

Letter from the CEO

In spite of the difficulties caused by the COVID-19 pandemic, which affected not only the provision of health services, but also the income and costs of Fundación Valle del Lili, we were able to close the year on a positive note, since the infrastructure investment projects were not affected, nor were the technological updating and research programs.

I would like to highlight the formalization of the alliance with COMFANDI, which will allow us to expand our high complexity services, as well as to develop Medical Education programs at the primary level, emphasizing prevention and health promotion. Our ultimate goal is to ensure the sustainability of the National Health System through the application of good medical administrative practices.

Finally, I would like to highlight and thank once again the commitment, solidarity and sense of belonging of the entire group of Fundación Valle del Lili, which allowed us to successfully overcome the challenge of an unknown disease that affected all humanity and tested the service vocation and, at times, the sacrifice of all health care workers.

We begin this year with optimism and confidence, maintaining our levels of excellence, our national leadership position and international recognition.



VICENTE BORRERO RESTREPO, MD.,MSinHyg.,Dr.PH
CEO



Dr. Vicente Borrero Restrepo, CEO

Letter from the Deputy Director

The year 2020 will be remembered by all human beings who inhabit this planet. Surely, future generations will have enough historical elements to come up with more effective solutions to control a crisis than those existing today. similar to this one. Health occupied the attention of world organizations and governments, not only because of the implications of the disease caused by the SARS-Cov 2 on people, but also because of the economic and social impact of the measures needed to control it.

Fundación Valle del Lili, as a highly complex institution, played a relevant role in addressing the crisis triggered by the pandemic in the region. "Excellence in health at the service of the community", beyond being a slogan, became the main purpose to face this situation. We did this through seven processes, which I describe below:

1. Call for leaders: before the first case in Colombia, we spontaneously formed a group called the COVID Committee, which included 64 people from different areas of the institution, where physicians, administrative, operational and financial personnel discussed each step in order to make decisions based on the best available evidence at any given time.

2. Relationship with the government and the environment: direct communication channels were established with regulatory bodies such as the Health Secretariats, the National Health Institute and the Ministry of Health. In the regional environment, we intensified the Hospital Padrino program to help other hospitals with medicines, supplies and training. Additionally, we collaborated with the management of the purchase and distribution of supplies with resources donated by private companies through Propacífico.

3. Internal reorganization: this was the most important and satisfactory challenge. The installed capacity was increased both in infrastructure and equipment, 158 people joined the institution and several processes were modified, optimized and created. We received private donations for the purchase of biomedical equipment that were used in the expansion of intensive care beds and in the strengthening of the Clinical Laboratory.

Functionally, the institution was divided in two, one for patients with positive diagnosis of COVID-19, with a specific and exclusive attention route, and another for patients with different pathologies of high complexity, who could not wait for their attention. The commitment of our people exceeded expectations and we succeeded.

4. Communications: with the pandemic came another crisis, called "infodemia". We had to counteract a large amount of unvalidated and sometimes malicious information. Therefore, we developed an internal and external communication strategy, fully aligned with the decisions taken by the COVID Committee.

5. Technology: the use of telemedicine for consultations grew significantly, with more than 66 000 patients attended during the year. Likewise, this tool was fundamental in health personnel education, both internal and from other hospitals, and also in the response to inter-consultations of critical patients. Remote work and virtual meetings in accordance with government regulations were also part of the changes generated through technology.

6. Knowledge generation and innovation: from the beginning we were aware of our responsibility in the generation of knowledge, under the standards of the scientific method. We received a very important donation from the company



Tecnoquímicas, for the development of our own research projects, resulting to date in: 40 published studies related to the SARS-CoV-2 pandemic and other ongoing studies.

7. Follow-up, feedback and results of care:

with this plan, we were able to care for more than 13 000 patients with suspected COVID-19 in 2020, 4200 confirmed cases and 30.6% of the care of patients requiring ICU in the city of Cali. Clinical outcomes are comparable to those of hospitals in developed countries, as reported in the scientific literature.

From the economic point of view, the effect of the decrease in the usual activity of the hospital, for different reasons including the restriction of care and elective procedures, associated with the increase in the costs of care, produced a decrease in profitability, reaching the maximum nadir in April 2020. This fact becomes a collective institutional challenge, to achieve the necessary recovery and thus continue with all the established and emerging projects.

Undoubtedly, this experience will be memorable. However, our vision for the future cannot stop there and our responsibility should not be restricted to responding to the pandemic. In 2020 we also consolidated the expansion of some outpatient services in the north of the city, with the start-up of the Avenida Estación Site, which has Outpatient Services, Chemotherapy, Endoscopy, Diagnostic Imaging, Clinical Laboratory, Vaccination and donor recruitment for the Blood Bank.

