

INSTITUT GUTTMANN



2016 ANNUAL REPORT
CORPORATE SOCIAL RESPONSIBILITY REPORT

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PRESENTATION

We are pleased to present the **2016 SOCIAL REPORT** of the Institut Guttmann which includes, for the first time, the **CORPORATE SOCIAL RESPONSIBILITY (CSR)** report, which has been recently recognised by the Fundación Avedis Donabedian for its rigour and transparency.

This report is the result of combining in a single document the “Social Report” that our foundation had been publishing annually since 1989, with the CSR report based on the GRI model that we published for the first time last year. The scope and complexity of the information it contains, and the possibility of offering it in a more agile, interactive and understandable way has led us to opt for a digital edition, available through our website, and to no longer print a traditional paper version; we believe that this initiative is more efficient and adapts better to the potential of the modern information society and our institution’s environmental commitment.

Despite the inherent difficulties and uncertainties of the complex modern society and socio-political times in which we live, 2016 allowed us to meet most of the care, scientific and social objectives that we had set ourselves for the financial year; it was a year in which the human factor was key to our organisation’s success, with an excellent team of highly competent and responsible professionals who are committed to the Institut Guttmann, the values it represents and the goals it pursues.

In 2016, we can see how we have been gradually making progress in our ambitious **“2014-2020 Strategic Plan”** that has now passed the halfway mark. The strategic objectives of the plan are being met, demonstrating our foundation’s vitality and rigour, as well as its capacity to innovate. The organisation gains the necessary strength to advance day by day with enthusiasm and perseverance thanks to the recognition and affection that we receive from our patients and their families, as well as the many “Friends of the Institut Guttmann” who, through their generous and continued support, help us deliver on our original objectives, especially the most daring and innovative ones.

Of all the actions carried out in 2016, we would like to highlight the following for their special significance:

(i) We have deepened and strengthened the foundation’s organisational structure in order to deal with future challenges that we face, especially with regard to the forthcoming implementation of the **“Guttmann Project - La Sagrera”**. Therefore, in addition to reinforcing the first executive level of the organisation with the incorporation of a manager, we have redefined the managerial and governance structure to gain in transversality and greater functionality, whilst providing a small technical support area. We have also launched the **“Clinical Innovation and Applied Research Committee”** to improve the coordination between knowledge generation and innovation, and its rapid integration into clinical practice.

(ii) The foundation is committed to Corporate Social Responsibility as a comprehensive, inclusive, participatory and more transparent policy that is committed to people and the environment and is oriented towards the sustainability of the organisation.

It should be made absolutely clear from the outset that for the Institut Guttmann, CSR is not a product of design, nor a strategic marketing decision, but the logical consequence of a long process of coherently deepening its social commitment to the values that guide its decision-making. CSR has formed and forms part of the DNA of the Institut Guttmann, inspiring all its actions and permeating the behaviour and attitudes of its whole personnel team.

In 2016, and in accordance with what we announce, we carried out all the work required to make effective our membership of the **Global Compact** and the **Economy for the Common Good**; in

PRESENTATION

2017, we committed to proceeding with SR-10 accreditation and the audited self-evaluation of the "Economy for the Common Good" that is found in the last chapter of this document.

(iii) Our Total Quality Policy continued, and the following audits were passed favourably during the financial year: the ISO 14001 environmental certification, the EMAS European environmental certification, the Spanish law on the protection of personal data (LOPD), and the requirements of the Ministry of Health as a CSUR in spinal cord injury. At the same time, we have made progress in the preparation of the fifth re-accreditation of Joint Commission International, which ensures the safety and quality of health organisations.

(iv) The planned care activity was carried out, with a small increase in demand from other funding sources (not CatSalut), especially in relation to programmes of the initiative Guttman, NeuroPersonalClínic®.

In quantitative terms, a total of 4,769 people was seen, of which 807 were hospitalised. Of all the patients seen, 1,043 (22%) were attending for the first time; this shows how attractive our hospital is to patients. This trend is also evident in the number of foreign patients: a total of 81 chose our hospital to receive the specialist care they needed. The children's rehabilitation unit saw a total of 326 children and teenagers up to 16 years old.

On a qualitative level, the pilot of the programme "*Expert caregiver in acquired brain damage*" of the Department of Health was launched as a pioneer on a national level; we also continued the "*Post-discharge support programme for people affected by acquired brain damage and their families in the community environment*". We also improved the overall rating of quality perceived by hospitalised patients, which stood at 9.05 out of 10 (8.8 in 2015).

(v) We have been able to improve the remuneration of our professionals as agreed with our Work Council., with an increase of 3% on the salary items of the agreement (approximately between 1% and 3% for each professional). This is a slight but totally fair salary increase after a period of seven years in which it was necessary to freeze it due to the economic crisis and the adjustment of tariffs by CatSalut.

(vi) The research and innovation programmes were reformulated, favouring their transversality and intensifying their orientation to clinical translation, identifying needs to guide new projects and assessing the results of the research. Specifically, we should highlight the Barcelona Brain Health Initiative (BBHI) programme led by Professor Álvaro Pascual-Leone, a Harvard professor and scientific advisor at the Institut Guttman, thanks to funding provided by the social programme of "La Caixa" and also by the Abertis Foundation, as well as the methodological support of *Harvard Catalyst* researchers; also of interest is the first implantation of mesenchymal stem cells in patients with chronic spinal cord injury in a study promoted by TV3's La Marató, and joining the Neurotec network (Research Network on Neurotechnologies for Care and Rehabilitation).

Regarding scientific production, in 2016 we worked on 97 research projects, 11 corresponding to public calls and 13 doctoral theses. In total, we published 24 indexed articles, with an accumulated impact factor of 66.5 (9 in the first quarter), and presented a total of 52 papers to 31 scientific and technical forums in Spain and internationally.

In relation to the teaching activity, a total of 203 students took part in teaching programmes of the university institute, of which 25 correspond to new registrations in the "Master's Degree in Neurorehabilitation", 25 in the "Master's Degree in Neuropsychological Rehabilitation and Cognitive Stimulation", and 72 other postgraduate courses accredited by the UAB. Additionally, we helped to train 27 resident intern consultants, mainly in physical medicine and rehabilitation, 1 resident intern psychologist, and up to 47 undergraduate students in different disciplines linked to the world of neurorehabilitation.

(vii) The social projects foreseen in the 2016 Programme have been carried out, starting with the continuation of our traditional cooperation with associations for people with disabilities, especially those that are members of the Social and Participation Council of the Institut Guttmann. Here are some of the highlights of projects carried out:

- Publishing activity, with the publication of three more issues of the magazine "Sobre Ruedas", and the first edition of the document "Social Innovation and Disability".
- The "28th Technical Symposia of the Institut Guttmann", which with the support of ONCE and the Abertis Foundation under the title "Empowerment, Personal Autonomy and Neuroethics" brought together more than 300 professionals and public and private care service managers for people with disabilities or dependency.
- Accident prevention activities, especially the "GAME OVER, don't risk it all" campaign which, with the support of the Catalan Traffic Service, allowed us to conduct 932 talks in 403 schools across Catalonia to more than 50,000 teenagers and young people, with a message encouraging prudence mainly when driving vehicles and doing extreme sports. In addition, in the field of road safety, we established a collaboration agreement with the RACC focusing on researching the cognitive functions and learning processes related to safe driving.
- With regard to the promotion of adapted and inclusive sport, we carried out a number of initiatives such as the 12th edition of "Move and you'll see", the "12th edition of the Sports Games of the Institut Guttmann", the signing of a collaboration agreement with the Fundació Tommy Robredo for the promotion of wheelchair tennis, or the second year of the educational programme "Coloured Dolphins".
- Finally, we have promoted the "Sports & Life Guttmann Club" initiative. This is a new programme that offers a space for social, recreational, cultural and sports activities for former patients of our hospital who, accompanied by their families and/or friends, want to do participative activities in a mainstream environment, with coordination and supervision from our physical education staff.

(viii) Once the laborious process of selecting the construction company and signing the contract was completed, we began work on the "Guttmann-La Sagrera Project". Simultaneously to starting construction of the new building, we negotiated with different clinical operators to find potential partners to carry out the care side of the project, whilst starting legal studies to find the best fit of potential partners and our professionals alike in the activities that are to be carried out. In addition, the different areas of care and the team of professionals of the Guttmann, NeuroPersonalClínic® initiative, the activity that is to be transferred to the new centre, were consolidated.

(ix) Finally, of note is our participation in TV3's 25th La Marató, which was dedicated to research into "ictus and spinal cord and acquired brain injuries", as well as the filming of the Filmax production "100 Metres", directed by Marcel Barrena and starring Dani Rovira. The film tells the inspirational story of a man affected by multiple sclerosis, and involved patients and professionals from the rehabilitation department, in which different sequences of the film were filmed.

So far, a description has been made of the actions summarised in this presentation as being most representative of all the activities carried out by the Institut Guttmann throughout 2016. These actions have allowed us to continue promoting the clinical leadership of our hospital as an international reference centre for neurorehabilitation, while strengthening the role of our university institute as a centre for the generation and transfer of knowledge in this scientific field.

This series of actions has also made 2016 a special year. Another year in which the Institut Guttmann has carried out its work with the strength and passion that characterises us, with the pride of feeling useful in helping the people who need our services, and with the conviction that we are meeting our institutional mission and, through this, contributing to the progress of our society and our country.

To everybody who has contributed in one way or another to make this possible: **Many, many thanks!**

01



01 INSTITUT GUTTMANN, SOCIAL ENTERPRISE

▶ THE FOUNDATION

The Fundació Institut Guttmann is a private, non-denominational, non-profit entity. It was established in 1962 with registration number 189 in the Register of Private Foundations of Catalonia's Department of Justice.

The Institut Guttmann is a non-profit organisation whose main purpose is to develop, implement and achieve the comprehensive rehabilitation of people affected by spinal cord injury, acquired brain damage or other disability that is neurological in origin, to carry out research and teaching in this area of neuroscience and to give patients the best support and services possible to help them reintegrate into society to a satisfactory level, as well as to promote full recognition of their rights and equal opportunities.

Article 7 of the foundation's Statutes

MISSION

As a highly specialist hospital, its mission is, at all times, to provide the very best specialist medical care and rehabilitation in an integrated, sustained, personalised manner to the highest humanitarian, scientific and technical standards. **Centre of excellence**

As a university hospital, its mission is to undertake academic, scientific and research and innovation issues in the field of neuroscience in general and in neurorehabilitation and personal autonomy technologies in particular. **Centre of knowledge**

As a social enterprise, its mission is to further equal opportunities for people with disabilities, by driving and developing activities relating to prevention, social and health care, dissemination and social awareness. **An organisation with a commitment to society**



GOVERNING AND MANAGEMENT STRUCTURE

The foundation's Board of Trustees

The Board of Trustees is the highest body of government and representation of the foundation. It is responsible for safeguarding, interpreting and developing the foundation's aims expressed in its Statutes.

Trustees	
Mr Francesc Homs i Ferret	Chair
Mr Salvador Alemany Mas	First Vice Chair
Ms M. Carmen Mur Gómez	Second Vice Chair
Mr Josep Arcas Romeu	Secretary
Ms Núria Basi Moré	Member
Mr Albert Carbonell Quer	Member representing the "Social and Participation Council of the Institut Guttmann"
Mr Antoni Esteve Cruella	Member
Mr Josep Giralte Lladanosa	Member
Mr Xavier Grau Sabaté	Member appointed by the Fundación ONCE
Mr José M. Plaza Lozano	Member
Ms Dolors Sabater i Puig	Member appointed by Badalona City Council
Mr Albert Serra Martín	Member appointed by the Catalan Department of Health
Ms Pilar Solanes Salse	Member appointed by Barcelona City Council
Mr Josep M. Solé Chavero	Member representing the "Social and Participation Council of the Institut Guttmann"
Ms Mònica Terribas Sala	Member
Mr Miquel Vilardell Tarrés	Member

Social and Participation Council

The Institut Guttmann created the Social and Participation Council in 2004 to reinforce its social commitment to people with neurological disabilities, whilst promoting greater interaction and cooperation with associations who represent them. This initiative favours the participation and collective responsibility of all stakeholders involved in carrying out the foundation's activities. Its main purpose is to identify emerging needs, propose new initiatives, and collaborate in taking decisions that the Board submits for its consideration. The Chair and Vice Chair of the Social Council are also members of the foundation's Board of Trustees.



The makeup of the Council

Representing associations

Ms Bibiana Bendicho Latre	Chair of ASPID, Associació de Paraplègics i Discapacitats Físics de Lleida (Lleida Association of Paraplegics and the Physically Disabled)
Mr Albert Carbonell Quer	Chair of MIFAS, Minusvàlids Físics Associats de Girona (Girona Association for the Physically Disabled). Vice Chair of the Council
Ms Patrícia Carmona Hidalgo	Chair of ASPAYM Catalunya
Ms Amàlia Diéguez Ramírez	Chair of FEDACE, Federació Espanyola de Daño Cerebral (Spanish Federation of Acquired Brain Damage)
Ms Agustina Grandvallet	Chair of AMIDA, Associació de persones amb diversitat funcional d'Andorra (Association of People with Disabilities of Andorra)
Mr Antonio Guillén Martínez	Chair of the Confederació ECOM Catalunya (ECOM Confederation Catalonia)
Mr Blas Membrives Moya	Chair of l'Associació Catalana "LA LLAR" de l'afectat d'Esclerosi Múltiple (Catalan Association "LA LLAR" for people affected by multiple sclerosis)
Ms Arantxa Ormazábal	Representative of ACAEBH, Associació Catalana d'Espina Bífida i Hidrocefàlia (Catalan Association for Spina Bífida and Hydrocephalus)
Ms Elena Ortega Alonso	Manager of PREDIF, Plataforma Representativa Estatal de Personas con Discapacidad Física (Representative State Platform for Physically Disabled)
Ms Rosa Sanvicens Oliveras	Chair of TRACE, Associació Catalana de Traumàtics Cranioencefàlics i Dany Cerebral (Catalan Association of Cranioencephalic Trauma and Brain Injury)
Mr Jordi Ullés Capsir	Chair of APPCat, Associats de Pòlio i Post-pòlio de Catalunya (Polio and Post-Polio Association of Catalonia)

As experts of civil society

Mr Quim Bonaventura Ayats	Expert, former member of the boards of MIFAS, ECOM, COCEMFE, CERMI, and ex-councillor of Girona
Mr Josep M. Bosch Vidal	Lawyer, expert in health law and personal data protection. Secretary of the Council
Ms Dolors Colom Masfret	Expert in social work and director of Agathos magazine
Mr Josep M. Solé i Chavero	Lawyer, expert on social affairs and director of the Fundació Tutelar (Guardianship Foundation) of Girona. Chair of the Council
Mr Joan Subirats Humet	Political Science Professor and IGOP researcher
Mr Antoni Vilà Mancebo	Law graduate, expert in social policy

As experts of civil society

Mr Roger Cuscó Segarra	Head of Sector-Specific Programmes of ICASS, the Department of Social Welfare and Family of the Government of Catalonia
Ms Aurora Dueñas Molins	Director of the Barcelonès Nord and Maresme/Vallès Oriental districts of the Catalan Health Service, Department of Health of the Government of Catalonia
Mr Ramon Lamiel Villaró	Manager of the Municipal Institute for People with Disabilities, Barcelona City Council
Mr Francesc Ribot i Cuenca	Councillor for Inclusive and Fair Badalona, Badalona City Council

Representing the government agencies

Ms Montserrat Bernabeu Guitart	Head of Medical Area
Ms Roser Fernández Alegre	Manager
Mr Àngel Gil Origuén	Social Responsibilities Advisor
Mr Xavier Pallàs García	Chair of the Work Council
Mr Josep M. Ramírez Ribas	Director
Mr Josep M. Tormos Muñoz	Research Coordinator
Mr Joan Vidal Samsó	Education Director
Ms Mercè Yuguero Rueda	Social Work Coordinator

Institut Guttmann - UAB Joint Committee

This is the planning and monitoring body for the academic and scientific activities of the Guttmann University Institute of Neurorehabilitation. It is formed by three representatives of the Institut Guttmann and three from the University, in order to coordinate the relationship between the two entities.

Management Team

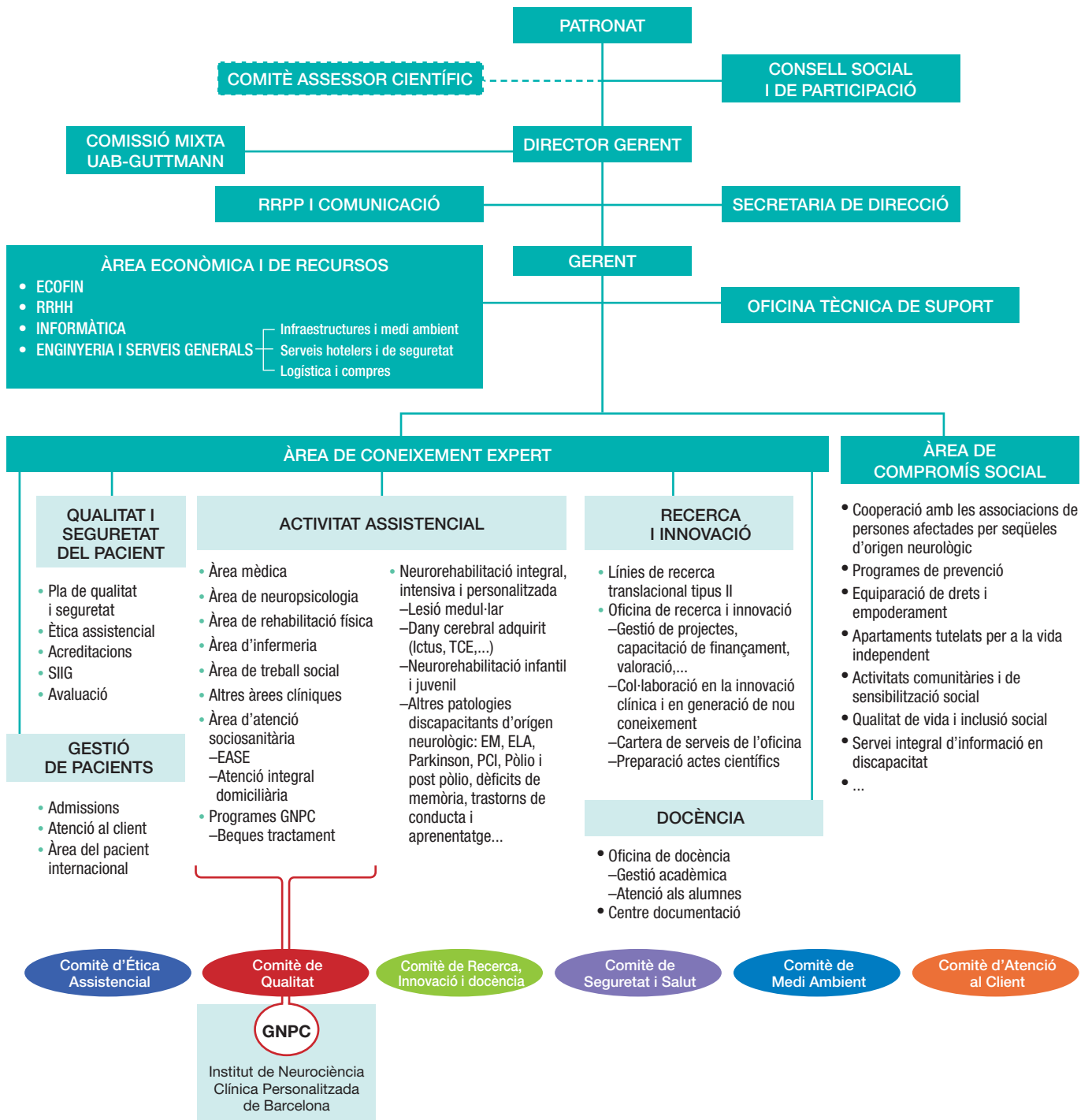
Formed by professionals in charge of the main areas of the organisation, this team is responsible for defining and enhancing the organisational culture, driving strategic plans and leading activities that derive from the Board of Trustees' specific mandate. In statutory terms, the Managing Director is the foundation's top executive.

