



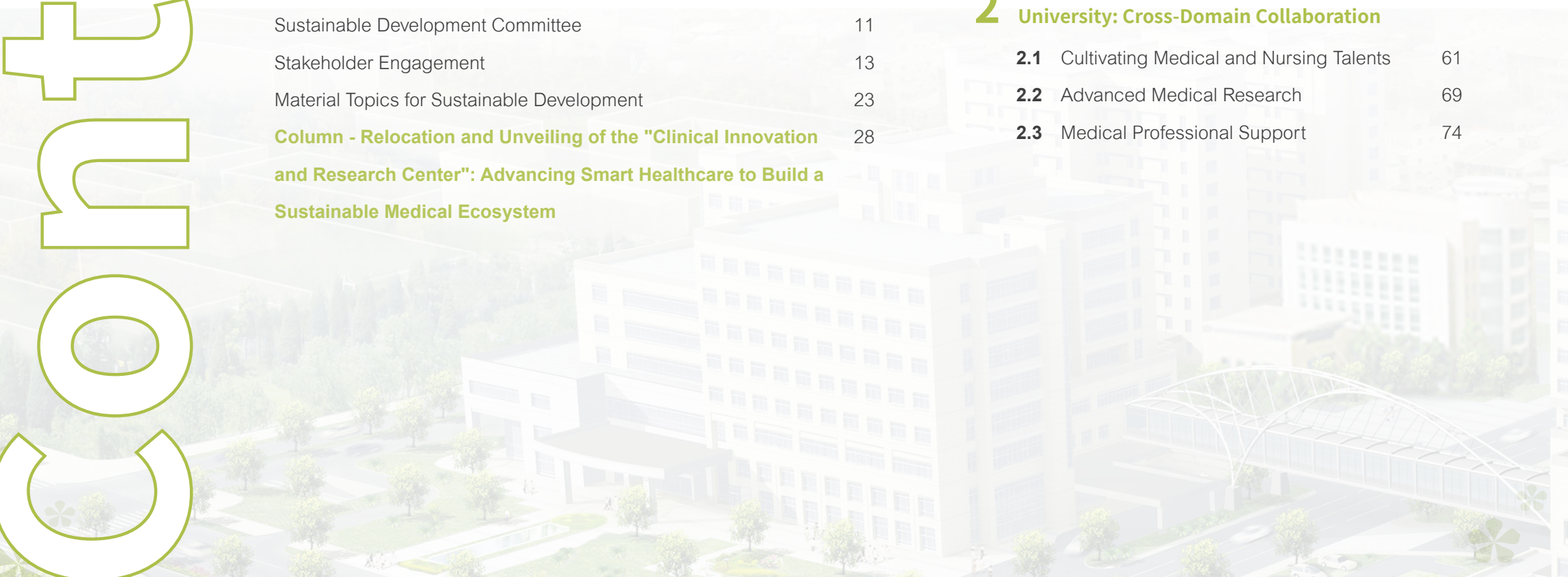
2025

Sustainability Report

National Cheng Kung
University Hospital

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About This Report

This report is the second sustainability report issued by National Cheng Kung University Hospital (hereinafter referred to as NCKUH, the Hospital, or we). The report is structured around six main chapters: Sustainable Management at NCKUH, Partnership Between Medical School and Hospital & Cross-Border Cooperation, Smart Innovation & Excellence in Healthcare, Quality Leadership & Physician-Patient Mutual Good, Shared Prosperity for Medical Staff and a Happy Workplace, Environmental Friendliness & Technological Net Zero. These chapters highlight our practices and achievements in hospital governance, environmental sustainability, and social inclusion. Through this report, we aim to enhance communication with stakeholders and continue advancing toward our vision: "To become the most ideal health care center for the public, and the most ideal environment for teaching, research, and work for medical professionals."

Reporting Principles and Guidelines

This report is prepared based on international sustainability disclosure standards. The content follows the GRI Standards 2021 guidelines, focusing on the management approaches and performance disclosures of material topics related to hospital sustainable development, and incorporates the SASB Health Care Delivery industry metrics to enhance the industry relevance and comparability of information disclosure. In addition, the report content also references the Climate-related Disclosures (IFRS S2), and the United Nations Sustainable Development Goals (SDGs) as the basis for climate risk management and sustainability promotion direction; at the same time, it integrates the principles of inclusivity, materiality, responsiveness, and impact of the AA1000 Accountability Principles to systematically present the Hospital's sustainability management results and practical actions across governance, environmental, and social dimensions.

Report Review and External Assurance

This report was compiled and edited by the Sustainable Development Committee. All data and content were reviewed and confirmed by the respective departmental supervisors, and finalized with approval from the Superintendent to enhance materiality and comparability, and the report has undergone external assurance. The Independent Assurance Statement is provided in the Appendix.

Financial Information

The financial data in this report is based mainly on the 2025 final accounts, and is presented in New Taiwan Dollars (NTD)

Sustainability

The information and data disclosed in this report have been verified by the third-party assurance organization AFNOR Asia Ltd. in accordance with "AA1000AS v3 TYPE I Moderate Engagement"

Other information

Passed the external audit and certification of ISO 27001 Information Security Management System
Passed the external audit and certification of ISO 14064-1:2018 Organization-level Greenhouse Gas Inventory

Reporting Scope, Reporting Period, and Frequency

This report focuses on the operations of National Cheng Kung University Hospital (main Tainan campus). It does not include information from the Geriatric Hospital and Shalun Hospital currently under planning, nor from the Douliu Branch. The data disclosed covers the period from January 1 to December 31, 2025, with partial references to events before January 1, 2025, or after December 31, 2025. If there is any information restatement in this report, it will be explained in each chapter.

National Cheng Kung University Hospital issues a sustainability report regularly every year, and announces it on the sustainability webpage.

- Date of Publication: September 2026
- Next Scheduled Publication: September

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ESG Section of NCKU Hospital



Message from the Superintendent



Superintendent 許耿福

A handwritten signature in black ink, which appears to read "Keng Fu Hsu", is placed below the printed name of the Superintendent.

National Cheng Kung University Hospital has long shouldered the important mission of a medical center in Southern Taiwan, continuously cultivating deeply in the three major dimensions of medical services, medical education, and research development. Over the years, the Hospital has always taken safeguarding the health of the public as its core goals, and upholding the value spirit of "Life, Compassion, Excellence, Innovation," continuously working hard on the path of enhancing medical quality and promoting medical innovation. Facing the rapid changes in the medical environment and the trend of global sustainable development, National Cheng Kung University Hospital also continuously reflects on the roles and responsibilities of medical institutions in society, hoping to contribute to the sustainable development of society and the environment while providing professional medical services.

In recent years, along with the rapid development of medical technology and artificial intelligence, National Cheng Kung University Hospital actively promotes smart healthcare and digital transformation, continuously introducing multiple intelligent medical systems and clinical applications, and constructing a medical data integration platform to enhance medical efficiency and clinical decision-making quality. Through the application of smart healthcare and medical big data, it not only strengthens clinical care quality, but also promotes medical research and innovative development, enabling medical services, teaching, and research to integrate with each other, forming a complete and forward-looking medical development system.

In terms of regional medical development, National Cheng Kung University Hospital has long been committed to the integration of medical resources and the enhancement of medical quality in the Yunlin-Chiayi-Tainan region. Through cooperation with regional hospitals and primary clinics, the Hospital continuously promotes the two-way referral system and the hierarchical medical policy, enabling medical resources to be utilized more efficiently, and allowing community members to obtain more real-time and comprehensive medical care services. At the same time, the Hospital also promotes overall regional medical development and enhances overall medical care quality through cross-hospital cooperation and medical alliance models.

In terms of sustainable development, National Cheng Kung University Hospital has gradually established a complete ESG (Environmental, Social, Governance) governance framework in recent years, and integrated sustainability concepts into hospital operations and management

strategies. In 2025, the Hospital continuously echoed the SDGs and Taiwan's 2050 Net-Zero Emissions policy, actively promoting energy saving and carbon reduction, green hospitals, and smart energy management measures, reducing environmental impacts during operational processes through equipment upgrades and energy efficiency enhancements. At the same time, National Cheng Kung University Hospital also introduced digital technology into management processes, promoting paperless administration and resource recycling, gradually building a low-carbon and environmentally friendly medical environment.

Under the joint efforts of all colleagues, National Cheng Kung University Hospital has also received recognition from all sectors in sustainable governance and medical innovation. In 2025, National Cheng Kung University Hospital won the "Health Sustainability ESG Selection - Sustainable Potential Development Award," and the sustainability report won the "Taiwan Health Sustainability Award - Sustainability Report Platinum Award," showing that the efforts made by the Hospital in sustainable governance, medical innovation, and social responsibility practice are gradually receiving recognition.

Looking forward to the future, National Cheng Kung University Hospital will continuously deepen smart healthcare and sustainable development strategies, combining medical expertise, technological innovation, and cross-domain cooperation to build a medical system that balances medical quality, social responsibility, and environmental sustainability. We hope that under the support and efforts of all colleagues and all sectors of society, we will continuously safeguard the health of the public, and create a safer, higher quality, and sustainable medical care environment for society.

2025 Results and Performance

E Environmental Aspects

- Completed 1,197 medical records, with an electronic medical record completion rate of 96.7%
- The electronic signature completion rate for consent forms reached 96.5%, reducing paper usage by an average of 138,000 sheets per month
- There were 448 person-times participating in the YouBike Carbon Reduction Passbook APP activity, reducing 2.67tCO₂
- Biomedical waste was reduced by 32.51 metric tons, with a reduction rate of 8.8%
- Replaced lighting equipment, saving approximately 310,224 kWh of electricity per year, with an annual carbon reduction of approximately 144.87 tCO₂e
- Replaced air conditioning, saving approximately 974,218 kWh of electricity per year, with an annual carbon reduction of approximately 481.26tCO₂e

S Social Aspects

- 0 material medical incidents, 0 infectious disease risk events, and 100% of medical disputes handled and closed
- The students' overall satisfaction with the test was 100%, and the satisfaction with teaching helpfulness reached 99.8%
- A total of 140 PGY physicians completed training, with a 100% completion rate and 98% satisfaction rate.
- Teacher training completion rate reached 99.83%, with physicians reaching 99.28% and medical staff reaching 100%
- Organize 4 or more hospital-wide information security awareness training courses every year, with a training completion rate as high as 94%
- Organized 90 organ donation awareness activities, reaching 5,234 person-times, promoting life education and the core value of "extending life with love"
- A total of 0 occupational disease cases occurred
- Organized 1 health promotion activity, with a total of 96 participants, achieving a cumulative weight loss of 138.8 kg, an average body fat percentage decrease of 0.5%, and a significant increase in grip strength of 4.4 kg
- 1,681 employees received general health checkups costing NTD 4,205,000; 352 employees received special health checkups costing NTD 85,000.
- Promoted 3 important medical service SDM topics for clinical application, with patient satisfaction greater than 90%

G Governance Aspects

- In 2025, 7 patents were granted, and the Hospital was honored with the 22nd National Innovation Award, the 2025 National Innovation Advancement Award, and the Future Tech Award.
- Produced 46 outstanding works from the "Teaching Innovation and Results Presentation Competition"
- Won 2 Gold Awards in the Outstanding Medical Category at the Quality Competition
- A total of 276 applications for journal papers, and an additional 127 applications for presentation of academic conference papers
- Implemented 16 interdisciplinary collaboration projects and co-published 96 international research papers.
- Won 36 awards and badges across the Subject Category, Outstanding Medical Category, System Category, Smart Healthcare Category, and Smart Badge at the 26th NHQA (National Healthcare Quality Award) Ceremony
- Funded 329 in-house research projects and 255 external research projects.

About NCKU Hospital



General Information	
Hospital Name	National Cheng Kung University Hospital
Year of Establishment	1988
Industry Category	Medical Services
Hospital Type	Medical Center, Teaching Hospital
Address	No. 138, Shengli Road, North District, Tainan City
Scope of Services	1. Basic and Emergency, Critical, Complex, and Rare Disease Care 2. Preventive Medicine and Integrated Healthcare 3. Geriatric, Special Needs, and Community Care 4. Smart Healthcare and Digital Health Services 5. Medical research and technological development 6. Medical personnel training
Number of Employees	Total of 5,114 employees (including research assistants)
Bed Allocation	Total : 1,359 beds
Medical Service Volume	Outpatient Visits : 1,649,851 Inpatient Admissions : 51,641 Emergency Visits : 84,648

Smart NCKUH · Navigating Sustainability · Resilient Safeguarding

Deeply Rooted in Southern Taiwan: The Medical Cornerstone of Education, Research, and Service

As a benchmark medical center in Southern Taiwan, National Cheng Kung University Hospital upholds the mission of "teaching," "research," and "service." Guided by the core values of "Life," "Compassion," "Excellence," and "Innovation," the hospital is dedicated to building a cradle for professional biomedical research and healthcare talent cultivation, while fostering a medical environment rich in humanistic care. Deeply rooted in the Yunlin-Chiayi-Tainan region, the hospital shoulders critical tasks such as managing emergency, critical, complex, and rare diseases. Through multi-specialty integrated diagnosis and treatment alongside cross-disciplinary collaboration, it has constructed a patient-centered, comprehensive care model, serving as a steadfast backbone for medical resources in Southern Taiwan. Through forward-looking R&D and digital transformation, the hospital continuously enhances medical safety and efficiency, constantly striving for medical excellence to ensure the public enjoys high-quality precision medicine services.

Smart Navigation: Maintaining Excellence and Aligning with International standards digital transformation

On the racetrack of technological transformation, the hospital actively introduces AI and big data analysis, deeply integrating smart systems into clinical decision-making and management. In 2025, the hospital was honored to be selected as one of the "World's Best Smart Hospitals" by the international media outlet Newsweek, successfully retaining the "World's Best Smart Hospitals" certification badge for two consecutive years. This not only highlights the hospital's international competitiveness in digital healthcare but also proves that it has successfully constructed a highly efficient and precise smart medical blueprint.

Sustainable Governance: Forging the Future of ESG and Resilient Healthcare

In the face of climate change and net-zero emission challenges, the hospital actively responds to the Sustainable Development Goals, deeply embedding the spirit of ESG into its operational strategies and reducing environmental impact through smart energy monitoring and recycling. At the same time, we are committed to promoting a "resilient healthcare" framework to strengthen crisis response capabilities. In 2025, the hospital was honored with the "Sustainability Report Platinum Award," demonstrating our firm commitment to land stewardship and sustainable governance.

Prospects for the Future: Shaping a New Era of Intelligent and Sustainable Healthcare

Looking to the future, NCKUH will continue to link regional medical networks, and through the upcoming establishment of the Geriatric Hospital and the Shalun Branch, perfect the full life-cycle care chain, leading Taiwan's healthcare toward a new era that is safe, high-quality, and environmentally friendly.

► NCKU Hospital Value Chain Model

上游

醫療供應

技術支援

- 藥品、醫材與耗材供應
- 醫療設備 / 儀器採購、維護與校正
- 資訊系統、資安與智慧醫療設備支援

中游

醫療服務

病患照顧

- 全人臨床醫療與急重症照護
- 預防醫學、疾病管理與整合式照護
- 醫學研究、臨床試驗與創新應用
- 醫療教育與專業人才培育

下游

醫療後續照顧

延伸醫療

- 病人、家屬與社區民眾
- 社區醫療、長期照護與在宅醫療
- 出院後持續照護與轉銜服務
- 遠距醫療與數位健康支持

► The Most Ideal Health Care Center

As a national-level medical site and medical center, National Cheng Kung University Hospital has, since its founding, consistently upheld the core mission of teaching, research, and service. Focusing on the diagnosis and treatment of "emergency, critical, complex, and rare diseases," the hospital has long played a pivotal role in handling patient referrals and passing down medical research in the southern region. In response to the increasingly complex healthcare needs, the hospital has further integrated its strengths in clinical practice, medical research, and specialized education, transforming its core mission into specialized medical services with regional significance.

Through the integration of cross-disciplinary resources and smart medical technology, the Hospital has constructed a comprehensive care system that covers prevention, diagnosis, treatment. As of 2025, the hospital has established 17 specialized medical centers, including stroke, cancer, genetics, dementia, and clinical trials. This not only deepens the precision of clinical services but also demonstrates NCKUH's continuous advancement in precision medicine and holistic care, dedicated to providing the people of southern Taiwan with high-quality and forward-looking medical services.



Vision



- The ideal health care center for the public
- The ideal teaching, research, and working environment for medical professionals
- Leading the Development of Healthcare Quality and Medical Education in Southern Taiwan

Mission



- Upholding the commitment to provide high-quality, accessible, and holistic medical services, the hospital combines professional, innovative teaching and research with continuous advancements in talent cultivation to promote the balanced development of regional healthcare, ultimately achieving health and sustainable well-being for all.

Core Values



- Life
- Compassion
- Excellence
- Innovation

► Building Sustainability Together: Medical School Peers

As a medical institution affiliated with the university's college of medicine, the Hospital actively cooperates to promote sustainable operational management in line with National Cheng Kung University's five major SDSP objectives. We are committed to building an internationally competitive smart healthcare system along with a premier teaching and research environment, while continuously leading the development of forward-looking medical technology to fulfill the social responsibility and public value expected of a university hospital.

National Cheng Kung University's SDSP		NCKUH's Corresponding Actions
Putting people first and fostering well-being	National Cheng Kung University not only nurtures future talent but also emphasizes the values necessary for sustainable development. In response to evolving societal and environmental changes, the University extends its medical and health resources to address issues such as aging populations and environmentally induced diseases.	3.3 From Precision Medicine to Precision Health 4.2 Patient-Centered Care
Innovation and Breakthrough Accelerate Growth	For years, NCKU has advanced Taiwan's frontier technologies through its robust research and development resources, cultivating innovative leaders across various sectors and fostering globally influential enterprises and individuals. This enables everyone to find their place and become active participants in shaping an ideal future.	2.2 Advanced Medical Research 3.2 Promoting the Implementation of Innovative Healthcare
Inclusive Design for a Sustainable Environment	Situated in the heart of Tainan, NCKU embraces the city through its open campus, a unique feature among Taiwan's universities. By integrating into local daily life, the campus symbolizes shared resources and collaborative development with the local environment.	6.2 Towards Low-Carbon Healthcare
Respecting Diversity and Promoting Peace	In recent years, NCKU has demonstrated strong capabilities in domestic interdisciplinary cooperation, international partnerships, Southeast Asia engagement, and emergency response, reflecting its potential and commitment to promoting regional peace.	2.3 Medical Professional Support 5.2 Fostering Workplace Harmony
Cross-domain integration and prosperity	With a vision to become Asia's talent pool for sustainable development, NCKU actively expands international alliances, bilateral and multilateral conferences, and crossborder cooperative agreements. These efforts align with SDG 17 : Partnerships for the Goals, emphasizing that only through cross-sector collaboration can the 2030 Agenda be effectively implemented.	2.1 Cultivating Medical and Nursing Talents 2.3 Medical Professional Support



Sustainable Development Committee

In the face of global net-zero emissions and ESG sustainable development trends, National Cheng Kung University Hospital has proactively positioned itself with forward-looking thinking. Following the signing of the "Hospital Sustainable Development Initiative" with the Taiwan Institute for Sustainable Energy (TAISE) at the end of 2024, the hospital officially established the Sustainable Development Committee at the beginning of 2025. The Committee comprises 19 members, with the Superintendent serving as the Chairperson, the Deputy Superintendent serving as the Chief Sustainability Officer and Vice Chairperson, and the Directors of the General Affairs Office and the Engineering Office serving as the Executive Directors and dedicated personnel, covering diverse fields to ensure comprehensiveness and professionalism in policy planning and implementation. Furthermore, a promotion office has been set up under the committee, which is divided by mission into six major task forces: Sustainable Governance Task Force, Excellence in Healthcare Task Force, Risk Response Task Force, Happy Workplace Task Force, Social Participation Task Force, Sustainable Environment Task Force. Through quarterly meetings, these task forces translate sustainability goals into concrete strategies and project plans, conducting deep analyses of governance, environmental, and social issues.

