe occupational injuries	0	0	0
	Total number of severe occupational injuries	0	0	0
Recordable occupational injury rate (including deaths and number of severe occupational injury)	Total number of female occupational injuries	11	8	22
	Total number of male occupational injuries	1	0	4
	Total number of occupational injuries	12	8	26
Occupational injury-related death rate (%)		0	0	0
Severe occupational injury rate (%)		0	0	0
Recordable occupational injury rate (%)		0.87	0.80	0.53

Note:

1. Death rate caused by occupational injury = Number of deaths caused by occupational injury/ Total working hours* 1,000,000.
2. Severe Occupational Injury Rate = Number of severe occupational injuries (excluding deaths)/ Total working hours* 1,000,000.
3. Recordable Occupational Injury Rate = Recordable occupational injury number (including death and severe occupational injuries)/ Total working hours* 1,000,000 hours.
4. Severe occupational injuries refer to occupational injuries that cannot be recovered within 6 months.
5. Recordable occupational injuries do not include occupational injuries caused by commuting to and from work.
6. The types of occupational injuries that can be recorded in 2024 are based on the types of occupational hazards of the Ministry of Labor: (1) falling (tumbling); (2) stumbling; (3) collapse (4) being hit; (5) being caught or twisted; (6) being cut or abraded; (7) contact with high or low temperatures; (8) improper movements; (9) others; and (10) cannot be classified.
7. Compared with 2023, the increased case types in 2024 included 2 falling (tumbling), 1 falling (collapse), 1 cut and abrasion, 1 contact with high and low temperatures, 3 improper movements, and 1 unclassified (injury caused by improper operation of external visitors while riding the elevator); the reduced case type included 1 falling object. In addition, there were 5 more falls, 2 more cases of being rolled up and caught, and 3 more others.



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· Average Hours of Training Received by Staff Every Year

Item/Category		Management		Non-management	
Unit/Gender		Male	Female	Male	Female
Total Number of People	people	156	240	5,461	1,880
Total training hours	hours	21,200	25,520	246,517	536,390
Average training hours	hour/person	135.90	106.37	45.14	285.31

· Statistics of Staff Diversity in the Past Three Years

Year		2022	2023	2024
Item/Gender	Age	Number of People	Number of People	Number of People
Indigenous peoples	Male	Under 30	0	0
		30-50	4	4
		Above 51	1	1
	Female	Under 30	2	0
		30-50	18	19
		Above 51	1	3
People with disabilities	Male	Under 30	15	15
		30-50	39	50
		Above 51	27	25
	Female	Under 30	11	15
		30-50	51	54
		Above 51	41	45

· Ratio of Basic Salary and Compensation of Women and Men

Employee Compensation Statistics

Compensation Ratio by Job Category	Number of People		Total Annual Salary (NTD)		Compensation Ratio	
	Female	Male	Female	Male	Female	Male
Management positions	270	164	19,464,570	12,897,616	1	1.09
Non-management positions	5,347	1,956	244,978,152	93,931,032	1	1.05

Note:

1. The ratio of female to male annual compensation is defined as the average annual salary of women/ the average annual salary of men in the same job category.
2. The performance-based bonuses are classified as sensitive information, so total compensation shown in this table does not include such bonuses.



Governance Aspect

· Membership of Public Associations

Organization Type	Institutions Included	Key Positions Held
Government agencies	A total of 111 government agencies, including Health Promotion Administration, Ministry of Health and Welfare, Emergency Medical Advisory Group of Ministry of Health and Welfare, National Health Insurance Administration, Ministry of Health and Welfare, Occupational Safety and Health Administration, Ministry of Labor, National Defense Medical Center, etc.	Director, President, Council Member, Committee Member, Supervising Physician, Representative of Academic Expert, Clinical Psychologist
Guilds	A total of 15 guilds, including Taipei Medical Association, Taiwan Union of Nurses Association (TUNA), Taiwan Association of Medical Technologists, Taipei Pharmacists Association, etc.	Executive Director, Executive Supervisor, Secretary General, Director, Committee Member, Expert, Supervisor
Associations	A total of 31 associations, including Association of Emergency Medical Services at Mass Gatherings, Taiwan, R.O.C., Taiwan Aneurysm Care Association (TACA), Colorectal Cancer Alliance of R.O.C., Taiwan Alzheimer's Disease Association (TADA), Taiwan Healthcare Quality Association, etc.	Director, President, Expert, Executive Director, Secretary General, Director, Supervisor, Advisor, Committee Member, Working Group Representative, Secretary
Societies	A total of 23 societies, including the International College of Neuropsychopharmacology (CINP), Asian Society of Abdominal Radiology (ASAR), International Pharmaceutical Federation (FIP), Taiwan Society of Pulmonary and Critical Care Medicine, Taiwan Society for Simulation in Healthcare (TSSH), Society of Nuclear Medicine, Taiwan Association of Nurse Anesthetists (TANA), Taiwanese Society of Biological Psychiatry and Neuropsychopharmacology (TSBPN), etc.	Honorary President, President, Vice President, Executive Director, Supervisor, Secretary General, Deputy Secretary General, Director, Executive Secretary, Executive Supervisor, Chief Committee Chairperson, Vice Committee Chairperson, Advisor, Committee Member, Chief Financial Officer
Other units	International Association of Perioperative Nurses (IAPN), National Science and Technology Council (NSTC), Catholic Mercy Hospital, Catholic Mercy Medical Foundation.	Director, Vice President, Committee Member