Dr Josep M. Ramirez Ribas	Managing Director
Ms Roser Fernández Alegre	Manager
Dr M. Victòria Amargós Maronda	Care Coordinator
Dr Montserrat Bernabeu Guitart	Head of Medical Area
Ms Antonia Enseñat Cantalops	Head of Neuropsychology
Ms Maria Esteve Schelske	Finance and Resources Management
Ms Marta García	Head of Nursing
Dr Josep Medina Casanovas	Head of Functional Rehabilitation
Dr Josep M. Tormos Muñoz	Research Coordinator
Dr Joan Vidal Samsó	Education Director

Additionally, to fulfil and develop the organisation's Strategic Plan in the most transparent and efficient way, as well as speed up decision-making and implementation, the institute is structured into different committees and commissions designed to monitor specific topics.

The makeup of the foundation's governing bodies and management structures can be consulted online on the corporate website, which is updated regularly.

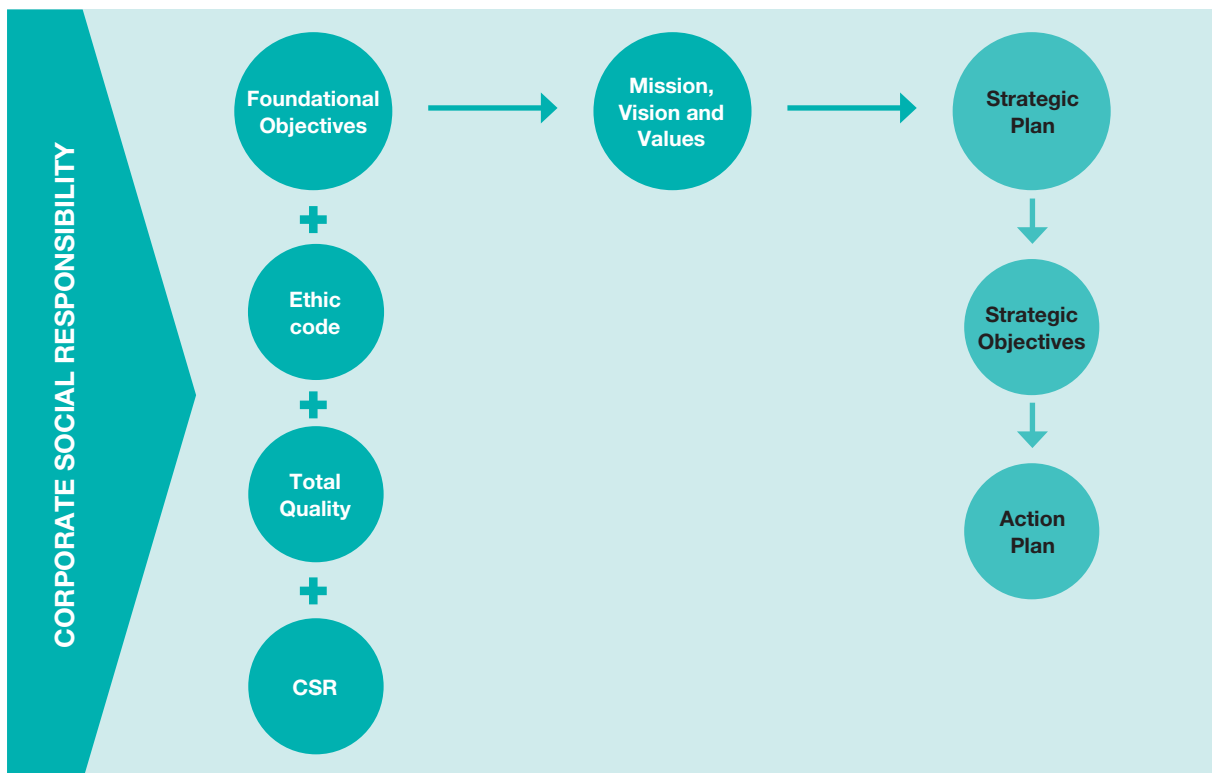
FUNCTIONAL ORGANIGRAM



► CSR, A GLOBAL COMMITMENT TO SOCIETY

As a private foundation, the Institut Guttmann is accountable to the Protectorate of Foundations, a body of the Justice Department of the Government of Catalonia concerned with guardianship, control and supervision. In addition, in accordance with current legislation, it also presents annual accounts to the Department of Health and the Finance Ministry of the Spanish Government.

Aware that human relationships play a key role in its development, the Institut Guttmann believes that respect for human dignity, trust, integrity, autonomy and non-discrimination are core values that must be taken into account in all its activities. Therefore, the Institut Guttmann maintains lawful, ethical and responsible behaviour and promotes it within all relationships which are established, always trying to be an example of a responsible, entrepreneurial organisation that is committed to solidarity, people, social progress and environmental preservation, being especially sensitive and paying attention to emerging social needs, especially those that affect people with disabilities, within all areas of action.

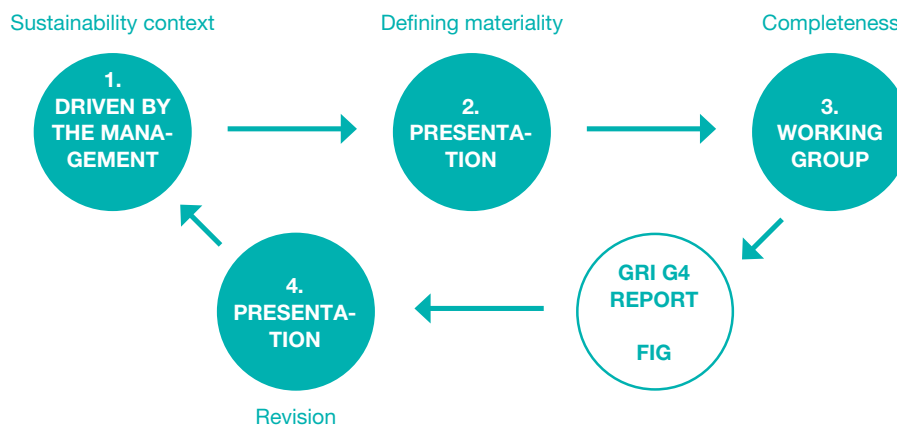


THE PRESENT REPORT

This report reflects the desire of the Fundació Institut Guttmann to continue making progress on transparency and good governance. For the first time, the Social Report and Corporate Social Responsibility Annual Report are integrated in a single document that systematises all annual activity developed within the framework of Corporate Social Responsibility, an umbrella under which the institute works in all its areas.

This document is based on the Global Reporting Initiative model (Core version). The working group that produced the document was made up of people from different areas: care, communication, human resources, general services, the economics and financial department, quality and management of the foundation. The consultancy firm INGECAL has supervised the most technical and methodological areas.

The report covers all the activities of the Institut Guttmann in 2016 without limitation of scope. The identification of material aspects has always been in accordance with the nature of the activity and interest groups. The report is based on what was defined in the current "Strategic Plan of the Institut Guttmann 2014-2020", and has followed social (people and commitment to the community), economic and environmental frameworks, complying with the indicators established in the GRI model.



COMMUNICATION WITH STAKEHOLDERS

The Institut Guttmann uses a constantly updated communication system that guarantees the development of a direct, fluid and two-way circuit of information. Internally, this allows all staff to carry out their work better and more effectively, generating and strengthening their sense of belonging to the organisation, as well as helping them feel more committed to the institute's goals. Externally, it detects, plans and satisfies internal and external information needs, working to improve the institute's fame, social prestige and reputation, and creating partnerships with the society around it, especially specific groups with which it relates.

[▶▶▶ CLICK HERE TO SEE ALL THE INTEREST GROUPS](#)

▶ A MODEL OF RESPONSIBLE MANAGEMENT

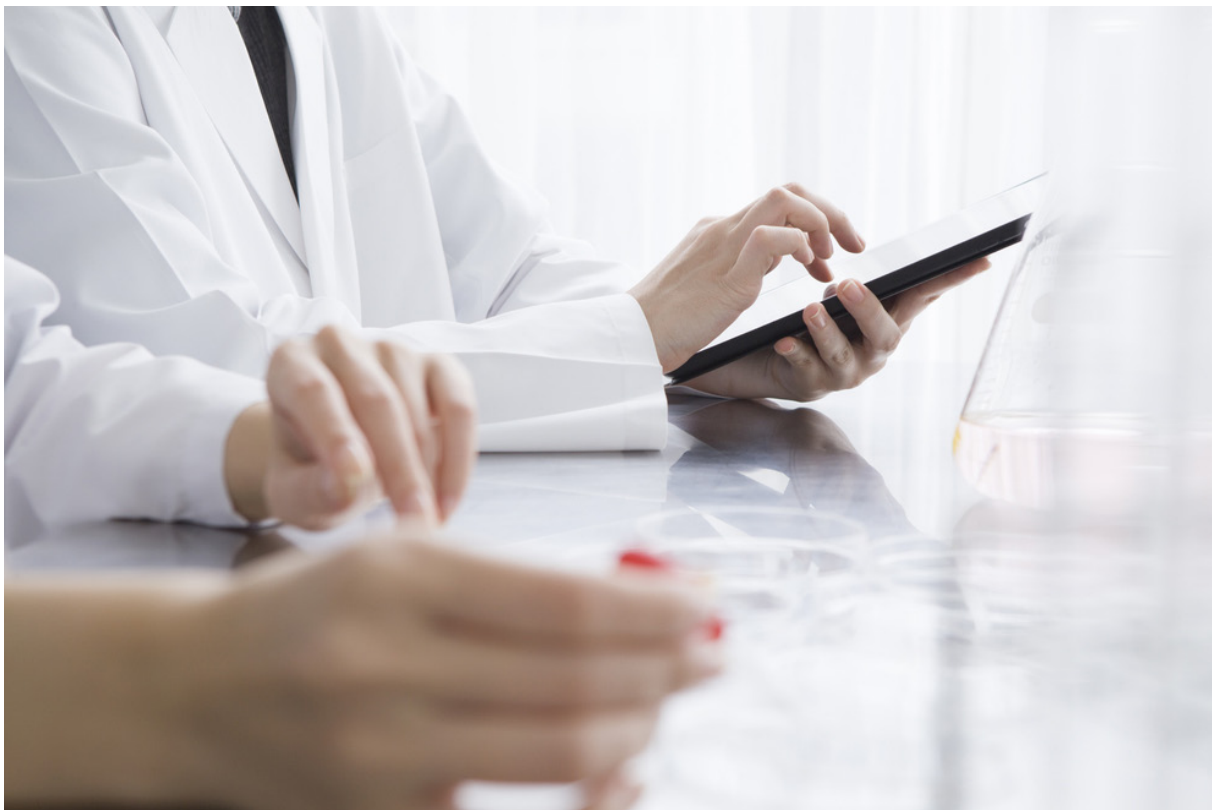
TOTAL QUALITY

The Institut Guttman promotes a policy of total quality which, with the involvement of all its employees and partners, always orients the organisation towards excellence and meeting its institutional goals efficiently and effectively. Its quality policy focuses on continuous improvement of the safety of its patients, increasing the quality of its care services and favouring its excellence as an organisation.

Quality is integral to the Institut Guttman, from the scientific and technological aspects of its services through the human quality of its professionals and partners, and to the quality perceived by its users; this objective encompasses patients and their families alike, as well as the whole of the society it serves.

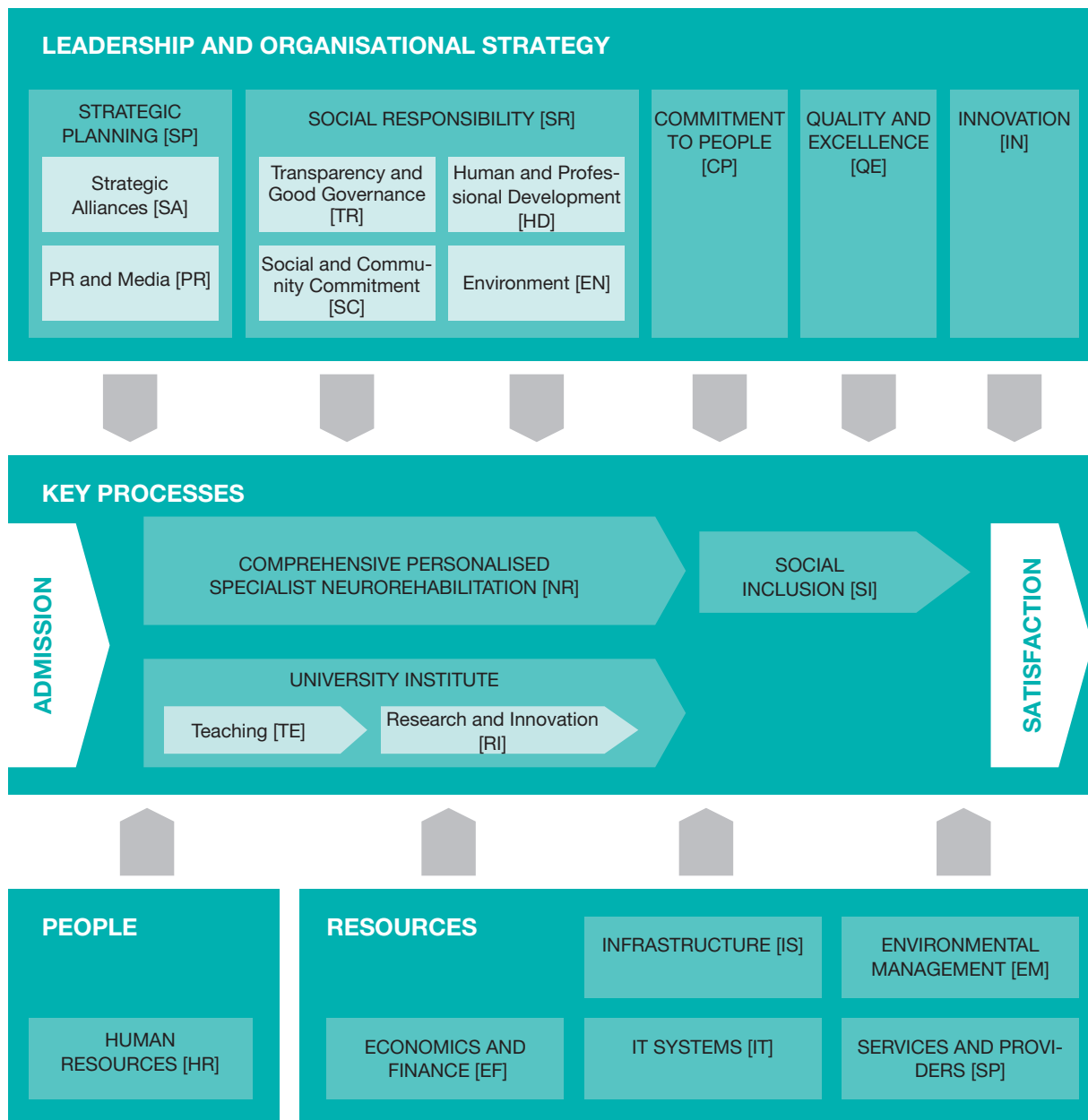
The organisation's management model is based on five pillars:

- 1. The customer as the centre of organisational management.**
- 2. Involving people.**
- 3. Mainstreaming and process management.**
- 4. Leadership and institutional culture**
- 5. Continuous learning and improvement.**



PROCESS MAPPING

The process mapping, revised in 2016, was based on the EFQM Excellence model. The Catalan Hospital Accreditation to which the Institut Guttmann is subject is also based on this model.



- Finally, for the purposes of the CSR accreditation, we must indicate that during 2016, the Institut Guttmann has maintained the same dimension, functional organization and ownership in its portfolio of services, not having produced any significant change with regard to its structure.

▶ DIALOGUE AND STRATEGIC ALLIANCES

External alliances of the Fundació Institut Guttmann include all formal agreements with other institutions, organisations and/or companies with similar or complementary objectives to its own, to undertake and develop their fundamental objectives better. At the last review in 2016, the organisation had established a total of 165 agreements distributed among its different areas of action:

AGREEMENTS - SA	NO.	%
Care	40	24%
Research	42	25%
University and Teaching	23	14%
Applied Innovation (Guttmann, NeuroPersonal Trainer®)	29	18%
Social Council, Associations and Others	31	19%
TOTAL	165	100%

Amongst these alliances, we could highlight various cooperation strategies with many associations for people with neurological disabilities for whom the institute works. Some of them are part of the Social and Participation Council of the Institut Guttmann, and are therefore actively involved in defining the institute's operational objectives and improving internal processes.

The Institut Guttmann bases its alliances on the tenets of fairness and transparency that pursue the institute's objectives and seek mutual benefit, refusing any relationship or association with other organisations that may cause conflict with its aims, objectives and values.

Supplier relationships

In addition, in all cases suppliers of goods and subcontractors follow the same procedure for selection and adjudication within a framework of free competition and excluding any relationship or interference outside the interests of the organisation. The Institut Guttmann always demands reciprocal honesty in its commercial relations, full respect for current regulations and, in particular, that which refers to the compulsory hiring of people with disabilities; also relevant are those that refer to the protection of children, environmental protection and labour protection.