Finally, and with the greatest relevance for the future, I would like to mention the alliance made in 2020 with Comfandi. Both Fundación Valle del Lili and the compensation fund are regional, non-profit entities that share values and have a common interest in the health of their affiliates. Beyond operating the former Clínica Amiga, now the Limonar Site of Fundación Valle del Lili since October, the commitment of both institutions is to create a sustainable health care model.

Comfandi will focus on health promotion and disease prevention for its EPS SOS affiliates, on patient care at the first level of care in its IPS and at the second level with its network of providers, leaving the third and fourth level of care to our institution, according to our capacity. The alliance includes continued education for the human talent in health linked to Comfandi, taking into account our strength as a university hospital and the alliance with the ICESI university, and also, expansion of our capacity of training practice scenarios, in the Comfandi's first level network. In the same way, a platform would be established that would allow us to greater possibilities in knowledge generation.

The commitment of both institutions is to demonstrate that it is possible to achieve the quadruple goal: health results, sustainability of the care model and satisfaction of both users and human talent in health.

I end this letter by thanking the Superior Council, the Board of Directors, the General Management and each and every one of the members of Ciudad Lili, without whom it would not have been possible to face all the challenges of 2020.



Dr. Marcela Granados Sánchez, Deputy Director 11.

Introduction to the Sustainability Report

For the third consecutive year, Fundación Valle del Lili undertook the commitment to present its sustainability report in accordance with the essential version of the GRI Standards, for the period from January 1 to December 31, 2020.

The SARS-CoV-2 pandemic challenged society in terms of sustainability. The efforts made to maintain the health and well-being of people had to be accompanied by actions aimed at protecting other Sustainable Development Goals: economic balance, formal employment, education, food security, women and children victims of domestic violence, and the environment, among others. The year 2020 showed that achieving the desired balance between social, economic and environmental issues requires much more than previously thought and that it is only possible with the articulation and effort of all.

Fundación Valle del Lili, as a health institution focused on high complexity, spared no effort to respond in the best way to the pandemic, not only to protect the health and welfare of users and all staff, but also to actively contribute to mitigate the social, environmental and economic impact of the contingency. This report reflects these efforts, which are the result of the leadership, teamwork and commitment of the entire Lili community.

STAKEHOLDERS AND MATERIAL ISSUES OF THE SUSTAINABILITY REPORT

This report is addressed to all of Fundación Valle del Lili's stakeholders and its content focuses on material issues of social, economic and environmental impact. The main stakeholders of the institution are:

- SUPERIOR COUNCIL/BOARD OF DIRECTORS.
- BENEFACTORS.
- PATIENTS AND FAMILIES.
- MEDICAL STAFF.
- CARE COLLABORATORS.
- ADMINISTRATIVE COLLABORATORS.
- ENTITIES RESPONSIBLE FOR PAYMENT.
- EDUCATIONAL ENTITIES.
- PERSONNEL IN TRAINING.
- PROVIDERS AND CONTRACTORS.
- RESEARCH NETWORKS AND RESEARCH SUBJECTS.
- COMMUNITY.
- GOVERNMENT ENTITIES.
- FINANCIAL ENTITIES.
- MEDIA.

The material subjects that feed the report are as follows:



Patient experience:

Set of strategies that seek to generate satisfaction with services and create memorable positive experiences for patients and their families.



Clinical risk management and patient safety:

Management carried out to reduce the probability of unfavorable events or outcomes related to the health care process or to reduce the impact they may have on the patient, his/her family and the health care system.



Cost-effective clinical excellence:

Provision of highly specialized services, with superior quality standards, that can be referenced at international level, with an optimal cost ratio.



Contribution to the most efficient and effective health care system:

Initiatives and alliances carried out by the Institution at national and regional level, to contribute significantly to the construction of a better health care system.



University Hospital and Education:

Policies, agreements, structures and processes that make up the management of the Institution as a University Hospital, in its purpose of training doctors and professionals, with the highest administrative, academic and technological standards. Additionally, it includes the institution's efforts to provide health education alternatives for the community.



Social Responsibility:

Management focused on generating social value for the community and building a healthier and more sustainable society. This is carried out through the design and execution of social programs or the articulation with other institutions, to contribute to the improvement of health, education, culture and the environment in the city and the region.



Research and innovation:

Research work carried out to promote the generation of knowledge and contribute to national and international scientific and technological development. Innovation refers to efforts to manage new ideas that help to continuously optimize processes and achieve sustainable management with efficiency and productivity.