At the operational and implementation levels, the six working groups held a total of seven meetings in 2025 to ensure the stable implementation of various measures. Meanwhile, to strengthen sustainability capabilities, in early 2026, the Hospital selected 25 mid-to-senior level executives and colleagues, as well as partners from five collaborating medical institutions, to participate in an ESG Sustainability Manager Training Course. The course achieved a 100% completion rate, injecting strong talent momentum into the hospital's sustainability governance. In the future, the hospital will submit sustainability reports and greenhouse gas inventory reports at the university headquarters joint management meeting, which will be released publicly after approval. Through information transparency, we aim to further improve overall sustainability governance performance.

► Organizational Chart of NCKU Hospital Sustainable Development Committee



► Industry Associations

To enhance resource management efficiency, improve the hospital's competitiveness, and stay informed of the latest industry trends, the Hospital participates in industry associations to exchange technical and management experience with the sector, fostering industry collaboration and overall development.

List of Industry Associations and Memberships

Industry Associations / National or International Advocacy Organizations	Membership Status (Position Held)
Tainan City Medical Association	Board Director
Tainan City Medical Association	Board Director
Tainan City Medical Association	Executive Supervisor
International Healthcare Promotion Association	Supervisor
National Union of Public Hospitals, R.O.C.	Director
Taiwan Medical Center Association	Director
Taiwan Hospital Association	Director

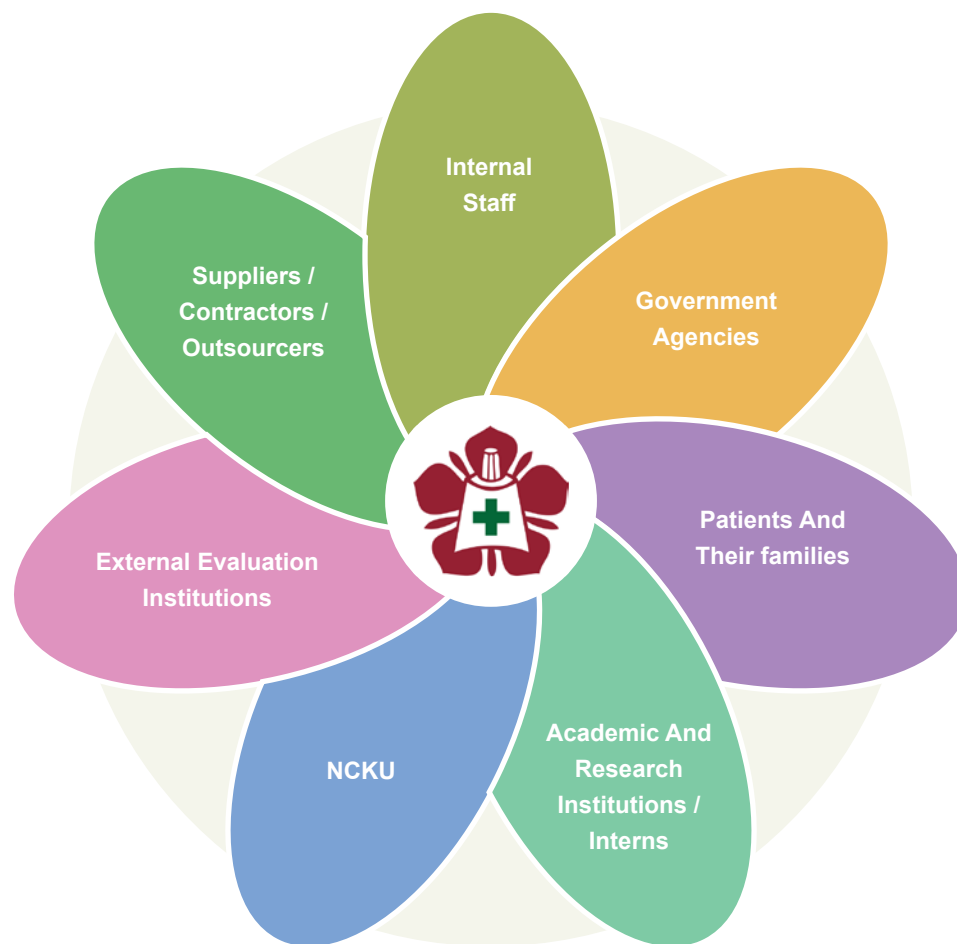
► Stakeholder Engagement

Stakeholder and Impact Assessment

The hospital's stakeholder identification adopts the five major principles of the AA 1000 SES stakeholder engagement standard (Stakeholder Engagement Standards): Responsibility, Influence, Tension, Diverse Perspectives, and Dependency for scoring and ranking. By distributing questionnaires to internal managers, incorporating opinions from external experts, and referencing the issues of concern to peer hospitals, the hospital analyzed stakeholder groups that may be positively or negatively impacted by its operational activities. Ultimately, seven key stakeholder groups were identified, namely: internal colleagues, government agencies, patients and their families, academic and research institutions/interns, NCKU, external evaluation institutions, and suppliers/contractors/outsourcers.

Establishing Stable Communication Channels

The Hospital views its stakeholders as partners in mutual growth. To understand stakeholders' levels of concern regarding the Hospital's sustainability issues, a diversified and systematic stakeholder communication platform has been established, continuously optimizing channels of exchange to listen to the voices of all parties regarding management, the environment, and public welfare.



► Communication Channels and Effectiveness with Stakeholders

Stakeholders : Internal Staff

Stakeholders' Significance to the Hospital

Internal colleagues are the Hospital's most valuable asset, as well as the core driving force for maintaining operational stability, enhancing healthcare quality, implementing patient safety, and promoting sustainable development. Through education and training, career development, talent retention systems, and a friendly, safe working environment, the Hospital strengthens colleagues' professional capabilities and cohesion, while fostering cross-departmental collaboration to continuously elevate care quality and organizational competitiveness.

Material Issues

- Talent Cultivation
- Salary and Retention Mechanisms
- Healthcare Quality and Safety Management (Patient Safety and Healthcare Quality)
- Smart Healthcare
- Sustainable Environmental Management
- Forward-Looking Research

Internal Staff		
Communication Channels	Frequency	Communication Effectiveness
Email	Real-time	● Conducting quarterly labor-management communication meetings ● Holding consultation meetings with enterprise labor unions on an irregular basis ● Achieving an overall employee satisfaction rate of 89.49% in 2025 ● Providing updates on nursing-related information and synchronizing delivery to individual mailboxes on an irregular basis ● Enabling nurses to provide feedback and express opinions through an online platform ● Organized 13 orientation seminars in 2025 to understand the challenges and issues newly recruited staff encountered upon entering the workplace. ● In 2025, Department of Nursing personnel participated in the hospital-wide employee satisfaction survey, achieving an overall response rate of 83% and an overall satisfaction rate of 86.69%. ● The Hospital provides diversified employee communication channels and welcomes feedback from staff at any time, utilizing these insights to adjust institutional policies and relevant regulations. ● Employee satisfaction rates remained consistently above 85% in 2025. ● In 2025, a total of 10 department-level meetings and 84 unit-level meetings were convened; furthermore, mentor-mentee seminars were conducted on a monthly basis.
Phone or fax	Real-time	
Hospital Website	Real-time	
Employee Communication Platform	Real-time	
New Employee Forums	Monthly	
Employee Training and Development Task Force	Biennially	
Labor-Management Meetings	Quarterly	
Negotiation Meetings	Irregular	
Hospital Affairs Meetings	Regular	
Department (or Division) Meetings	Regular	
Departmental Meetings	Once a month	
Staff Meetings	Once a week	
Sectional Meetings	Once a month	
Occupational Safety and Health Committee Meetings	Once every three months	
Employee Satisfaction Surveys	Annually	
Course Satisfaction Rate	After class	
Messaging software/Line	Irregular	

Internal Staff		
Communication Channels	Frequency	Communication Effectiveness
Departmental Messaging Groups via Communication Software	Irregular	● In 2025, the training completion rate for members of the Occupational Safety and Health Committee reached 100%, with a committee meeting attendance rate of over 80%. ● Discounted health checkups are provided to hospital staff, volunteers, and their families, encouraging employees to utilize these benefits and prioritize the health of themselves and their loved ones. ● The Hospital systematically promotes professional training across seven major categories, including humanities, administrative management, information security and personal data protection, general medical education, healthcare quality and patient safety, infection control, and emergency disaster response. In 2025, a total of 1,135 training sessions were conducted, drawing a cumulative total of 154,829 participants and demonstrating robust learning momentum. ● In 2025, the average overall satisfaction score for in-person courses was 4.39 out of 5 (with "satisfied" and "very satisfied" accounting for 94.7%), while digital courses achieved an average satisfaction score of 4.51 (with "satisfied" and "very satisfied" accounting for 96.9%).
Employee Catering Satisfaction Rate	Once a year	● In 2025, the employee catering program served a total of 2,078 participants and distributed 22,849 meals, achieving an overall satisfaction rate of 88.3%. ● In 2025, a total of 670 patient safety incidents were reported, with zero cases of major medical incidents.
Online Patient Safety Incident Reporting Platform	Real-time	
Mentor-Student Forum	Once a month	
Online Employee Proposal Form	Irregular	

Internal Staff		
Communication Channels	Frequency	Communication Effectiveness
Frontline Feedback Channels	Irregular	● In 2025, the employee catering program served a total of 2,078 participants and distributed 22,849 meals, achieving an overall satisfaction rate of 88.3%. ● In 2025, a total of 670 patient safety incidents were reported, with zero cases of major medical incidents. ● In 2025, the hospital provided immediate responses to patient and customer complaints, achieving a 100% resolution and improvement rate. ● In 2025, the satisfaction rate for in-service education and training reached 90%. ● In 2025, a total of 118 proposals were submitted through the online employee suggestion platform ● Quarterly internal and external audits of infection control policies are conducted.
In-Service Education	Real-time	
In-Service Education Surveys	Monthly	
Onboarding Training for New Employees and General Education Courses	Regular	
Annual Needs Questionnaire	Once a year	
Questionnaire Survey	Monthly	
Community Portals	Real-time	
Verbal Feedback	Irregular	
Cheng Kung Window	Real-time	
Superintendent's Mailbox	Real-time	
Accounting System	Real-time	● In 2025, the hospital hosted two workshops, with a total of 28 participant attendances ● In 2025, the hospital was awarded an "Excellent" rating in the National Hospital Accreditation, successfully complying with all clauses regarding information and communication security, as well as personal data protection. Furthermore, the hospital successfully passes the ISO 27001 Information Security Management System (ISMS) recertification annually.
Various Platform Workshops	Regular	
Annual Performance Evaluation	Regular	
Internal Audit on Information Security	Biennially	
Superior Governing Authorities	Irregular	
Internal and External Auditing Bodies	Quadrennially	

Stakeholders : Government Agencies

Stakeholders' Significance to the Hospital

Government agencies serve as vital stakeholders in the Hospital's operational management, regulatory compliance, and policy advancement, while concurrently playing the roles of supervisor, guide, and supporter. As a national medical center and public healthcare institution, NCKUH strictly adheres to the relevant laws and regulations of both central and local competent authorities, and proactively coordinates with the implementation of policies spanning healthcare, medical services, environmental protection, procurement, and public services. By maintaining smooth communication and recurring exchanges with government agencies, the hospital successfully executes national policies, ensures the legal compliance of all medical practices, and leverages the infusion of program resources to continuously elevate medical service quality and patient safety.

Material Issues

- Healthcare Quality and Safety Management
- Sustainable Environmental Management
- Salary and Retention Mechanisms
- Healthcare Quality and Safety Management
(Medical Regulatory Compliance and Major Event Reporting)
- Talent Cultivation
- Smart Healthcare
- Forward-Looking Research
- Compliance with Central Government Policies

Government Agencies		
Communication Channels	Frequency	Communication Effectiveness
Official documents	Irregular	● Incorporate official correspondence from competent authorities and regulatory amendments into meeting agendas or infection control measures.
Hospital Website	Real-time	● Align with national laws, regulations, and policies to review and update annual strategic objectives alongside short-, medium-, and long-term development plans.
Email	Real-time	● In 2025, 67 awards were given for promoting medical quality or patient safety activities (organized by: the Medical Policy Council, the China Health Center, and the Biomedical Policy Center SNQ, etc.).
Budget and Financial Statements	Annually	● In 2025, collaborated with the Taiwan Drug Relief Foundation regarding the case reviews of 9 adverse drug reactions.
Phone or fax	Irregular	● Official correspondence dispatched and received in 2025 included: 38 cases with the Tainan City Government Health Bureau; 116 cases with the Taiwan Food and Drug Administration; 732 cases with the Ministry of Education; 425 cases with the Ministry of Civil Service; and 424 cases with the Tainan City Government (including its subordinate agencies).
Various certifications, inspections, supervisions, and evaluations	Irregular	● Passed the annual hospital supervisory inspection in 2025. ● In 2025, a total of 247 official letters were dispatched to patients' registered district offices or local competent authorities to apply for medical subsidies.
Various online and physical meetings	Irregular	● In 2025, a total of 58 official requests were submitted to Household Registration Offices to retrieve household records.

Government Agencies		
Communication Channels	Frequency	Communication Effectiveness
		● In 2025, the hospital logged 575 mandatory reporting cases for protective care and 300 cases for vulnerable families through the MOHW "Care e-Line" online system; furthermore, 73 official requests were sent to the Bureau of Social Affairs to assist with post-discharge patient placement. ● In 2025, the hospital submitted 1,227 signed organ donation consent forms and 1,116 hospice and palliative care intent forms to the Ministry of Health and Welfare (MOHW). ● Actively align and cooperate with national public health policies.
National Health Insurance Information Network Service System	Monthly	● Submit declarations in accordance with regulations, providing relevant explanations and documentation for administrative appeals and disputes. All medical fee charges comply strictly with regulatory standards.
Visits	Irregular	● Incorporate official correspondence from competent authorities and regulatory amendments into meeting agendas. ● The outcomes of discussions with the competent authorities will be incorporated into hospital policies. ● The Home Nursing Care Institute successfully passed the 2025 official accreditation; the Long-Term Care A also passed its 2025 evaluation. ● In 2025, the hospital demonstrated exceptional performance in Chapter 7, "Cooperation with Local Health Bureaus to Promote Central Government Policies on Acute and Critical Care," during the Tainan City Government Health Bureau's "Supervisory Inspection of Acute and Critical Medical Care Quality and Preparatory Guidance for Emergency Medical Capability Grading Assessment," and was honored with the "Top Excellence" Award.
Messaging software/Line	Real-time	
Long-term care institution supervision	Once a year	
Long-term care institution evaluation	Biennially or Quadrennially	
Health Bureau Supervisory Inspection and Evaluation	Annually	
Special Audits	Irregular	
Contractor Written Evaluations (Affidavits)	Irregular	

Government Agencies		
Communication Channels	Frequency	Communication Effectiveness
Contractor Safety Inspections	Irregular	● Undergo official infection control inspections biennially. ● Honored with the "Excellent" Rating Award in the 2025 annual hospital supervisory inspection. ● Achieved zero occurrences of major medical incidents throughout 2025. ● Recorded zero cases of regulatory non-compliance, audits, or legal penalties in 2025.
On-site assessments by the Ministry of Health and Welfare, Ministry of Digital Affairs, Ministry of Education, etc.	Irregular	

Stakeholders : Patients And Their families

Stakeholders' Significance to the Hospital

Patients and their families are the most vital service recipients of the hospital, as well as the core stakeholders driving the advancement of medical quality and sustainable development. Embracing a patient-centered philosophy, the hospital is dedicated to providing safe, high-quality, and humanistic medical and nursing care services. Furthermore, we highly value the needs, feedback, and concerns voiced by patients and their families, utilizing them as essential milestones for continuously optimizing service workflows, elevating the quality of care, and building deep medical trust and a stellar reputation.