▶ ACCREDITATIONS IN 2016

 <p>Periodic re-accreditation of the CSUR “Lesionado medular complejo” (complex spinal cord injury)</p>	 <p>Certification in the Spanish law on the protection of personal data (LOPD) that guarantees quality and good practice in data protection</p>
 <p>Joint Commission International complying with the quality standards of the US non-governmental healthcare accreditation agency that oversees the safety and quality of healthcare organisations</p>	 <p>Pacto Mundial Red Española</p> <p>United Nations Global Compact for organisational responsibility</p>
 <p>ISO 14001 standard which certifies compliance with environmental management throughout the organisation</p>	 <p>Self-evaluation of the Economy for the Common Good with a rating of 754 points</p>
 <p>EMAS European Ecomanagement and Audit Scheme</p>	 <p>Accreditation of the transfusion service</p>
 <p>University Masters degrees accredited by the Comissió d'Avaluació de la Qualitat d'AQU Catalunya (Quality Assessment Committee of AQU Catalunya)</p>	 <p>Building certification with an Energy Rating B</p>

DISTINCTIONS 2016

- Award for the Best Information on Social Responsibility Activities in Health Institutions granted by the Fundació Avedis Donabedian to the Institut Guttmann for its 1st Corporate Social Responsibility report.
- National award for Protocol and Institutional Relations 2016, for the best media and public relations campaign during the celebration of the 50th anniversary of the Institut Guttmann
- Blanquerna health award in recognition of organisations and health centres that collaborate in the practical training of students
- Mussol de l'Any (Owl of the Year) award given by Sant Quirze del Vallés City Hall to institutions or individuals who stand out for their intelligence and/or philosophy.
- Prize from the Fundació Avedis Donabedian on the fourth re-accreditation of the Joint Commission International certification, obtained by the Institut Guttmann in 2015.





INSTITUT
GUTTMANN

HOSPITAL DE NEUROREHABILITACIÓ

02



02 COMMITMENT TO PATIENTS AND THEIR FAMILIES

► THE NEUROREHABILITATION HOSPITAL

Institut Guttmann owes its current fame and prestige above all to the Neurorehabilitation Hospital, a hospital specialising in the medical and surgical treatment and comprehensive rehabilitation of adults, young people and children with spinal cord injury, acquired brain injury or other neurological disability. Its objective is **to provide specialised, comprehensive, intensive, continuous and personalised care, based on scientific evidence and with the highest levels of compassion, science and technology.**

The Neurorehabilitation Hospital is part of the Catalan Health System (SISCAT), registered under number H08000723 in the Register of Health Centres, Services and Establishments, and has an agreement with CatSalut to care for beneficiaries of the public health system. It has also established agreements with the main occupational accident mutual societies and the largest private medical companies, and works directly with private patients.

It is accredited as a reference hospital by the Department of Health of the Government of Catalonia, and as a “*Centro de Referencia Nacional - CSUR - para el tratamiento del lesionado medular complejo*” (National Reference Centre - CSUR - for the treatment of complex spinal cord injury) by the *Ministerio de Sanidad, Servicios Sociales e Igualdad de España* (Spanish Ministry of Health, Social Services and Equality).

Joint Commission International certifies that the Institut Guttmann meets international standards of quality in care and organisational management.

Its characteristic care model is based on the intervention of an expert multidisciplinary team put together for each patient, the compassion and technical skills of its professionals, and the scientific rigour with which it operates; these factors, along with modern facilities and the continuous incorporation of the latest technology, make the Institut Guttmann one of the world’s leading hospitals in its field today.

OVER 50 YEARS OF EXPERIENCE

The Institut Guttmann Neurorehabilitation Hospital has treated people affected by neurological disabilities for more than 50 years, promoting and providing specialised and innovative services of personal, health and social care mainly aimed at these individuals and their families. This provides them with the appropriate support and services needed to help enhance their personal autonomy and improve their quality of life, according to the principles of recognising functional diversity, independent living and social inclusion.

The hospital opened in Barcelona in 1965, and was Spain’s first centre for spinal cord injuries. Its name is a tribute to Dr Sir Ludwig Guttmann, who changed the prognosis of this disease around the world and is now considered the father of modern rehabilitation; we also know him as the driving force behind the Paralympic Games.

PORTFOLIO OF SERVICES

The portfolio of services of the Institut Guttmann includes all features needed to provide the most flexible and efficient clinical response possible to medical and surgical treatment and the comprehensive rehabilitation of adults, young people and children with a disability of neurological origin.

The Institut Guttmann's **care model** is of a multidisciplinary nature, offering a holistic approach that allows it to achieve the established goals.

For the initial phase of injury

A comprehensive programme of specialised, intensive and personalised neurorehabilitation which includes all aspects of care at the centre: hospitalisation; medical and surgical treatment; outpatient rehabilitation; day hospital; outpatient clinics in the various medical specialties; psychology, neuropsychology and social work clinics; additional examinations and tests; functional rehabilitation and cognitive stimulation; neurourology, neuropaediatrics, neuro-orthopaedics and intensive care units, amongst others.

For later phases

A programme for the prevention, monitoring and treatment of complications of neurological disability. Cognitive and behavioural disorders; neurogenic bladder; pressure sores; spasticity; loss of functional autonomy...

Periodic comprehensive expert assessment. General state of health; prevention of major complications secondary to neurological damage that can often go unnoticed initially; renewing orthotics and technical aids...

Rehabilitation for children outside of school hours. From 5 p.m. to 7 p.m. so that children up to age 16 can receive the comprehensive rehabilitation treatment they need without missing classes.

Expert treatments

The Institut Guttmann is committed to the ongoing search for the best, most innovative and most effective clinical procedures in specialised neurorehabilitation, always corroborated by scientific evidence. The use of cutting-edge technology for its therapeutic procedures results in a number of specialised techniques in which the Institut Guttmann is a pioneer, thereby allowing the institute to optimise patient recovery and improve the prognosis of patients with severe neurological injuries.

Functional programmes

- Specialised care of pressure sores
- Assessment and treatment of communication disorders
- Comprehensive rehabilitation for children outside of school hours
- Psychological counselling and treatment
- Comprehensive care for people for people with neurodegenerative diseases
- Personal autonomy and control of the surroundings
- Periodic comprehensive assessment
- Specialised neurorehabilitation assessment

Advanced clinical procedures

- Aphasia
- Memory clinic
- Paediatric neuropsychology
- Neurorehabilitation in spina bifida
- Guttman, NeuroPersonal Trainer®
- Sexual dysfunction
- Gait rehabilitation
- Treatment of neurogenic bowel
- Neuro-orthopaedic surgery
- Neuropathic pain
- Dysphagia
- Training and improved functionality

THE MEDICAL TEAM*

PHYSICAL MEDICINE AND REHABILITATION	Dr Montserrat Bernabeu, Head of Medical Area, Dr Joan Vidal, Dr Sergiu Albu, Dr Jesús Benito, Dr Sara Laxe, Dr Daniel León, Dr Anna Morales, Dr Enric Portell, Dr Rosa Terré, Dr Margarita Valles
INTERNAL MEDICINE	Dr Francesc Xavier Curia, Dr Elisabet Capdevila
NEUROLOGY	Dr Raul Pelayo, Dr María del Pilar Sáinz
NEUROPHYSIOLOGY	Dr Hatice Kumru
NEUROPSYCHOLOGY	Ms Antonia Enseñat, Unit Head, Dr Celeste Aparicio, Dr Alberto García, Dr Anna Gilabert, Dr Rocío Sánchez-Carrión, Mr Joan Saurí, Dr M. Dolors Soler, Mr Pablo Rodriguez
PSYCHIATRY	Dr Beatriz Castaño
NEUROUROLOGY	Dr Albert Borau, Dr Edwing Amaya
NEURO-ORTHOPAEDICS AND TRAUMATOLOGY	Dr Frederic Dachs, Dr Alejandro del Arco, Dr Lidia Ledesma
PLASTIC SURGERY	Dr Diego L. Carrillo, Dr Albert Samper
CLINICAL PHARMACOLOGY	Dr Ana M. Pérez, Dr Josana Fierro, Ms Raquel Merino
ANAESTHESIOLOGY	Dr Núria Alegret, Dr Joan Pere Pessas, Dr Pedro Antonio Serra
Other medical specialities	
DIGESTIVE SURGERY	Dr Josep Feliu
ENDOSCOPY	Dr Agustí Panadés
ORAL MEDICINE AND DENTISTRY	Dr Montserrat Giol
CARDIOLOGY	Dr Enric Chueca
VASCULAR SURGERY	Dr Montserrat Mairal
DERMATOLOGY	Dr M ^a José Fuente
OPHTHALMOLOGY	Dr Alexandra Arango
OTORHINOLARYNGOLOGY	Dr Carlos Pollán
TREATMENT OF CHRONIC PAIN AND INVASIVE TECHNIQUES	Dr M. Àngels Almenar
Strategic care alliances	
Hospital Universitari Germans Trias i Pujol	
<ul style="list-style-type: none"> • Intensive Care Unit • Neurourology Unit. It consists of the following doctors: Luis Ibarz, Albert Borau, Gueisy Delgado, Edwing Amaya • Paediatric Neurorehabilitation Unit. It consists of the following doctors: Antonio A. Rodriguez Palmero, Daniel León, Antonio de Francisco, Sara Laxe, Laura Monlleó / and the psychologists: Antonia Enseñat, Anna Gilabert 	
Unitat Salut Dona Dexeus (Dexeus Women's Health Unit). Dr Dalia Rodríguez	
Clinical analysis and anatomical pathology. Apa SL	
Medical imaging. Fundació Privada IMHOTEP (IMHOTEP private foundation) (Creu Blanca group). Dr Antonio Salvador	

*Updated to 2017.

HOSPITAL ACTIVITY

Regarding care activities, a total of 4,769 patients were seen in the hospital in 2016, of which 1,043 (22%) were attending for the first time.

ACTIVITY 2016	
PATIENTS SEEN Catalonia 91,4% (Barcelona 75,0%, Girona 7,7%, Lleida 3,7% i Tarragona 5%) Rest of Spain 6,9% and other countries 1,7%	4.769
PATIENTS HOSPITALISED Catalonia 68,2% (Barcelona 50,8%, Girona 8,4%, Lleida 4,3% i Tarragona 4,7%) Rest of Spain 26,3% and other countries 5,5%	807

PATIENTS SEEN FOR THE FIRST TIME					
	2012	2013	2014	2015	2016
Total new patients	966	983	1.025	1.033	1.043
By aetiology					
Spinal cord injury	222	206	231	235	235
Acquired brain injury	558	532	561	564	551
Progressive diseases	47	48	47	49	52
Post-polio syndrome	83	74	100	89	86
Other (GB, PRN, dystrophies, myopathies, other)	56	123	86	96	119

Of all the patients seen, 807 were hospitalised. The Children's Functional Rehabilitation Unit saw 326 children aged up to 16. Over 80 patients from overseas were seen and 360 surgical interventions were performed.

The distribution by age and sex of patients seen in 2016 was as follows:

PATIENTS BY AGE AND SEX				
Patients	Women/girls	Men/boys	both	%
From 0 to 16 y/o	141	185	326	6,8%
From 17 to 30 y/o	152	331	483	10,1%
From 31 to 45 y/o	407	727	1.134	23,8%
From 46 to 60 y/o	643	1.011	1.654	34,7%
Over 60 y/o	470	702	1.172	24,6%
Total	1.813	2.956	4.769	100,0%
%	38,0%	62,0%		





TRAINING FOR PATIENTS AND THEIR FAMILIES

The support, guidance and information programmes aimed at patients under treatment and their families are tools applied by the Institut Guttmann to help minimise the perceived threat of losses suffered after a neurological injury and leverage resources available to address the new situation, facilitating their process of recovery and adaptation.

Training sessions for patients

The Institut Guttmann offers patients a place to receive basic information on health issues related to disability and how to approach it emotionally. Conducted by a neuropsychologist, they combine educational and therapeutic aspects along with mutual support for people who have just suffered a severe neurological injury.

Training sessions for families

Relatives of people with neurological disabilities suffer a major impact and must deal with the physical and neuropsychological changes (emotional, psychological, cognitive and behavioural) arising from the neurological injury. The relationships that had been established between its members are modified and the expectations and objectives of the family unit are disrupted. The family should therefore be considered, aided, accompanied and assisted both in the early stages of rehabilitation and in the later stages.

The family is seen as a key element in the rehabilitation of the person affected by a disability of neurological origin, therefore the Institut Guttmann offers educational, support, guidance and information programmes aimed at patients' families.

MEASURING OUTCOMES OF THE REHABILITATION PROCESS

We objectively and systematically assess the short, medium and long-term outcomes of the rehabilitation process to determine the benefits of our therapeutic process on the functionality, quality of life and participation in the community of the patients we see, and evaluate the effectiveness of the working methodology used.

Our own commitment to patients and families allows us to determine the evolution of our outcomes and compare them with those of other centres specialising in neurorehabilitation that are leaders on an international level, always with the aim of continuing to improve and provide the best specialist medical and rehabilitative care.

Different internationally approved scales are used on each patient, based on the aetiology and severity of the injury: on admission, throughout the therapeutic process, on clinical discharge and in regular subsequent assessments.



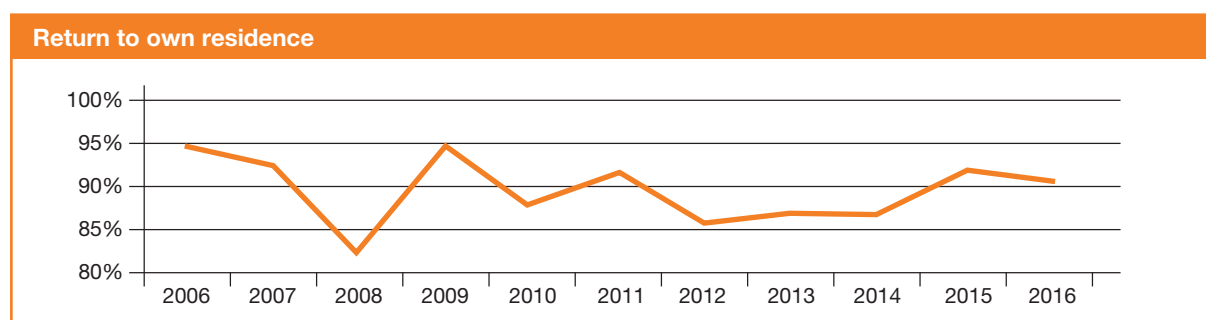
Data obtained from a **laboratory for studies on quality of life and disability.**

OUTCOMES ON CLINICAL DISCHARGE

Patients with spinal cord injury (sci)

In 2016, 159 adult patients completed their intensive and specialised neurorehabilitation process, 66% of whom had paraplegia and 34% of whom had tetraplegia; in 68.5% of cases the injury was incomplete. Their mean age was 50.

- At the end of the care process, 91% of patients returned to their usual residence, whilst 9% required an institutional alternative on a temporary or permanent basis. Over the past 10 years, this percentage has remained steady with minimal variations (mean 89.8%).



- Two years after clinical discharge, **only 5.5% of patients were re-admitted for any complication resulting from their disability** (mainly related to urology, trauma, reconstructive surgery, etc.).
- Regarding the **functionality achieved**, the tables below show how our patients achieved functional levels equal to those expected for the level of their injury and equivalent to those achieved at the main rehabilitation centres in Europe and the United States.

- We measured functionality using the internationally validated Functional Independence Measure (FIM) scale and by grouping patients according to the neurological level of the ASIA (American Spinal Injury Association) scale, which is the international classification of spinal cord injuries and groups their severity into grades A, B, C and D. This subsequently allowed us to compare our outcomes with those of the main hospitals in the United States.

Regarding complete motor injury (ASIA A and B):

	C1-C3	C4	C5	C6	C7-C8	D1-D9	D10-L1	L2-S5
IG	13	17,5	22,5	40,5	40	67	77	79
SCI Model	13	18	23	27	50	76	80	84

C – Cervical **D** – Dorsal **L** – Lumbar **S** – Sacra

Regarding severe incomplete injuries (ASIA C):

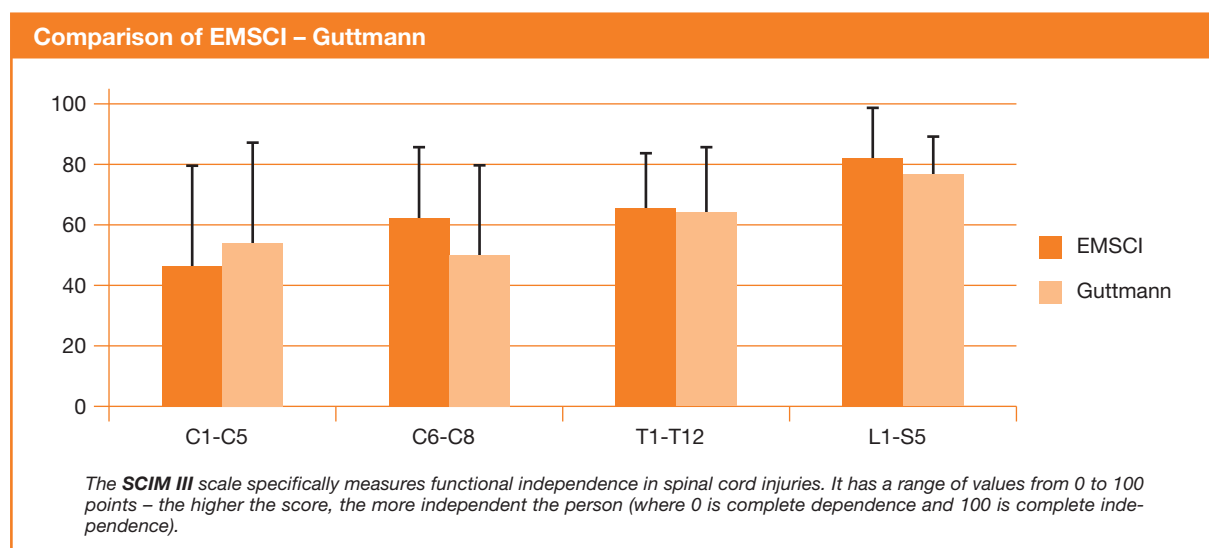
	C1-C3	C4	C5	C6	C7-C8	D1-D9	D10-L1	L2-S5
IG	--	19	--	17	63	64,5	53,5	81
SCI Model	13	20	24	33	66	76	82	83

Regarding incomplete moderate injuries (ASIA D):

	C1-C3	C4	C5	C6	C7-C8	D1-D9	D10-L1	L2-S5
IG	73,5	78	78	88	52	80	85	85
SCI Model	82	47	85	83	85	89	87	88

The **FIM** scale measures the patient's capacity for independence in performing activities of daily living (ADLs). The FIM has a range of values from 13 to 91 points – the higher the score, the better the patient's level of motor functionality. The **SCI Model** was excerpted from "Outcomes Following Traumatic Spinal Cord Injury: Clinical Practice Guidelines for Health-Care Professionals" (Consortium for Spinal Cord Medicine 1999).

To be able to compare ourselves in functionality at the European level, we used the Spinal Cord Independence Measure (SCIM III), the functional assessment scale used by the European Multi-center Study about Spinal Cord Injury (EMSCI), an association featuring the best European rehabilitation hospitals, including ours. As the figure below shows, patients at the Institut Guttmann achieve outcomes equivalent to those of the other hospitals studied.