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· Operational Performance in the Past Three Years

Item/ Year	2022	2023	2024
Operating revenue	28,552,750	29,983,399	31,933,281
Operating costs	27,986,261	29,828,455	31,819,098
Operating income (loss)	566,489	154,944	114,183
Non-operating income and expenses	1,143,789	1,875,127	1,925,821
Total comprehensive income	1,710,279	2,030,071	2,040,004
Employee benefits expense	528,962	519,918	527,964
Employee compensation (including benefits)	8,690,031	9,046,686	9,220,188
Economic value retained	6,817,143	8,147,214	8,787,218
Payments to the government	12,110	12,635	16,380

Note:

1. Source: Taipei Veterans General Hospital (TVGH) from public budget and final accounts data of previous years.



Website for public information on the budget and final accounts of TVGH

2. This table uses "NTD thousand" as the unit.
3. "Operating revenue": the final balance of the current year under the heading "Operating revenue" in the Hospital's "Statement of Income and Expenditure".
4. "Operating costs": the final balance of the current year under the heading "Business cost and expenses" in the "Balance of Income and Expenditure" of the Hospital.
5. Operating income (loss): The final balance of this year under the heading "Operating income (loss)" in the "Income and expenditure balance sheet" of the Hospital.
6. "Non-operating income and expenses": The final balance of this year under the heading "Non-operating surplus (deficit)" in the "Income and Expenditure Balance Statement" of the Hospital.
7. "Total comprehensive income": The final balance of the current year under the heading "Surplus (Deficit)" of the Income and Expenditure Statement" of the Hospital.
8. "Employee benefits expense: The final amount of "welfare expenses" under the heading "employment expenses" item of the "expenses statement" of this hospital for this year.
9. "Employee compensation (including benefits)": The final personnel expense figures in the "Summary Table of Sub-Final Accounts for Affiliated Units" under the operating fund of Taipei Veterans General Hospital (Main Hospital) have been consolidated with the final accounts for contract-based personnel, and the performance bonuses for all employees have been excluded.
10. "Economic value retained": the final balance of the current year under the item "Unallocated Surplus" in the "Surplus Appropriation Statement" of the Hospital.
11. "Payments to the government": The actual business tax paid and the amount of fines imposed by the competent authority due to violations related to the outsourced operation of the hospital's parking lot.

· Financial Subsidies From the Government

Item	Funding Agency	Subsidy Amount (NTD)
Clinical teaching research	Veterans Affairs Council (VAC)	449,222,000
Community medical services	Veterans Affairs Council (VAC)	12,167,873
Development and care of geriatric medicine	Veterans Affairs Council (VAC)	19,747,780
Palliative care and promotion	Veterans Affairs Council (VAC)	8,282,000
Retirement and compensation benefits (old pension system)	Veterans Affairs Council (VAC)	302,286,000
Preferential deposit interest rate differential	Veterans Affairs Council (VAC)	33,285,218
Medical personnel training	Ministry of Health and Welfare	30,609,738
Total		855,600,609

Note: The Hospital is a national medical center. In addition to providing medical services to patients, we must also cooperate with national policies, strive for innovation and research and development, and assume social welfare responsibilities. In 2024, TVGH received subsidies from VAC for clinical teaching, community medical services, development and care of geriatric medicine, palliative care and promotion, retirement and compensation benefits of the old pension system and preferential deposit interest rate differential, and subsidies from Ministry of Health and Welfare for medical personnel training, with the total amount of NT\$ 855.6 million, accounting for 2.50% of the total revenue of NT\$34.263 billion of the current year.

· Procurement Statistics in the Past Three Years

Procurement Statistics in the Past Three Years

Contract Type	Procurement Area	2022		2023		2024	
		Number of Suppliers	The Proportion of this Purchase Amount to the Total Purchase Amount (%)	Number of Suppliers	The Proportion of this Purchase Amount to the Total Purchase Amount (%)	Number of Suppliers	The Proportion of this Purchase Amount to the Total Purchase Amount (%)
Contracts and Services	Domestic	234	10.91%	207	2.69%	269	10.08%
	Overseas	0	0%	0	0%	0	0%
Raw Materials	Domestic	744	82.36%	710	96.25%	781	83.23%
	Overseas	15	5.75%	9	0.92%	12	6.55%
Engineering (Construction and Equipment)	Domestic	7	0.99%	7	0.14%	4	0.15%
	Overseas	0	0%	0	0%	0	0%
Total		1,000	100%	933	100%	1,066	100%

Note: Domestic refers to Taiwan; overseas refers to areas outside Taiwan (such as the United States, Vietnam, etc.).