Medical staff development:

Management to ensure the personal, professional and academic growth and development of the medical staff, in line with the mission of Fundación Valle del Lili as a University Hospital.



Environmental management:

Management carried out to: offer cleaner, more responsible and safer health care, control the environmental impacts of highly complex health care processes, and contribute to regional and regional sustainable development.



Human talent development and retention:

Management to ensure that all employees enjoy welfare, safety and health at work, and find opportunities for personal and professional growth, for the best performance of their work, from their employment until their retirement.



Information governance:

Management to get the right information in a timely manner to the right people. It is a strategic and dynamic structure, which seeks to maximize the value generated and improve health outcomes, while reducing the risks associated with the creation, use and exchange of information.



Financial performance:

Economic results, application of strategies and good administrative and financial practices to ensure the long-term sustainability of the business.

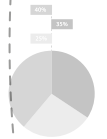


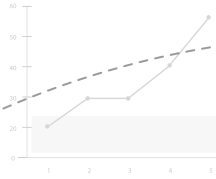
01. Organization profile

Fundación Valle del Lili, officially established on November 25, 1982, is a private, non-profit entity, accredited as a university hospital, which provides high complexity health services in Santiago de Cali. Its main headquarters are located in the south of Cali, in the Valle del Lili sector. In addition, the Foundation has five subsidiary offices, three located in the south (Betania, Limonar and Alfaguara) and two in the north of the city (Centenario and Avenida Estación), arranged to bring health services closer to users, given the mobility difficulties of the city. The Avenida Estación and Limonar sites began operations in July and October 2020, respectively.

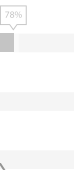
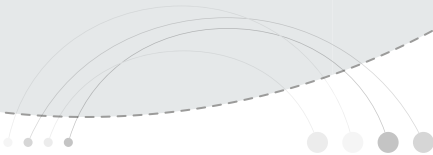
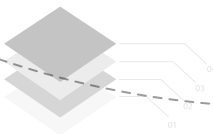


Scan the QR code to know the digital version of this chapter.





Column 1
 Column 2
 Column 3
 Column 4



Total installed capacity

147.632 m²

distributed in:

20  OPERATING ROOMS

3 INTERVENTION ROOMS

13  ENDOSCOPY ROOMS

268 CONSULTING ROOMS

625  BEDS

396 in hospitalization

158 in adult intensive care

30 in pediatric intensive care

41 in neonates

16.



48 

ADDITIONAL BEDS DUE TO SARS-COV-2 CONTINGENCY.

38 in hospitalization

10 in intensive care



Description of the organization's activities and main services



Fundación Valle del Lili has oriented the provision of its health services towards high complexity. To this end, it has:

7.272

LILI CITIZENS



714

PHYSICIANS

4.834

ASSISTANCE AND
ADMINISTRATIVE
STAFF

1.136

STUDENTS

588

OUTSOURCED
PERSONNEL



Users and insurance companies

The institution provides care to patients who belong to the following insurance companies, with which it has an agreement:

Health Promoting
Entities of the
contributory and
subsidized regime.

Prepaid
medical care

Health insurance

Supplemental
Plans

Administrators
of Labor Risks -
ARL

Compensation
funds

International insurance
companies

Services

Main Office

This site has more than

60

clinical specialties.

- Outpatient and inpatient care for adult and pediatric population.
- Surgery rooms.
- Intensive Care Unit.
- Outpatient consultation.
- Clinical Laboratory and Pathology.
- Diagnostic Imaging.
- Rehabilitation.
- Comprehensive care for oncology patients.
- Endoscopy.
- Noninvasive Cardiology
- Emergencies.



LIMONAR SITE

(from October 2020)

- Outpatient and hospital services for adult population.
- Intensive Care Unit.
- Chemotherapy room.
- Surgery rooms.
- Outpatient consultation for oncological specialties.
- Anesthesia.
- Endoscopia.
- Angiography.
- Clinical Laboratory and Pathology.
- Pretransfusion Management Service.
- Diagnostic Imaging.
- Non Invasive Cardiology.

BETANIA SITE

- Hospitalization services.
- Integral attention to mental health patients and acute patients who require continuity in their treatment.



AVENIDA ESTACIÓN SITE

(from July 2020)

- Outpatient consultation (**32 specialties**).
- Chemotherapy room.
- Audiology.
- Vaccination.
- Room for minor procedures.
- Sample collection in the Clinical Laboratory.
- Donor recruitment for the Blood Bank.
- Diagnostic Imaging.
- Diagnostic Endoscopy.
- Non Invasive Cardiology.

CENTENARIO SITE

- Clinical Laboratory.