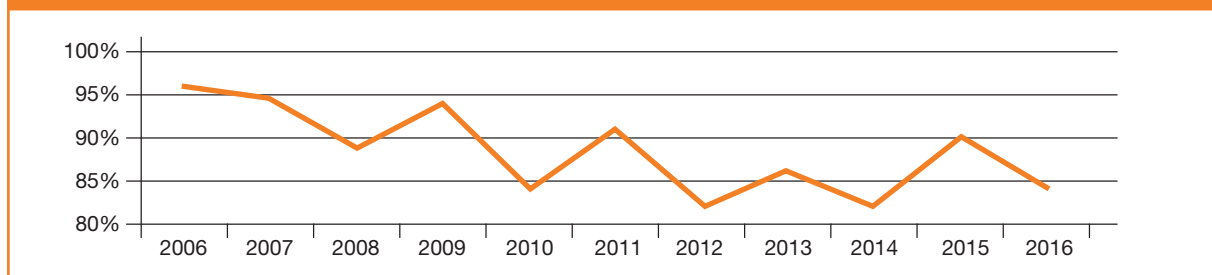
02 COMMITMENT TO PATIENTS AND THEIR FAMILIES

Patients with acquired brain damage (abd)

In 2016, 335 adult patients completed their intensive and specialised neurorehabilitation process, 25% of whom were of traumatic origin (TBI), 57% of whom were of vascular origin (CVD) and 18% owing to other diseases.

- Once the rehabilitation process had been completed, 84% of patients returned to their residence, and only 16% required an institutional alternative on a temporary or permanent basis. This percentage was similar to that seen in recent years.

Return to own residence



- Two years after clinical discharge, **only 4.7% of patients were re-admitted for any complication resulting from their disability** (mainly related to the digestive apparatus, trauma, etc.).
- Regarding **functionality**, we distinguish between:

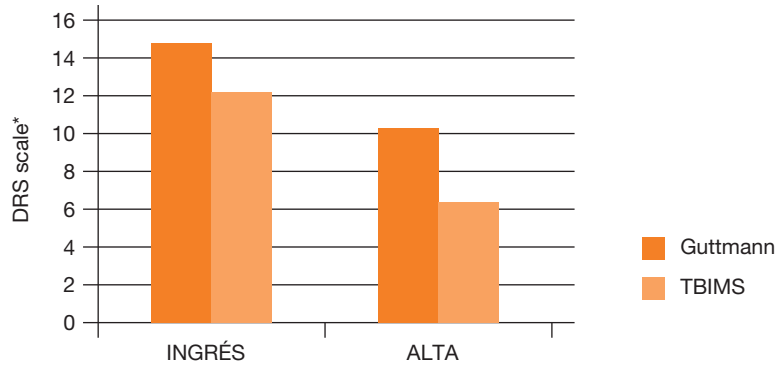
Traumatic brain injury

Of the **85 patients having sustained** a TBI who received treatment and specialised and intensive rehabilitation, 82% were seriously impaired on admission according to the Glasgow Coma Scale. Their mean age was 40.

One of the assessment scales administered to allow us to compare ourselves with the U.S. Traumatic Brain Injury Model Systems (TBIMS) was the Disability Rating Scale (DRS), with which we found that we had comparable evolutions. Our patients went from serious disability on admission to moderately serious disability on discharge, with a mean improvement of 4.4 points.



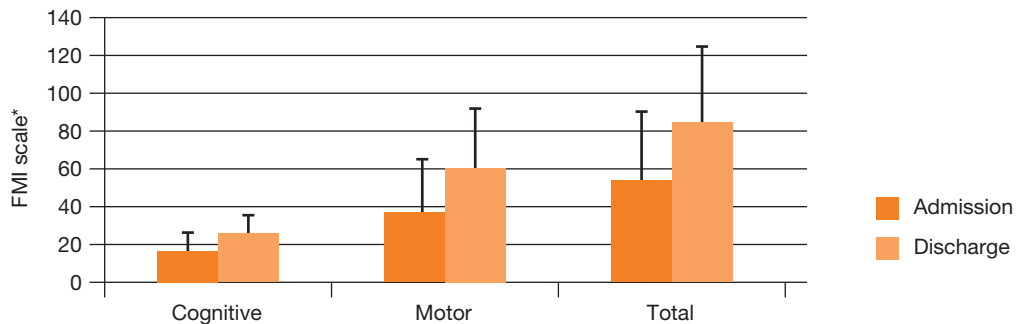
Comparison of TBIMS – Guttman



* The **DRS** is a scale designed to assess patients who have sustained a severe TBI. The total DRS score ranges from 0 (no disability) to 29 (extreme vegetative state) – the lower the score, the better the patient’s functional status. Scores are grouped as follows: 2-3 partial disability, 4-6 moderate disability, 7-11 moderately severe disability, 12-16 serious disability, 17-21 extremely serious disability, 22-24 vegetative state, 25-29 extreme vegetative state. TBIMS currently consists of 16 TBI Model System Centers and 3 TBI Model System Follow-Up Centers, sponsored by the National Institute on Disability, Independent Living and Rehabilitation Research, Administration for Community Living, U.S. Department of Health and Human Services.

We also observed an improvement in the functionality achieved, measured using the *Functional Independence Measure* (FIM) scale, where an increase of 28.8 points on the Total FIM was achieved, with gains observed in both the cognitive and motor areas. The figure below shows the means of the scale on admission and on discharge, separated by areas and in total.

Comparison of capacity for independence: Admission - Discharge

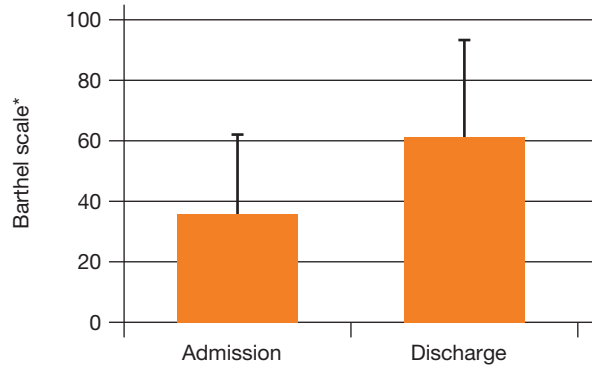


* The **FIM scale** measures the patient’s capacity for independence in performing activities of daily living (ADLs). The FIM-Cognitive has a range of values from 5 to 35 points, and the FIM-Motor from 13 to 91 points. The FIM-Total is the sum of the two areas (cognitive and motor) and the score ranges from 18 to 126 points – the higher the score, the better the patient’s level of functionality.

Vascularbrain disease

The mean age of the **190 patients** who received clinical discharge was 52 (from 22 to 78 years old). The Barthel scale was administered to assess their functionality, showing a mean improvement of 25.5 points on the patient’s discharge compared to admission. As the distribution of means in the figure below shows, our patients went from serious dependence on admission to moderate dependence on discharge.

Comparison of capacity for independence: Admission - Discharge



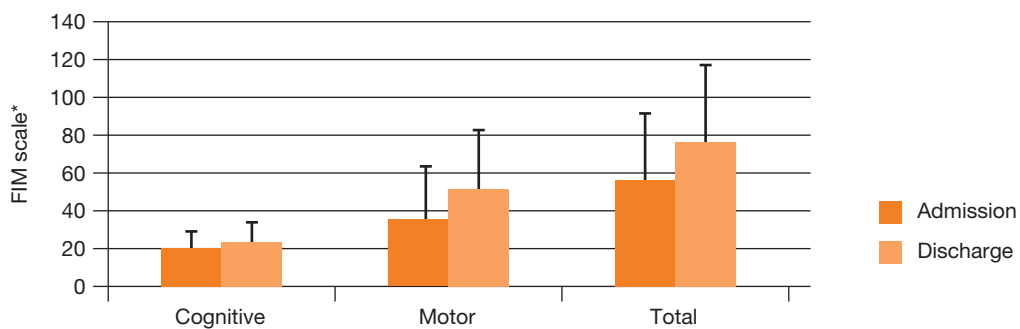
* The **Barthel** scale, widely validated for these patients, measures the patient's capacity for independence in going about activities of daily living (ADLs). The scale varies from 0 to 100, where 0 is complete dependence and 100 is full functional autonomy in performing ADLs. A classification by Shah et al, *Improving Index for Stroke Rehabilitation (J Clin Epidemiol. 1989)*, was considered as a reference. Scores are grouped as follows: 0-20 total dependence, 21-60 serious dependence, 61-90 moderate dependence, 91-99 limited dependence, 100 independence.

Other causes of brain damage

Sixty patients with other non-traumatic brain damage (resulting from tumours, anoxia, infection, etc.) completed the rehabilitation process. Their mean age was 47.

With respect to the functionality achieved, the figure below shows how our patients achieved an improvement in functional level in both the cognitive and motor areas. In the total score, an improvement of 17.7 points was achieved on discharge compared to admission.

Comparison of capacity for independence: Admission - Discharge



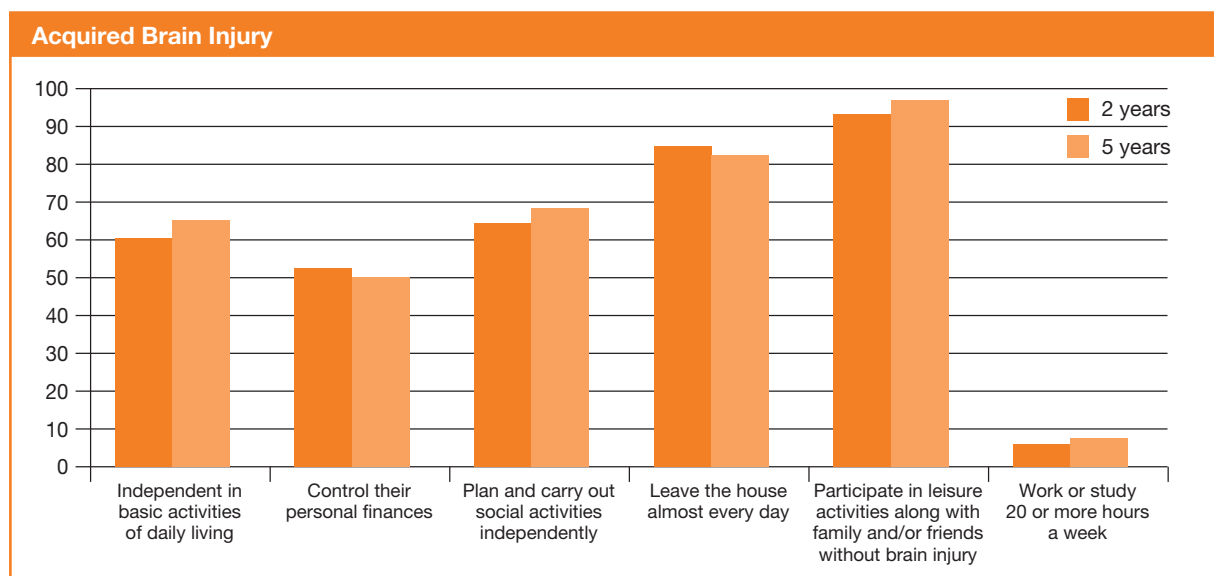
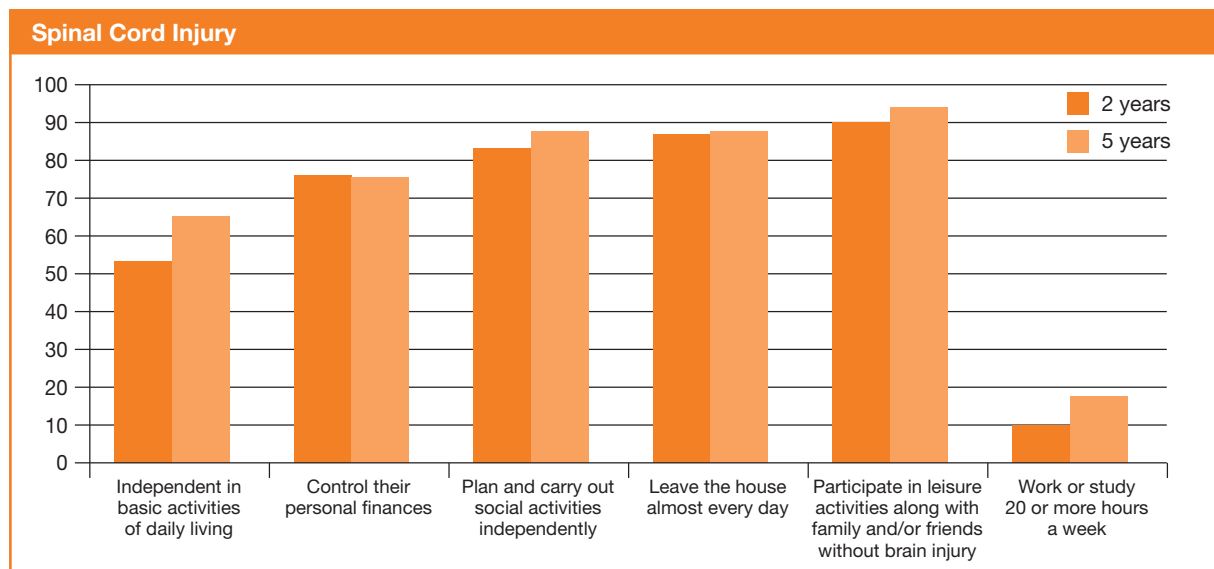
* The **FIM** scale measures the patient's capacity for independence in performing activities of daily living (ADLs). The FIM-Cognitive has a range of values from 5 to 35 points, and the FIM-Motor from 13 to 91 points. The FIM-Total is the sum of the two areas (cognitive and motor) and the score ranges from 18 to 126 points – the higher the score, the better the patient's level of functionality.

OUTCOMES TWO (2) YEARS AND FIVE (5) YEARS AFTER CLINICAL DISCHARGE

Rehabilitation takes on its true meaning and usefulness in health care when it allows people to maximise their functional autonomy and go about their lives with dignity, independence, quality of life and active social participation, despite their limitations and functional differences. For this to be possible, it must be ensured that everyone receives excellent, high-quality rehabilitation, although it is essential to have an inclusive society with inclusive laws that respect differences and actively help create genuinely equal opportunities.

That is what we strive to measure through the regular assessments that we perform on all our patients (SCI and ABD) two and five years after they complete their rehabilitation process at our hospital. These regular assessments not only rule out any disease resulting from their injury that might go undetected, they also assess the patient's autonomy, quality of life and degree of social participation, among other aspects.

The **Community Integration Questionnaire (CIQ)**, which helps measure the level of community integration after an injury, was administered in this context. It consists of 15 points related to competence at home, social integration and productive activities. A compilation of our patients' outcomes on some of its items appears below.





THE OPINIONS OF OUR PATIENTS

The Client Care Unit makes improvements intended to benefit our patients, always considering these individuals' perceptions of our centre and their degree of satisfaction with the care received. We used opinion surveys to collect assessments of quality perceived by hospitalised patients, and found that the quality of our care was given an overall score of 9.05 out of 10. The following are of note after analysing the surveys:

- 99% Sympathetic treatment received from staff
- 100% Confidentiality of personal data
- 100% Feeling of being in good hands
- 100% Would return to this hospital
- 100% Cleanliness of the facilities

In total, 15 complaints were received in 2016. Concerning the reasons for them, 6 were related to care and 9 were related to organisational management. In all cases, a written response was provided within an average of 4 days.

► SOCIAL AND HEALTH CARE

The domestic and social reintegration of people affected by a spinal cord injury, traumatic brain injury or any other disability that is neurological in origin is often difficult as a result of the high degree of complexity that their care represents for the patients themselves, their family, carers and health and social care professionals who are not used to dealing with the particular needs of these patients.

Thanks to the **Neurorehabilitation Support and Specialised Consulting Team (Specialised EASE)** we can act in all levels of care within the national health and social care networks for the more effective reintegration of the patients in their own social and domestic context, ensure that they are receiving the correct continuing care, favour the highest quality comprehensive and personalised care, and provide flexible and effective coordination with the specialist reference hospital, transmitting specific knowledge and skills in the neurorehabilitation process.

In 2016, the team's activity increased, redefining programmes already in place and working to design new ones to cover more people with disabilities and their families.

Patients seen in 2016	
Total patients seen	429
Home visits or to other centres	603

The **Home Care Service** is a programme that includes a number of services that meet the social and health care needs of people with disabilities or other forms of dependency and their families, in order to promote personal independence and help increase their quality of life within their own social and domestic context.

In 2016, we saw 69 patients, to whom we dedicated a total of 621 hours of home care.



▶ GUTTMANN, NEUROPERSONALCLINIC®

"Gutmann, NeuroPersonalClínic®" (GNPC) is an initiative that responds to current challenges in neurorehabilitation and cognitive neuroscience with the aim of promoting clinical innovation and bringing it to patients through our therapeutic solutions that have a proven scientific basis.

It is designed to provide comprehensive diagnosis and coordinated treatment of the main causes of disability and is organised around functional clinical neuroscience programmes and personalised services.

GNPC is aimed at people who want to pursue an intensive and personalised treatment programme to optimise their functional capacity or address specific problems resulting from their neurological impairment.

In 2016, Guttmann, NeuroPersonalClinic® saw a total of 210 patients with a total of 16,443 hours.

272	Maintenance programmes
52	Specific treatment programmes (aphasia, neuropathic pain, dysphagia, ictus...)
48	Guttmann, NeuroPersonalTrainer programmes
42	Speech therapy treatments
42	Neuropsychology treatments
15	Music therapy treatments

- The total number of patients and programmes does not coincide, as a single patient may have taken part in more than one programme.

GNPC is also a charitable initiative that fulfils a **social commitment** of the institute by creating "**treatment grants**" for patients who do not have sufficient financial resources or do not have health insurance to meet all their health care costs. The grants are awarded for procedures and techniques that represent the only possible therapeutic alternative, either due to patient characteristics or because other alternatives have been unsuccessful.



▶ GUTTMANN, NEUROPERSONALTRAINER®

Guttmann, NeuroPersonalTrainer® is the Institut Guttmann's virtual platform of cognitive telerehabilitation, certified as a medical device by the *Agencia Española de Medicamentos y Productos Sanitarios* (Spanish Agency of Medicinal Products and Medical Devices). Patients follow intensive and personalised programmes to stimulate their memory, attention, language and executive functions. This is a tool for professionals in the fields of neuropsychological rehabilitation and cognitive stimulation, and an innovative system generates knowledge that allows clinicians to come up with therapeutic recommendations based on patients treated previously.

To ensure the continuous updating and development of this platform for cognitive stimulation, as well as boosting its penetration in the health care market, the Fundació Institut Guttmann has a 50% share in the company BrainHealth Solutions, SL, founded in 2015 with the company ICA - Informática y Comunicaciones Avanzadas, SL.

The platform is currently available in over 100 centres throughout the whole of Spain, offering innovative clinical programmes. The programme is also part of "Brain Fit Club" at the Beth Israel Deaconess Medical Center, Boston, Massachusetts, affiliated to Harvard Medical School.