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Statement of Use	Taipei Veterans General Hospital has reported in accordance with the GRI Standards for the reporting period 2024/01/01 to 2024/12/31
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	Not applicable

GRI Standards/Topics		GRI Disclosure Content	Corresponding Chapter/Description	Page
GRI2: General Disclosure 2021				
The organization and its reporting practices	2-1	Organizational Details	About TVGH	
	2-2	Entities included in the organization's sustainability reporting	About This Report	
	2-3	Reporting period, frequency, and contact point	About This Report	
	2-4	Restatements of information	About This Report	
	2-5	External assurance	About This Report	
Activities and workers	2-6	Activities, value chain and other business relationships	About TVGH	
	2-7	Employees	2.3 A Happy Workplace	
			Appendix - Sustainable Performance	
	2-8	Workers who are not employees	2.3 A Happy Workplace	
			Appendix - Sustainable Performance	
Governance	2-9	Governance structure and composition	1.2 Sustainable Management	
	2-10	Nomination and selection of the highest governance body	1.2 Sustainable Management	
	2-11	Chair of the highest governance body	1.2 Sustainable Management	
	2-12	Role of the highest governance body in overseeing the management of impacts	1.1 Sustainable Management Strategies	
	2-13	Delegation of responsibility for managing impacts	1.1 Sustainable Management Strategies	
	2-14	Role of the highest governance body in sustainability reporting	1.1 Sustainable Management Strategies	
	2-15	Conflicts of interest	1.2 Sustainable Management	
	2-16	Communication of critical concerns	1.2 Sustainable Management	
	2-17	Collective knowledge of the highest governance bod	1.2 Sustainable Management	
	2-18	Evaluation of the performance of the highest governance body	1.2 Sustainable Management	

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GRI Standards/Topics		GRI Disclosure Content	Corresponding Chapter/Description	Page
Governance	2-19	Remuneration policies	1.2 Sustainable Management	
			2.3 A Happy Workplace	
	2-20	Process to determine remuneration	1.2 Sustainable Management	
			2.3 A Happy Workplace	
	2-21	Annual total compensation ratio	Appendix - Sustainable Performance	
Strategy, policies and practices	2-22	Statement on sustainable development strategy	Message from the Superintendent	
	2-23	Policy commitments	1.2 Sustainable Management	
			2.3 A Happy Workplace	
			4.1 Sustainable Environmental Management	
	2-24	Embedding policy commitments	1.2 Sustainable Management	
			2.3 A Happy Workplace	
			4.1 Sustainable Environmental Management	
	2-25	Processes to remediate negative impacts	1.2 Sustainable Management	
			2.3 A Happy Workplace	
			4.1 Sustainable Environmental Management	
	2-26	Mechanisms for seeking advice and raising concerns	1.2 Sustainable Management	
			2.2 Holistic and Integrated Care	
			2.3 A Happy Workplace	
	2-27	Compliance with laws and regulations	1.2 Sustainable Management	
	2-28	Membership associations	Appendix - Sustainable Performance	
Stakeholder engagement	2-29	Approach to stakeholder engagement	Sustainable Management	
	2-30	Collective bargaining agreements	2.3 A Happy Workplace The Hospital has established multiple communication channels, so we have not established a labor union.	
GRI3: Material Topic Disclosure 2021				
Material Topic Disclosure	3-1	Process to determine material topics	1.2 Sustainable Management	
	3-2	List of material topics	1.2 Sustainable Management	



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GRI Standards/Topics		GRI Disclosure Content		Corresponding Chapter/Description	Page
Topic-specific standards: 200 Series (Economic Topics)					
Holistic and Integrated Care					
Material topics covered: Doctor-Patient Relationship (Custom Topic), Social Participation					
GRI 3 Material Topic 2021	3-3	Management of material topics		2.2 Holistic and Integrated Care	
GRI 203 Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported		2.2 Holistic and Integrated Care	
Social Inclusion					
Material topics covered: Social Participation, Medical Diplomacy (Custom Topic), Interdisciplinary Collaboration (Custom Topic)					
GRI 3 Material Topic 2021	3-3	Management of material topics		3.1 Social Inclusion	
GRI 203 Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported		3.1 Social Inclusion	
Topic-specific standards: 300 Series (Environmental Topics)					
Sustainable Environmental Management					
Material topics covered: Energy Management, Net Zero and Carbon Reduction Management, Waste Management					
GRI 3 Material Topic 2021	3-3	Management of material topics		4.1 Sustainable Environmental Management	
GRI 302 Energy 2016	302-1	Energy consumption within the organization	4.1 Sustainable Environmental Management		
			Appendix - Sustainable Performance		
	302-2	Energy consumption outside of the organization	Information not available. Currently, energy data in Scope 3 have not been compiled. It is scheduled to be disclosed after the introduction of ISO 14064-1 greenhouse gas inventory in 2027.		
	302-3	Energy intensity	Appendix - Sustainable Performance		
	302-4	Reduction of energy consumption	4.1 Sustainable Environmental Management		
	302-5	Reductions in energy requirements of products and services	4.1 Sustainable Environmental Management		