The total number of patients attended at all our sites during the year 2020 was:

828.352

distributed as follows:

326.144
Contributory Regime

312.760
Prepaid medicine

102.473
Private individuals

27.032
SOAT and ARL

22.968
Subsidized Regime

1.591
Uninsured population, state-owned social companies and others

612
International

RELEVANT DATA



Beds

523

2019

673

2020
(including expansion)

28.7%

Variation



Emergency room visits

75.890

2019

60.121

2020

-20.9%

Variation



Hospital discharges

26.878

2019

25.125

2020

-6.5%

Variation



Outpatient visits

511.124

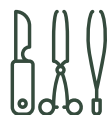
2019

403.765

2020

-21%

Variation



Number of surgeries

19.547

2019

17.626

2020

-9.8%

Variation



Number of diagnostic images

187.025

2019

163.398

2020

-12.6%

Variation



Number of laboratory tests

2.121.376

2019

2.194.492

2020

3.4%

Variation



Number of transplants

372

2019

292

2020

-21.5%

Variation

RELEVANT DATA RELATED TO THE SARS-CoV-2 PANDEMIC



Laboratory Tests for SARS-CoV-2 detection

48.726

Total number of tests performed



45.278

PCR

3.448

Antigen tests

Number of Tele-urgencies and Teleconsultations

59.513

Total Suspected Patients Reported

10.759

Total number of positive patients reported

3.347

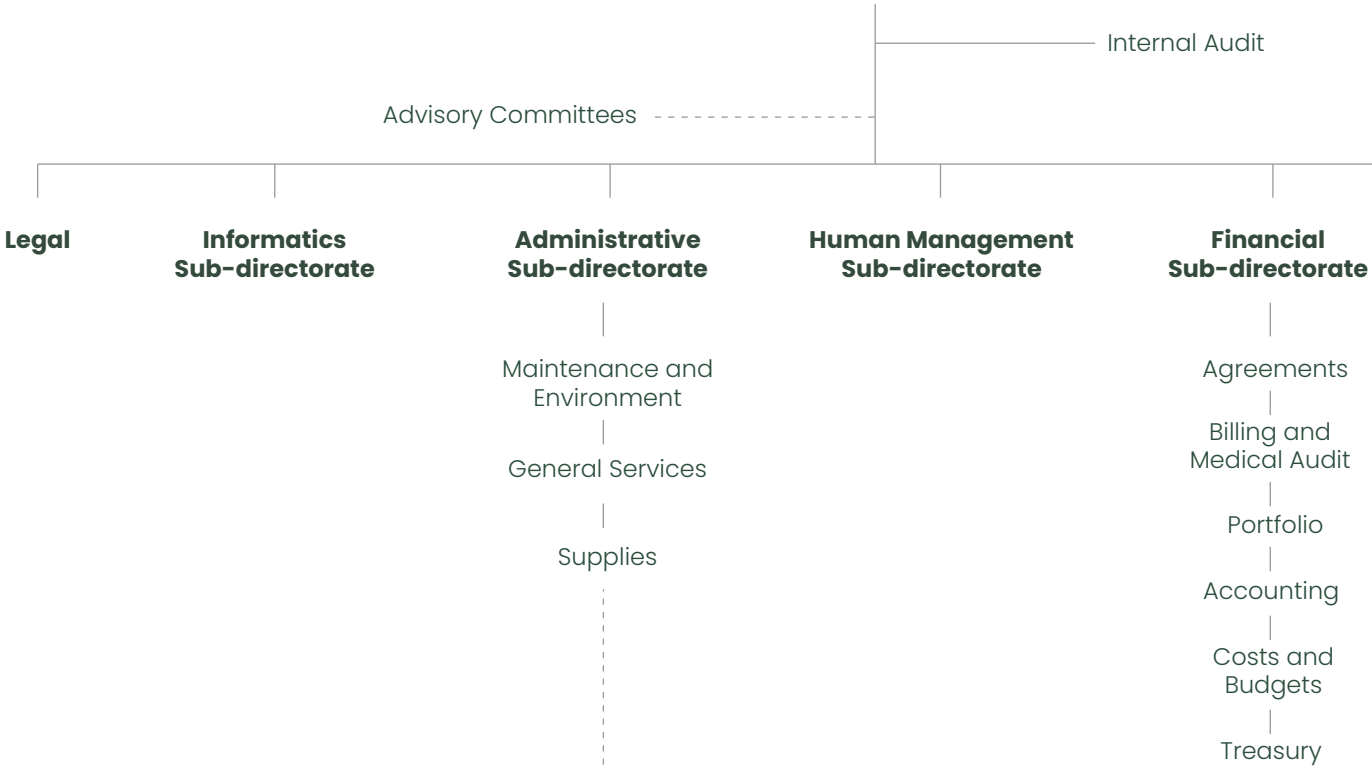


Organizational chart

BOARD

ASSEMBLY

ADMINISTRATIVE AND FINANCIAL MANAGEMENT



2020

Sustainability Report



SUPERIOR

Auditing Office

DIRECTIVE

**GENERAL
MANAGEMENT**

**SUB GENERAL
MANAGEMENT**

**MEDICAL AND ACADEMIC
DIRECTION**

Advisory Committees

**Medical and Administrative
Sub direction**

Medical
Administrative Units

Assistance
Department

Improvement

Integral Quality
Management

Information
Management

Functional
Units

Clinical Risk
Management

**Education
Sub-directorate**

Pharmaceutical
Service

**Medical
Sub-directorate**

Department of
Surgery

Internal Medicine
Department

Maternal and
Infant Department

Department of
Diagnostic Imaging

Department of Critical
Care Medicine

Department of
Pathology and
Laboratory Medicine

Support and Social
Responsibility Unit

Corporate
Communications

Subdirección de

02.

Vision for the future