03



03 COMMITMENT TO KNOWLEDGE

► UNIVERSITY INSTITUTE

As a university institute attached to the Autonomous University of Barcelona (UAB), our activities revolve around academic, scientific and research issues in neuroscience in general and in neurorehabilitation and technology applied to personal autonomy in particular.

The foundation's academic orientation is aimed at the transfer of knowledge and quality multidisciplinary training in the field of neurorehabilitation for students and clinicians who want to deepen their knowledge and skills in this discipline.

Quality is one of the institute's firm commitments in all its training programmes. The Internal Academic Quality System is therefore accredited by the Agència de Qualitat Universitària AQU (AQU University Quality Assurance Agency) of the Government of Catalonia, and is structured around a series of processes starting from the AUDIT guidelines of the Agència Nacional d'Avaluació de la Qualitat i Acreditació (National Agency for Quality Assessment and Accreditation), and the recommendations of the European Association for Quality Assurance (ENQA).

Research and innovation activities promote the generation of new knowledge and continuous innovation in techniques, procedures and technologies in neurorehabilitation and neuroscience in general, by driving a cooperation network that is open to the participation of other Spanish and international centres of excellence, universities, research institutes, companies and organisations who want to combine their efforts to improve prevention and results in the treatment of diseases that affect the central nervous system.



► SCIENTIFIC ACTIVITY

The clinical and translational research potential of the Institut Guttmann is based on concentrating on a sufficient caseload to allow it to maintain and develop a team of skilled professionals, whilst guaranteeing safety and quality. The aim of this type of translational research is to develop sustainable solutions to health problems, whilst transferring the results of basic research into clinical practice as quickly as possible.

10 strategic programmes of translational research and innovation:

- 1 Bioengineering and robotics applied to functional improvement
- 2 Regenerative medicine and advanced therapies
- 3 Neuropsychological rehabilitation and cognitive stimulation (GNPT)
- 4 Brain health (Barcelona Brain Health Initiative)
- 5 Non-invasive brain stimulation
- 6 Comprehensive personalised neurorehabilitation
- 7 Social innovation and disability - QVIDLAB 360
- 8 Neuroscience and neural plasticity
- 9 Pharmacological interventions in Neurorehabilitation
- 10 Innovation Support Unit (ISU)

COOPERATIVE RESEARCH NETWORKS

The Research and Innovation Centre continued to take an active part in various permanent cooperative research networks, given below:

- Red de Innovación en Tecnologías Médicas y Sanitarias (Medical Technology Innovation Platform) (ITEMAS).
- Redes Temáticas de Investigación Cooperativa en Salud (Thematic Networks for Cooperative Research in Health) (RETICS). With the Red de Terapia Celular TerCel (TerCel Cell Therapy Network) of the Instituto de Salud Carlos III.
- Red Temática de Investigación en Neurotecnologías para la Asistencia y la Rehabilitación-Neurotec (Research Network on Neurotechnologies for Care and Rehabilitation).





COMPETITIVE PROJECTS

In 2016, the Institut Guttmann presented **14 projects** in public calls for funding of research and innovation projects, aimed at various Spanish and international organisations:

- **Acción Estratégica en Salud 2013-2016** (Strategic Health Action 2013-2016), Instituto de Salud Carlos III.
- **Horizon 2020 Framework Programme**, European Union.
- **Spanish Directorate General of Traffic**, Projects on traffic, mobility and road safety.
- **Centro para el Desarrollo Tecnológico Industrial** (Centre for Industrial Technological Development) (CDTI), Programa Estratégico de Consorcios de Investigación Empresarial "CIEN" (Nacional Strategic Programme of National Business Research Consortia).
- **Mapfre Foundation**, Ignacio H. de Larramendi research grants.
- **PECT Eix del Coneixement Besós-Marina/Litoral** (PECT Besós-Marina/Litoral Axis of Knowledge), Projectes d'Especialització i Competitivitat Territorial (Specialisation Projects and Territorial Competitiveness) (PECT).
- **Col·legi de Fisioterapeutes de Catalunya** (Catalan College of Physiotherapists), aid for research.

SCIENTIFIC PRODUCTION 2016

In 2016, Institut Guttmann worked on **97** research projects, 11 corresponding to public calls, and 13 doctoral theses. Its professionals published **24 indexed articles**, with an accumulated impact **factor of 66.46** (9 in the first quarter) and presented a total of **52 papers** to **31 scientific and technical forums** in Spain and internationally.

Articles published in indexed publications

- *Combination treatment in the rehabilitation of visuo-spatial neglect*
Aparicio-López C, García-Molina A, García-Fernández J, López-Blázquez R, Enseñat-Cantalops A, Sánchez-Carrión R, Muriel V, Tormos JM, Roig-Rovira T.
Psicothema. 2016 May; 28(2):143-9. doi: 10.7334/psicothema2015.93. PubMed PMID: 27112810.
- *Hemispatial neglect secondary to a traumatic brain injury*
García-Molina A, García-Fernández J, Aparicio-López C, Roig-Rovira T.
Neurologia. 2016 Jan-Feb; 31(1):64-6. doi: 10.1016/j.nrl.2013.12.018. Epub 2014 Feb 18. English, Spanish. PubMed PMID: 24556318.
- *Traffic pollution exposure is associated with altered brain connectivity in school children*
Pujol J, Martínez-Vilavella G, Macià D, Fenoll R, Alvarez-Pedrerol M, Rivas I, Fornis J, Blanco-Hinojo L, Capellades J, Querol X, Deus J, Sunyer J Neuroimage. 2016 Jan 26. pii: S1053-8119(16)00051-3. doi: 10.1016/j.neuroimage.2016.01.036. (Epub ahead of print) PMID: 26825441
- *Video gaming in school children- how much is enough?*
Pujol J, Fenoll R, Fornis J, Harrison BJ, Martínez-Vilavella G, Macià D, Alvarez-Pedrerol M, Blanco-Hinojo L, González-Ortiz S, Deus J, Sunyer J.
Ann Neurol. 2016 Jul 27. doi: 10.1002/ana.24745. (Epub ahead of print)
- *Effectiveness of repetitive transcranial or peripheral magnetic stimulation in neuropathic pain*
Kumru H, Albu S, Vidal J, Tormos JM.
Disabil Rehabil. 2016 Aug 5:1-11. (Epub ahead of print) PubMed PMID: 27494799.
- *Placebo-controlled study of rTMS combined with Lokomat® gait training for treatment in subjects with motor incomplete spinal cord injury*
Kumru H, Benito-Penalva J, Valls-Sole J, Murillo N, Tormos JM, Flores C, Vidal J.
Exp Brain Res. 2016 Jul 28. (Epub ahead of print) PubMed PMID: 27469242.
- *Neurorehabilitation strategies for poststroke oropharyngeal dysphagia: from compensation to the recovery of swallowing function*
Cabib C, Ortega O, Kumru H, Palomeras E, Vilardell N, Alvarez-Berdugo D, Muriana D, Rofes L, Terré R, Mearin F, Clavé P.
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► TEACHING

The aim of the Teaching Area is to contribute to the specialist training of health professionals linked to the world of neurorehabilitation, allowing them direct, rigorous and practical access to major diagnostic, technological and therapeutic advances in this clinical specialty. The Institut Guttmann has set up 4 different interdisciplinary teaching programmes that are certified by the Autonomous University of Barcelona and follow ECTS (European Credit Transfer System) criteria.

DATA ON THE INSTITUTE'S TEACHING ACTIVITY

STUDENTS REGISTERED 2016

In 2016, a total of **203 students** took part in different training activities across these teaching programmes (it should be noted that one student can register for more than one programme over the same period).

NEW REGISTRATIONS 2016

- 25 Master's Degrees in Neurorehabilitation
- 25 Master's Degrees in Neuropsychological Rehabilitation and Cognitive Stimulation
- 72 Postgraduate courses (accredited by the UAB) in the following teaching programmes:
21 students in-person and 51 students online





Additionally,

- We helped to train **26 resident intern consultants** in Physical Medicine and Rehabilitation and **1 consultant in Urology**. Of these, 7 came from other Catalan hospitals, 11 from other parts of Spain and 9 from abroad. We also helped train **1 resident intern psychologist**.
- We also taught a new edition of the **course on including** children with a motor disability that is neurological in origin in physical education sessions at mainstream schools (accredited by the Catalan Ministry of Education): **17 students**.
- We participated in the practical training **of 47 undergraduate students** in Psychology, Neuropsychology, Physiotherapy, Occupational Therapy, Speech Therapy, Urology, Industrial Engineering, Biomedical Engineering, Social Work, etc. and **26 students in professional training** linked to the world of health care.
- **30 professionals from our institute** have been invited to participate in **teaching different master's courses** organised by universities and hospitals in Spain and overseas.

SANTI BESO ARNALOT DOCUMENTATION CENTRE

The Neurorehabilitation Documentation Centre has continued to provide services to professionals and students seeking information and literature who wish to consult our collection and databases, find articles, be directed to websites, make photocopies, etc.

The total number of users was 556, with a total number of **1,883 in-person visits**, 54.7% of them by internal visitors and 45.3% by visitors from other hospitals, universities or schools from other areas of health care.

Requests were made for a total of 2,144 articles, of which 2,075 were provided, or in other words 96.78%. Of these, 70% were requested by internal users from the institute and 30% by external users.

04



04 COMMITMENT TO THE COMMUNITY

The Institut Guttmann is an organisation that takes its responsibilities seriously and is committed to society. As well as the care and scientific work carried out by the Neurorehabilitation Hospital and the University Institute, the institute actively contributes to effectively promoting equal opportunities for people with disabilities, offering a series of activities in the areas of prevention, information, dissemination and social awareness-raising. At all times, it aims for the highest level of autonomy and quality of life for people with disabilities of neurological origin and their families.

To reinforce our social commitment to people with disabilities, whilst promoting greater interaction and cooperation with associations that represent them, the Institut Guttmann has a **Social and Participation Council** which forms part of its advisory bodies and favours the participation and collective responsibility of all stakeholders involved in carrying out the foundation's activities.

► COLLABORATION WITH ASSOCIATIONS FOR PEOPLE WITH DISABILITIES

In 2016, the Institut Guttmann continued cooperating with the main associations for people with disabilities, especially those that are members of the Social and Participation Council.

- With Confederació and Federació ECOM, through active participation as a member of its Board of Directors and on the Board of Trustees of Fundació ECOM, by participating in various work groups.
- With the association ASPAYM Catalonia, by supporting the Board of Directors and collaborating in the association's annual conference.
- With the association AMIDA from Andorra, with participation in the magazine *Sobre Ruedas* and the Social Council of the Institut Guttmann and providing support in defining services.
- With Fundació Ictus, by disseminating its activities.
- With ACAEBH (Spina Bifida), by supporting its annual conference.
- With MIFAS in Girona and ASPID in Lleida. Presentation of the book "Social Innovation and Disability" to the media and associates in the cities of Lleida and Girona.
- With the association HIRU HAMABI, through the production of a documentary about acquired brain injury which was presented on 3 December coinciding with World Disability Day.
- With the Spanish Federation of Acquired Brain Damage (FEDACE), with participation in the magazine *Sobre Ruedas* and the Social Council of the Institut Guttmann.
- With the Catalan Federation of Cerebral Palsy (FEPCCAT) and the association ESCLAT, to write book 22 in the BLOCS collection "Guía para padres: Niños con parálisis cerebral infantil" (Guide for Parents: Children with infantile cerebral palsy.)

► SOCIAL ACTIVITY

PREVENTION AND SOCIAL AWARENESS

Institut Guttmann carries out intense activity in the prevention sphere, particularly concerning traffic accidents:

Prevention Campaign: "GAME OVER".

The accident prevention programme "*Game Over, no te la juguis*" (Game Over, don't risk it all) in collaboration with the Catalan Traffic Service (SCT) continued and a new assessment of the impact of the campaign was made. It has been very positive, as could be verified at the "5th Meeting of Instructors from the Prevention Programme Game Over: Emergent Mobilities" held in the hospital. In addition to "Game Over" instructors and representatives from the Catalan Traffic Service, a large number of Catalan police officers, municipal police and road safety educators took part.

From January to December 2016, instructors conducted **923 sessions at 403 schools in Catalonia** and have reached **47,949 students**.

- At the start of 2016, a meeting to monitor and evaluate the activity carried out in 2015 was held with the Catalan Traffic Service and the Government of Catalonia's Health and Education departments. The "Game Over" campaign was rated as highly satisfactory, and the objectives for 2016 were set out.
- Following the work done in 2015, the institute actively participated in making a new video along with the Catalan Traffic Service to provide new material for use by instructors.





Other traffic accident prevention activities

- Collaboration with the insurance company Montepio Conductors in Manresa by participating in the "Conductalia" day.
- Collaboration with the Municipal Police of Sitges on road safety at the Carnival.
- We continued to collaborate with the work group for monitoring the Traffic Accident Victim Support and Information Service (SIAVT).
- Participation in Sant Cugat City Hall's Territorial Mobility Committee.
- Work group to draw up the Road Safety Education Plan of the city of Badalona.
- Collaborated with Stop Accidents in 21 sessions of the "Canvi de Marxa" campaign.

In addition, the Fundació Institut Guttmann has continued to offer **information sessions within the "Tot conversant" programme** with talks to schools and other people and institutions interested in learning about the issues faced by people with disabilities, as well as the work done by the Institut Guttmann. **From January to December 2016, 20 sessions were held with a total of 1,191 participants.**

PUBLISHING AREA

Magazine "SOBRE RUEDAS"

In 2016, we continued with the magazine "Sobre Ruedas", publishing and printing issues 90, 91 and 92. Following the recommendations of the Editorial Board, the informative aspect of the magazine has grown in importance, and it seeks to address issues of current interest for people with neurological disabilities, their families and professionals. Therefore, recent issues have concentrated on promoting sport with a special issue about the Rio Paralympic Games, innovation in social policies aimed at disability and a topical dossier on how neuroscience and neuroethics can be applied to empower patients. In parallel, progress is being made on the magazine's new electronic format, leading to increased circulation, accessibility and internationalisation in Spanish-speaking countries.

BLOCS collection

Blocs 22, "*Guía para padres: niños con parálisis cerebral infantil*" (Guide for Parents of Children with Cerebral Palsy), has been published with the collaboration of various professionals from the Institut Guttmann's Children's Rehabilitation Unit, families from the hospital, the Catalan Federation of Cerebral Palsy (FEPCCAT) and the Association ESCLAT. The project was coordinated by Elaine Geralis.

04 COMMITMENT TO THE COMMUNITY



INNOVACIÓ SOCIAL I DISCAPACITAT (SOCIAL INNOVATION AND DISABILITY) collection

As a follow-up to the debates held in 2015, in which almost 400 people from Catalonia and the rest of Spain took part, the conclusions were summarised and subsequently debated by key figures from the world of communication and the defence of social rights.

These conclusions were used to put together a publication that compiles the main ideas of the social debates. It was presented to associations and the media on 19 July with the collaboration of the Fundació Abertis, with the presence of the Minister of Employment, Social Affairs and Family of the Government of Catalonia, the Honourable Ms Dolors Bassa; Mr Josep M. Solé, director of the Guardianship Girona Foundation and chair of the Social Council of the Institut Guttmann, and Atresmedia journalist, Ms Lary León. It was presented before a large audience of the general public and media in Girona and Lleida in November, in collaboration with the associations MIFAS and Aspid.

SCIENTIFIC SYMPOSIA

In 2016, **the Institut Guttmann** held the **28th Technical Symposia** with an innovative scientific debate on the topic **“Empowerment, personal autonomy and neuroethics”** which brought together around 300 professionals and managers of public and private care services, especially people with cognitive and/or behavioural disorders caused by neurological injuries or diseases, mental health, dementia or dependent persons, as well as different organisations, associations and other interested parties.

The symposium began with a keynote address from Professor Kathinka Evers, a researcher at the Centre for Ethics and Bioethics at Uppsala University, and Professor Molly Crockett, a neuroethics researcher at Oxford University. The first round table dealt with the subject of “Empowerment and personal autonomy in individuals with cognitive and/or behavioural disorders” and the second looked at “Person-centred care, the challenge of preserving personal autonomy”. Both round tables were attended by top speakers in this area of knowledge focusing on neuroscience and neuroethics.

The Honourable Ms Dolors Bassa, Minister of Employment, Social Affairs and Family, and the Illustrious Mr Rafael Ribó, Ombudsman of the Government of Catalonia, closed the Symposia which were organised with the collaboration of the Fundació ONCE and the support of the Fundació Abertis.



PROMOTING INCLUSIVE PHYSICAL EDUCATION AND SPORT

Mou-te... i veuràs! (Move and you'll see)

On 27 and 28 April, the Institut Guttmann celebrated the 13rd year of "Mou-te... i Veuràs!". These physical education days for pupils aged 5 and 15 are organised every year to promote the practice of inclusive physical activity in mainstream schools. The event brought together more than 300 children from 5 schools in Barcelona, with activities that focused on playground games, showing children a series of inclusive and collaborative games.

12th Edition of the Sports Games

The Sports Games were held on 14 and 15 October to pay tribute to the Rio 2016 Paralympic Games. The swimmer Núria Marqués, cyclist Juanjo Méndez, athlete Martín Parejo and team manager of the Spanish wheelchair basketball team, Raúl Elía, all took part. Different competitions took place over the weekend: the 1st Fundació Johann Cruyff Trophy for 3x3 hockey on electric wheelchair, the 1st Guttmann Trophy for quad rugby, and the 1st Ciutat de Badalona Trophy for wheelchair basketball between FC Barcelona BCR and Club Joventut de Badalona. All events were well-attended by the public.





Dofins de colors (Coloured Dolphins)

In 2016, we promoted the “**Dofins de colors**” initiative with the aim of promoting inclusive physical education for all students within mainstream schools. This year, the RCDE player Víctor Sánchez sponsored the initiative and met students from the second year of the course in which they shared experiences gained throughout the year in their respective workplaces.

Fitness Day

On Saturday 24 September, the Institut Guttmann was present at *Fitness Day*, a popular fitness festival organised by the Institut Barcelona Esports (IBE) on the occasion of the festival celebrating Barcelona’s patron saint, the Festes de la Mercè. Staff from the Institut Guttmann were involved in organising the event to make the activity accessible to people with disabilities.

Collaboration agreement with Fundació Tommy Robredo

The tennis star visited the Institut Guttmann on 12 September to sign a collaboration agreement for the practice of this sport by hospital patients. Tennis will be included as part of the neurorehabilitation process for adults, young people and children, depending on their clinical evolution. The player’s foundation will provide sporting equipment and one of its coaches will be responsible for the activity.

OTHER ACTIVITIES

Shooting the film “100 metros” (100 Metres) with the actor Dani Rovira

The Institut Guttmann was the backdrop for the filming of “100 metros”, the inspirational story of a man affected by multiple sclerosis and his personal struggle with the disease. Institute staff, patients and ex-patients took part in the filming as extras along with the actors. A special premiere of the film was screened in the auditorium of the Institut Guttmann on 10th October, with Dani Rovira, Marcel Barrena and other representatives of the production company Filmax.