Material Issues

- Healthcare Quality and Safety Management
- Sustainable Environmental Management
- Smart Healthcare

Patients And Their families

Communication Channels	Frequency	Communication Effectiveness
Hospital Website	Real-time	● In 2025, customer feedback cases comprised 52.3% expressions of gratitude (1,340/2,561) and 47.4% complaints (1,221/2,561). The acceptance and resolution rate for customer complaints reached 100%, with an exceptional 67% of complaint cases successfully resolved and closed within 1 day. ● 2025 Patient Experience Satisfaction Survey Results: Emergency Department (ED): 95.60% in the first half of the year, 90.15% in the second half. Outpatient Department (OPD): 91.84% in the first half of the year, 94.14% in the second half. Inpatient Department (IPD): 94.52% in the first half of the year, 94.99% in the second half.
Email	Real-time	
Complaint hotline / On-site complaint	Real-time	
Social media	Real-time	
Patient satisfaction survey	Real-time	● In 2025, a total of 42 customer feedback and appreciation cases were recorded in relation to the Department of Pharmacy. ● In 2025, the hospital provided immediate responses to patient and customer complaints, achieving a 100% resolution and process improvement rate.
Superintendent's Mailbox / Suggestion box	Real-time	● In 2025, the Department of Nursing received a total of 1,087 public feedback cases, with positive feedback accounting for 97.1% and negative feedback making up 2.9%. ● In 2025, in coordination with the Center for Quality Management's satisfaction surveys, all nursing units achieved overall satisfaction rates in the second half of the year: 90.15% for the Emergency Department, 94.14% for the Outpatient Department, and 94.99% for the Inpatient Department.
Real-Time Hotlines	Real-time	
On-Site Face-to-Face Interviews	Real-time	
Patient Experience Surveys	Biennially	
Outpatient Schedules	Quarterly	

Patients And Their families

Communication Channels	Frequency	Communication Effectiveness
Hospitalization guide	Real-time	● In 2025, the hospital provided immediate responses to all complaint events, achieving a 100% resolution and process improvement rate. ● The 2025 post-health examination satisfaction survey yielded an average monthly score of 4.84 out of 5; furthermore, 100% of negative feedback cases were thoroughly discussed and addressed with corrective improvement measures. ● In 2025, only 1 complaint was filed by health screening examinees, which received an immediate response and achieved a 100% resolution and improvement rate. ● In 2025, the satisfaction score for outpatient health education reached 4.9 out of 5. ● All feedback received was responded to within 2 working days, and reviewed whether internal work processes need to be adjusted. In 2025, a total of 19 feedback cases were handled, including 10 regarding inpatient dietary services, 3 regarding nutritional counseling and health education workflows, and 6 letters of appreciation dedicated to our dietitians. ● In 2025, the service a total of 3,627 unique individuals, averaging 302 individuals served monthly, with a monthly average of 436 service attendances. ● The 2025 inpatient dietary satisfaction survey concluded with a positive rating of 94.2%. ● According to the 2025 "Clinical Service Patient Perception Survey Report," the service satisfaction rate reached 96.53% in the first half of the year and 96.35% in the second half. ● In 2025, the hospital provided financial subsidies for patient caregiving services to 444 care attendances, totaling TWD 4,321,909. ● In 2025, the hospital proactively logged 300 mandatory reporting cases to connect vulnerable families with community-based support services; furthermore, 73 official requests were dispatched to the Bureau of Social Affairs to coordinate social welfare resources for post-discharge patient placement.
Health Education Brochures and Leaflets	Irregular	
Outpatient, emergency, and inpatient experience survey	Biennially	
Patient meal satisfaction survey	Annually	
Outpatient Nutrition Consultation Satisfaction Survey	Questionnaire distributed post-outpatient health education	

Stakeholders : Academic And Research Institutions / Interns

Stakeholders' Significance to the Hospital

As a university-affiliated teaching hospital, NCKUH bears the concurrent responsibilities of clinical medical services, academic education, and scientific research. Through robust collaborations with academic and research institutions, alongside the provision of a comprehensive clinical internship environment, the hospital actively nurtures future healthcare professionals, including medical students, nursing trainees, and interns across various allied health professions. By leveraging systematic training frameworks and bidirectional communication mechanisms, we assist interns in seamlessly integrating theoretical knowledge with clinical practice. This dedication effectively elevates their professional competencies, medical ethics, and interdisciplinary collaboration capabilities, thereby driving the heritage of medical service quality and the long-term sustainable development of the hospital.

Material Issues

- Healthcare Quality and Safety Management
(Quality of Clinical Training and Education for Healthcare Professionals)
- Talent Cultivation
- Forward-Looking Research
- Smart Healthcare

Academic And Research Institutions / Interns

Communication Channels	Frequency	Communication Effectiveness
Satisfaction Surveys for Allied Health and Medical Interns	Prior to the conclusion of the internship	● In 2025, medical students expressed a high level of satisfaction with the hospital's diverse training programs, achieving an average score of 4.5 out of 5 or above. Interns across various allied health professions reported an average satisfaction score of 4.73 out of 5 or above for their respective training programs.
Joint Internship Review Meeting	Annually	
Intern Medical Student Internship Satisfaction Survey	After each departmental internship	

Academic And Research Institutions / Interns

Communication Channels	Frequency	Communication Effectiveness
Pre-internship Orientation Satisfaction Survey for Intern Medical Students	Annually	● In 2025, the hospital trained a total of 1,227 nursing interns, yielding an outstanding average satisfaction score of 4.76 out of 5, with the overall satisfaction rate reaching 96.88%. On a quarterly basis, the hospital conducts rigorous reviews and corrective improvements regarding any dissatisfaction voiced by nursing students, subsequently providing structured feedback to both the clinical units and their respective academic ● The 2025 satisfaction survey for trainees regarding the clinical education and training programs yielded an average score of 4.43 out of 5. ● The 2025 satisfaction survey for interns and trainees regarding the clinical education and training programs yielded an outstanding average score of 9.6 out of 10. ● In 2025, students feedback indicated that the lecture content delivered by our dietitians possessed exceptional clinical reference value and was highly rewarding; furthermore, the hospital's teaching evaluation survey received a perfect average score of 5 out of 5. ● In 2025, the hospital hosted 3 faculty consensus workshops and convened 4 interactive seminars. ● By comprehensive educational plans and diversified communication channels, the hospital gains deep insights into students' and interns' perceptions regarding the provided learning environments and curricula, while systematically incorporating feedback from respective academic institutions into institutional reviews.
Intern Medical Student Forum	Twice a year	
Internship Period Forums by Departments (Medical Students)	Irregular	
Clinical Medical Education Committee	Once every quarter	
Email	Real-time	
Official documents	Real-time	
Meetings	Irregular	
Telephone	Real-time	
Visits	Irregular	
Messaging software/Line	Real-time	
Verbal or Written Feedback	Irregular	
Teaching Questionnaire Survey	Irregular	
Teaching Center Mailbox	Irregular	
Curriculum Design	Prior to the commencement of the academic year and semester	
Course Forums for Students and Interns	Twice per semester	

Stakeholders : NCKU

Stakeholders' Significance to the Hospital

As the primary governing authority of the Hospital, National Cheng Kung University (NCKU) possesses the mandates for oversight, guidance, and strategic decision-making, wielding a profound influence over the hospital's operational development, medical education, and scientific research. In our capacity as the affiliated hospital of NCKU, we not only align fully with the university's general affairs and the advancement of medical education, but also actively facilitate medical student clerkships, clinical training programs, and collaborative research initiatives. Together, we nurture next-generation healthcare professionals and accelerate the integrated development of clinical care, academic teaching, and scientific research.

Material Issues

- Performance Oversight
- Talent Cultivation

NCKU

Communication Channels	Frequency	Communication Effectiveness
Oversight and Executive Management Meetings	quarterly	● The hospital convenes approximately 4 Oversight and Executive Management Meetings annually. ● On an annual basis, the hospital conducts rolling reviews and amendments of its medium-term goals and strategic plans in full alignment with the University's Medium-Term General Affairs Development Plan, thereby ensuring that the hospital's strategic direction remains perfectly consistent with the overarching university-wide policies.
Official documents	Annually	
Academic Conferences and Seminars	Once a year	
Official Responses from the Clinical Education Center or the Department of Nursing	Per Academic Year	

Stakeholders : External Evaluation Institutions

Stakeholders' Significance to the Hospital

External evaluation organizations conduct rigorous reviews and assessments of medical quality, patient safety, operational management, and service outcomes based on professional standards and established accreditation frameworks. For the hospital, external evaluations not only provide objective and authoritative metrics for benchmarking, but also serve as a crucial touchstone to validate that our medical quality and patient safety reach both national and international standards. Through active participation in various medical accreditations, hospital evaluations, and supervisory inspections conducted by competent authorities, the hospital continuously refines its quality management, fully implements holistic care, accelerates the development of smart hospitals, and elevates overall service quality and healthcare efficacy.

Material Issues

- Healthcare Quality and Safety Management (Patient Safety and Healthcare Quality)
- Smart Healthcare
- Forward-Looking Research
- Organizational Operations
- Service Quality
- Management Systems and Information Security
- Talent Cultivation
- Compensation and Retention Mechanisms

External Evaluation Institutions				
Communication Channels	Frequency	Communication Effectiveness		
Submission of Hospital Accreditation Continuous Monitoring Indicators	Monthly	● Compared with the critical care indicators of other domestic medical centers, the distribution of the hospital's performance across various indicators is as follows: -Leading Indicators (Target Achieved / Excellent): 56.25% (18/32) -Leveling Indicators (Partially Achieved / Under Observation): 21.88% (7/32) -Focus Indicators (Key Improvement / Continuous Tracking): 21.88% (7/32) ● Successfully obtained 4 Disease-Specific Care Quality Certifications, covering Breast Cancer, Head and Neck Cancer, Dementia, and Joint Replacement Care. ● The 2025 quality competition is as follows: NHQA National Healthcare Quality Award (number of categories): Theme Category: Gold Award(1), Silver Award & Innovation Award(1), Honorable Mentions(2) System Category: Center of Excellence Award(1) Smart Healthcare Solutions - Accreditations Obtained (No. of categories): Outpatient Services(1), Inpatient Services(1), Community and Long-Term Care(1), Teaching and Research(2), Administrative Management(2), Surgical Care(1), Medication Services(2), and Laboratory and Diagnostic Examinations(2) (with 1 team in the Laboratory and Diagnostic Examinations domain honored with the Gold Award). Outstanding Medical Care Category: Gold Awards(2)	National Clinical Medical Education Award (NCMEA) & Evidence-Based Medicine (EBM) Competitions: EBM Novice Category: Gold, Silver, and Bronze Awards EBM Clinical Category: Award of Excellence EBM Elite Category: Award of Excellence Clinical Simulation Category: Medical Radiation Team Honorable Mention	● Passing the ISO 27001 Information Security Certification every year ● Passing the Infection Control Audit every 2 years ● Maintaining the Medical Center Accreditation level every four years ● Completing research projects of the Ministry of Health and Welfare every year ● Completing research projects of the Joint Commission of Taiwan every year ● Regularly receiving official correspondence from external evaluation organizations ● Preparing data and cooperating with inspections for disease certifications and on-site hospital accreditations, and incorporating relevant review contents into improvement measures ● Passed the stroke disease certification in 2024, Passed disease certifications for breast cancer, developmental dysplasia of the hip, head and neck cancer, joint replacement, and dementia in 2025, Projected to undergo certification for 5 diseases including kidney disease, coronary artery disease, diabetes, heart failure, and chronic obstructive pulmonary disease in 2026 ● Underwent hospital and teaching hospital accreditations in 2024, obtaining the qualification certificate of hospital accreditation excellent (medical center) and the qualification certificate of teaching hospital accreditation (medical center) ● monitoring indicators in monthly center meetings according to quality indicators set by external evaluation organizations, with all indicators reaching above the thresholds
Disease-Specific Care Quality Certifications	Regular			
Quality Competitions				
Hospital and Teaching Hospital Accreditations / Healthcare Quality Certifications				
Smart Hospital Institution-Wide Mark Certification				
Email	Real-time			
Official Documents				
Meetings	Irregular			
Telephone	Real-time			
Visits	Irregular			
On-Site Inspections for Various Diseases	once every three years			
Infection Control Audits	Annually			
Research Projects				
Governing Authorities for On-Site Evaluations (Ministry of Health and Welfare, Ministry of Digital Affairs, Ministry of Education, etc.)	Irregular			
External ISO 27001 Information Security Audit	Annually			
Joint Commission of Taiwan Hospital Accreditation—Grade A	Once every four years			

Stakeholders : Suppliers / Contractors / Outsourcers

Stakeholders' Significance to the Hospital

Suppliers, contractors, and outsourced service providers are vital partners in maintaining the hospital's operational stability and clinical service quality; the manpower, products, and services they deliver directly influence patient care and operational efficiency. Through systematic tendering processes, rigorous contract performance management, and on-site audit mechanisms, the Hospital strictly oversees the service quality of vendors, collaborating to uphold a safe and stable healthcare environment.

Material Issues

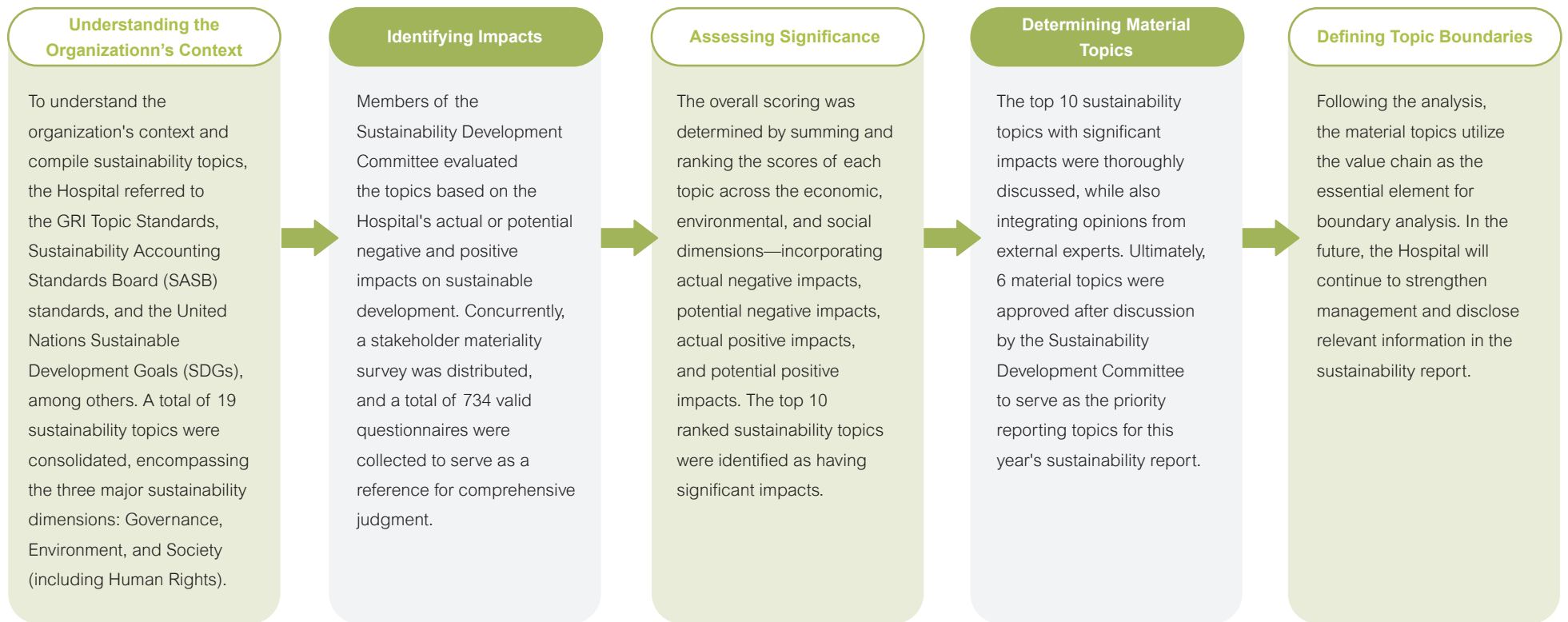
- Healthcare Quality and Safety Management
- Smart Healthcare
- Sustainable Environmental Management

Suppliers /Contractors/ Outsourcers

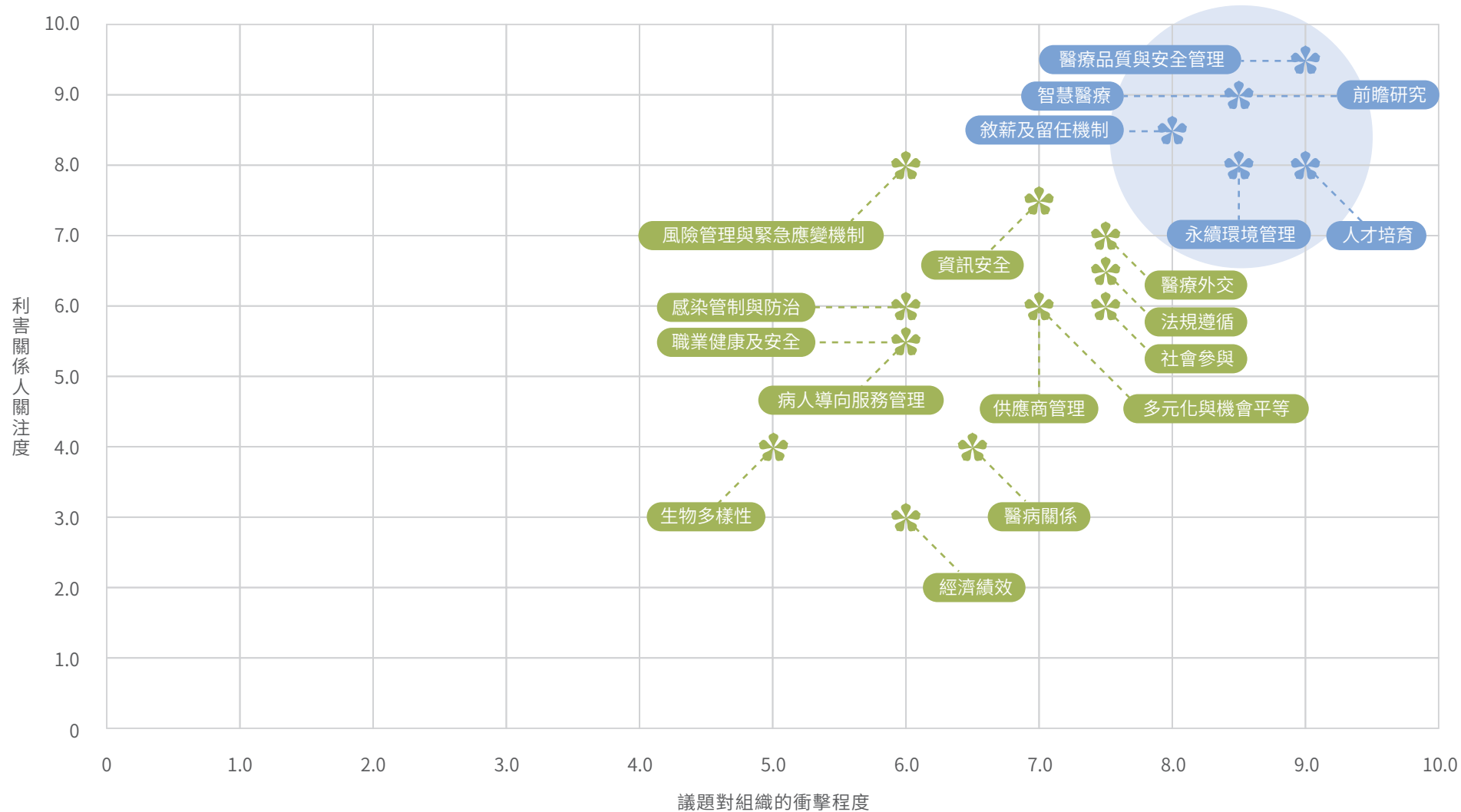
Communication Channels	Frequency	Communication Effectiveness
Operations and Maintenance Meetings	Once a month	● Provide feedback from work units and report the results of the handling at the supervisory meeting. ● In 2025, the hospital conducted quarterly inpatient surveys regarding the ward cleaning services delivered by our outsourced providers, yielding a high satisfaction rate of 91.35%. ● In 2025, the hospital conducted quarterly inpatient surveys regarding the ward cleaning services delivered by our outsourced providers, yielding a high satisfaction rate of 91.35%.
Employee Satisfaction Survey	Twice a year	
Satisfaction Questionnaire Responses	Quarterly	
Outsourced Partner Exchange Meetings	Quarterly	
Dedicated Telephone Lines	Real-time	
Contractor Coordination Organization Meetings	Once every three months	
Contractor Written Evaluations (Affidavits)	Once every three months	
Contractor Safety Inspections	Irregular	
Consumable Satisfaction Survey	Once a month	
On-Site Audit of Laundry Plant	Every two months or irregular	
Regular Coordination and Review Meetings between Sewing Unit and Nursing Department	Every two months or irregular	
Contractor Safety Meetings	Quarterly	
Follow-up on Delayed Deliveries and Returns of Defective Products	Real-time	
Audit Inspections	Real-time	

► Material Topics for Sustainable Development

Following the "GRI 3: Material Topics" framework published by the Global Reporting Initiative (GRI) in 2021, the Hospital adheres to the topic materiality identification process under the GRI Standards (2021). This systematic process comprises five major steps: "Understanding the Organization's Context," "Identifying Impacts," "Assessing Significance," "Determining Material Topics," and "Defining Topic Boundaries." Through this systematic approach, we identify sustainability issues of high relevance to both the Hospital's operational development and its stakeholders. Concurrently, taking into account international sustainability trends, the unique characteristics of the healthcare industry, and the promotional experiences of benchmarking domestic medical institutions, the Sustainability Development Committee invited external experts and scholars to jointly participate in discussions. Based on these insights, key material topics across the three dimensions of ESG were identified, serving as the essential foundation for content disclosure and management strategy planning in the 2025 Sustainability Report.