Through strategic planning, Fundación Valle del Lili fosters a culture that supports change, facilitates its implementation, integrates the strategic, tactical and operational levels, and periodically evaluates the relevant results in the current context, in order to become a viable and competitive institution in the health sector, nationally and internationally.

MISSION

Satisfy the high complexity health needs of our patients, integrating clinical practice, education and research, in a permanent search for excellence for the benefit of the community. clinical practice, education and research, in a permanent search for excellence for the benefit of the community.

VISION

Consolidate our position as a leading University Hospital in Latin America., with emphasis on high complexity health services, through a model of integral, humanized and safe care, with a sustainable management approach for its efficiency, surplus, social responsibility and innovation, with capacity and leadership in the generation of knowledge and in the development of human talent.



VALUES

- Humanized service
- Security
- Teamwork
- Integrity
- Respect
- Critical thinking



Scan the QR code to know the digital version of this chapter.



INSTITUTIONAL PILLARS

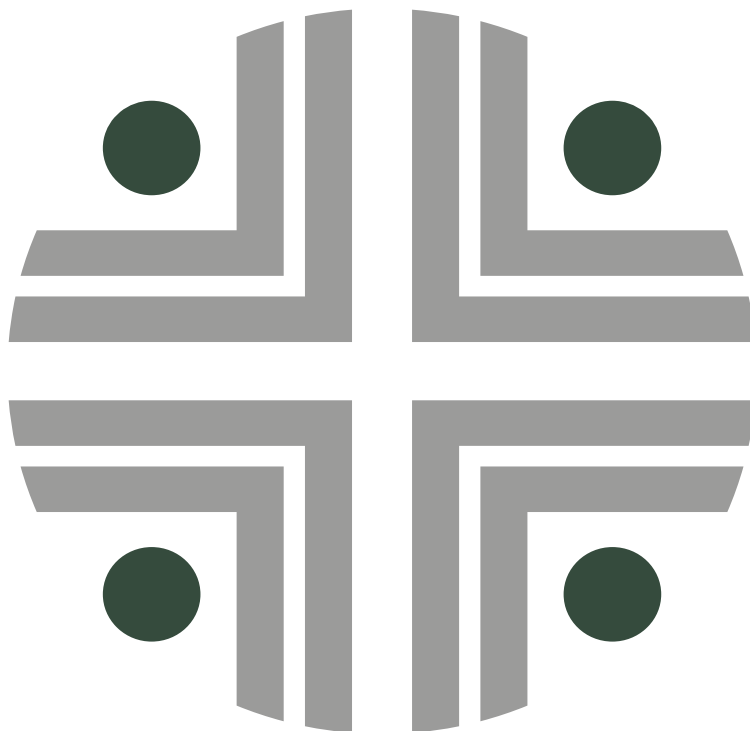
Medical assistance

Fundación Valle del Lili focuses its services on the care of highly complex patients, with excellence in assistance, administration, finance and technology, to ensure the best experience with effective and efficient clinical outcomes.



Education and teaching

Fundación Valle del Lili, in accordance with its character as a university hospital, is committed to the training and continuing education of human talent in health, according to ethical criteria and excellence, to contribute to preserve the health of the community.



Clinical research

Fundación Valle del Lili promotes the generation of knowledge through the consolidation of a research culture, which is manifested through teamwork among its clinical services, its academic programs and the pharmaceutical industry, in order to contribute to the contribute to scientific and technological development, both nationally and internationally.