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GRI Standards/Topics		GRI Disclosure Content	Corresponding Chapter/Description	Page
GRI 305 Emissions 2016	305-1	Direct (Scope 1) GHG emissions	4.1 Sustainable Environmental Management	
			Appendix - Sustainable Performance	
	305-2	Energy indirect (Scope 2) GHG emissions	4.1 Sustainable Environmental Management	
			Appendix - Sustainable Performance	
	305-3	Other indirect (Scope 3) GHG emissions	Appendix - Sustainable Performance	
	305-4	GHG emissions intensity	Appendix - Sustainable Performance	
	305-5	Reduction of GHG emissions	4.1 Sustainable Environmental Management	
GRI 306 Disclosure of Waste Topics 2020	305-6	Emissions of ozone-depleting substances (ODS)	Appendix - Sustainable Performance	
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Appendix - Sustainable Performance	
	306-1	Waste generation and significant waste-related impacts	4.1 Sustainable Environmental Management	
	306-2	Management of significant waste-related impacts	4.1 Sustainable Environmental Management	
	306-3	Waste generated	Appendix - Sustainable Performance	
	306-4	Waste diverted from disposal	Appendix - Sustainable Performance	
	306-5	Waste directed to disposal	Appendix - Sustainable Performance	

Topic-specific standards: 400 Series (Social Topics)

A Happy Workplace

Material topics covered: Labor-Management Relations, Occupational Safety and Health

GRI 3 Material Topic 2021	3-3	Management of material topics	2.3 A Happy Workplace	
GRI 401 Employment 2016	401-1	New employee hires and employee turnover	2.3 A Happy Workplace	
			Appendix - Sustainable Performance	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	2.3 A Happy Workplace	
	401-3	Parental leave	Appendix - Sustainable Performance	
GRI 403 Occupational Health and Safety 2018	403-1	Occupational health and safety management system	2.3 A Happy Workplace	
	403-2	Hazard identification, risk assessment, and incident investigation	2.3 A Happy Workplace	
	403-3	Occupational health services	2.3 A Happy Workplace	



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GRI Standards/Topics		GRI Disclosure Content	Corresponding Chapter/Description	Page
GRI 403 Occupational Health and Safety 2018	403-4	Occupational health Worker participation, consultation, and communication on occupational health and safety services	2.3 A Happy Workplace	
	403-5	Worker training on occupational health and safety	2.3 A Happy Workplace	
	403-6	Promotion of worker health	2.3 A Happy Workplace	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2.3 A Happy Workplace	
	403-8	Workers covered by an occupational health and safety management system	2.3 A Happy Workplace	
	403-9	Work-related injuries	2.3 A Happy Workplace	
	403-10	Work-related ill health	2.3 A Happy Workplace	
Deep-Rooted Cultivation				
GRI 404 Training and Education 2016	404-1	Average hours of training per year per employee	2.3 A Happy Workplace	
			Appendix - Sustainable Performance	
	404-2	Programs for upgrading employee skills and transition assistance programs	2.3 A Happy Workplace	
	404-3	Percentage of employees receiving regular performance and career development reviews	2.3 A Happy Workplace	
Custom Topics				
Excellence and Innovation				
Material topics covered: Smart Healthcare (Custom Topic)				
GRI 3 Material Topic 2021	3-3	Management of material topics	2.1 Excellence and Innovation	
Non-material Topics				
Topic-specific standards: 200 Series (Economic Topics)				
Economic Performance				
GRI 201 Economic Performance 2016	201-1	Direct economic value generated and distributed	Appendix - Sustainable Performance	
	201-2	Financial implications and other risks and opportunities due to climate change	4.1 Sustainable Environmental Management	
	201-3	Defined benefit plan obligations and other retirement plans	2.3 A Happy Workplace	
	201-4	Financial assistance received from government	Appendix - Sustainable Performance	



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Market Presence				
GRI 202 Market Presence2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Appendix - Sustainable Performance	
	202-2	Proportion of senior management hired from the local community	Appendix - Sustainable Performance	
Indirect Economic Impacts				
GRI 203 Indirect Economic Impacts2016	203-2	Significant indirect economic impacts	2.2 Holistic and Integrated Care	
			3.1 Social Inclusion	
Procurement Practices				
GRI 204 Procurement Practices2016	204-1	Proportion of spending on local suppliers	1.2 Sustainable Management	
			Appendix - Sustainable Performance	
Anti-corruption				
GRI 205 Anti- corruption2016	205-1	Operations assessed for risks related to corruption	1.2 Sustainable Management	
	205-2	Communication and training about anti-corruption policies and procedures	1.2 Sustainable Management	
	205-3	Confirmed incidents of corruption and actions taken	1.2 Sustainable Management	
Topic-specific standards: 300 Series (Environmental Topics)				
Supplier Environmental Assessment				
GRI 303 Water and Effluents 2018	303-1	Interactions with water as a shared resource	4.1 Sustainable Environmental Management	
	303-2	Management of water discharge-related impacts	4.1 Sustainable Environmental Management	
	303-3	Water withdrawal	4.1 Sustainable Environmental Management	
GRI 308 Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	1.2 Sustainable Management	
Topic-specific standards: 400 Series (Social Topics)				
Labor/Management Relations				
GRI 402 Labor/ Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Any major operational changes or termination of the employment relationship with an employee will be handled in accordance with the Labor Standards Act.	