► 2025 Material Topics Impact Summary Assessment



2024 Material Topics	2025 Material Topics	Reason for Modification
Healthcare Quality and Safety Management	Healthcare Quality and Safety Management	No changes
Talent Cultivation	Talent Cultivation	No changes
Salary and Retention Mechanisms	Smart Healthcare	No changes
Salary and Retention Mechanisms	Salary and Retention Mechanisms	In light of the increasingly significant challenges in healthcare talent recruitment and retention, this year's focus has been shifted from "Happy Workplace (Workplace Health and Safety)" to "Salary and Retention Mechanisms." This adjustment aims to address stakeholders' high interest in remuneration systems, talent development, and retention management. Meanwhile, initiatives regarding workplace health and safety will continue to be integrated into and driven by our existing management mechanisms.
Sustainable Environmental Management	Sustainable Environmental Management	No changes
Forward-Looking Research	Forward-Looking Research	No changes
Social Responsibility and Community Engagement (Holistic Care)	—	The Sustainability Development Committee reviewed the material topics based on the questionnaire results. Following this assessment, the initiatives previously under "Social Responsibility and Community Engagement (Holistic Care)" have been progressively integrated into the Hospital's daily operations and healthcare delivery system. Given that stakeholder interest in this area has remained relatively stable, it was not classified as a material topic this year. Nevertheless, the Hospital remains committed to driving these initiatives and fulfilling the social responsibilities of a medical center through concrete actions.

► List of Material Topics for 2025

The Sustainability Development Committee, in collaboration with external experts, evaluated the hospital's actual and potential negative and positive impacts on the economy, environment, and society. Combined with an analysis of stakeholder interest survey results, these scores served as the basis for a comprehensive assessment. Consequently, six material topics were identified for the Hospital in 2025: "Healthcare Quality and Safety Management," "Talent Cultivation," "Smart Healthcare," "Compensation and Retention Mechanisms," "Sustainable Environmental Management," and "Forward-Looking Research."

Moving forward, by actively tracking and executing relevant initiatives, the hospital will ensure that its institutional development aligns seamlessly with societal expectations. While pursuing medical excellence, we will concurrently expand our social impact.

Corresponding Chapter	Material Topic	SDGs	Corresponding Topic	Value Chain Impact Boundary	Impact Description
2 Advancing Hand-in-Hand with the University: Cross-Domain Collaboration	Talent Cultivation		● GRI 404: Training and Education	● Internal Staff ● Academic And Research Institutions / Interns ● NCKU	Positive Actual Impacts: Under the “Healthy Taiwan Deep Cultivation Project,” the hospital implements diverse talent cultivation as its core strategy. Through systematic teaching design and international alignment, this initiative enhances clinical expertise and research development capabilities, building a highly sustainable and competitive healthcare talent ecosystem. Positive Potential Impacts: Exceptional medical professionals possess the potential to enhance the hospital's overall competitiveness while elevating patient satisfaction and institutional trust. Uneven allocation of teaching and research resources may affect colleagues' willingness to teach, and without proper planning, it can lead to a waste of funding and administrative resources.
2 Advancing Hand-in-Hand with the University: Cross-Domain Collaboration	Forward-Looking Research	 	● Custom Topic	● Internal Staff ● government agencies ● academic and research institutions/interns ● patients and their families ● NCKU	Positive Actual Impacts: Ensuring patient safety and healthcare quality, prohibiting unlawful workplace infringement within medical institutions, and executing medical practices and management systems in compliance with the law will help mitigate medical disputes and elevate service quality. Negative Potential Impacts: If sustainable development is hindered, the lack of systematic management and tracking will make it difficult to achieve ESG goals or align with national policy initiatives.
3 Smart Innovation, Healthcare Excellence	Smart Healthcare	 	● Custom Topic	● Internal Staff ● government agencies ● academic and research institutions/interns ● patients and their families ● NCKU	Positive Actual Impacts: Leveraging smart healthcare systems to enhance diagnostic accuracy and minimize human errors will reduce unnecessary medical expenditures, thereby optimizing the efficiency of resource allocation and elevating the overall quality of healthcare. Positive Actual Impacts: Telemedicine technology enables remote communities and deployed military personnel to access real-time medical services. This not only enhances the overall efficiency of the military healthcare system but also the risk of medical issues compromising combat readiness. Negative Actual Impacts: The substantial initial investment required for smart healthcare—including medical equipment, infrastructure construction, software development, and personnel training—poses a short-term financial burden on the hospital. Negative Potential Impacts: As smart healthcare systems are provided by external vendors, any service disruptions or technical issues on the supplier's part could potentially impact the hospital's continuity of operations.

Corresponding Chapter	Material Topic	SDGs	Corresponding Topic	Value Chain Impact Boundary	Impact Description
4 Quality Leadership & Physician-Patient Mutual Good	Healthcare Quality and Safety Management*	 	● GRI 416: Customer Health and Safety ● SASB Quality of Care and Patient Satisfaction	● Internal Staff ● patients and their families ● Community members ● government agencies ● external evaluation institutions ● suppliers/contractors/outsourcers ● academic and research institutions/interns	Positive Actual Impacts: Elevating the quality of healthcare and enhancing patient satisfaction will boost patient retention rates, thereby stabilizing the hospital's financial revenue streams. Negative Actual Impacts: In the event of patient safety incidents, it could not only lead to the depletion of medical resources and an increased operational burden, but also trigger medical disputes, thereby exposing the hospital to litigation and associated compensation risks. Negative Potential Impacts: Substandard healthcare quality or compromised infection control measures may exacerbate the depletion of medical resources and workforce capacity. Negative Potential Impacts: The operation of certain smart healthcare systems relies heavily on information technology; in the event of a system failure, it could severely compromise the continuity of overall services.
5 Shared Prosperity for Medical Staff and a Happy Workplace	Salary and Retention Mechanisms*		● GRI 401: Employment ● SASB Workforce Recruitment, Development, and Retention	● Internal Staff ● academic and research institutions/interns ● government agencies ● patients and their families	Positive Actual Impacts: Under the "Healthy Taiwan Deep Cultivation Project," optimizing healthcare working conditions serves as a core strategic focus. Through the integration of smart technology and the construction of organizational resilience, the hospital systematically improves the clinical working environment, thereby elevating healthcare service quality and enhancing the sustainable development capabilities of the workforce. Positive Actual Impacts: Within the framework of the "Healthy Taiwan Deep Cultivation Project," a workplace support system anchored on psychological resilience is established. Through stress assessments, curriculum-based interventions, and employee assistance mechanisms, this system promotes the physical and mental well-being of medical personnel as well as their retention stability. Negative Actual Impacts: In the event of employee occupational injuries, the hospital may incur corresponding medical expenditures and compensation costs, while also facing potential fines and legal liabilities. Negative Potential Impacts: Workforce attrition among medical and nursing staff leads to diminished stability within healthcare teams, thereby compromising the continuity of clinical diagnosis and patient care, while simultaneously escalating the hospital's financial burden associated with recruitment and training.

Corresponding Chapter	Material Topic	SDGs	Corresponding Topic	Value Chain Impact Boundary	Impact Description
6 Environmental Sustainability and Technology for Net Zero	Sustainable Environmental Management		● GRI 302: Energy ● GRI 302: Emissions ● SASB Climate Change Impacts on Human Health and Infrastructure	● Internal Staff ● government agencies ● external evaluation institutions ● suppliers/contractors/outsourcers	Positive Actual Impacts: By introducing energy-efficient equipment, implementing waste segregation for reuse, and promoting plastic reduction alongside plant-based diets, the hospital successfully reduces energy consumption and waste clearance costs, thereby enhancing overall operational efficiency. Positive Potential Impacts: In alignment with the development of the Geriatric Hospital and the Shalun Hospital, this initiative drives the advancement of low-carbon buildings, green medical supplies, and energy-saving technologies, thereby creating related industrial growth and employment opportunities. Negative Potential Impacts: In the event of natural disasters or extreme weather occurrences, a massive influx of casualties seeking immediate medical attention may materialize. If medical resources and emergency response capabilities are insufficient, it will pose a severe impact on overall hospital operations.

Column

Relocation and Unveiling of the "Clinical Innovation and Research Center": Advancing Smart Healthcare to Build a Sustainable Medical Ecosystem

The healthcare industry has reached a new milestone in intelligent and sustainable operations. The Center for Clinical Innovation (hereinafter referred to as CIC) at National Cheng Kung University Hospital (NCKUH) held its relocation and unveiling ceremony in April 2026. NCKU President Shen, Meng-Ru, NCKUH Superintendent Li, Ching-Wei and College of Medicine Dean Cheng, Hsiu-Chi attended the event to witness the official launch of this "Smart Healthcare Incubation Base," designed to bridge clinical pain points with cutting-edge technology. This expansion not only symbolizes an upgrade to NCKUH's smart healthcare infrastructure but also embodies the hospital's concrete commitment to advancing social health and well-being, as well as healthcare corporate governance, under the ESG framework.

Accelerating the Implementation of Clinical Innovation through a "Co-Runner" Approach

Dr. Tsai, Yi-Shan, Director of the CIC, emphasized that healthcare accessibility and the translation of R&D achievements are critical. The core mission of the center is to serve as a "co-runner" in this process. In the past, translating research and development into clinical practice often suffered from communication gaps. The CIC addresses this by establishing a multi-party dialogue platform, enabling engineering and technology providers to align precisely with the practical needs of healthcare professionals and patients, thereby narrowing the gap between research and clinical application.

By integrating AI and big data, the center assists in developing higher-precision diagnostic tools. This advancement enhances healthcare quality, alleviates the workload of medical staff, and addresses social pain points such as health equity, ultimately achieving a new realm of "people-centered" smart healthcare.

A Paradigm of Cross-Domain Integration and Transparent Incubation

President Shen noted that universities possess robust engineering and technological R&D capabilities, while hospitals offer the most authentic clinical settings. The integration of these two realms is critical to the advancement and upgrading of Taiwan's biomedical industry.

The design of the CIC's new facility breaks away from the spatial barriers of traditional offices, offering an open, flexible environment for discussion and incubation while establishing a transparent and highly efficient academy-industry collaboration mechanism. This "university-hospital-industry" tripartite governance model not only effectively mitigates R&D risks but also ensures that innovative technologies grow rapidly on a foundation of regulatory compliance and medical ethics, ultimately fostering a sustainable biomedical ecosystem.

Digital Transformation Driving Green Healthcare

The digital transformation driven by the CIC also yields significant carbon reduction benefits. By developing smart healthcare solutions, traditional clinical workflows can progressively reduce paper consumption and energy depletion. Furthermore, R&D in precision medicine effectively optimizes diagnostic pathways, minimizing unnecessary waste of medical resources and the generation of medical waste, thereby realizing the vision of green healthcare right from the source of research and development.

Co-Creating a New Chapter in Healthcare Sustainability

NCKUH Superintendent Li stated that the relocation of the Clinical Innovation and R&D Center marks a significant step for NCKUH toward becoming a "Hospital of the Future." Moving forward, the center will continue to serve as a bridge connecting campus research capabilities with clinical needs. It aims not only to drive technological innovation but also to integrate sustainability concepts into the very core of healthcare governance.

With this fresh start for the CIC, NCKUH is declaring to the international community that smart healthcare is more than just a technological race; it is a commitment to social responsibility and a concrete practice of sustainable operations.



Unveiling Ceremony of the Department of Digital Medicine and the Clinical Innovation and R&D Center (Group Photo with Distinguished Guests)



Unveiling Ceremony of the Department of Digital Medicine and the Clinical Innovation and R&D Center (Group Photo with All Attendants)

01

Chapter

National Cheng Kung University Hospital - Sustainable Operations

- 1.1 Governance and Supervision
- 1.2 Anti-Corruption Mechanism
- 1.3 Risk Governance





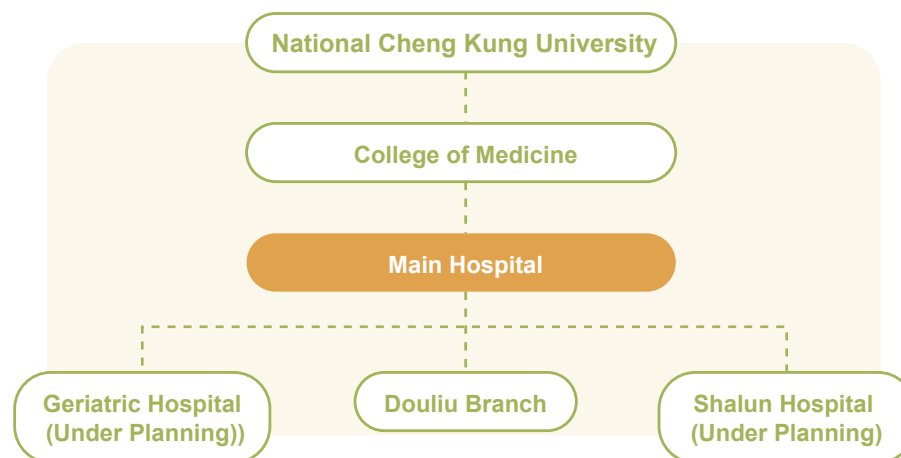
1.1 Governance and Supervision

National Cheng Kung University Hospital (NCKUH) is affiliated with the College of Medicine at National Cheng Kung University (NCKU), serving as a critical implementation base for clinical teaching, medical services, and research and development. In addition to meeting clinical medical needs, the hospital's overall development aligns with the educational principles and strategic goals of both the College of Medicine and the University headquarters, demonstrating a highly integrated and coordinated operation within the overarching governance structure. Furthermore, while the hospital is managed by its executive team, an oversight committee established by National Cheng Kung University is responsible for top-level guidance and supervision. In accordance with institutional regulations, this committee reviews major organizational changes, executive appointments, and operational plans, which are then submitted to National Cheng Kung University for final approval. This mechanism ensures strict regulatory compliance and sustainable development.

1.1.1 Hospital Governance and Operations

To address diverse needs such as elderly care, pediatric critical care, smart healthcare, and disaster response, enhancing healthcare accessibility and social impact has become an essential component. NCKUH has developed a multi-campus structure with a clearly defined medical network system, which currently includes the main hospital, Douliu Branch, and the planned construction of the Geriatric Hospital and Shalun Hospital, gradually forming a regionally distinctive and functionally diverse medical system.