Social responsibility

Fundación Valle del Lili seeks to develop actions that contribute to the construction of a healthier and more sustainable society. To this end, it promotes the design and execution of programs that generate social and environmental value for the community, both internally and externally.

STRATEGIC OBJECTIVES



	Performance indicators: December 2019	Performance indicators: December 2020
Increasing the supply and capacity in the provision of highly complex services and health education to meet the growing demand.	96.03%	96.04%
Implement financial and administrative strategies to address the limited flow of resources in the sector, guarantee institutional viability, and improve the institution's operations.	93.90%	98.05%
Guarantee high standards of care, operational and administrative quality to manage long-term relationships with patients and stakeholders in all services.	98.82%	99.01%
Ensure institutional leadership in education, development of competencies in human talent, generation of knowledge, innovation strategies and efficient use of technology resources and IT developments.	99.70%	100%
Develop strategies to generate value for the community in the area of influence and its collaborators. Collaborators.	98.52%	98.79%
COMPLIANCE	97.40%	98.38%



11.

Financial responsibility

Dr. Álvaro Quintero Castaño
Administrative and Financial Director



Scan the QR code to
know the digital
version of this chapter.

The year 2020 is set to be the most economically challenging period for the country's corporate world for several decades. Due to the effects of the SARSCoV-2 pandemic, which brought with it social distancing, quarantine periods, biosecurity measures and other measures to control the spread of the virus, negative economic growth was obtained with a drop in GDP of 6.8% and a significant increase in unemployment, with a rate at the end of the year of 15.9% with the closure of businesses and commerce.

In view of these events occurred since March, Fundación Valle del Lili, under its Risk Assessment system, took appropriate measures, not only in the clinical and assistance areas to continue providing health services to the community, but also in the financial area to mitigate the economic effects that allowed it to face a lower billing in the months of March to June and the cost overruns (COP\$9800 million) due to the effects of biosecurity measures and new requirements in the care processes.

As a result, operating income for the year was COP\$822 824 million, a slight decrease of 1.6% compared to the previous year, when it was COP\$836 237 million. These revenues covered operating costs and expenses satisfactorily, to achieve an operating income of COP\$29 290 million for the year. The net financial income/expense was COP-\$3110 million, resulting in a net surplus of COP\$26 059 million for the 2020 period, a significant drop compared to the previous year, when it was COP\$76 045 million. This is considered an excellent result in such a critical year as mentioned above.

It is important to highlight that despite being in a complex environment, we continued with the important investments proposed in the Strategic Plan of Fundación Valle del Lili.



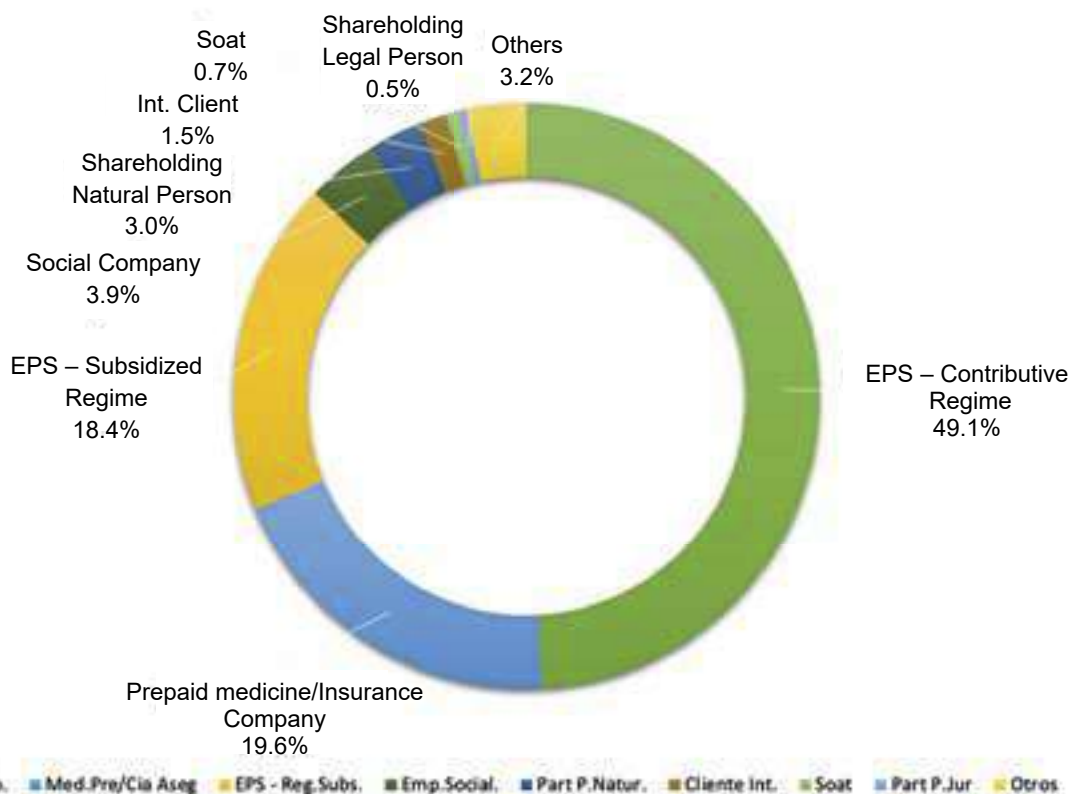
Activities began in October with the inauguration of the Limonar Site, with an investment of COP\$105 000 million during the year, which significantly expanded the attention capacity of the Fundación Valle del Lili with 8 new operating rooms, 24 ICU beds and 78 hospitalization beds; in addition to important outpatient services such as: Clinical Laboratory, Diagnostic Imaging and Emergency service.