Accessibility workshop in the Apple store at La Maquinista

A group of patients attended an accessibility workshop in the Apple store at the La Maquinista Shopping Centre in Barcelona, where they tested different accessibility tools in products from this renowned brand.



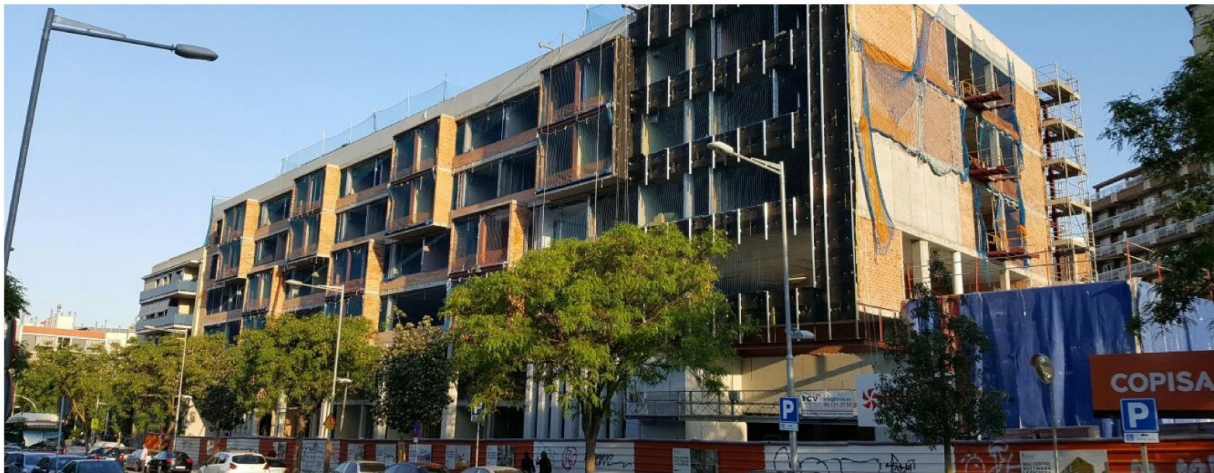
The Institut Guttmann at TV3's La Marató

TV3's 25th La Marató took place on 18 December 2016, this time dedicated to research into ictus and spinal cord and brain injuries. The Institut Guttmann, a reference centre in the treatment of these pathologies, played a prominent role in the programme. One of the highlights was the recording of the video "Color Esperanza" with patients, staff, family members and Friends of the institution, accompanied by the Gegants ("Giants" papier maché figures) of Sant Celoni and the Colla del Drac ("Dragon Gang") of Poblenou.

Sports&Life Guttmann Club

The "Sports&Life Guttmann Club" initiative was launched in 2016. This project aims to provide a social, leisure and sporting space for former patients and other people with disabilities who, accompanied by their families and friends, want to do activities outside of the hospital in a mainstream setting.





▶ NEW GUTTMANN CENTRE – LA SAGRERA

The most significant event in 2016 was the start of work on the new Guttman Centre– La Sagrera in March. The project is certified according to the BREEAM® (Building Research Establishment Environmental Assessment Methodology) standard of sustainable construction with a rating of “very good”. BREEAM® is the world’s most technically advanced method of assessing and certifying the sustainability of the building. This system gives a more sustainable construction that translates into a higher performance for those who build, operate and/or maintain the building; the reduction of its impact on the environment; and greater comfort and health for those who live in, work in and use the building.

The new Guttman Centre will be the setting for all care activities that currently take place in Guttman, NeuroPersonalClínic®.

▶ RESPONSIBLE COMMUNICATION

The Institut Guttman translates its responsibility and willingness for transparency to all the communication processes that govern its activity in relation to messages, channels and supports directed at the public with whom it relates, both in the institute and outside.

In 2016, the Institut Guttman published its Corporate Social Responsibility Report for the first time and launched the Transparency and Good Governance Portal of the Institut Guttman on the web portal.

The 1st Corporate Social Responsibility Report of the Institut Guttman has been recognised by the Fundació Avedis Donabedian with its Award for the Best Information on Social Responsibility Activities in Health Institutions.

This year, and in line with our desire and commitment to always go one step further, we are publishing the report you are now reading, which includes both the organisation’s corporate social responsibility report and its social report. Therefore, in a single document, the institution accounts for all its care, scientific, educational, social and environmental activities, as well as activity related to transparency and good governance.

The report includes details on activities related to the commitments made due to our membership of the Economy for the Common Good and the Global Compact. This is an essential requirement to achieve SR-10 accreditation, which the organisation is working on throughout 2017.

▶ ACCREDITED MEDICAL WEBSITE

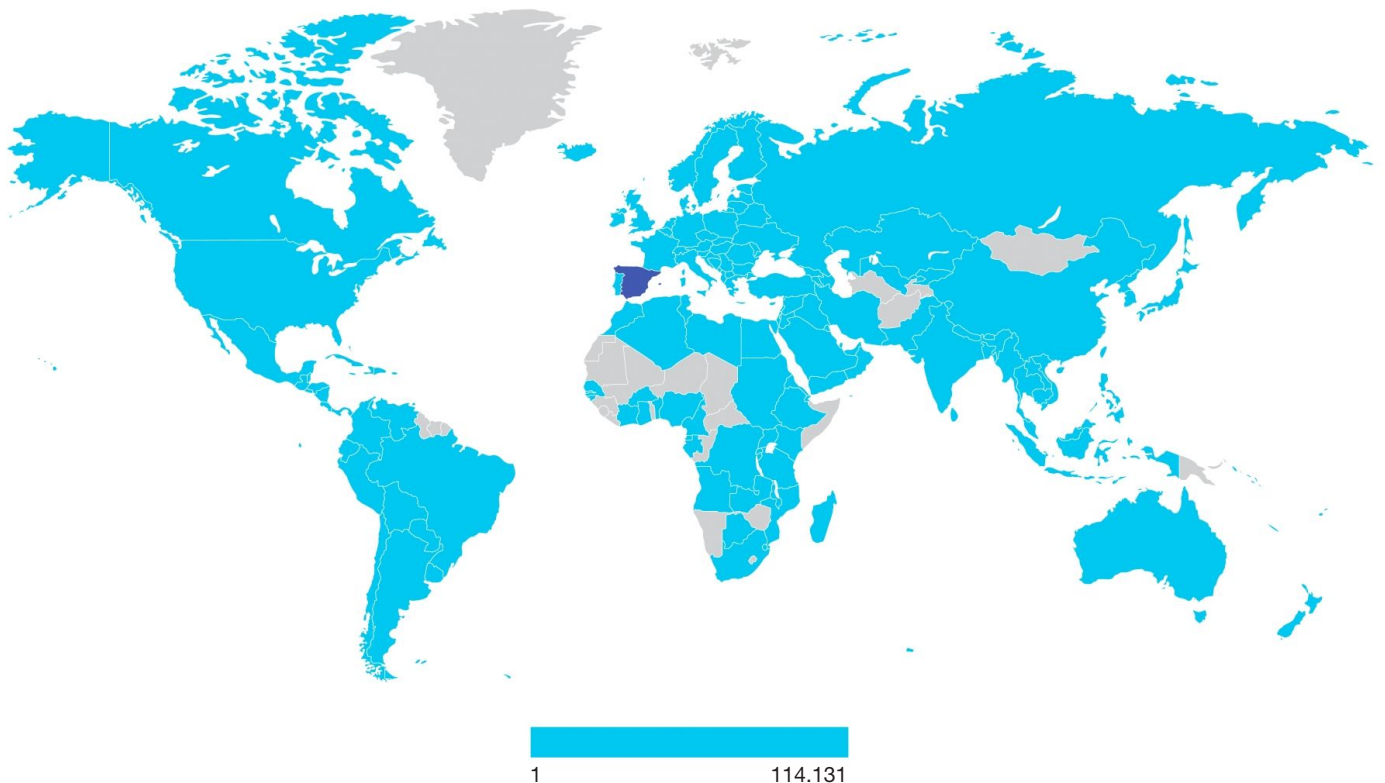
The Institut Guttmann's web portal compiles all the information about the organisation relating to its activity. It contains information related to care, science, teaching, research projects, and social and leisure activities, plus a new job board aimed at the teaching community. The site is in 5 languages and is constantly updated.

The portal is recognised as an **Accredited Medical Website**, a service from the Barcelona Medical College, which identifies the website as a place of interest for patients and users as well as health professionals, and demonstrates that all communication related to care and health is based on medical criteria, including the portfolio of services and information on the neurological pathologies treated at the hospital.

In addition, the Institut Guttmann endorses the initiative **"Medical information you can trust"** from the Swiss foundation **Health on the Net** which certifies that the medical content posted on the public website is true, has been checked by medical or scientific publications and that the institute has an Advisory Council that reviews content before uploading it to the network.

This year, the data analysed give the following results:

- 94,000 users visited the website.
- They made 138,419 visits.
- They visited over 464,884 pages.
- 66.8% of users are women and 33.2% are men.
- Regarding the origin of the visits, over 82% are from Spain, followed by Mexico, Colombia, Chile, United States, Argentina, Russia, Peru, United Kingdom and France.



04 COMMITMENT TO THE COMMUNITY

OTHER DIGITAL ENVIRONMENTS

The Institut Guttmann works very actively to promote itself on the main social networks in which it has a presence (Facebook, Twitter, LinkedIn, Instagram, YouTube), providing a dynamic flow of information in which the organisation makes available the most up-to-date content, such as institutional visits and social, leisure, scientific and teaching activities. The language used is accessible and clear; no inappropriate language is used and capital letters are not overused. The photographs that accompany the content are always taken with the permission of the individuals that appear in them, in compliance with the guidelines established by the Spanish law on the protection of personal data (LOPD).

Particular care is taken to review all content that followers publish, with previous filtering if the social network allows it and if it is considered pertinent, always respecting the right to freedom of expression and the contents of Institut Guttmann's Communication Policy 2014-2019; any comments that may cause offence or that use inappropriate language are deleted.



- Institut Guttmann is part of the **annual TOP TEN** carried out by the website **Social mediàtica** on the presence of these networks in Spanish hospitals.

In 2016, the Institut Guttmann promoted the construction of the new **SIIDON** project, a portal containing comprehensive information on disability that is neurological in origin, offering information, resources and services related to disability, neurorehabilitation and neuroscience for all communities involved with disability. The aim is to consolidate the leadership of the Institut Guttmann in Spain and internationally and to respond to the need for experts within their different fields, with true, up-to-date and extensive information.

PERSONAL DATA AND CONFIDENTIALITY

Compliance with the Spanish law on the protection of personal data (LOPD) is of great importance for the institution in all its areas. This is a duty of all professionals and collaborators who are part of the Institut Guttmann who may have direct or indirect knowledge of the data of patients, members of the organisation and other people with whom it relates.

- The Institut Guttmann rigorously supervises the authorisation of the use of images of patients and/or family members in the media, with the patient or his/her legal guardian needing to sign an informed consent form.
- E-mailings and online newsletters comply with the directive and include the option to unsubscribe if the information is unwanted.
- The Guttmann Institute does not use advertising or communication that could be considered commercial for any of its services.
- Staff sign an acceptance of the Code of Ethics when starting their contractual relationship, and are informed of the **“Protocol of good practice for professionals and partners for the protection and security of personal data”**.
- During the 2016 financial year, no incident was received related to communication, marketing, promotion or sponsorship, as well as any formal complaint regarding a breach in confidentiality of personal data, nor any sanction as the result of not complying with norms in relation to care, scientific or teaching services.

- The Institut Guttmann applies the highest level of security measures on the security of automated files (Spanish Royal Decree 1720/2007, of 21 December that approves the Regulation of Organic Law 15/1999, of 13 December, on the protection of personal data) to all the information it handles: documented security regulations, incident logs, a security officer, periodic submission of information systems for auditing, personalised identification of users who want to access the system and an access register.

05



05 HUMAN RESOURCES

▶ PEOPLE, THE INSTITUTE'S SOUL

At the Institut Guttmann, it is fundamentally the staff who are behind the institute's high profile, culture and values. They are the source of knowledge and experience, and with their attitude and commitment to excellence, they are the driving force behind the organisation.

Although by its very nature the work at the Institut Guttmann is very demanding, the vocation of the staff involved in caring for patients and their families makes them feel safe, understood, respected and well-looked after.

The institute's **Human Resources Policy** is based on the desire for excellence and, in accordance with the Code of Ethics, considers the ethical obligations that lie beyond legal and administrative requirements, standards of good practice and supervision by bodies to which the organisation is accountable. Its main objectives are:

- To maintain the institute's values with a strong commitment to the personal and professional development of the staff, which is the main asset of the organisation as a source of knowledge and ultimately responsible for the quality of the relationship with our patients, their families and other people with whom it interacts.
- To guarantee the continuity of a team of competent and highly motivated professionals to voluntarily promote clinical excellence, innovation and the generation of new knowledge in the field of neurorehabilitation and neuroscience in general.
- To develop an organisational culture that focuses on creating an organisation that is knowledge-intensive, offers a high performance and creates value for citizens.

THE MAKEUP OF THE STAFF

In 2016, the staff consisted of a total of 445 people. The equivalent number of hours worked by these professionals is equivalent to a total workforce of 349.4 persons (the total number of hours worked divided by the annual working hours agreed in the SISCAT Collective Agreement). This workforce, along with external staff and services gives a total of 421.1 persons that are needed for the institute to function correctly.



STAFF AT THE FUNDACIÓ INSTITUT GUTTMANN IN 2016				
	staff contracted		external services / professionals	Employee workforce
	number of people	equivalent number of staff*	equivalent number of staff*	equivalent number of staff*
Doctors	24	20,6	4,7	25,3
Psychologists	13	7,6	0,0	7,6
Pharmacists	3	2,5	0,0	2,5
Interns	6	4,9	0,0	4,9
Nurses	99	73,3	0,0	73,3
Physiotherapists	32	21,9	0,0	21,9
Occupational therapists	18	14,0	0,0	14,0
Physical education instructors	3	3,0	0,0	3,0
Social workers	7	5,2	0,0	5,2
Speech therapists	8	5,9	0,0	5,9
Care assistants	134	102,5	0,0	102,5
CARE	347	261,4	4,7	266,1
Executives	12	10,0	0,0	10,0
Technicians and/or management	11	9,9	0,0	9,9
Administrative staff	53	49,4	1,6	51,0
MANAGEMENT AND ADMINISTRATION	76	69,3	1,6	70,9
Maintenance	9	8,0	0,0	8,0
Catering	0	0,0	26,8	26,8
Cleaning	8	6,5	21,4	27,9
Laundry/linen	5	4,2	0,0	4,2
Security/caretaking	0	0,0	16,0	16,0
Gardening	0	0,0	1,3	1,3
GENERAL SERVICES	22	18,7	65,4	84,1
TOTAL STAFF	445	349,4	71,7	421,1

(*1668 hours/year)

THE MAKE-UP OF THE MANAGEMENT TEAM

The breakdown of the Institut Guttmann Management Team by sex and age is shown in the following tables.

Breakdown by sex and age					
SEX	Under 35	From 35 to 50	Over 50	Total	% TOTAL
Women	0	1	4	5	50%
Men	0	1	4	5	50%
Overall total	0	2	8	10	100%
% Total	0%	20%	80%	100%	

SIZE OF THE WORKFORCE

The tables given below reflect different indicators related to the organisation's total workforce. The Institut Guttmann has only one workplace and there was a total number of 376 professionals on the payroll on 31 December 2016. This figure is the base for the calculations and tables presented below and gives the total number of all staff with a full-time or part-time work contract that responds to organisational needs (permanent staff, temporary, interim...), with contracts longer than one week.

Breakdown by sex and age					
SEX	Under 35	From 35 to 50	Over 50	Total	% TOTAL
Women	59	111	59	229	60,9%
Men	34	73	40	147	39,1%
Overall total	93	184	99	376	100,0%
% Total	24,7%	49%	26,3%	100,0%	

Professionals by category and sex				
PROFESSIONALS OF THE INSTITUT GUTTMANN	WOMEN	MEN	TOTAL	% TOTAL
Executives	5	5	10	2,7%
Doctors – Psychologists – Pharmacists	17	13	30	8,0%
Nurses	63	18	81	21,5%
Physiotherapists – Occupational therapists Physical education instructor	29	14	43	11,4%
Social workers – Speech therapists	12	0	12	3,2%
Specialist technicians	2	0	2	0,5%
Care assistants	42	64	106	28,2%
Administrative staff	48	17	65	17,3%
Service staff	10	15	25	6,7%
Interns	1	1	2	0,5%
Total Professionals	229	147	376	100,0%

Outsourced staff

The Institut Guttmann uses outsourcing as a management tool that allows it to concentrate on its core competencies, delegating the provision of certain services of ongoing support to professionals who specialise in other areas of work or knowledge.

Several ongoing services are currently outsourced, including the laboratory, catering, security and cleaning, in addition to consultant doctors who come to the centre sporadically on the request of the medical staff. On 31 December 2016, the institute had 109 professionals, including professionals, doctors, consultants and outsourced professionals.

Professionals by category and sex				
SEX	PROFESSIONALS (DOCTORS CONSULTANTS)	OUTSOURCED STAFF (KITCHEN, CAFETERIA, SECURITY, CLEANING AND LABORATORY)	TOTAL	% TOTAL
Women	13	54	67	61,5%
Men	14	28	42	38,5%
TOTAL	27	82	109	100,0%

RECRUITMENT POLICY AND EMPLOYABILITY

The Institut Guttmann employment policy maintains the principle of ensuring secure employment and the stability of the workforce, according to the budget available for each financial year. In general, stable positions are covered with an indefinite contract.

To help young people who have completed their studies enter the world of work, the Institut Guttmann reserves certain positions to be covered by internship contracts in order to help people acquire professional experience. For these contracts, priority is given to students who have done the masters and postgraduate degrees themselves and trainees who have done internships at the hospital and have been evaluated positively.

TYPE OF CONTRACT	WOMEN	MEN	TOTAL	% TOTAL
Permanent	178	125	303	80,6%
Temporary	18	6	24	6,4%
Interim / cover	32	15	47	12,5%
Interns	1	1	2	0,5%
TOTAL NEW CONTRACTS	229	147	376	100,0%

Recruitment procedures are highly personalised and combine internal and external sources depending on the position.

New contracts

TYPE OF CONTRACT	WOMEN	MEN	TOTAL	% TOTAL
Permanent	4	3	7	21,2%
Temporary	5	1	6	18,2%
Interim / cover	14	5	19	57,6%
Interns	1	0	1	3,0%
TOTAL NEW CONTRACTS	24	9	33	100,0%

Breakdown by age in new contracts				
AGE	WOMEN	MEN	TOTAL	% TOTAL
Under 35	15	6	21	63,6%
From 35 to 50	5	1	6	18,2%
Over 50	4	2	6	18,2%
TOTAL	24	9	33	100,0%

The Institut Guttmann is an organisation with a relatively low staff turnover; this is due to the highly specialised care activity at the centre and the high levels of commitment that the staff have with the institute's mission and values.