► The NCKU Hospital Healthcare System

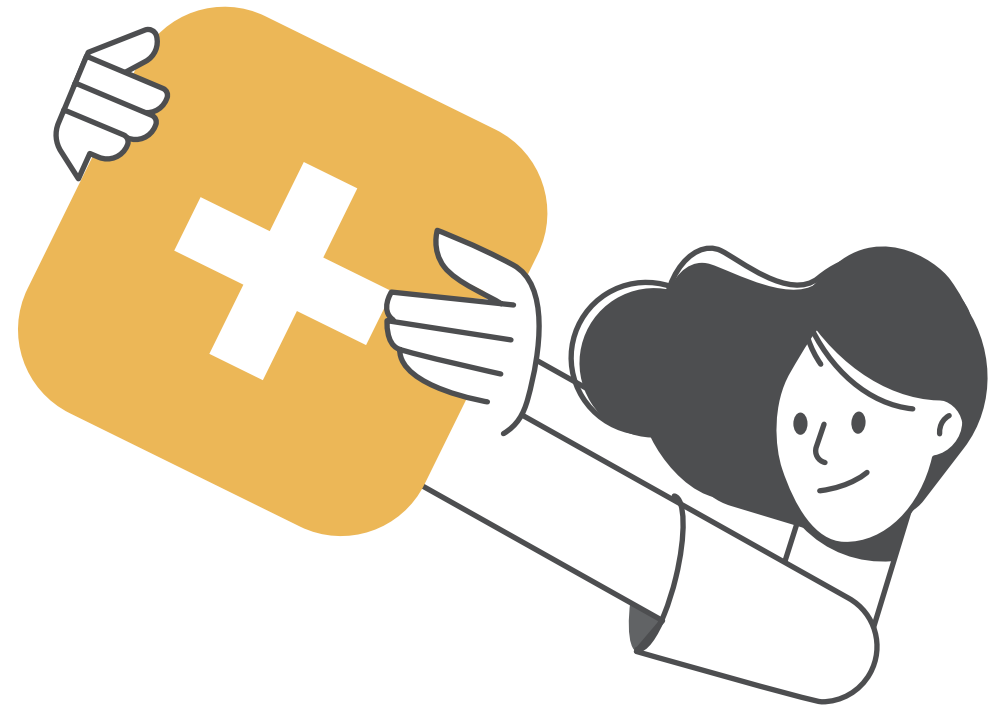


► Organizational Structure

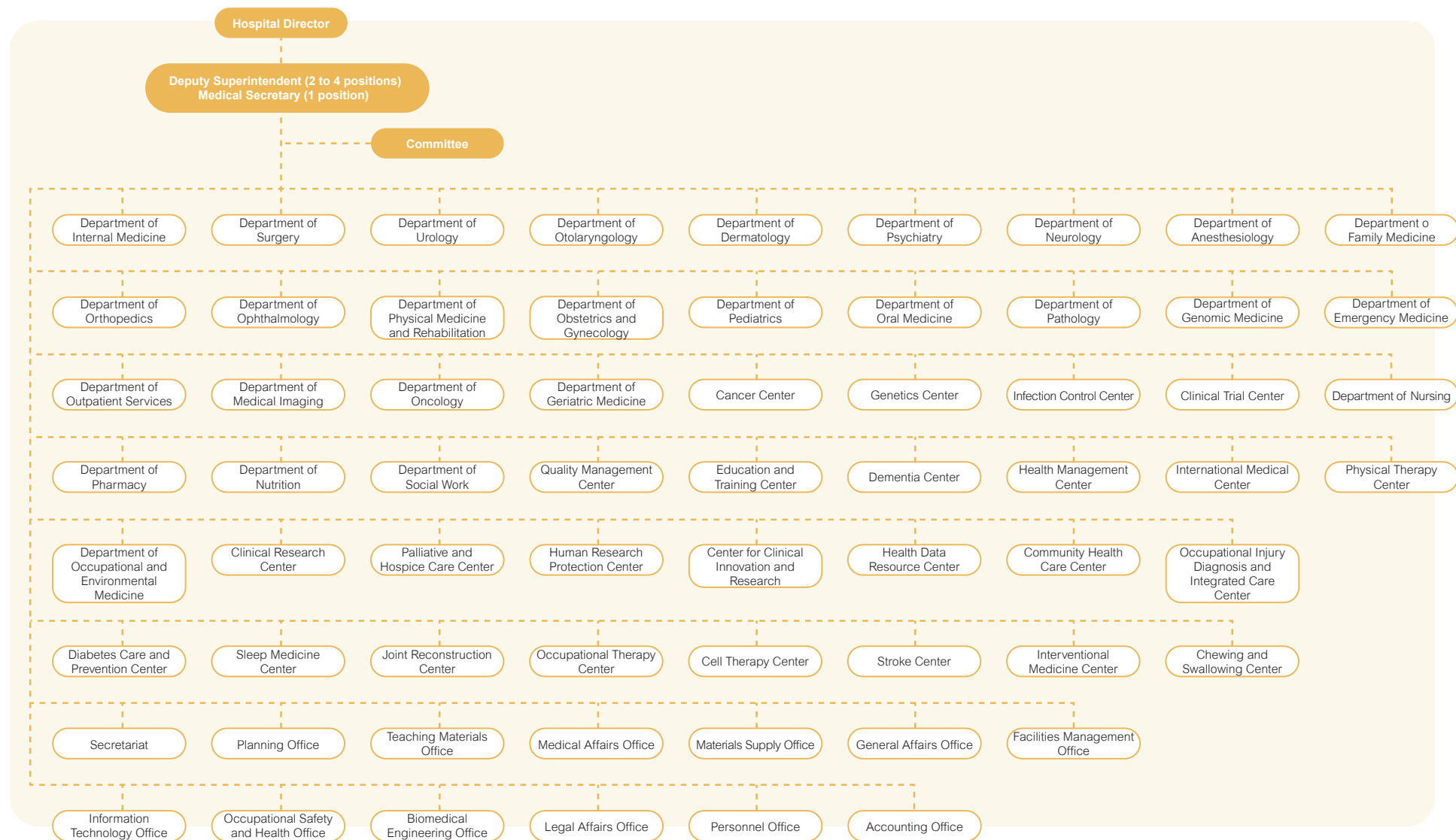
To support the efficient operation of medical services across multiple campuses, the Main Campus (HQ) and various specialized units have been established. It adopts an operational model of “comprehensive planning and specialized division,” promoting clinical healthcare, teaching and research, and quality improvement efforts. The current organizational structure includes 28 medical departments, 16 task centers, 3 medical affairs units, and 17 administrative departments. According to specialties, it has established 28 clinical and support units, such as the Department of Internal Medicine, Department of Surgery, Department of Obstetrics and Gynecology, and Department of Pediatrics. In addition, multiple cross-departmental professional centers have been established, such as the Cancer Center, Genetic Center, and Clinical Trial Center, to actively promote precision medicine, interdisciplinary integrated care, and clinical research development.

Furthermore, 33 dedicated hospital-wide committees have been formed as supervisory and management mechanisms, responsible for policy formulation, execution, and supervision. These committees cover hospital operations, development strategies, medical quality, patient safety, innovation and research, and ESG-related topics. Each committee is convened by a member of the Office of the Superintendent, with senior executives or their representatives serving as committee members. Depending on the committee's scope, data relevant to hospital management, patient safety, and medical quality are collected to ensure the safety and effectiveness of healthcare services and the overall efficiency of organizational operations. Concurrently, to ensure policy execution and governance continuity, the hospital has implemented systematic management for the daily evaluation and digital governance mechanisms of all specialized committees. This is achieved through a dual-track approach consisting of "Dedicated Tracking by the Secretariat" and "Information Transparency via the Knowledge Management (KM) System":

1. **Dedicated Tracking by the Secretariat and Routine Reporting:** The Secretariat is specifically tasked with monitoring the affairs of each committee. Regardless of whether a meeting is held in a given month, the contact window for each committee must report its execution status and progress monthly. Once consolidated, these reports are routinely presented and evaluated at the monthly Hospital Administration Meeting.
2. **Dynamic Personnel Appointment and Regulatory Safeguards:** The Secretariat regularly reviews changes in committee membership every academic year and strictly implement the appointment and dispatch procedures
3. **Dynamic Publishing on the Knowledge Management (KM) System:** All meeting minutes, resolutions, and appointment information of the specialized committees are simultaneously published on the hospital's Knowledge Management (KM) System upon final approval, ensuring real-time access and compliance.



► Organizational Chart of NCKU Hospital



► Nomination and Selection of the Executive Management

To ensure the sustainable development and stable leadership of the hospital, and in accordance with the “Regulations for the Organization of the National Cheng Kung University Hospital” as well as the “Regulations on the Term and Qualifications for Concurrent Appointments of Superintendents, Deputy Superintendents, and Heads of Medical Units in Medical Institutions Affiliated with the Ministry of Education,” the President of National Cheng Kung University consults with the Dean of the College of Medicine to select qualified candidates who hold both professorship and physician credentials, who are then concurrently appointed by the President.

Four Deputy Superintendents are additionally appointed to assist in hospital affairs. The Superintendent shall recommend qualified candidates to the Dean of the College of Medicine, who will then submit the recommendation to the University President for appointment or concurrent service. The Office of the Superintendent leads the management team annually in formulating the hospital's strategic objectives, short-, mid-, and long-term development plans, institution-wide quality improvement, and patient safety plans. These initiatives are aligned with national policies to promote bidirectional referral systems, elevate regional medical standards, and implement the goal of a hierarchical medical care system.

Management Team Member Information				
Name	Gender	Age	Inauguration Date	Primary Academic and Professional Background
Superintendent Li, Ching-Wei	Male	Above 50	2023/5/1	Department of Medicine, National Taiwan University
Deputy Superintendent Hsu, Keng-Fu	Male	Above 50	2023/8/1	Ph.D., Institute of Clinical Medicine, National Cheng Kung University
Deputy Superintendent Hsu, Chih-Hsin	Male	Above 50	2023/8/1	Ph.D., Institute of Clinical Medicine, National Cheng Kung University
Deputy Superintendent Lin, Peng-Chan	Male	Above 50	2025/8/1	Ph.D., Institute of Clinical Medicine, National Cheng Kung University
Deputy Superintendent lin. Chih-Hao	Male	Above 50	2025/8/1	Department of Medicine, National Taiwan University

1.1.2 Supervisory Mechanism

NCKUH adopts a governance framework that strictly separates governance from operations. Hospital operations are managed by the executive team under the leadership of the Superintendent, who is responsible for planning and executing core affairs, including healthcare policies, operational plans, annual budgets, human resource allocation, and organizational development. This team periodically reports the hospital's operational performance to the oversight committee, providing a baseline for re-appointment and personnel decisions. The NCKUH Oversight Committee comprises a diverse membership; in addition to permanent members such as the University President, it includes three independent experts from external professional fields and one employee representative. All members of the oversight committee strictly adhere to conflicts of interest mitigation principles to ensure objectivity and impartiality in decision-making.

The Hospital has established a “Joint Meeting” system, serving as a key communication and coordination platform between the supervisory and operating teams. It covers diverse topics such as patient-centered high-quality medical care, effective organizational management, interdisciplinary collaboration, enhancement of teaching quality, talent cultivation, smart healthcare, sustainable development, and innovative technologies, providing essential guidance for future development planning. Furthermore, based on the specific theme of each joint meeting, the University President invites external expert commissioners to participate and provide major strategic or project-based recommendations. Through participation in National Cheng Kung University's University Council Meetings, Administrative Meetings, Leadership Briefings, and the University Development Committee, the oversight committee accurately keeps abreast of

overarching campus development plans. They also maintain close interaction with the College of Medicine's College Affairs Meetings and Executive Administrative Meetings, thereby ensuring that the hospital's operational strategies align with the developmental direction of the academic system.

Overview of Meetings Related to the Supervisory Team			
Meeting Name	Convener	Frequency	Overview of Participants
Joint Meeting	University & Hospital	Quarterly	Supervisory Team and the Hospital's Operating Team

By clearly delineating supervisory and executive responsibilities, the potential risk of conflicts of interest at NCKUH is effectively mitigated, thereby strengthening the professionalism and independence of hospital governance. The Superintendent and Deputy Superintendents also actively participate in various internal meetings, including the Faculty Affairs Meeting, Medical Affairs Meeting, and Executive Growth Camp. Meeting participants often have professional backgrounds in management, research and development, and information technology, enhancing foresight and execution in decision-making and strengthening the overall governance effectiveness.

Overview of Meetings Related to the Operating Team

Meeting Name	Convener	Frequency	Overview of Participants
Hospital Affairs Meeting	Superintendent	Monthly	Deputy Superintendents, Medical Secretary, Branch Hospital Superintendents, Department Heads of all units, Resident Physician Representative; University President and Dean of the College of Medicine are also invited to attend.
Medical Affairs Meeting	Superintendent	Monthly	Deputy Superintendents, Medical Secretary, Branch Hospital Superintendents, Supervisors of clinical, medical, and administrative units; University President and Dean of the College of Medicine are also invited to attend.
Executive Growth Camp	Superintendent	Once or twice a year	Deputy Superintendents, Medical Secretary, Branch Hospital Superintendents, Superintendents of strategic alliance hospitals, Department Heads of all units, Subspecialty Chiefs of Clinical Departments.

Oversight Team Member Profile Table

Oversight Team Member Profile Table				Industry Experience				Professional Expertise		
Name	Gender	Age	Main Education & Experience	Financial Management	Operational Management	Healthcare Services and Institutional Communication	Research and Development	Accounting and Financial Analysis	Information Technology	Risk Management
Dr. Shen, Meng-Ru	Male	Above 50	Education: ● M.D., Kaohsiung Medical University ● D.Phil., University of Oxford Experience: ● Superintendent & Vice Superintendent, NCKU Hospital ● Vice Dean for Research, College of Medicine, NCKU ● Director, Institute of Pharmacology, NCKU							

Oversight Team Member Profile Table				Industry Experience				Professional Expertise		
Name	Gender	Age	Main Education & Experience	Financial Management	Operational Management	Healthcare Services and Institutional Communication	Research and Development	Accounting and Financial Analysis	Information Technology	Risk Management
Vice President Chang, Shyy-Woei	Male	Above 50	Education: ● Ph.D. in Science, University of Wales, UK ● B.Eng. and Ph.D. in Mechanical Engineering, University of Wales, UK Experience: ● Vice President, National Cheng Kung University (NCKU) ● Distinguished Professor, Department of Systems and Naval Mechatronic Engineering, National Cheng Kung University (NCKU) ● Vice President, National Kaohsiung Marine University (NKMU) ● Vice President for Academic Affairs, Vice President for Research and Development, and Director of the Graduate Institute of Maritime Information and Technology, National Kaohsiung Marine University (NKMU)							
Dean of College of Medicine Cheng, Hsiu-Chi	Male	Above 50	Education: ● Ph.D., Graduate Institute of Clinical Medicine, National Cheng Kung University (NCKU) ● M.D., China Medical University (CMU) Experience: ● Dean, College of Medicine, National Cheng Kung University (NCKU) ● Vice Superintendent, National Cheng Kung University Hospital (NCKUH) ● Vice Hospital Director, Tainan Hospital, Ministry of Health and Welfare (MOHW) ● Convener, Gastroenterology Section, Department of Life Sciences, National Science and Technology Council (NSTC)							

Oversight Team Member Profile Table				Industry Experience				Professional Expertise		
Name	Gender	Age	Main Education & Experience	Financial Management	Operational Management	Healthcare Services and Institutional Communication	Research and Development	Accounting and Financial Analysis	Information Technology	Risk Management
Professor, College of Medicine Yang, Yen-Kuang	Male	Above 50	Education: ● M.D., Kaohsiung Medical University (KMU) Experience: ● Distinguished Professor, Department of Psychiatry, College of Medicine, National Cheng Kung University (NCKU) ● Hospital Director, Tainan Hospital, Ministry of Health and Welfare (MOHW) ● Vice Superintendent, National Cheng Kung University Hospital (NCKUH) ● Superintendent, Douliou Branch, National Cheng Kung University Hospital (NCKUH)							
Hou, Ming-Feng Professor	Male	Above 50	Education: ● School of Medicine, Kaohsiung Medical University Experience: ● President, Taiwan Surgical Association ● Superintendent, Kaohsiung Medical University Chung-Ho Memorial Hospital ● Superintendent, Kaohsiung Municipal Hsiao-Kang Hospital ● Superintendent, Kaohsiung Municipal Ta-Tung Hospital							
Superintendent Emeritus Chen, Shih-Ann	Male	Above 50	Education: ● M.D., Kaohsiung Medical University (KMU) Experience: ● Superintendent Emeritus, Taichung Veterans General Hospital (TCVGH) ● Professor, Department of Internal Medicine, National Yang Ming Chiao Tung University (NYCU) ● Taichung Veterans General Hospital (TCVGH) ● Vice Superintendent, Taipei Veterans General Hospital (TVGH)							

Oversight Team Member Profile Table				Industry Experience				Professional Expertise		
Name	Gender	Age	Main Education & Experience	Financial Management	Operational Management	Healthcare Services and Institutional Communication	Research and Development	Accounting and Financial Analysis	Information Technology	Risk Management
Professor Cheng, WEN-JIN	Male	Above 50	Education: ● M.D., Kaohsiung Medical University (KMU) Experience: ● Chairman, Steering Committee, Chang Gung Medical Foundation ● Professor, Department of Internal Medicine, College of Medicine, Chang Gung University (CGU) ● Superintendent, Linkou Chang Gung Memorial Hospital (CGMH) ● Superintendent, Keelung Chang Gung Memorial Hospital (CGMH)							
Physician Lin, Thy-Sheng	Male	Above 50	Education: ● M.S., Graduate Institute of Biomedical Engineering, National Cheng Kung University (NCKU) ● M.D., Chung Shan Medical University (CSMU) Experience: ● Attending Physician / Senior Clinical Specialist, Department of Neurology, National Cheng Kung University Hospital (NCKUH) ● Associate Professor, College of Medicine, National Cheng Kung University (NCKU) ● Vice Superintendent, National Cheng Kung University Hospital (NCKUH) ● Clinical Associate Professor, Department of Medicine, National Cheng Kung University (NCKU)							

► Conflict of Interest

NCKUH adopts a management framework that strictly separates “governance and oversight” from “operational execution.” The executive team is responsible for driving hospital affairs, while the oversight committee handles deliberation and supervision. The oversight committee comprises a diverse membership; in addition to the University President, it includes external experts from various professional fields to strengthen the objectivity of governance judgments through external perspectives. Furthermore, all committee members adhere strictly to conflicts of interest mitigation principles to ensure a fair and transparent decision-making process, thereby enhancing the accountability and credibility of the hospital's governance mechanisms.

The Hospital establishes the position of Superintendent, responsible for planning and executing medical policies, operational plans, annual budgets, human resource allocation, and organizational development. Each year, the Superintendent leads the executive team in formulating the annual development plan, hospital-wide quality goals, and patient safety initiatives. These are submitted to the oversight committee for deliberation and approval prior to implementation, ensuring that the hospital's operational strategies align with its governance objectives.

The Superintendent is also required to periodically report the hospital's operational results, quality performance, and key initiatives to the oversight committee, serving as a vital baseline for future re-appointments, personnel decisions, and operational advancements. By clearly distinguishing supervisory and executive responsibilities, NCKU Hospital effectively reduces the risk of potential conflicts of interest, while continuously strengthening the professionalism, independence, and transparency of its governance system.

► Performance and Compensation

As a benchmark national public medical center, NCKUH upholds the principles of openness, fairness, and justice. In strict accordance with the “Civil Servant Pay Act,” the “Regulations for Civil Servants' Allowances and Remuneration,” the “Civil Servant Performance Evaluation Act,” the “NCKUH Guidelines for Contracted Personnel Evaluation,” the “Directions for the Issuance of Year-End Bonuses to Military, Civil Service, and Public School Personnel,” and the “Guidelines for Incentive Bonuses of Hospitals Affiliated with National Universities under the Ministry of Education,” the hospital has established a comprehensive recruitment and remuneration system. The salary structure for civil servants (with contracted attending physicians compensated on a matching baseline) encompasses base pay, professional allowances, service incentives, and full-time clinical bonuses. For contracted personnel, a grading and salary scale tailored to each job category has been instituted with reference to market trends, and employee compensation is dynamically adjusted to maintain market competitiveness.

Civil servants and contracted personnel across all job categories are eligible for step-advancements and salary increments each year based on their performance evaluation results, and surplus bonuses are distributed in alignment with the Hospital's operational performance. Concurrently, in accordance with government policies, the base salary is upgraded, and certification bonuses or functional allowances are granted to attract and retain specialized talent. The hospital also continuously optimizes measures such as night-shift differentials, retention incentives, and longevity bonuses to enhance overall compensation competitiveness and strengthen talent retention incentives.

1.2 Integrity Management

As a healthcare institution bearing significant public responsibility, NCKUH integrates sound governance and professional ethics into the core of its organizational operations. Through institutionalized management and transparent decision-making processes, the hospital strengthens its oversight and self-regulation mechanisms to ensure that both resource allocation and service implementation possess absolute legitimacy and inspectability. Concurrently, a well-defined framework of authority, responsibility, and internal control procedures has been established to mitigate management risks, thereby enhancing organizational credibility and societal trust.