On the other hand, progress continues with the construction of Tower 2 of HOSPITALIZATION, with an investment of COP\$41 300 million during the year, which should be operational in the second quarter of 2022. In order to increase the geographic coverage of the Institution, the Avenida Estación site was opened in the north of Cali, with an investment in infrastructure of COP\$ 7500 million. The investment in CAPEX to maintain an adequate technological update in biomedical equipment as well as in Information Technology, amounts to COP\$73 400 million.

This important investment program brings with it an increase in financial indebtedness of 78%, which is taken in long-term credit lines: COP\$63 648 million 12-year Findeter Reactiva Colombia line, with a 2-year grace period for financing Torre 2 and COP\$75 000 million 7-year Commercial Loans, with a 2 and 3-year grace period for the Limonar Site.

The Institution's resilience to face important challenges in complex environments such as the year 2020, was awarded with the PACIFIC ZONE ENTREPRENEUR OF THE YEAR AWARD given to the General Director, Dr. Vicente Borrero Restrepo, in recognition of the results obtained and the new strategic alliance with Comfandi, which seeks the best health care for all the people from Valle del Cauca, considering all levels of care.

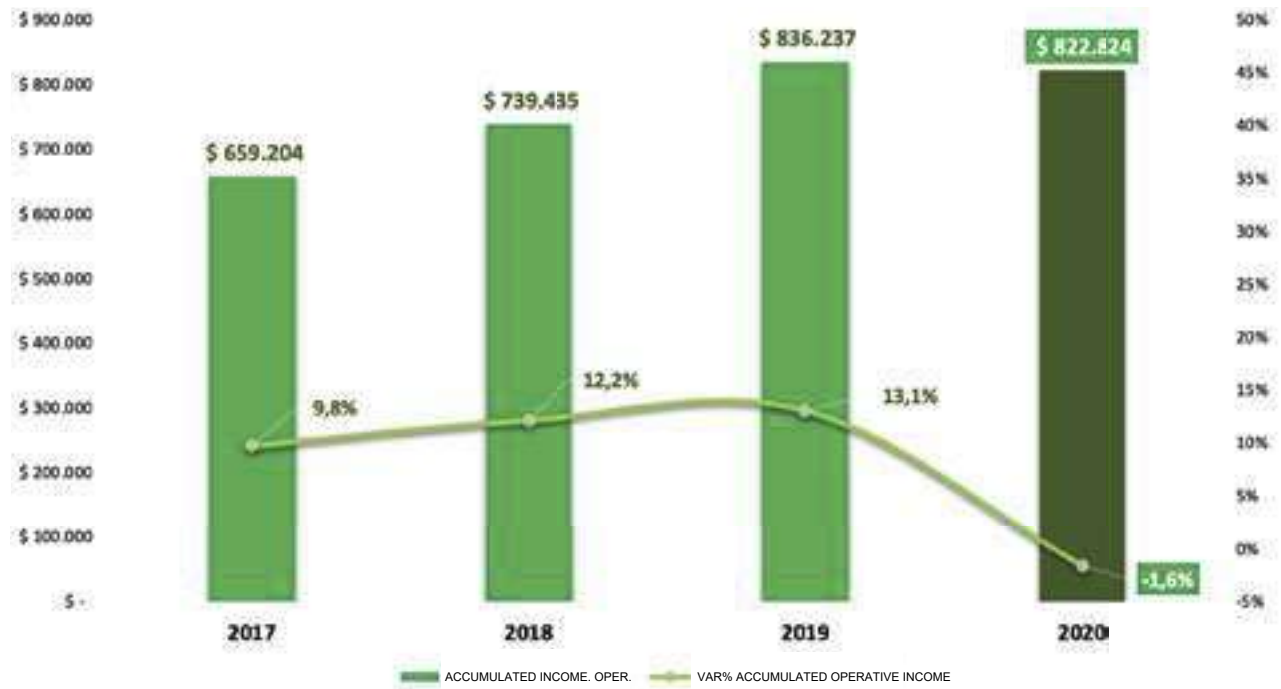
CUMULATIVE GROSS SALES DECEMBER 2020



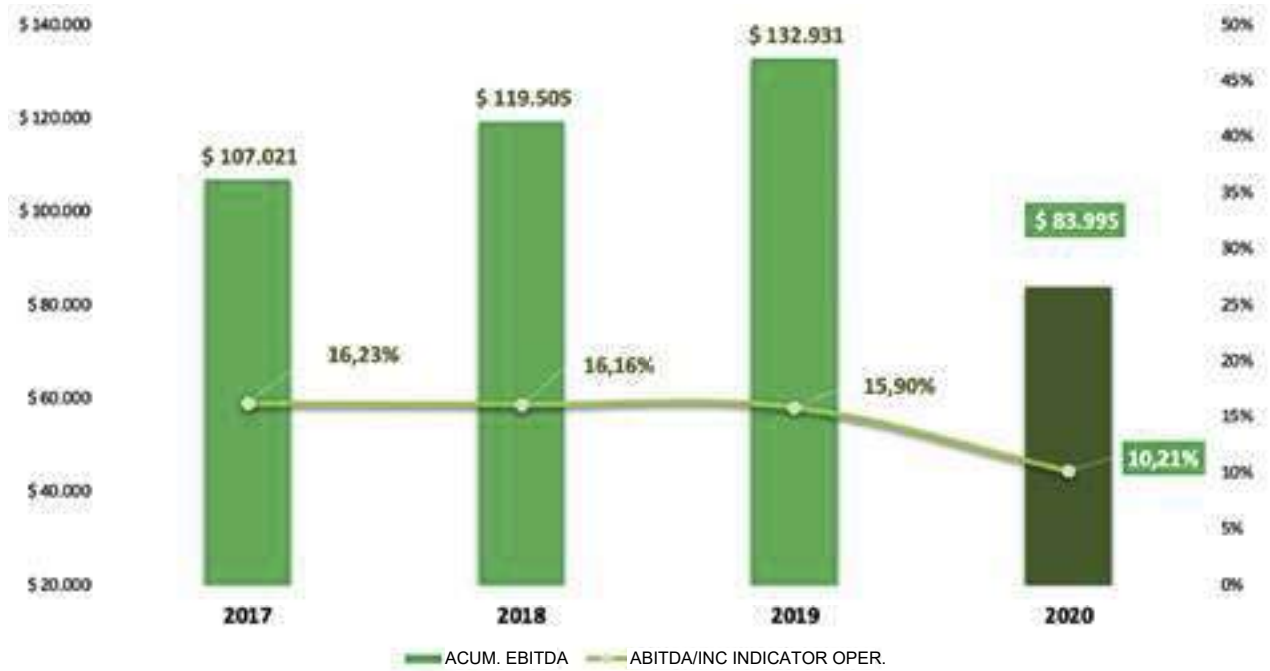
2020

Sustainability Report

OPERATING INCOME (in millions)



EBITDA (in millions)



ECONOMIC VALUE GENERATED AND DISTRIBUTED (IN MILLIONS)

Economic value generated	2020	2019	VAR
Revenues	\$ 822.824	\$ 836.237	-1,6%
Economic value distributed	\$ 747.516	\$ 708.906	5,4%
Personnel costs and expenses	-\$ 230.972	-\$ 195.198	18%
Medical fees and bonuses	-\$ 178.621	-\$ 196.386	-9%
Suppliers	-\$ 311.636	-\$ 286.687	9%
Taxes, fees and levies	-\$ 1.024	-\$ 855	20%
Donations	-\$ 8.787	-\$ 11.471	-23%
Medical scholarships	-\$ 3.662	-\$ 3.399	8%
Employee training	-\$ 1.230	-\$ 1.110	11%
Social Support	-\$ 1.145	-\$ 1.359	-16%
Net financial expenses	-\$ 10.439	-\$ 12.442	-16%
Other operating and administrative costs	\$ 49.249	\$ 51.287	-4%
Economic value retained	\$ 26.059	\$ 76.045	-65,7%