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Training and Education				
GRI 404 Training and Education 2016	404-2	Programs for upgrading employee skills and transition assistance programs	2.3 A Happy Workplace	
	404-3	Percentage of employees receiving regular performance and career development reviews	2.3 A Happy Workplace	
Diversity and Equal Opportunity				
GRI 405 Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	2.3 A Happy Workplace	
			Appendix - Sustainable Performance	
	405-2	Ratio of basic salary and remuneration of women to men	Appendix - Sustainable Performance	
Non-discrimination				
GRI 406 Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	2.3 A Happy Workplace	
Freedom of Association and Collective Bargaining				
GRI 407 Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	2.3 A Happy Workplace	
Child Labor				
GRI 408 Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	In 2024, there was no child labor in the Hospital.	
Forced or Compulsory Labor				
GRI 409 Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	2.3 A Happy Workplace	
Security Practices				
GRI 410 Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	2.3 A Happy Workplace	
Rights of Indigenous Peoples				
GRI 411 Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	In 2024, there was no violation of the rights of indigenous people in the Hospital.	

GRI Standards/Topics		GRI Disclosure Content	Corresponding Chapter/Description	Page
Supplier Social Assessment				
GRI 414 Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	1.2 Sustainable Management	
Customer Health and Safety				
GRI 416 Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	1.2 Sustainable Management	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	1.2 Sustainable Management	
Marketing and Labeling				
GRI 417 Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	1.2 Sustainable Management	
	417-2	Incidents of non-compliance concerning product and service information and labeling	1.2 Sustainable Management	
	417-3	Incidents of non-compliance concerning marketing communications	1.2 Sustainable Management	
Customer Privacy				
GRI 418 Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	1.2 Sustainable Management	



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Accounting Indicators

Topic	SASB Code	Disclosed Metrics	Nature	Report Content or Descriptions
Energy Management	HC-DY-130a.1	1. Total energy consumed 2. percentage grid electricity 3. percentage recycled	Quantitative	1. 580,826.19 GJ 2. 72.72 % 3. 0.03%
Waste Management	HC-DY-150a.1	Total amount of medical waste and percentage 1. Incinerated 2. Recycled or treated 3. Landfilled	Quantitative	Total weight of medical waste: 1,068.33 metric tons 1. Incinerated: 96% 2. Recycled or treated: 4% 3. Landfilled: 0%
	HC-DY-150a.2	Total amount of hazardous and nonhazardous pharmaceutical waste, percentage 1. Incinerated 2. Recycled or treated 3. Landfilled	Quantitative	Total amount of hazardous pharmaceutical waste: 0.03 Metric tons Total amount of non-hazardous pharmaceutical waste: 4.47 Metric tons 1. Incinerated: 100% 2. Recycled or treated: 0% 3. Landfilled: 0%
Patient Privacy & Electronic Health Records (EHR)	HC-DY-230a.2	Description of policies and practices to secure customer's protected health information (PHI) records and other personally identifiable information (PII)	Discussion and analysis	1. The Hospital has established the TVGH Personal Data File Maintenance Plan for strengthened management of such information to ensure patient privacy and maintain the security of personal data. 2. Regulations for Management of Electronic Medical Record (EMR) Information System": Overall maintenance and management of personal data (including medical record data) across the entire hospital. 3. "Protective Case (Domestic Violence, Sexual Assault) Medical Record Management Procedure: The electronic records related to the incident will be entered into the Electronic Medical Record Management System (EMM) and locked by the sensitive medical record control personnel, and stored in the hospital's main computer by the information room system. 4. Release of medical records: The release of patient information must follow a certain application procedure. There is a dedicated application counter and a single window to provide services, eliminating the need for the public to go to multiple places and wait in line. 5. Access management: Only authorized medical personnel can access the electronic health record (EHR) in compliance with the Personal Data Protection Act. 6. Negative Event Actions: In the event of a data leak or security incident, the hospital will notify the affected patients and relevant competent authorities and take remedial measures in accordance with the provisions of the Personal Data Protection Act.

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Topic	SASB Code	Disclosed Metrics	Nature	Report Content or Descriptions
Patient Privacy & Electronic Health Records (EHR)	HC-DY-230a.3	1. Number of data breaches 2. Percentage involving (a) Personally identifiable information (PII) only and (b) protected health information (PHI) 3. Number of customers affected in each category, (a) PII only (b) PHI	Quantitative	There were No data leaks in 2024.
	HC-DY-230a.4	Total amount of monetary losses as a result of legal proceedings associated with data security and privacy	Quantitative	NT\$ 0
Access for low-income patients	HC-DY-240a.1	Discussions of strategy to manage the mix of patient insurance status	Discussion and analysis	Taiwan implements a national health insurance system, so this item does not apply. However, to provide assistance to disadvantaged patients financially, the Hospital has established “Taipei Veterans General Hospital Subsidy Guidelines for Impoverished Patients. In 2024, the financial assistance to disadvantaged patients was provided to a total of 1,653 people, with the total amount reaching NT\$49,541,233.
Quality of Care and Patient Satisfaction	HC-DY-250a.2	Number of Serious Reportable events (SREs)	Quantitative	TVGH strictly abides by relevant government laws and regulations and reports major medical accidents in accordance with the law when they meet the reporting scope and criteria. In 2024, there were no violations of regulations at TVGH. All cases with severity assessment matrix levels 1 and 2 have been reported, root cause analyzed and improved in accordance with regulations.
	HC-DY-250a.3	Hospital-Acquired Condition (HAC) score per hospital	Quantitative	In 2024, a total of 83 events of healthcare-associated infections (HAIs) exceeding the threshold were investigated. Analysis showed no correlation in terms of person, time, or place, ruling out cross-infection or outbreak events. Of these, fifty-three events only showed an increase case number in HAIs but without significant statistic difference. The remaining 30 events with statistic significant increases have been notified to the wards or departments for review and rectification.
	HC-DY-250a.6	Number of 1. Unplanned readmission 2. Total readmissions per hospital	Quantitative	The monitoring target of the hospital is the Number of People readmitted to the hospital within 14 days after discharge. 1. Number of unplanned readmissions for related conditions within 14 days of discharge: 2,048 2. Number of readmissions within 14 days after discharge: 14,933