1.2.1 Anti-Corruption Mechanism

As a legally established public hospital, NCKU Hospital upholds the principles of integrity governance and law-based administration, and is committed to the establishment and implementation of anti-corruption mechanisms. The Hospital is fully aware that corrupt practices not only damage the organization's reputation but also severely impact the quality of medical services, the rights of patients, and public trust. Therefore, the Hospital adopts a policy of “zero tolerance” toward corruption, consistently adhering to the core values of integrity, transparency, and accountable governance to strengthen its anti-corruption system and foster an honest, fair, and safe medical service environment.

1	Corruption Risk Assessment	In 2025, the Hospital conducted a risk assessment and did not identify any risk events throughout the year. High-risk units within the Hospital, such as the Materials Supply Division, have continuously implemented anti-corruption prevention mechanisms and conducted routine self-inspections.
2	Internal Control System Development	Procurement-related matters within the Hospital are strictly carried out in accordance with the Government Procurement Act, and the “Integrity Risk Business and Regular Rotation Survey” is submitted annually. Each business operation is planned with term limits and implemented with review and segregation of duties mechanisms to ensure rigorous and transparent execution of the system.
3	Anti-Corruption Policies and Procedures	The Hospital has established clear anti-corruption policies and conducts regular legal compliance reviews through the Legal Affairs Office. To enhance transparency, the Hospital proactively discloses major procurement information and National Health Insurance claim data, and has set up a dedicated “Integrity Section” on its website for staff and the general public. Additionally, the Hospital promotes ethics and codes of integrity, explicitly prohibiting the acceptance of kickbacks, gifts, entertainment, and the use of privileges to interfere with medical services, such as fee waivers or priority access.

4	Education and Policy Promotion	The Hospital promotes anti-corruption policies and regulations through various means, including announcing the "Act on Recusal of Public Servants Due to Conflicts of Interest" in the HR system and playing anti-bribery videos during election periods to raise legal awareness and risk consciousness among employees and their affiliates. Furthermore, the Procurement Division presents relevant regulations and corruption cases during monthly team meetings to reinforce compliance and alertness among staff.
5	Reporting and Improvement Mechanism	The Hospital has established a clear whistleblowing and complaint mechanism. Employees may file reports through the "Integrity Section" managed by the Secretariat. If a corruption incident is discovered, an independent unit will collect evidence and conduct investigations. When necessary, the Hospital will cooperate with judicial or supervisory authorities. If allegations are verified, violators will be strictly dealt with in accordance with the personnel system and evaluation committee regulations. The incident will also be publicly disclosed to alert all staff.
6	Third-Party Management and Continuous Improvement	For suppliers and partners, the Hospital incorporates anti-corruption clauses in contracts and implements due diligence mechanisms to ensure that the supply chain and external partners adhere to integrity principles. To foster a culture of anticorruption, the Hospital regularly conducts compliance training and effectiveness evaluations to continually enhance its internal control system and implementation performance.

1.2.2 Regulatory Compliance

NCKUH views patient safety, healthcare quality, and risk management as the core of its organizational governance. To ensure that potential material risks are immediately communicated to the management and decision-making levels, the hospital has established a comprehensive "Internal Control and Major Incident Reporting and Response Mechanism." Through cross-departmental collaboration and standardized procedures, the Hospital guarantees that upon the occurrence of a major incident, identification, reporting, response, and follow-up improvements are executed immediately at the frontline, fulfilling its commitments to patients, families, and stakeholders.

In accordance with national regulations and internal management standards, the hospital classifies "major medical incidents" and "cluster infection events," which involve high levels of risk, as major incidents.

► Major Medical Incidents

According to the "Regulations for Reporting and Handling Major Medical Incidents," the Hospital has established determining principles for major non-compliances or adverse events within clinical operations. In cases involving any of the designated criteria, the hospital strictly implements the statutory reporting procedures within 7 working days upon becoming aware of the event, and submits formal reports to the relevant governing executives:

Item	Contents
Surgical or Invasive Procedure Sentinels	Wrong patient, wrong site, wrong procedure, incorrect placement of implants, or retention of foreign objects.
Blood Transfusion and Medication Errors	Including incompatible blood type transfusion errors, as well as major errors in medication prescribing, dispensing, or administration.
Medical Equipment and Others	Misuse of medical equipment and any incidents identified by the central competent authority.

Potential medical disputes are handled exclusively by the “Medical Dispute Care and Resolution Task Force” to ensure that legal compliance, professional review, and patient-family care proceed hand in hand.

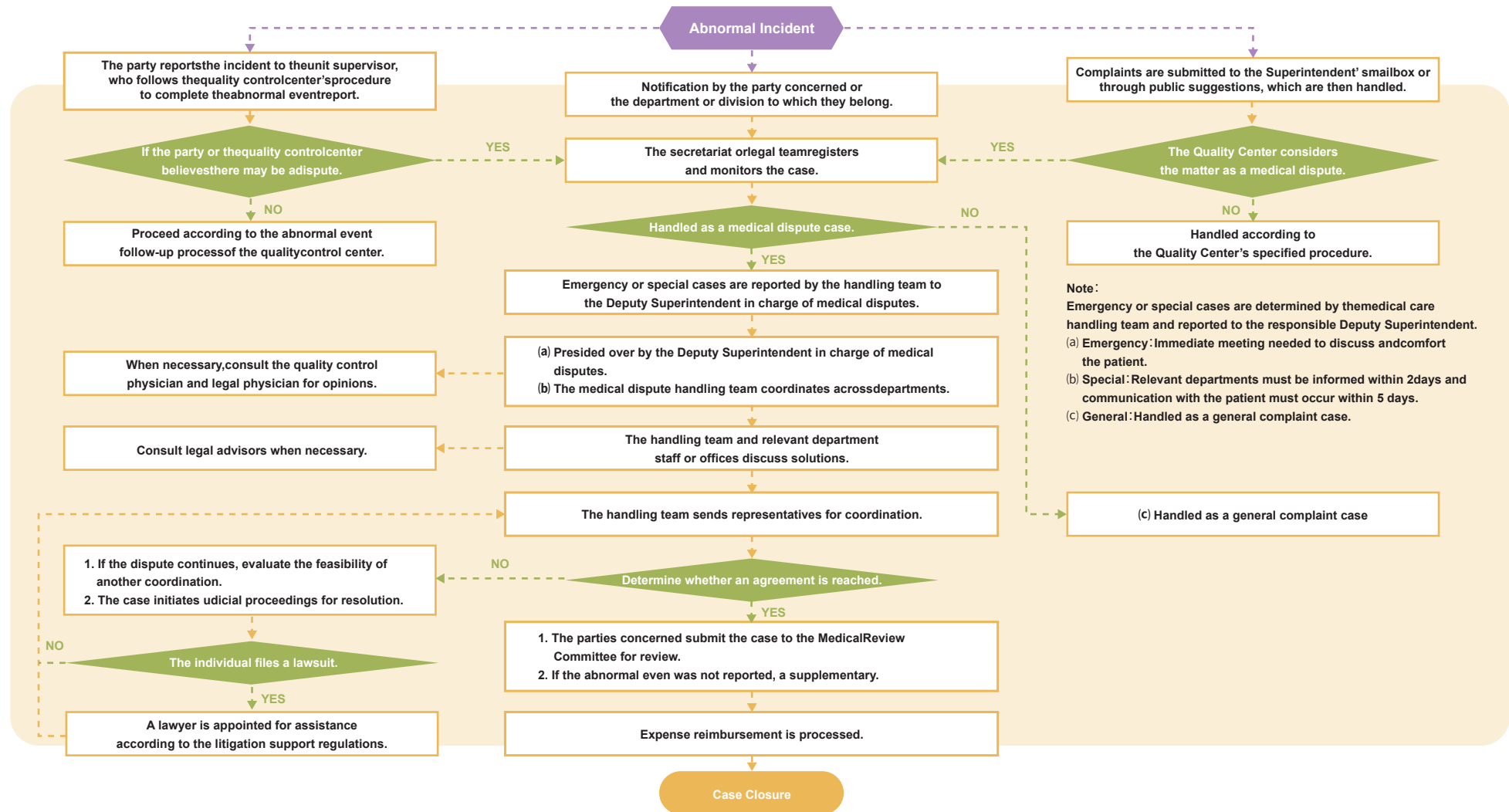
► Cluster Infection Events

Upon encountering a suspected cluster infection, the Hospital activates a professional investigation mechanism. Infectious disease physicians and infection control practitioners collaborate with unit heads to conduct a systematic analysis and investigation based on the correlation of the cases' “person, time, and location” attributes. By synthesizing clinical data and referencing medical literature, they determine whether the scenario fulfills the criteria for an infectious disease cluster, subsequently initiating control measures and escalating notifications to the governance level.

Through relevant management and executive meetings, the Hospital periodically reviews the progress and improvement recommendations for material concerns, ensuring that the governing executives effectively grasp risk dynamics. As of the end of 2025, NCKUH demonstrated an exceptionally high level of regulatory compliance performance, with zero occurrences of material non-compliance events requiring reporting to competent authorities, zero records of administrative sanctions, and a 100% resolution and closure rate for all accepted cases.

Statistics of Relevant Cases During the 2025 Reporting Period	
Category	Number of Cases
Major Medical Incidents	0
Infectious Disease Risk Events	0
Medical Dispute Cases	27
Note: 100% of medical dispute cases in 2025 were closed.	

► 成大醫院醫療爭議關懷處理流程



Regarding internal employee grievances and ethical governance counseling, NCKUH highly values workplace safety and organizational integrity. In response to unlawful incidents (such as workplace violence, harassment, or unethical conduct), the hospital has established dedicated communication channels, including the “Cheng Kung Window” Employee Opinion Platform and the “Employee Exchange Space” within the Human Resources System. These platforms are designed to stringently protect complainant privacy and ensure the implementation of fair investigations.

External Stakeholder Misconduct Reporting Channel

Receiving Unit		Secretariat (also responsible for civil service ethics)
Complaint Method	Telephone	(06)2353535#6632
	Email	n045502@mail.hosp.ncku.edu.tw

Employee Misconduct Reporting Channel

Receiving Unit		Occupational Safety and Health Office
Complaint Method	Telephone	(06) 2353535#4614
	Email	em72214@ncku.edu.tw

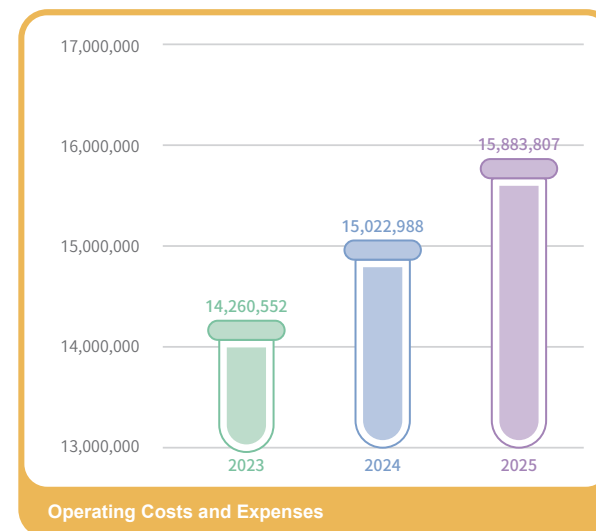
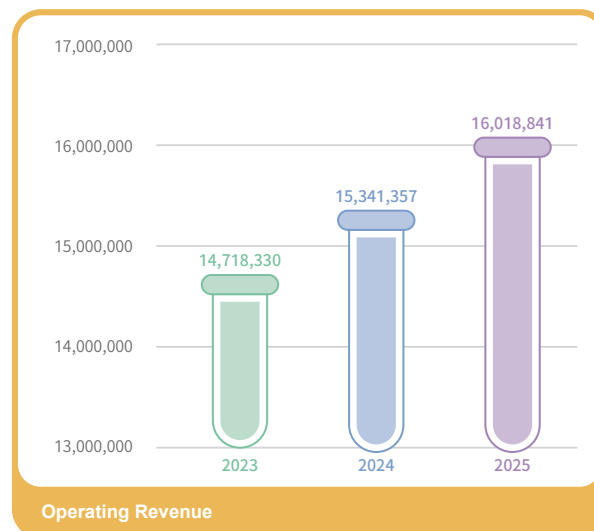
1.2.3 Operational Performance

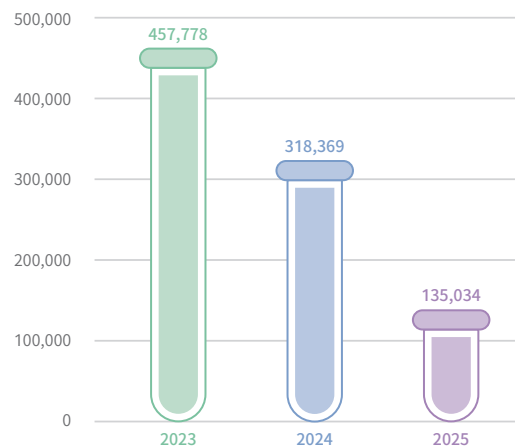
Economic Performance

National Cheng Kung University Hospital's overall operating revenue in 2025 increased by approximately 4.4% compared to 2024, reflecting the continued growth in the hospital's core business volume. However, operating costs also rose accordingly, with a year-on-year increase of approximately 5.7% from 2024 to 2025. This was primarily driven by price fluctuations and adjustments to the statutory minimum wage, which led to substantial increases in the operating costs of pharmaceuticals, medical equipment, consumables, and outsourced operations. Furthermore, the Hospital proactively aligned with the government's salary increase policies, resulting in a corresponding rise in overall personnel expenditures.

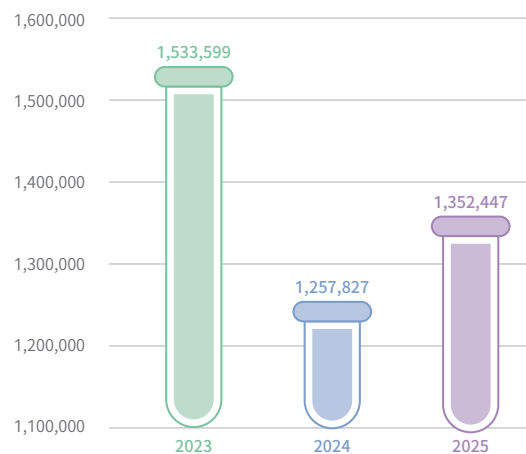
Operational Performance Over the Past Three Years

● 2023 ● 2024 ● 2025 Unit: NTD thousand

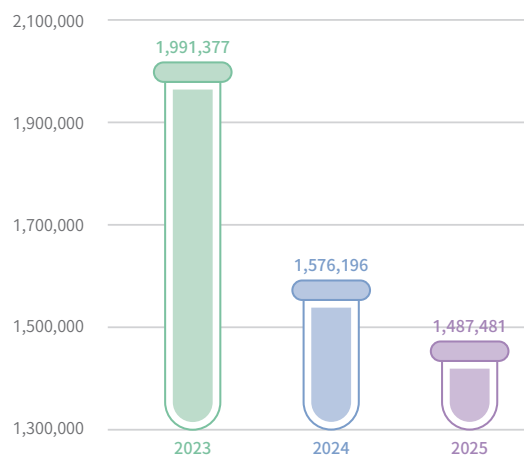




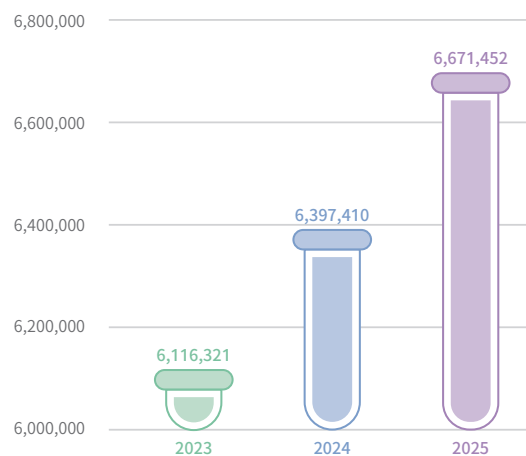
Operating Surplus



Non-operating Surplus



Current Period Surplus



Employee Salaries (Including Employee Benefits)

► Subsidies Received from the Government

Subsidizing Agency	Subsidy Amount (NTD thousand)
Ministry of Education	256,611
Ministry of Health and Welfare	17,415

► Dedicated Funds for Academic and Medical Research Support Received from Various Sectors

Project Title	Amount Received (NTD thousand)
Dedicated Funds for Education, Research, and Medical Services	700
Dedicated Medical Service Funds for Epidermolysis Bullosa	1,567.76
Dedicated Funds for Medical Equipment and Consumables	2,863.56

1.3 Risk Governance

As the only national university-affiliated medical institution in Southern Taiwan, the operational risks faced by the Hospital are primarily the impacts of external disasters, which may trigger scenarios such as the suspension of medical services, damage to facilities, or a sudden surge in patient admissions. By incorporating risk management into regular assessment items, comprehensive blueprints are made from aspects including business continuity planning, critical infrastructure maintenance, and manpower dispatching, constructing hierarchical management and resource preparedness mechanisms to ensure the continuous operation of critical functions, thereby stably maintaining necessary medical capacity and public responsibility when emergencies occur.

1.3.1 Southern REMOC

After experiencing the September 21 earthquake and the SARS epidemic, our country profoundly realized the importance of 24-hour emergency medical information integration and cross-regional command and coordination mechanisms. Facing major disaster events, the medical capacity of a single county or city is often insufficient to fully respond; therefore, the Ministry of Health and Welfare established six "Regional Emergency Medical Operations Centers (REOC)" nationwide, establishing a horizontal cooperation mechanism across counties and cities by integrating firefighting and disaster rescue, health administration, and emergency medical systems, and combining the vertical command systems of the central and local governments, so as to strengthen the national emergency medical response capability and elevate the efficiency of disaster medical rescue.

Relying on comprehensive cross-disciplinary medical resources and acute and critical care capabilities, the Hospital has been commissioned by the Ministry of Health and Welfare since 2004 to establish the Southern EOC, which was officially renamed the Regional Emergency Medical Operation Center, REMOC in 2013. During ordinary times, Southern REMOC is responsible for grasping the emergency medical operations and medical resource status within

the region, monitoring disaster events that may affect medical operations 24 hours a day, and continuously conducting disaster medicine-related education, training, and drills; during disaster response periods, it provides accurate and rapid medical information in real-time, assisting the Ministry of Health and Welfare and local health bureaus in executing emergency medical response measures, strengthening cross-agency communication, coordination, and regional integration efficiency, and enhancing overall disaster medical quality and response resilience.