Turnover rate by age and sex

Staff turnover				
EDAT	WOMEN	MEN	TOTAL	% TOTAL
Under 35	1	1	2	16,7%
From 35 to 50	1	1	2	16,7%
Over 50	4	4	8	66,6%
TOTAL	6	6	12	100,0%

► DIVERSITY AND EQUAL OPPORTUNITIES

The Institut Guttmann’s corporate social responsibility policies have a strategic aim: to develop occupational relationships based on equal opportunities, non-discrimination and respect for diversity; to promote a favourable environment; to facilitate conciliatory measures and to respect the law.

Basic principles:

- To ensure the quality of employment.
- To promote conciliatory measures.
- To ensure the principle of equal opportunities between men and women.

True to its original purpose and its Code of Ethics, the Institut Guttmann, “for the provision of new jobs, will **positively discriminate** in favour of candidates with a disability certificate, provided that they are trained for the job to be done and have the suitable personal profile and skills to do the work properly”.

Number of disabled professionals by sex and age				
AGE	WOMEN	MEN	TOTAL	% TOTAL
Under 35	3	1	4	22,2%
From 35 to 50	6	0	6	33,3%
Over 50	3	5	8	44,5%
TOTAL	12	6	18	100,0%



Number of disabled professionals by sex and professional category				
	WOMEN	MEN	TOTAL	% TOTAL
Executives	0	0	0	0,0%
Doctors – Psychologists – Pharmacists	2	0	2	11,1%
Nurses	0	0	0	0,0%
Physiotherapists – Occupational therapists Physical education instructor	2	0	2	11,1%
Social workers – Speech therapists	1	0	1	5,6%
Care assistants	1	3	4	22,2%
Administrative staff	6	2	8	44,4%
Service staff	0	1	1	5,6%
Interns	0	0	0	0,0%
TOTAL	12	6	18	100,0%

CONCILIATORY ACTION IN THE CASE OF MATERNITY, PATERNITY AND HIGH-RISK PREGNANCY, AND SOCIAL BENEFITS

Number of professionals who had the right and who exercised their right to take leave for maternity, paternity or high-risk pregnancy

Number of professionals who exercised their right to take leave for maternity/paternity/high-risk pregnancy				
	WOMEN	MEN	TOTAL	% TOTAL
Maternity	13	0	13	44,8%
Paternity	0	3	3	10,4%
High-risk pregnancy	13	0	13	44,8%
TOTAL	26	3	29	100,0%

100% of professionals who had the right to take leave for maternity, paternity or high-risk pregnancy exercised their right to it.



► REMUNERATION POLICY

The remuneration policy of the Institut Guttmann is framed within SISCAT's Collective Agreement. The salary structure is composed of a fixed annual salary, additional sums related to systems of promotion and career development and variable sums based on objectives.

The organisation's remuneration policy has three objectives that have traditionally been applied: attracting, retaining and incentivising the people that it needs.

WAGES AND SALARIES FOR PROFESSIONAL CATEGORIES (does not include MBOs)					
PROFESSIONALS AT INSTITUT GUTTMANN	WOMEN	MEN	TOTAL	WAGE UNDER AGREEMENT	MEAN GUTTMANN WAGE
Group 1 Graduates in care professions (doctors, pharmacists, psychologists...)	20	15	35	38.362 €	> 40.000 €
Group 2 Diploma in care professions (nurses, physiotherapists, physical education instructor, social workers, speech therapists...)	106	33	139	27.907 €	> 30.000 €
Group 3 Technicians and nursing assistants	44	64	108	18.379 €	> 20.000 €
Group 4, 5, 6 Administrative staff	50	17	67	20.968 €	> 30.000 €
Group 6, 7 Service staff	10	15	25	15.619 €	> 20.000 €
Interns	1	1	2		17.500 €
Total Professionals	231	145	376		

The minimum wage for 2016 was € 9,172.80 year. The minimum wage was established and approved by the Spanish Government in Spanish Royal Decree 1171/2015 of 29 December and published in the Official Gazette no. 312, of 30 December 2015.

ASSESSMENTS

Various assessment tools are used to make annual assessments of the aptitudes, attitudes and skills of all staff. The aim of this assessment process is to:

- Express the organisation's expectations of the people working there
- Align the efforts of members of staff with the institute's yearly objectives
- Evaluate people's contribution to the institute
- Maximise everyone's performance and satisfaction
- Identify talent and potential, and design development plans that are appropriate to the individual
- Count on objective and documentary indicators that help evaluate the incentive and promotion system.

The annual assessment consists of:

- Assessment of skills.
- Assessment of variable remuneration based on objectives (MBOs). This is regulated by the SISCAT Collective Agreement.
- Development interview.

Professionals with the right to variable remuneration based on objectives by sex			
SEX	TOTAL PROFESSIONALS	PROFESSIONALS WITH RIGHT TO MBO	% TOTAL
Women	229	216	94,3%
Men	147	142	96,6%
TOTAL	376	358	95,2%

Professionals with the right to variable remuneration based on objectives by sex:				
	DONES	HOMES	TOTAL	% TOTAL
Executives	5	5	10	2,8%
Doctors – Psychologists – Pharmacists	16	13	29	8,1%
Nurses	61	17	78	21,8%
Physiotherapists – Occupational therapists – Physical education instructor	26	14	40	11,2%
Social workers – Speech therapists	10	0	10	2,8%
Specialist technicians	2	0	2	0,5%
Care assistants	42	63	105	29,3%
Administrative staff	44	15	59	16,5%
Service staff	10	15	25	7,0%
Interns	0	0	0	0,0%
Total Professionals	216	142	358	100,0%

*18 missing people have not met the requirements of art. 36.1 of SISCAT agreement.

In 2016, 98.5% of staff was evaluated using individual interviews with their line and following the defined development procedure in which their progress was analysed with regard to the defined objectives.

▶ CONTINUING TRAINING

Continuing training must guarantee the continuity of a team of competent professionals who have an impact on the interpersonal, scientific and technical quality of care that the Institut Guttmann offers the people it treats, improving the knowledge, skills and attitudes of these professionals to achieve the best possible results in the rehabilitation process of people with neurological disabilities.

The basic functions of continuing training are:

- Improving the skills and qualifications of professionals.
- Encouraging professionals to improve their professional qualifications.
- Adapting their technical and interpersonal skills to the institute's objectives.

A total of 409 professionals, of which 445 worked at the Institut Guttmann during 2016, received training. The calculations used for the following indicators have been made based on the total number of people trained:

Half hours worked		
Total hours training	10.224,90	= 25
Number of professionals	409,0	

Mean number of hours training by sex			
SEX	NUMBER OF PROFESSIONALS	NUMBER OF HOURS	MEAN NUMBER OF HOURS
Women	248	6.091,9	24,6
Men	161	4.133,0	25,7
TOTAL	409	10.224,9	25,0

Mean hours of training by professional category and sex			
CATEGORY OF PROFESSIONALS AT INSTITUT GUTTMAN	WOMEN	MEN	TOTAL
Executives	21,9	33,2	27,6
Doctors – Psychologists – Pharmacists	44,5	39,6	42,3
Nurses	32,3	28,6	31,5
Physiotherapists – Occupational therapists – Physical education instructor	28,1	51,1	35,1
Social workers – Speech therapists	17,6	0,0	17,6
Specialist technicians	22,8	0,0	22,8
Care assistants	20,7	20,1	20,3
Administrative staff	22,0	15,0	18,6
Service staff	6,2	18,7	13,3
Interns	29,5	24,3	26,5

▶ HUMAN RIGHTS AND EMPLOYMENT PRACTICES

The personnel team is the most valuable asset of the Institut Guttmann, therefore it promotes a professional environment based on trust, shared responsibility and mutual respect that enhances the capacities, competencies and skills of each member, recognises and rewards good performance and offers opportunities for their professional development and personal growth.





All professionals and additional staff who make up the team at the Institut Guttmann have the right and the duty to know the Code of Ethics and comply with it, ask any questions that arise and make suggestions or proposals for changes that they consider appropriate. They can also report any non-compliance or presumed non-compliance in order to contribute to the progress of the institute and the people who carry out their professional activities there.

In 2016, the Management received a complaint from a professional which revealed a case of harassment. Once analysed by the Health and Safety Committee and the Investigatory Commission, the appropriate protocol was set in motion; although it was not proved that there had been harassment, corrective measures were agreed upon that have already been implemented.

Outsourced companies with staff that work on the premises of the Institut Guttmann also are assessed initially in the adjudication process to ensure these values and practices are adhered to. Among other factors, their activities were assessed in relation to contracting and managing occupational risk prevention by coordinating preventive activities. They also receive the same training as our contracted staff.

BENEFITS

100% of the team enjoys additional benefits, regardless of the type of contract.

- Flexible starting times for professionals on split shifts not related to providing services related to patient care. These professionals can choose their start and end times within a margin of one hour, depending on their needs or preferences, and guaranteeing the presence of enough members of staff in the workplace during hours with the highest levels of activity.
- Continuing training plan offered to 100% of the staff.
- Christmas gift.
- Loyalty award in recognition of professionals who work for the organisation for 25 years.
- Subsidised dining vouchers for all staff on the payroll working a split shift, according to the collective agreement.



- Internal communications:
 - Intranet: all policies and institutional documentation are published here, as are the latest news and notices from the hospital.
 - Magazine *Fulls*: internal publication sent to all professionals in the Institut Guttmann with current news and interviews from in-house.
 - Internal communication: as well as communicating via intranet, communications are occasionally sent by e-mail.
 - Guttube: internal video portal, created in the likeness of the famous video-sharing website, on which all internal and public videos related to the institute are shared.
 - Welcome handbook: this handbook is given to all new employees with relevant information needed when joining the organisation.
 - Social networks: the team is often quoted, or has a presence in constant updates on these communication networks.
 - Posters: informal communication and visual support for campaigns, events and other internal actions.
- “Children’s Christmas party” for the children of the professional staff, with a gift given to all children, bought by the human resources department.
- Birthday parties and Christmas drinks.
- Other events and celebrations for the whole team. On some occasions, the staff’s families are also invited.

▶ HEALTH AND SAFETY AT WORK

Prevention of occupational risks is a priority in the hospital. To ensure work on prevention of risks and accidents, the Institut Guttmann has a prevention service of the specialty of ergonomics and occupational psychosociology, in industrial hygiene and work safety, the ICESE, and a Mutual Society of work accidents recognized by the Treasury of the Social Security: Mutual Universal. Every two years the legal audit is carried out on the management system for the prevention of occupational risks, being the latest audit in February 2017 by the accredited company TÜV Rheinland.

The Prevention Plan derives from the Occupational Hazard Prevention Policy, which expresses the objectives, operating model, structure, procedures, protocols and responsibilities, with successive operational objectives deriving from this plan.

JOINT HEALTH AND SAFETY COMMITTEE

The Joint Health and Safety Committee of the Institut Guttmann represents 100% of contracted staff. It is formed by 3 members who represent the Foundation and 3 members who represent the Work Council (representing the staff).

Positions identified with the risk of strain: Positions in nursing and functional rehabilitation, where patients are moved. Maintenance service, in which heavy objects are handled.

Positions identified with the risk of exposure to biological contaminants: All professionals at the Institut Guttmann. In the case of personal care, the level of risk is higher.

Positions identified with the risk of exposure to radiation: All care professionals who interact with machines that emit radiation.

Positions identified with the risk of “in itinere” accidents: All professionals in the Institut Guttmann.

During 2016 there were:

Workplace accidents resulting in time off work = 9 (men) + 10 (women) = 19
Days lost due to workplace accidents = 249 (men) + 224 (women) = 473

“In itinere” workplace accidents with time off work = 1 (men) + 4 (women) = 5
Days lost due to “in itinere” accidents = 110 (men) + 123 (women) = 233

The accident study found that the type of accident most seen are those caused by strain related to moving patients. A group is working on improving and establishing standards of prevention in this line of work. The most affected groups are nursing and functional rehabilitation, as they are most exposed to this risk.

Another risk factor that should be highlighted is that of “in itinere” accidents (during journeys), on which work continues to be done in cooperation with Badalona City Hall and the Metropolitan Transportation Authority, as well as promoting the values of safe driving among professionals. In order to analyse and manage all incidents that take place in the Institut Guttmann, all accident reports are entered into the IT system.

ASSESSMENT OF PSYCHOSOCIAL HAZARDS

Once the report on the psychological study conducted in 2015 was received, work was done on an action plan for improvement in 2016 that will continue to be developed in 2017.

ASSESSMENT OF SUPPLIERS' EMPLOYMENT PRACTICES

The Institut Guttmann makes certain demands of all suppliers, whether individuals or companies: honest reciprocity in business relationships, total respect for current regulations, especially referring to the compulsory hiring of people with disabilities; as well as those that refer to the protection of children, environmental protection and labour protection.



06



06 TRANSPARENCY

As a private foundation, the Institut Guttmann is accountable to the Protectorate of Foundations, a body of the Justice Department of the Government of Catalonia concerned with guardianship, control and supervision. In addition, in accordance with current legislation, it also presents annual accounts to the Department of Health and the Finance Ministry of the Spanish Government.

As an institution, it maintains lawful, honest, ethical and responsible behaviour in all its relationships, and in accordance with these principles, includes the ethical commitments that govern each of its areas of activity in the **foundation's Code of Ethics** and the **Statutes**, which set out standards of good governance that must be upheld by all members of the Board of Trustees and the Managing Director, the person in the company with the highest level of responsibility.

The Institut Guttmann contracts an independent expert firm to conduct an **Annual Audit of Accounts** to ensure proper asset management and regularly submits to **Spanish and international accreditation bodies** that certify the safety and quality of its care, science and teaching activities, as well as the proper protection of the environment. To ensure confidentiality in all its activities by complying with Spanish law on the protection of personal data (LOPD), it adheres to the **Code of the Catalan Hospital Union** and undergoes regular corresponding audits.

By publishing an annual Social and Corporate Social Responsibility Report, and dedicating a section on its website to transparency and good governance, the institute exercises a policy of total **transparency of information** and is accountable in all its actions to the **Social and Participation Council**, in which are represented the main associations of people with disabilities to which the Institut Guttmann dedicates its services, experts from civil society and key government administrations involved in this area.



▶ BALANCE SHEET

The foundation's Board of Trustees is ultimately responsible for preparing the annual accounts so that they provide a true reflection of the equity, financial position and financial results for the financial year, according to the regulatory framework applicable in Spain.

FUNDACIÓ INSTITUT GUTTMANN INCOME STATEMENT - 2016	
RESULT OF CARE ACTIVITY	851
Neurorehabilitation Hospital	699
• Income from the provision of care services	20.430
• Other income	3.147
• Hospital costs	-22.878
—Consumption	-6.059
—External services	-1.906
—Taxes	61
—Personnel costs	-13.997
—Management costs	190
—Depreciation and provisions	-1.142
—Extraordinary costs	-25
Guttman NeuroPersonalClinic®	101
Medical and Social Care Activity	51
RESULT OF SCIENTIFIC ACTIVITY	-660
• Income	713
• Costs	-1.373
—Research + Innovation	-804
—Teaching	-380
—Extraordinary	-189
RESULT OF SOCIAL ACTIVITIES	-114
RESULT OF PROJECTS UNDERWAY (GNPR and Meridian Project)	-28
CAMPAIGN "Friends of the Institut Guttman" (*)	366
RESULT FIN., STRUCTURE AND SUBSIDIES	471
FINAL RESULT OF THE FUNDACIÓ	886

Accounts from 31/12/16 audited by Uniaudit OliverCamps with a favourable report
 (*) see allocation of contributions to fundraising traceability
 (in thousands of euros)

To facilitate the responsible action of the members of the Board of Trustees, and in accordance with the institute's values of transparency and greater organisational efficiency, the Board of Trustees created the Financial Monitoring Committee of the Institut Guttmann that, made up of members of the Board of Trustees, the management team and independent individuals from civil society, regularly supervises the foundation's financial accounts and ensures that the financial statements, budgets from the financial year and the financial settlement are prepared properly, as well as any other advisory commission or financial analysis entrusted to it by the Board of Trustees. The Institut Guttmann obtains most of its income from care activities that it carries out as a highly specialised hospital, especially the contract for services which it has signed with CatSalut.

• Care activity	24.641
Provision of care services	21.492
CatSalut	14.530
Other funding	6.962
Additional income	3.149
• Scientific activity	713
• Social activities	89
• Friends of the Institut Guttmann (<i>fundraising</i>)	442
• Financial activities	873
Assets leased	136
Others	737
TOTAL INCOME 2016	26.758

(in thousands of euros)

Income from the Institut Guttmann care services is 21.5 million euros, of which 15.5 million, 68%, corresponds to the Catsalut contract and up to 7 million euros, 32% off Other financiers (traffic insurance companies, mutual insurance companies, insurers, private individuals, both national and international, other public entities ...). The rest of the income corresponds to income, scientific activity, social activities, fundraising and economic activities. The economic activities include 136 thousand euros corresponding to leases of spaces in the hospital center of Badalona for 122 thousand euros and of the spaces annexed to the lands of Barcelona for 14 thousand euros.

The economic sustainability of the Institut Guttmann, with the quantity and quality of the specialised clinical services it offers, has always needed private activity, in addition to the public, roughly equivalent to a quarter of its total capacity for care which over more than fifty years has allowed it to survive as an institution, build the new hospital, push forward innovation in this specialised area of medicine, be an international leader in its field, and provide the best and most efficient clinical services for the Catalan public health system. We understand our practice to be exemplary, in which both sides gain and this explains the benefits of a public-private or public-social partnership.

SUBSIDIES

The percentage of the foundation's total income represented by subsidies in 2016 was 0.8%, mostly derived from competitive research projects; 36 thousand euros were for health and social care activities and 60 thousand euros were allocated to the accident prevention programme of the Catalan Traffic Service of the Government of Catalonia's Ministry of Interior.

ORIGIN	PURPOSE	AMOUNT
International government		
—European Community	Research Project	53
State government		83
—ISC III – Ministry of Finance and Competitiveness	Research Project	36
—Ministry of Finance and Competitiveness	Research Project	22
—Ministry of Health, Social Services and Equality	Health Activity	20
—Ministry of Health, Social Services and Equality	Health and Social Activity	5
Autonomous community government		73
— Department of Home Affairs – Department of Traffic – Government of Catalonia	Social Activity	60
—Department of Health – Government of Catalonia	Health and Social Activity	11
—Department of Territory and Sustainability – Government of Catalonia	Environmental accreditation	2
TOTAL		209

(in thousands of euros)



► FUNDRAISING TRACEABILITY

Complying with the desire for and commitment to transparency as a social enterprise and recipient of contributions from institutions, companies and individuals (fundraising), the following table gives detailed information on resources received by the “Friends of the Institut Guttmann” initiative and justification of the final allocation of these donations.