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Topic	SASB Code	Disclosed Metrics	Nature	Report Content or Descriptions
Management of controlled substances	HC-DY-260a.1	Description of policies and practices to manage the number of prescription issued for controlled substances	Discussion and analysis	1. The hospital has established a "Controlled Drug Management Committee" to supervise and manage the use of controlled drugs throughout the hospital, under which is a "Narcotic Drug Prescription Review Group" responsible for Evaluating the appropriateness of long-term prescriptions of addictive narcotic drugs for patients with Chronic Non-Cancer Pain. 2. The "Controlled Drug Management Committee" holds meetings on a quarterly basis to comprehensively review the use of controlled drugs throughout the hospital, and has formulated the "Taipei Veterans General Hospital Controlled Drug Management Norms" and "Control Process for Long-term Prescription of Addictive Narcotic Drugs for Patients with Chronic Non-Cancer Pain ", and announce them on the Department of Pharmacy website/Controlled Drugs Zone for all medical staff in the hospital to follow in clinical operations. 3. "Medication Guidelines for Patients with Long-term Use of Addictive Narcotic Drugs" is prepared for public reference. 
Pricing and Billing Transparency	HC-DY-270a.1	Description of policies or initiatives to ensure that patients are adequately informed about price before undergoing a procedure	Discussion and analysis	The time and procedure for the Hospital to provide, explain and sign the relevant consent forms to surgical patients are as follows: 1. The physician shall explain the consumables to be used in the operation to the patient before the operation. 2. The physician shall explain the self-paid items in detail to the patient or his/her family, including the purpose, items, amount, etc. 3. Signed consent forms shall be provided by the patient or his/her family before the surgery.
	HC-DY-270a.2	Discussion of how pricing information for services is made publicly available	Discussion and analysis	1. The medical fee standards of the Hospital are determined in accordance with Article 21 and Article 22 of the Medical Care Act, Article 51 of the National Health Insurance Act, and the Taipei City Principles for Determining Medical Fee Standards for Medical Institutions. 2. For items not covered by health insurance (self-paid), please refer to the hospital's self-paid medical fee standards.  Fee standards for non-health insurance (self-paid) items  Outpatient fee standards
	HC-DY-270a.3	Number of the entity's 25 most common services for which pricing information is publicly available, percentage of total services performed (by volume) that these represent	Quantitative	Outpatient surgery: 1. Number of cases performed: 28,564 2. Percentage of total services performed: 79.2% Inpatient surgeries: 1. Number of surgeries performed: 31,237 2. Percentage of total services performed: 39.2% Note: The above are in-hospital statistics.



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Topic	SASB Code	Disclosed Metrics	Nature	Report Content or Descriptions
Employee Health & Safety	HC-DY-320a.1	Total recordable incident rate (TRIR) for 1. Direct employees and 2. Contract employees	Quantitative	1. 0.37 2. Non-employee workers who of the Hospital are managed and reported by their affiliated business units in accordance with the laws of the country, so there is no such statistics.
Employee Recruitment, Development, and Retention	HC-DY-330a.1	Voluntary and involuntary turnover rate for physicians, non-physician health care practitioners, and all other employees	Quantitative	1. Involuntary turnover rate: 0% (0 people) 2. Voluntary turnover rate: · Physicians 2.59% (176 people) · Medical staff 0.93% (63 people) · Nurses 4.00% (272 people) · Administrative staff 1.41% (96 people)
	HC-DY-330a.2	Description of talent recruitment and retention efforts for health care practitioners	Discussion and analysis	1. Recruitment: The hospital is a public medical institution. Our staff includes civil servants and contract staff. Civil servants are employed in accordance with the "Public Functionaries Appointment Act", "Medical Personnel Act", and "Civil Service Promotion Act". Contract staff are selected and supplemented in accordance with the "Taipei Veterans General Hospital's Regulations on the Selection of Medical Staff Using Medical Operation Funds" and "Qualification Standards for the Recruitment of Medical Contract Personnel". 2. Talent retention: Talent retention measures include early bird rewards, retention rewards, and increased night shift pay.
Climate change impacts on human health & infrastructure	HC-DY-450a.1	Description of policies and practices to address (1) The physical risks due to an increased frequency and intensity of extreme weather events, (2) Changes in the morbidity and mortality relates of illnesses and diseases, associated with climate change, and (3) Emergency preparedness and response.	Discussion and analysis	1. According to the 2024 Taiwan Climate Change Analysis Series Report, Taiwan is faced with the impact of extreme high temperatures under the warming trend. There shows a U-shaped reaction curve between temperature and stroke risk, that is, the risk increases when the temperature is above or below the optimum temperature. In the context of global warming, the number of days with high temperatures that pose a high risk of stroke is expected to increase in the future. Furthermore, Taiwan has an island climate with hot and humid summers, which can easily lead to heat-related illnesses (heat syncope, heat cramps, heat exhaustion, and heat stroke). The distribution area of dengue fever-transmitting mosquitoes has also expanded from the south to the north as the temperature rises year by year. 2. Changes in diseases related to climate change in our hospital are as follows: · Dengue positive cases decreased by 66% compared to the same period last year (2023) · Emergency visits due to high temperature decreased by 32% compared to the same period last year (2023) · Emergency visits for stroke decreased by 22% compared to the same period last year (2023) 3. The Hospital has passed the assessment of "Severe Emergency Responsible Hospital" and also educates the public to have regular health checks and manage chronic diseases in their daily lives for front-end prevention.
Fraud & Unnecessary Procedures	HC-DY-510a.1	Total amount of monetary losses as a result of legal proceedings associated with medical fraud under laws and regulations.	Quantitative	In 2024, our hospital did not suffer any monetary losses due to medical fraud-related legal proceedings.