The superintendent of the Hospital serves as the principal investigator of the Southern REMOC project, the executive director and deputy executive directors are served by physicians from the Emergency Department, and supervisors of emergency departments from various hospitals in the Yunlin-Chiayi-Tainan region are invited to serve as deputy executive directors and expert consultants, establishing an inter-hospital cooperation platform to promote the integration and collaborative operation of regional medical resources, and continuously strengthening the disaster medical resilience of the southern region.

In 2025, the Hospital promoted the "International Emergency Medical Service Project," actively deepening international disaster medical cooperation and professional talent cultivation. In terms of professional training and capacity building, a total of 4 expert meetings were conducted, international humanitarian aid training courses were opened including 3 introductory courses and 2 advanced courses, and the "International Academic Symposium on Emergency Medical Rescue and Disaster Response" was held, inviting experts and scholars from countries such as the United States, South Korea, Japan, Switzerland, and Israel to participate in exchanges, promoting the sharing of disaster medicine and humanitarian aid experiences at home and abroad.

In terms of international cooperation and practical drills, the Hospital actively expanded transnational cooperation networks, establishing good cooperative relationships with official disaster relief agencies from multiple countries such as ASPR of the United States and Japan DMAT/JICA of Japan, was also invited to participate in a total of 2 disaster medical drills and training sessions in Shizuoka and Aomori regions of Japan, and went to Washington, USA to participate in the "DC Tranquil Passport Full-scale Exercise" live-force exercise, deepening practical experience in international disaster medical response and transnational collaboration, and enhancing the hospital's capacity to participate in international humanitarian aid missions.

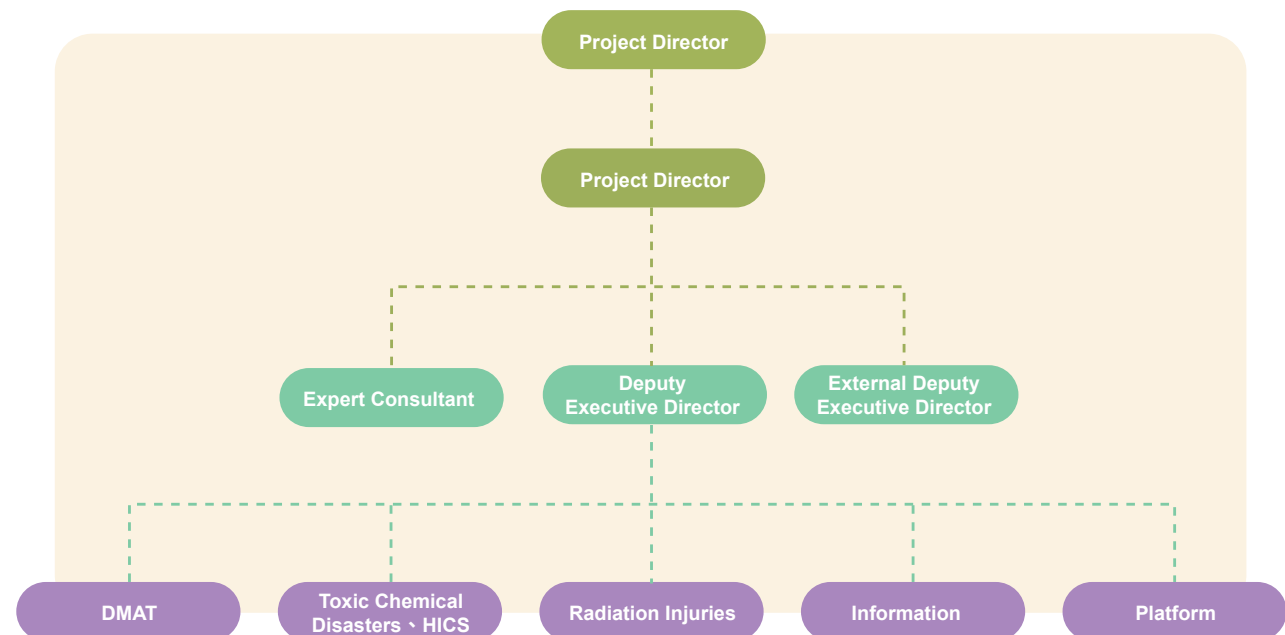
In addition, Southern REMOC conducted a total of 15 education and training sessions and 8 drills in 2025, the contents of which covered Hospital Emergency Incident Command System (HICS), Disaster Medical Assistance Team (DMAT), toxic and chemical disaster medical care, radiation injury medical care, and community disaster emergency medical education promotion, etc., continuously elevating the disaster response capabilities of medical personnel and the community.

Physicians of the Hospital also actively devote themselves to public affairs and professional governance, being appointed as medical directors, consultants, evaluators, and committee members of various levels of governments and institutions, including positions such as medical directors of the Fire Bureau of Tainan City Government, and committee members of Tainan City Health Bureau, Kaohsiung City Government Department of Health, Yunlin County Health Bureau, and Chiayi County Health Bureau; relevant specialists also participate in professional competence assessment workshops of the Taiwan Society of Emergency Medicine, hospital disaster response drill inspections, as well as various emergency medical service consultations, reviews, and training trainee selections, continuously assisting in elevating the professional quality and overall response capability of the domestic disaster medical and emergency rescue systems.

Through regional integration, professional training, international cooperation, and social participation, the Hospital continuously deepens the construction of disaster medical resilience, fulfilling the mission of safeguarding public health and social safety, and actively advancing toward a sustainable medical system with international connectivity capabilities.



► Southern REMOC Organizational Structure



1.3.2 Risk Management

► Resilient Hospital

With the rapid development of global industrialization, the use of chemical substances has become increasingly common, and the risk of chemical disaster occurrences has risen accordingly, making the role played by medical institutions in disaster response more and more critical. Dr. Li, Chung-Hsun, Director of the Division of Toxicology of the Emergency Department at NCKU Hospital, pointed out that in addition to shouldering the responsibilities of rescuing lives and reducing injuries, the hospital must also prevent the spread of contamination and secondary injuries; therefore, it continuously aims at constructing a resilient hospital, comprehensively reviewing disaster response plans and strengthening internal response mechanisms.



Organizing Disaster Medicine Courses

1. Strengthening of Hospital Response Mechanisms

Emergency Operations Center (EOC)	Establish an emergency operations center responsible for incident monitoring, decision-making, and resource allocation, and strengthen information transmission efficiency through real-time communication systems.
SOP Revision	Formulate and regularly update standard operating procedures according to different chemical disaster types, ensuring that the response plans align with practical needs.

2. Professional Education and Training of Medical Personnel

Regular Professional Courses	Establish a disaster response command center, responsible for incident monitoring, decision-making, and resource allocation, and strengthen information transmission efficiency through real-time communication systems.
Simulate Drills and Scenario Training	Formulate and regularly update standard operating procedures according to different chemical disaster types, ensuring that the response plans align with practical needs.
PPE Use Training	The hospital regularly conducts donning, doffing, and use training for personal protective equipment (PPE) to ensure that medical and related response personnel receive appropriate protection in high-risk environments, thereby reducing the risk of injuries.
Decontamination Area and Flow Route Planning	Establish a dedicated decontamination area within the emergency department zone to conduct decontamination and emergency medical measures, and plan patient transfer flow routes as well as formulate standardized decontamination procedures, so as to avoid the spread of contaminants and reduce the risk of secondary injuries within the hospital.

3. Promotion of Hospital Chemical Disaster Drills

Large-scale Comprehensive Chemical Disaster Drill	Conduct field drills regularly every year to simulate patient decontamination, disaster zone division, and subsequent transfer mechanisms; hold a review meeting after the drills conclude to analyze procedural issues and propose improvement recommendations.
Small-scale Departmental Specialized Drill	Design exclusive drills tailored to the characteristics of each department to strengthen the response mechanisms of the emergency department, intensive care units, support departments, and high-risk departments; through simulating actual cases, enhance each department's independent response capability and collaborative efficiency during chemical disasters.
Cross-departmental Joint Drill	Integrate external resources from fire, police, and environmental protection agencies to simulate large-scale chemical disaster events, strengthen the hospital's collaboration capabilities with external units, and establish resource-sharing mechanisms with neighboring hospitals to jointly respond to large-scale disasters.

► Risk Identification

To systematically identify potential threats and vulnerable areas, the Hospital has implemented the “Hazard and Vulnerability Analysis (HVA)” as a risk identification tool. Responsible units for each sub-project form a dedicated assessment team based on the Hospital's historical disaster experience, external environmental changes, and emerging risk types, to regularly inventory events that could cause medical service interruptions or public safety threats.

The assessment process quantifies the probability of occurrence and the degree of impact for natural disasters, technological hazards, and other major risks, and calculates risk values based on the vulnerability analysis results, serving as the basis for risk ranking and the formulation of management strategies. Among them, events with a risk value exceeding 25% are classified as high-risk events, incorporated into the key focus areas of annual crisis management, and tracked regularly. Through this mechanism, the Hospital continuously strengthens cross-departmental collaboration, disaster response effectiveness, and medical service resilience.

The results of the systematic risk assessment show that the top five potential risk events for National Cheng Kung University Hospital (NCKU Hospital) are, in order: fires, emerging infectious diseases, violent incidents, mass casualties, and information system failures. In view of the high probability of occurrence and powerful impact of such events, which hold significant warning value for patient safety and hospital operations, the Hospital has designated them as priority prevention and resilience-strengthening key items.

To effectively respond to high-risk threats, the Hospital has formulated exclusive response sub-plans for various types of events, covering key dimensions such as disaster prevention, command systems, resource allocation, manpower deployment, and post-disaster recovery. Through regular mock drills and professional education and training, the Hospital continuously refines cross-departmental coordination mechanisms and, by perfecting early warning systems, ensures that response operations can be activated immediately when sudden events occur, implementing uninterrupted medical services and making every effort to protect the lives and safety of patients and staff.

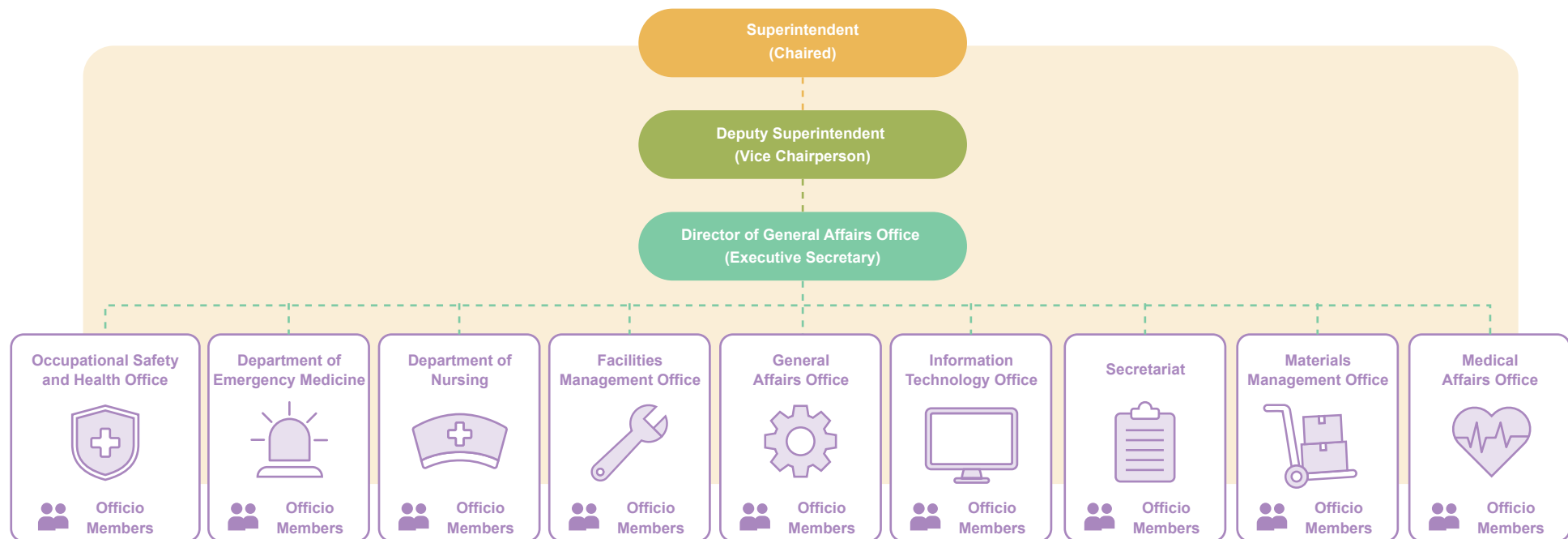
► Top Five High-Risk Events Identified in the Hospital's Risk Assessment

1	 Fire (37%)	Fires carry a high risk of operational interruption and property loss, and can spread rapidly, threatening medical facilities, patient care, and personnel safety. Because response requires the integration of notification, evacuation, continuous medical operation, and cross-departmental collaboration, and the fire risk has ranked first for two consecutive years, it is classified as the core preventive disaster of the Hospital.
2	 Emerging Infectious Diseases (30%)	Possessing high transmissibility, it easily triggers nosocomial cluster infections and community spread, posing major challenges to medical resources, infection control, and public health responses. As its risk ranking rose from fourth to second place, the Hospital will continuously strengthen quarantine, isolation, personal protection, and cross-unit collaborative response capabilities, treating it as one of the key preventive disasters.
3	 Violence Incident (28%)	Medical violence poses a continuous risk to the stability of the medical environment and the safety of frontline healthcare personnel. Although the risk value remained flat this year, it remains an important challenge for hospital safety governance. In the future, the Hospital will continuously strengthen monitoring, notification, early warning, and real-time response mechanisms to reduce the occurrence of incidents and enhance response capabilities.
4	 Mass Casualty Incident (22%)	Although mass casualty events carry a lower risk of financial loss, they can still cause overloading of emergency and inpatient capacity within a short period, affecting human life safety and medical resource scheduling. Although the risk ranking swapped with infectious diseases this year, it remains a major public health risk, requiring continuous strengthening of response activation, patient triage, and internal/external communication mechanisms.
5	 Information System Failures (22%)	Although a monitoring and early warning mechanism has been established, medical information systems may still experience personnel operational errors, hardware and software failures, or ransomware attacks, which in turn impact the operation of medical services, causing medical process delays and inconvenience to patients seeking medical care. The Hospital should continuously strengthen the resilience of information infrastructure and promote high availability and backup/redundancy mechanisms to prevent the core system from total interruption due to failures.

► Crisis Management and Response System

Facing multiple challenges such as climate change, major disasters, infectious disease risks, and information security, NCKU Hospital, as a national-level teaching hospital and a regional emergency responsibility hospital, has established a comprehensive risk management system and set up the “Crisis Management Committee” as the highest-level platform for risk decision-making and response. Convened by the Superintendent, the committee integrates cross-domain directors from engineering, information technology, medical affairs, and administration to participate jointly. Meetings are held regularly every quarter to coordinate the Hospital's major risk assessments and disaster response strategies. The committee has established a three-level mobilization mechanism based on disaster types and degrees of impact, which activates response operations immediately when an event occurs, and institutionalizes relevant plans and handling procedures to submit to the competent authority for record-keeping, thereby ensuring that emergency response measures possess both timeliness and compliance.

► Crisis Management Committee Organizational Chart



► Crisis Management Committee – Primary Responsibilities



Prevention

Formulate crisis management policies and promotion guidelines



Preparedness

Review plans for environmental, facility, and personnel safety management and crisis response



Response

Evaluate emergency response procedures and post-disaster improvement reviews



Recovery

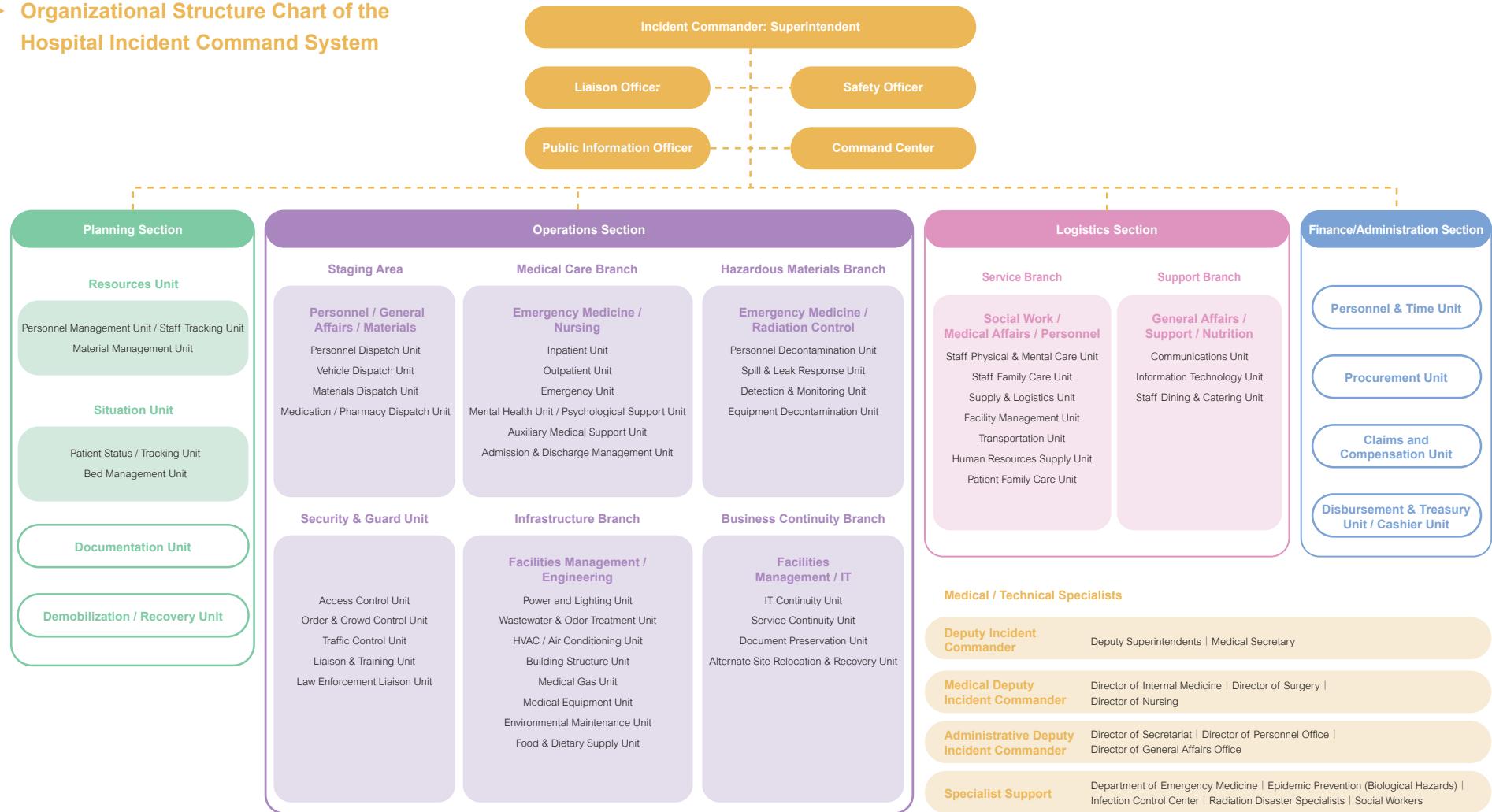
Supervise crisis management-related training activities

In terms of disaster response management, the Hospital has introduced the “Hospital Incident Command System (HICS)” to establish a management framework featuring hierarchical division of labor and horizontal integration, covering five major sections: Command, Planning, Operations, Logistics, and Finance/Administration. Through a clear division of rights and responsibilities, the command center can coordinate medical resources, information transmission, and cross-section coordination in real time; the planning section is responsible for bed management, manpower and material allocation, and the formulation of recovery plans; the operations section is responsible for frontline medical care, safety maintenance, and environmental monitoring; the logistics section provides facility operations, transportation, and logistical support; and the finance/administration section supports procurement, cashier duties, human resources protection, and disaster loss processing, ensuring that the overall system continues to operate stably under emergency scenarios.