FUNDACIÓ INSTITUT GUTTMANN – FUNDRAISING TRACEABILITY – 2016	
“FRIENDS OF THE IG” FUNDRAISING INITIATIVE	
Friends of the IG fundraising	405
Costs of the initiative (management)	-39
TOTAL FUNDS RAISED TO BE DISTRIBUTED:	366
ALLOCATION OF CONTRIBUTIONS AVAILABLE “FRIENDS OF THE IG”	
DETAILS OF ASSETS AND ACTIVITIES ALLOCATED	
Computer and work-start room	40
Promotion and initiation of adapted sport	11
Specialised care for women with disabilities	13
Projecte Eye Tracking	10
Music therapy for people suffering from a neurological injury	2
Training families of patients with brain damage	2
“Dofins de Colors” Programme	1
total activities and programmes:	79
“Santi Beso Arnalot” Documentation Centre	31
total teaching:	31
Meridiana Project	256
total strategic activities:	256
TOTAL ALLOCATION OF CONTRIBUTIONS:	366

(in thousands of euros)

“FRIENDS OF THE INSTITUT GUTTMANN”

This initiative comprises organisations, businesses and persons that, through their generous contributions and support, not only trust and admire us, but help us deliver on our original objectives and to make our more innovative flagship projects viable to continue to advance in the development of teaching and research programmes, and new care techniques and procedures to improve the quality of life of people with a disability.

The “Friends of the Institut Guttmann” initiative is an example of the sensitivity, responsibility and commitment of all its members and demonstrates civil society’s ability to act together in the quest for a better world. This is undoubtedly one of the institute’s most valuable assets.

06 TRANSPARENCY

We thank the following organisations, institutions and companies for the cooperation and assistance they have provided us with throughout 2016:

ABAST SYSTEMS, S.L.	GRUPO ILUNION, S.A.
ADMINISTRADOR DE RECAMBIOS BELLVITGE	GRUPO MGA
ADOM-AUTONOMIA	HANDBIKE BARCELONA
AMBULANCIAS TOMÁS, S.L.U.	HOLLISTER IBÉRICA, S.A.
AMPA MESTRE GIBERT I CAMINS	ILUNION SALUD, S.A.
APA Laboratoris Clínic	IMMOBILIARIA VALL D'ÀNEU, S.A.
ASISA	INGECAL
ATRESMEDIA	INSTAL·LACIONS GALÍ, S.L.
AUTOLIV KLE, S.A.	INSTITUT BARCELONA ESPORTS -AJUNTAMENT DE BARCELONA
AUTORITAT PORTUÀRIA DE BARCELONA	LA VERDOSA, S.L.
BARBULLERO, SL	LABORATORIS DR. CASALOTS, S.L.
CLUB ARQUERS BADALONA	LUCTA, S.A.
CLYSA PROYECTOS INTEGRALES, S.L.	MAPRE CATALUNYA
COLOPLAST	MASTERPIEL, S.A.
CORPORACIÓ CATALANA DE MITJANS AUDIOVISUALS	MONOLÍTIC, S.A.
CREU BLANCA-FUNDACIÓ PRIVADA IMHOTEP	MORERA BARGUES ASESORES, S.L.
EL CAMICOTO, S.L.	POLIESPORTIU BAC DE RODA
ESTEVE	PROMOCAIXA
FED. CATALANA D'ESPORTS DE PERSONES AMB DISCAPACITAT FÍSICA	REIAL AUTOMÒBIL CLUB DE CATALUNYA
FEDERACIÓ ESPORTIVA CATALANA PARALÍTICS CEREBRALS	SALUT DE LA DONA DEXEUS
FUNDACIÓ "la Caixa"	SEAT
FUNDACIÓ PRIVADA PUJOL I GORNÉ	SERVIELEVA, S.L.
FUNDACIÓ TOMMY ROBREDO	SODEXO ESPAÑA, S.A.
FUNDACIÓN ABERTIS	STIGA DE BARCELONA, S.L.
FUNDACIÓN AXA	STUCOM, S.A.
FUNDACIÓN MARIA FRANCISCA DE ROVIRALTA	TALLERS METALÚRGICS REUS
FUNDACIÓN PRIVADA CARMEN Y M ^a JOSÉ GODÓ	TMB - TMB SOLIDARI
FUNDACIÓN PRIVADA JOHAN CRUYFF	TOP CABLE, S.A.
FUNDACIÓN UNIVERSIA	TUSGSAL
	VOLUNTARIS BADALONA
	WALLAX FARMA, S.L.

▶ ZERO CORRUPTION

The Institut Guttmann enacts specific policies with the aim of preventing the voluntary or involuntary use of the institute to conceal the illegal origin of donations, as well as meeting legal requirements. In 2016, the institute approved the action protocol in relation to the Law on Prevention of Money Laundering and Financing of Terrorism.

All new professionals who join the staff of the Institut Guttmann must know and sign the Code of Ethics, which specifies the attitude that regardless of the contractual form they must maintain regarding mutual competition, the actions by the other parties (conflict of interest) and the receipt of gifts by staff.

In 2016:

- There were no incidents related to issues of corruption.
- No contributions were made by political parties or related institutions.
- There were no incidents related to monopolistic practices and practices against free competition and its results.
- No financial penalties related to non-compliance and regulations were received.
- No complaints were received related to the impacts of our activities on society.

▶ INSTITUTIONAL TRANSPARENCY

In addition to all the information that it publishes regularly on paper, the Institut Guttmann, faithful to its policy of transparency, has a section on its website entitled **Code of Ethics, Transparency and Good Governance** which is constantly updated. It gives a list of documents that can be consulted; they are regularly updated and expanded when necessary. Among others, the following documents are available to everyone: the Code of Ethics of the Institut Guttmann and the Statutes of the foundation, the Audit of the Annual Accounts and the Social and Corporate Social Responsibility Report, as well as documents relating to accreditations and audits, coordinated and private care activities, and scientific and teaching activity.



07



07 THE ENVIRONMENT

One of the main commitments of the Institut Guttman, as reflected in its Mission, Vision and Values, is to be an organisation of excellence that is sustainable and respects the environment. To this end, it has an exacting Environment Policy that includes the strategies and values that should govern the institute with regard to the environment, based on the 2014-2020 Strategic Plan and of which its highest exponents are the ISO 14001 international certification and EMAS European certification. The Environmental Plan and the Programme of Annual Environmental Objectives derive from the Environmental Policy.

The successive operational objectives included in the institute's annual general programme, which is approved annually by the Directors, with its main guidelines also being subject to the consideration of the Board of Trustees, derive from the Environmental Plan.

The Institut Guttman has a manual of good environmental practices with the best environmental practices that can be performed in each process or area of the institution.

WITH REGARD TO THE OBJECTIVES OF ENVIRONMENT PROTECTION AND ENERGY SAVING

- We have replaced the 36 outdoor points of the garden lightning with LEDs, representing a saving in electricity consumption and longer life for consumables.
- We have continued to seek and study locations which, due to their use, allow the installation of automatically lighting systems (twilight movement sensors, timers, etc.) to save on electricity consumption, and movement detectors in one part of the dirty corridor, and adjusting the number of lit fluorescents in the rest.
- The team of professionals of Infrastructure, Services and Environment carried out BREEAM New Construction training in order to monitor the implementation of BREEAM certification at the new centre of Guttman - Meridiana.
- A study has been made to replace the lighting system with LEDs, and gradual replacement in the whole centre is planned. The whole of Hospitalization Units 1 and 2, main lobby and main entrance canopy, and central corridor of level 0, including elevator lobbies.
- We have carried out the energy audit according to RD 56/2016.
- Work continued in the following areas: awareness campaigns to promote water saving, reduction of energy consumption, waste reduction, both for consumption and for volume, with leaflets being provided on best practices for different users; in addition, different reminders were made to raise awareness of the environment according to established universal dates.

▶ MATERIALS AND CONSUMPTION

The consumption of products and materials in the Institut Guttmann is based on the basic raw materials used in a hospital. Here are the amounts consumed of the main materials in 2016:

- Medicinal gases. Oxygen: **8,401.77 m³**.
- Medicinal air: **14,937.90 m³**.
- Office paper: **3.907 Tn.**
- Paper hand towels: **5.3992 Tn.**
- Toilet paper: **2.683 Tn.**
- Nappies: **6.026 Tn.**
- Syringes: **0.291 Tn.**
- Sodium hypochlorite drinking water: **0.320 Tn.**
- Sodium hypochlorite soap: **1.0940 Tn.**
- Water softener salt: **1.325 Tn.**
- Dishwasher detergent: **1.071 Tn.**
- Degreaser: **0.53 Tn**

The historic evolution of this consumption is given in the **Environmental Declaration 2016** as are the weighted values with regard to the number of people working there.

With regard to energy consumption, the Institut Guttmann encourages the responsible use of the three energy sources that supply the hospital which are all provided by external companies.

Electricity	2.725,33 MWh = 9.811.188 MJ
Natural gas	2.269,06 MWh = 8.168.616 MJ
Diesel	9,8971 MWh = 35.629,56 MJ
TOTAL	5.004,29 MWh = 18.015.444 MJ

Energy intensity is one of the indicators of an organisation's energy efficiency. The Institut Guttmann calculates it as the relationship between energy consumption and annual turnover:

- **EI: 5,004.29 MWh / 21,491,431.90 €: 0.000233 MWh/€.**
- **We need 0.233 MWh to bill 1,000.00 €.**

In 2016, the Institut Guttmann carried out its energy audit according to Spanish Royal Decree 56/2016, obtaining useful information on the building's energy performance and offering targets for possible improvements in energy efficiency through the recommendations presented in the report, according to our environmental certifications, ISO 14001 and EMAS.

The comparison of energy consumption was:

- **2015: 5,352.24 MWh // 15.88 MWh per person employed.**
- **2016: 5,004.29 MWh // 14.33 MWh per person employed.**

The main reason behind this reduction was that the lighting system was changed to LED in several areas of the centre.



▶ A HOSPITAL IN NATURAL SURROUNDINGS

The facilities of the Institut Guttmann are located within the Natural Park of the Serra de Marina, which is part of the Network of Protected Natural Spaces of the Provincial Council of Barcelona.

The site has a surface area of **42,100 m²**:

- **8,080 m²** of built land with the hospital facilities.
- **34,019 m²** exterior land, of which **10,481 m²** are gardens.

The most significant impact of Institut Guttmann's activities on biodiversity is defined by the surface area which had not previously been urbanised.

EMISSIONS AND WASTE

Emissions into the atmosphere from Institut Guttmann come from:

- Electricity consumption.
- Fuel consumption: natural gas and diesel.
- Fuel consumption from personal means of transport.
- Waste generated.
- Water consumption in the building and garden areas

Total emissions: 1,371.42 Tn CO₂ eq.

CO₂ emissions are calculated using the calculation tool from the Oficina Catalana del Canvi Climàtic (Catalan Office for Climate Change).

The intensity of emissions is an indicator used to analyse the evolution of the efficiency of measures adopted to reduce emissions of greenhouse gases, and is calculated using the ratio between emissions generated and annual turnover:

- **EI GEH: 1,371.42 Tn CO₂ eq. / 21,491,431.90 €: 0.0000638 Tn CO₂ eq/€.**
- **Our emissions were 0.0638 Tn CO₂ eq per 1,000.00€ of turnover.**

Waste. A comprehensive control of the waste generated by the hospital was performed and there was no significant accidental spillage during 2016.

The wastewater discharge is all the sewage produced by the organisation that goes into the sewage network of the City of Badalona.

Institut Guttmann does not recycle or reuse water consumed.

Sanitary waste: **100.136 Tn.**

- Group I-II: **97.580 Tn.**
- Group III: **2.556 Tn.**
- Group IV: **0 Tn.**

Waste similar to urban waste: **72.467 Tn.**

- Paper and cardboard: **16.146 Tn.**
- Plastic: **11.84 Tn.**
- Glass: **0.444 Tn.**
- Organic waste: **38.50 Tn.**
- Cooking oil: **0.682 Tn.**
- Wood: **1.160 Tn.**
- Iron: **1.18 Tn.**
- Plant waste: **2.515 Tn.**

Hazardous waste: **4.7910 Tn.**

- Contaminated packaging: **0.555 Tn.**
- Fluorescents: **0.1438 Tn.**
- Batteries: **0.020 Tn.**
- Aerosols: **0.048 Tn.**
- Absorbent material: **0.116 Tn.**
- Lead batteries: **0.415 Tn.**
- Electronic equipment: **0.558 Tn.**
- Phytosanitary agents: **0.0022 Tn.**
- Chemical reagents: **0.020 Tn.**
- Orthopaedic batteries: **0.377 Tn.**

With regard to waste from transport, the Institut Guttmann continued with the awareness campaign on the use of public transport, **“Sustainable Mobility”** during the 2016 financial year.

Thanks to this efficient environmental management, the Institut Guttmann closed the 2016 financial year with no fines or non-monetary sanctions for non-compliance with environmental regulations or any complaints about environmental impacts arising from our activity.



▶ EFFICIENT ENVIRONMENTAL MANAGEMENT

In order to achieve these good results in 2016, there were a number of investments and environmental costs, such as:

Waste collection	32.500,04 €
Sectorisation and installation of water meters to control consumption	34.483,08 €
Replacement of lamps for LED lighting	11.303,53 €
ISO 14.001 and EMAS environmental consultancy and accreditations	3.218,60 €
BREEAM training	2.600,00 €
Energy audit according to RD 56/2016	6.043,95 €
TOTAL	90.149,20 €

SELECTION CRITERIA

The Services in charge are responsible for choosing between the options offered by the market for goods and services according to the Institut Guttmann's Code of Ethics, using mainly financial and quality criteria.

The possibility of taking environmental purchasing criteria into account can reduce costs, improve the image that the institution offers patients, suppliers and professionals, and contribute to protecting the environment.

Sustainable purchasing criteria are:

- Selecting suppliers that have environmental certification (ISO 14.001, EMAS, etc.).
- Choosing eco-certified products:
 - European Union Ecolabel.
 - AENOR brand - environment.
 - German "Blue Angel".
 - Norwegian "Nordic Swan".
 - DGD - Distintiu de Garantia de Qualitat Ambiental (Emblem of Environmental Quality Guarantee) from the Government of Catalonia.
 - EU LABEL - European Union, environmentally-friendly products.
 - ANAB-IBO-IBN, Italian brand of bio-ecological products.
- Favouring the purchase of biodegradable or environmentally-friendly cleaning products.
- Choosing products with little packaging or that are recyclable to reduce waste.
- Opting for items packaged in glass or cardboard that are easily recycled, such as paper and other office supplies.
- Complying with our ISO 14.001 environmental certification and EMAS certification

In addition, suppliers of the Institut Guttmann are subjected to an initial evaluation, before their approval, and to a subsequent periodic evaluation, based on, among other criteria, environmental aspects.



▶ PREVENTION OF OTHER ENVIRONMENTAL IMPACTS

The Institut Guttmann has an “Environmental Guide to New Projects, Works and Facilities”. Its aim, according to the commitment to the environment and the EMAS Ecomanagement Scheme, is to notify companies involved in work execution projects and facilities of the centre of the requirements to be met during the planning, execution and subsequent use of the space and/or facilities.

The different requirements to be met are listed below:

1. Knowing and complying with our Environmental Policy.
2. Strictly complying with environmental legislation (EU, national, regional and local) regarding the use of hazardous substances, packaging and labelling, transport conditions, noise emissions and other environmental specifications that are applicable to the work and/or services performed.
3. Avoiding unnecessary consumption of water, energy and other raw materials related to the facilities of the Institut Guttmann.
4. While contracted work and/or services are being carried out, they will be responsible for any environmental-related incident or accident, immediately informing those responsible for the purchase and/or service.
5. To avoid incidents, the responsible supplier or company will adopt appropriate preventive measures across the board that set out good environmental management practices, particularly those related to preventing unwanted spills of liquids, emissions into the atmosphere and the dumping of any type of waste, paying particular attention to the proper management of those defined as hazardous.
6. Waste generated must be removed properly and/or disposed of in accordance with the waste management programme of our centres and the existing law.
7. Using materials and equipment that, once installed, require minimum maintenance and minimise waste generation.
8. Coordinating with the Prevention Service of the Institut Guttmann.

The Institut Guttmann has been recognized in 2016 for the second time with the EMAS Certification (European Community Environmental Management and Audit System) as a sign of its commitment to maintain an environmental management beyond the regulatory frameworks.



08



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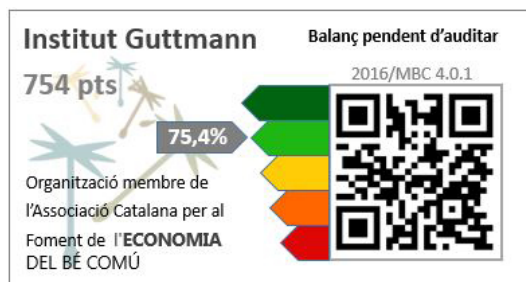
CSR INDICATORS

► EBC SELFAVALUATION

COMMON GOOD MATRIX 4.1



Value Stakeholder	Human dignity	Solidarity	Ecological sustainability	Social justice	Democratic participation and transparency	TOTAL
A. Suppliers	A1 Ethical offer/supply management					64%
B. Investors	B1 Ethical financial management					67%
C. Employees Workers	C1 Workplace quality and equality	C2 Just distribution of work volume and employability	C3 Promotion of environmentally friendly behaviour of employees	C4 Just income distribution (equal, responsible and transparent remuneration)	C5 Internal democracy and transparency	68%
D. Clients	D1 Ethical selling	D2 Solidarity with other companies	D3 Ecological design of products and services	D4 Socially oriented design of products and services	D5 Raising social and sectorial standards	86%
E. Society	E1 Social effect/ meaning of the product/ service	E2 Contribution to the local community	E3 Reduction of environmental impact	E4 Reducing dividend payments to third parties	E5 Social transparency and participation in decision-making	93%
TOTAL	71%	68%	68%	66%	71%	75%



► GENERAL BASIC CONTENTS 2016

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	BC	G4-29		
	BC	G4-30		
	BC	G4-31		
	BC	G4-32		
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► SPECIFIC BASIC CONTENT

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	C) INDIRECT FINANCIAL CONSEQUENCES	74	G4-EC8		B1
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2. ENVIRONMENT	A) MATERIALS	80 to 81	G4-EN1	P7, P8, P9	D3 E3
	B) ENERGY	80 to 81	G4-EN3 G4-EN5 G4-EN6	P7, P8, P9	E3
	C) WATER	82	G4-EN8 G4-EN10	P7, P8, P9	E3
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(*) Material aspects identified by the Institut Guttman and developed in this CSR report.

BC: Back cover

TABLE: indicate the number of pages on these two pages.

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Carried out according to the G4 GRI index. Core Level. Not externally verified.
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