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SASB Code	Disclosed Metrics	Nature	Report Content or Descriptions
HC-DY-000.A	By service type: 1. Number of medical facilities 2. Number of beds	Quantitative	1. A total of 18 medical facilities and space, including first Outpatient Building, Second Outpatient Building, Third Outpatient Building, Lakeside Outpatient Building, Chung-Cheng Building, Shih-Yuan Building, Chang-Ching Building, Psychiatry Building, Chih-Teh Building, Medical Science & Technology Building, Rehabilitation and Technical Aid Center, National PET Cyclotron Center, Heavy Ion Therapy Center, Operation Building, Clinical Skills Training Center, Power Plant Building, and Huai-En Hall. 2. Number of beds · 2,404 acute general beds · 658 special beds · 98 acute psychiatric beds
HC-DY -000.B	1. Number of hospital admissions 2. Number of outpatient visits	Quantitative	1. Numberof hospital admissions: 138,341 2. Number of outpatient visits: 2,458,108

Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies Climate-Related Information of TWSE/TPEX Listed Companies

Item	Corresponding Chapter
1. Describe the board of directors' and management's oversight and governance of climate-related risks and opportunities.	4.1 Sustainable Environmental Management
2. Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term).	4.1 Sustainable Environmental Management
3. Describe the financial impact of extreme weather events and transformative actions.	4.1 Sustainable Environmental Management
4. Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.	4.1 Sustainable Environmental Management
5. If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial impacts used should be described.	--
6. If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to identify and manage physical risks and transition risks.	--
7. If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated.	--
8. If climate-related targets have been set, the activities covered, the scope of greenhouse gas emissions, the planning horizon, and the progress achieved each year should be specified. If carbon credits or renewable energy certificates (RECs) are used to achieve relevant targets, the source and quantity of carbon credits or RECs to be offset should be specified.	--
9. Greenhouse gas inventory and assurance status and reduction targets, strategies and specific action plans.	ISO 14064-1 greenhouse gas inventory is expected to be completed in 2025



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**ASSURANCE OPINION
GREENHOUSE GAS EMISSIONS**

This is to verify that

Taipei Veterans General Hospital
No. 201 & 322, Sec. 2, Shipai Rd., Beitou Dist., Taipei City 112201, Taiwan (R.O.C.)
Holds Statement No. TWN26346827G/E Rev.1

Bureau Veritas Certification (Taiwan) Co., Ltd. was engaged to conduct an independent verification of the greenhouse gas (GHG) emissions reported by Taipei Veterans General Hospital for the period stated below. This Verification Statement applies to the related information included within the scope of work described below.

The determination of the GHG emissions is the sole responsibility of Taipei Veterans General Hospital. BVC's sole responsibility was to provide independent verification on the accuracy of the GHG emissions reported, and on the underlying systems and processes used to collect, analyze and review the information.

Boundaries of the reporting company GHG emissions covered by the verification:

- Taipei Veterans General Hospital at No. 201 & 322, Sec. 2, Shipai Rd., Beitou Dist., Taipei City 112201, Taiwan (R.O.C.)
- Period covered by GHG emissions verification: January 1, 2024 to December 31, 2024

Emissions data verified:

- Category 1 - Direct GHG emissions and removals: 14,673.6944 tCO₂e
- Category 2 - Indirect GHG emissions from imported energy: 55,741.4653 tCO₂e

Assurance Opinion:

Based on the process and procedures conducted, we conclude that the GHG statement for Category 1 and 2 is materially correct and is a fair representation of the GHG data and information, and is prepared in accordance with the ISO 14064-1:2018. Levels of Reasonable Assurance in Compliance Verification Agreements.

It is our opinion that Taipei Veterans General Hospital has established appropriate systems for the collection, aggregation and analysis of quantitative data for determination of these GHG emissions for the stated period and boundaries.

Chris Liu, Technical Reviewer
Originally Issue: 17/10/2025

Pai Hsu, CER Manager
Latest Issue: 17/10/2025

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Greenhouse Gas Statement:

Holds Statement No. TWN26346827G/E Rev.1
Latest Issue: 17/10/2025

• Taipei Veterans General Hospital, No. 201 & 322, Sec. 2, Shipai Rd., Beitou Dist., Taipei City 112201, Taiwan (R.O.C.)

Categories	Subcategories	Remark	tCO ₂ e
Category 1: Direct GHG emissions and removals	1.1 Direct emissions from stationary combustion	--	8,652.2942
	1.2 Direct emissions from mobile combustion	--	66.2810
	1.3 Direct process emissions and removals arise from industrial processes	--	0.1218
	1.4 Direct fugitive emissions arise from the release of greenhouse gases in anthropogenic systems	--	5,754.9974
	1.5 Direct emissions and removals from Land Use, Land-Use Change and Forestry	--	0.0000
	Direct biogenic CO ₂ emissions and removals	--	0.0000
Category 2: Indirect GHG emissions from imported energy	2.1 Indirect emissions from imported electricity	Location based approach	55,741.4653
	2.2 Indirect emissions from imported energy	Market based approach	N.A.
Category 3: Indirect GHG emissions from transportation	3.1 Emissions from Upstream transport and distribution for goods	N.S.	N.A.
	3.2 Emissions from Downstream transport and distribution for goods	N.S.	N.A.
	3.3 Emissions from Employee commuting/travel emissions	N.S.	N.A.
	3.4 Emissions from Client and visitor transport	N.S.	N.A.
	3.5 Emissions from Business travels	N.S.	N.A.
	3.6 Emissions from Purchased goods	N.S.	N.A.
Category 4: Indirect GHG emissions from products used by organization	4.1 Emissions from Capital goods	N.S.	N.A.
	4.2 Emissions from the disposal of solid and liquid waste	N.S.	N.A.
	4.3 Emissions from the use of assets	N.S.	N.A.
	4.4 Emissions from the use of services that are not described in the above subcategories	N.S.	N.A.
Category 5: Indirect GHG emissions associated with the use of products from the organization	5.1 Emissions from end-of-life stage of the product	N.S.	N.A.
	5.2 Emissions from downstream based assets	N.S.	N.A.
	5.3 Emissions from end-of-life stage of the product	N.S.	N.A.
	5.4 Emissions from investments	N.S.	N.A.
Category 6: Indirect GHG emissions from other sources		N.S.	N.A.

N.S.: Non-significant ; N.A.: Not available

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GHG Verification Protocols used to conduct the verification:

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- ISO 14064-1:2018, ISO 14064-3:2019
- Period covered by GHG emissions verification: January 1, 2024 to December 31, 2024
- GHG covered: Carbon dioxide (CO₂), Methane (CH₄), Nitrous oxide (N₂O), Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs), Sulfur hexafluoride (SF₆) and Nitrogen trifluoride (NF₃)
- Global warming potential (GWP): 2021 IPCC Sixth Assessment Report (AR6)
- Electricity Emission Factor: 2024 Electricity Retailing Utility Enterprise Electricity Carbon Emission Factor (0.474 kgCO₂e/kWh) published by Bureau of Energy Administration, Ministry of Economic Affairs, R.O.C.
- Approach for consolidating GHG emissions: Operational Control
- GHG Inventory: 2025/09/15
- GHG Report: 2025/09/15

GHG Verification Methodology:

- Interviews with relevant personnel of Taipei Veterans General Hospital;
- Review of documentary evidence produced by Taipei Veterans General Hospital;
- Review of Taipei Veterans General Hospital data and information systems and methodology for collection, aggregation, analysis and review of information used to determine GHG emissions at Taipei Veterans General Hospital Headquarters and during site visits;
- Audit of sample of data used by Taipei Veterans General Hospital to determine GHG emissions.

Verification Date:

- 08/08/2025, 08/19/2025, and 08/20/2025

Verification Team:

- Lead Verifier: Taisn Shih
- Verifier: Jack Lee - Andy Hsueh

Statement of independence, impartiality and competence

The Bureau Veritas Group is an independent professional services company that specializes in Quality, Health, Safety, Social and Environmental management with over 150 years history in providing independent assurance services.

No member of the verification team has a business relationship with Taipei Veterans General Hospital, its Directors or Managers beyond that required of the assignment. We conducted this verification independently and to our knowledge there has been no conflict of interest.

The Bureau Veritas Group has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

The verification team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in the field and an excellent understanding of The Bureau Veritas Group standard methodology for the verification of greenhouse gas emissions data.

This verification statement, including the opinion expressed herein, is provided to Taipei Veterans General Hospital and is solely for the benefit of Taipei Veterans General Hospital in accordance with the terms of our agreement. We consent to the release of this statement by you to other external party in order to satisfy the terms of disclosure requirements but without accepting or assuming any responsibility or liability on our part to any other party who may have access to this statement.

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臺北榮民總醫院

Taipei Veterans General Hospital

永續報告書 2024

Sustainability Report