Furthermore, aiming at the risk of medical interruption that may be caused by major disasters, the Hospital has also established a comprehensive patient relocation and regional support mechanism. When hospital facilities are damaged or medical capacity is limited, the Hospital will assist patients in transferring to cooperative medical institutions according to established relocation principles to maintain continuity of care; meanwhile, it also cooperates with the regional joint defense mechanism to provide patient admission and medical support when friendly hospitals initiate evacuation operations, continuing original treatment plans and demonstrating the resilient capacity of regional medical cooperation and resource sharing.

To continuously enhance internal response capabilities, the Hospital has established a cyclical improvement mechanism of “Education and Training - Field Drills - Post-Disaster Review” to integrate risk management into daily operations. Core courses such as information security and personal data protection, infection control, general medical education, emergency response, and first-aid training are conducted regularly every year. Through table-top exercises, fire and earthquake simulations, and mass casualty response among other composite live-action drills, the response capabilities and collaborative efficiency of colleagues facing sudden events are strengthened. In addition, through post-disaster feedback and knowledge management mechanisms, the Hospital continuously reviews and optimizes response processes, transforming practical experience into organizational learning energy to further enhance the resilience and sustainable development capabilities of medical services.

► Organizational Structure Chart of the Hospital Incident Command System



02

Chapter

Advancing Hand-in-Hand with the University: Cross-Domain Collaboration

- 2.1 Cultivating Medical and Nursing Talents
- 2.2 Advanced Medical Research
- 2.3 Medical Professional Support





Material Topic	 Talent Cultivation
Importance	Talent cultivation is the cornerstone of medical sustainability and quality improvement. National Cheng Kung University Hospital (NCKU Hospital) strengthens professional, cross-domain, and person-centered care mindsets through systematic training. The Center for Medical Education actively implements the "Five Wholes" medical care competency training, covering whole-person, whole-family, whole-community, whole-team, and whole-process care, while simultaneously deepening faculty development and the passing down of experience to construct a solid medical professional development system.
Policies	+ Established an online education and training system for new personnel and a training system for the "13 healthcare professions" + The Department of Nursing has formulated the "Professional Development and Cultivation Plan for Nurses" + Promote holistic care, cross-domain collaboration, and the clinical preceptor system
Strategies and Actions	[Management] Establish advanced study subsidies, promotion training, certification incentives, and career guidance mechanisms, and plan hospital-wide general education courses to support employees' professional development and basic competency improvement. [Management] Promote Competency-Based Medical Education (CBME) and the "Five Wholes" care cultivation framework, combining physical, online, cross-specialty training, and mock drills to strengthen clinical competence, integrated care mindsets, and practical abilities. In 2025, a cumulative total of 1,135 employee education and training sessions were conducted, with the total number of participants reaching 154,829 person-times. The average satisfaction rates for physical and digital courses were 94.7% and 96.9%, respectively. [Management] Cultivate clinical preceptors and establish a teaching certification system, enhancing teaching quality and professional inheritance through Objective Structured Clinical Examination (OSCE) examiner training, teaching competitions, and inter-professional collaboration. In 2025, a total of 29 inter-professional teaching lesson plans and 26 teaching records were completed. [Management] The achievement rate for physician cultivation reached 99.28%, and the cultivation achievement rate for other healthcare professions reached 100%. The certification rate for holistic care clinical preceptors reached 99.37%, and advanced training reached 19.06%. [Management] Formulate teaching action plans and key performance indicators, introducing the Kirkpatrick Model alongside peer and supervisor mutual evaluation mechanisms to track training effectiveness as well as individual and unit performance. [Management] Organize Evidence-Based Medicine (EBM) courses, competitions, and submissions to strengthen colleagues' research capabilities, clinical applications, and teaching innovations, continuously enhancing medical and teaching quality. In 2025, a total of 15 evidence-based related research papers and works were completed. Nine teams were formed to participate in the National Clinical Medical Education Award (NCMEA) in the Evidence-Based Medicine category, winning prestigious awards including the Gold, Silver, and Bronze Awards in the Evidence-Based Novice Group, the Excellence Award in the Evidence-Based Clinical Group, and the Excellence Award in the Evidence-Based Elite Group.
2025 Performance and Adjustment	+ The achievement rate for physician cultivation reached 99.28%, and the cultivation achievement rate for other healthcare professions reached 100%. + The certification rate for holistic care clinical preceptors reached 99.37%, and advanced training reached 19.06%. + Training of 140 Post-Graduate Year (PGY) physicians annually, with a 100% completion rate and a 98% satisfaction rate. + Medical students in clinical clerkships participating in the Objective Structured Clinical Examination (OSCE) achieved a 100% passing rate. + In 2025, a cumulative total of 1,135 employee education and training sessions were conducted, with the total number of participants reaching 154,829 person-times. The average satisfaction rates for physical and digital courses were 94.7% and 96.9%, respectively. + Established an inter-professional team teaching group to promote interdisciplinary teaching. In 2025, a total of 29 inter-professional teaching lesson plans and 26 teaching records were completed. + In 2025, a total of 15 evidence-based related research papers and works were completed. + In 2025, a total of 9 teams were formed to participate in the National Clinical Medical Education Award (NCMEA) in the Evidence-Based Medicine category, winning prestigious awards including the Gold, Silver, and Bronze Awards in the Evidence-Based Novice Group, the Excellence Award in the Evidence-Based Clinical Group, and the Excellence Award in the Evidence-Based Elite Group.

Material Topic	Talent Cultivation 
2026 Goals	+ Promote the teaching attending physician guidance system + Evidenced-based commitment to promoting teaching professional talents + Hospital-wide faculty development planning and execution + Education and training for cultivating employees + Promote interdisciplinary teaching, using the World Café teaching mode to conduct training for seed faculty's facilitation literacy and collaborative leadership
Medium- and Long-Term Goals	+ Cultivate holistic care medical professionals and clinical preceptors with Competency-Based Medical Education (CBME) as the core, continuously enhance the teaching capabilities of clinical preceptors, and implement trainee competency assessments and teaching feedback mechanisms through the Clinical Competency Committee (CCC) of each department. + With the goal of becoming a benchmark hospital for CBME holistic care, continuously introduce CBME into the teaching plans of the 13 healthcare professions to cultivate medical professionals and clinical preceptors possessing holistic care capabilities. + Fully utilize Milestones or Entrustable Professional Activities (EPAs) to assess the competence levels of students and trainees. + Strengthen teaching evaluation and feedback mechanisms, promote holistic care and cross-domain collaborative care training, and deepen patient-centered clinical education quality.

Material Topic	Forward-Looking Research  
Importance	Prospective medical research is an important foundation for NCKU Hospital to enhance medical quality, strengthen innovation capabilities, and achieve sustainable development. The Hospital integrates clinical, basic research, and cross-domain resources to promote innovation in translational medicine, AI diagnosis, smart healthcare, precision health, and elderly care, returning research achievements back to clinical services and care improvements, while facilitating international cooperation, medical technology translation, and the gathering of cross-domain talents to construct a competitive medical research ecosystem.
Policies	+ Combine the resources of the College of Medicine and the main university campus to enhance quality and research capacity + Cooperate with domestic and international institutions to establish an industry-academia-research-medical alliance
Strategies and Actions	[Management] Integrate clinical, research, industrial, and international resources to promote multinational clinical trials, research publications, cutting-edge medical devices, smart healthcare, and silver-haired care innovation. [Prevention] The management team and the supervisory team regularly convene joint meetings to ensure that the hospital's operational policies are consistent with the direction of academic research development. [Prevention] Establish an ethical consultation and multi-stakeholder representation participation mechanism, and build a fair review system to ensure that research conforms to ethics while balancing fairness in resource allocation.

Material Topic	Forward-Looking Research
	 
2025 Performance and Adjustment	+ In 2025, there were 276 journal papers (among which 24 were papers published in international journals for the first time) and 127 application cases for papers presented at academic conferences. + In 2025, a total of 329 internal research projects and 255 external projects were subsidized. + In 2025, 11 research and academic activities were organized. + In 2025, a total of 7 patents were obtained, and 3 teams won the 22nd National Innovation Award, 1 team won the 2025 National Innovation Advancement Award, and 4 teams won the Future Tech Award. + In 2025, there were 16 internal cross-disciplinary collaborative projects within the Hospital, and 96 research papers were jointly published through international cooperation.
2026 Goals	+ Establish a dedicated prospective medical research team, with member backgrounds including clinical physicians, research nurses, and other professionals + Establish an industry-academia cooperation network with the main university campus, medical technology startups, and science parks + Talent training: Promote training courses such as "Research Ethics," "Clinical Trials," and "AI Transformation in Healthcare"
Medium- and Long-Term Goals	+ Develop representative research fields to establish a medical center brand + Co-construct R&D bases with top-tier domestic and international research institutions and relevant biotechnology manufacturers to promote precision and smart healthcare systems + Promote industrialization through methods such as technology transfer and licensing, driving the commercialization of achievements and medical transformation + Establish stable funding channels and talent cultivation systems to develop a sustainable research resource system

2.1 Cultivating Medical and Nursing Talents

Adhering to the mission of a teaching hospital, National Cheng Kung University Hospital (NCKU Hospital) has established a comprehensive talent cultivation mechanism, encompassing student clinical internships and continuing education for medical personnel. Regarding student internships, the Center for Medical Education coordinates the planning and execution, assisting students in accumulating experience in patient care, clinical observation, cross-team communication, professional ethics, and clinical judgment within real medical settings, while continuously optimizing teaching quality through a two-way feedback mechanism.

In addition to student internships, various medical personnel training and clinical continuing education programs are also conducted, with annual in-service education and training exceeding 30,000 person-times. Courses are planned according to the hospital's development direction and clinical needs, covering dimensions such as professional competency, patient safety, infection control, medical ethics, cross-team collaboration, and emerging medical technologies, continuously enhancing the professional capabilities and care quality of the medical team.

2.1.1 Student Internship Training

► Student Internships

To assist interns in connecting with cutting-edge medical technology and strengthening their clinical practical abilities, NCKU Hospital continuously promotes teaching innovation and simulation training. In 2025, 46 outstanding works were generated through the "Teaching Innovation and Achievement Publication Competition" and applied to clinical training, with contents encompassing VR food service process training, VR operating room exploration, and case discussion feedback mechanisms, helping students improve setting familiarity, clinical thinking skills, and learning effectiveness, with learning satisfaction reaching above 4.65 points.

In 2025, a total of 1,959 domestic students from 37 universities and colleges, as well as 93 international trainees from 12 nationalities, were cultivated. The overall satisfaction rate of the interns reached 4.73 points, demonstrating cross-school and multinational teaching capacity, as well as professional depth in clinical teaching quality, medical talent cultivation, and an internationalized learning environment.

In addition, the College of Medicine B1 "Clinical Skills Center" is a national OSCE testing venue, equipped with simulated consultation rooms, intensive care units, and multiple computerized training models, which can support clinical diagnosis, nursing skills, and acute and critical care training. Through innovative technology and highly simulated settings, the Hospital assists students in accumulating practical experience before coming into contact with patients, strengthening their clinical judgment, operational capabilities, and patient safety awareness to enhance overall clinical teaching quality.

In 2025, the Hospital's medical interns participated in the OSCE, achieving a pass rate of 100%; student satisfaction with the overall examination was 100%, and satisfaction with the helpfulness to teaching reached 99.8%, demonstrating that the Hospital's clinical skills training and testing venue quality have received high recognition.



Clinical Skills Practice

► 2025 Annual Execution Results of Strategic Objectives

L4-1 OSCE National Examination Passing Rate at the Hospital and Increase in Number of OSCE Examiners by Department		
Annual Goals	Implementation Status	Target Achievement
1. The Hospital's OSCE national examination passing rate $\geq$ national passing rate 2. Newly trained examiners must complete training for at least one person, or equivalent to 50% of the number of newly promoted attending physicians from the previous year.	1. OSCE national examination passing rate: 100% 2. At least 1 newly trained OSCE examiner has been completed for each of the Internal Medicine, Surgery, Obstetrics and Gynecology, Pediatrics, and Emergency Medicine departments.	○
L4-2 Number of OSCE Evaluation Sessions Conducted for Allied Health Professions		
Annual Goals	Implementation Status	Target Achievement
Conduct at least 6 OSCE evaluation sessions for allied health professions	A total of 14 OSCE evaluation sessions were conducted for allied health professions	○

► Post-Graduate Training

NCKU Hospital continuously strengthens the basic care capabilities of medical students in clinical clerkships and Post-Graduate Year (PGY) residents, assisting trainees in accumulating clinical practical experience through electronic portfolios, core clinical skill learning passports, Milestones evaluation forms, and feedback from teaching attending physicians. Regarding the two-year PGY training, an electronic learning portfolio has been established, and training contents as well as assessment items are rolling-revised to enhance teaching quality through real-time feedback and online assignments.

Meanwhile, diverse assessment tools, including Mini-CEX, DOPS, CbD, 360-degree evaluation, and EPAs, are introduced to assess trainees' clinical competence. These are combined with activities such as teaching clinics, pre-employment orientations, medical record writing competitions, medical ethics courses, and evidence-based medicine competitions to strengthen clinical judgment, practical operations, and ethical literacy. In 2025, the satisfaction rate for Western Medicine PGY training reached 4.73 points, demonstrating the implementation effectiveness of the Hospital's post-graduate medical training.

2.1.2 Employee Clinical Continuing Education

► Cultivation Excellence Across All Professions

NCKU Hospital continuously strengthens the education and training of medical and non-medical staff, planning professional courses and in-service training according to the competency needs of different job categories. In 2025, the Hospital's physician training achievement rate reached 99.28%, and other professional categories achieved 100%. A total of 140 PGY physicians completed training, with a 100% completion rate and 98% satisfaction rate. Through systematic education, training, and continuous learning mechanisms, it not only strengthens the clinical judgment and care capabilities of medical personnel but also enhances the administrative support, service quality, and risk response capabilities of non-medical staff, jointly supporting medical quality, patient safety, and the steady operations of the Hospital.

► Clinical Faculty Development

As a teaching hospital, NCKU Hospital attaches great importance to the cultivation of clinical teachers and the enhancement of teaching quality, encouraging newly appointed attending physicians to proactively participate in the "Clinical Teacher Instructional Training Program", and has established the "NCKU Hospital Clinical Faculty Development Guidelines" and the "NCKU Hospital Faculty Development Program". Meanwhile, through the "Guidelines for Selecting Outstanding Teaching Faculty and Excellent Teaching Units" and the "Guidelines for Teaching Innovation and Achievement Presentations", a public commendation and reward mechanism

has been established to encourage teaching innovation and the inheritance of experience, continuously enhancing the teaching atmosphere within the Hospital and the quality of clinical medical education.

In 2025, the Hospital's faculty development achievement rate reached 99.83%, among which physicians reached 99.28% and medical personnel reached 100%. Furthermore, in the General Medicine Faculty Development and PGY OSCE Instructional Video Competition, the Hospital won first place with "Generative AI × Clinical Teaching Flipping Medical Education Design," demonstrating the achievements of integrating digital technology into clinical teaching. Additionally, the "Cheng-Hsing Micro-Lecture – Application of Medical Visualization and Technology in Clinical Teaching" was organized, introducing instructional applications such as graphic design, 3D modeling, interactive modules, and immersive learning, with a total of 59 people participating and a satisfaction rate reaching 95%.



Generative AI × Clinical Teaching Flipping Medical Education Design

In addition, the Hospital publishes the Holistic Care Medical Education Newsletter quarterly to promote the patient-centered concept of holistic care that balances physical, mental, spiritual, and social needs; it also organizes the Narrative Medicine Essay Competition annually, encouraging colleagues to reflect on doctor-patient interactions and life issues through clinical cases. In 2025, a total of 37 works participated in the essay competition, continuously deepening medical humanities education and holistic care capabilities through reward and sharing mechanisms.

► 2025 Annual Execution Results of Strategic Objectives

L1-3 Ratio of First-Year Attending Physicians Completing General Medicine Faculty Training

Annual Goals	Implementation Status	Target Achievement
The annual number of individuals who obtained general medicine faculty qualifications in the Internal Medicine, Surgery, Obstetrics and Gynecology, Pediatrics, and Emergency Medicine departments reached 50% of the number of first-year newly appointed attending physicians, with 1 in Internal Medicine, 1 in Surgery, and 2 in Emergency Medicine.	4 physicians completed the training in the Hospital, achieving a 100% completion rate	○

L2-1 Ratio of Clinical Teachers Trained as Advanced Holistic Care Instructors

Annual Goals	Implementation Status	Target Achievement
Cultivate $\geq 10\%$ of hospital-wide advanced holistic care faculty, with 80% of them achieving Kirkpatrick Level III learning outcomes.	19.06% of clinical teachers became advanced holistic care instructors across the Hospital, with 90% achieving Kirkpatrick Level III learning outcomes.	○

L2-2 Completion Rate of General Medicine Faculty Training Effectiveness Evaluation

Annual Goals	Implementation Status	Target Achievement
50% of trained instructors are to complete the effectiveness evaluation of general medicine faculty training.	83% of trained instructors completed the effectiveness evaluation of general medicine faculty training.	○

► Learning Assessment and Continuous Improvement

NCKU Hospital attaches great importance to the continuous improvement of clinical teaching quality and has established the “Teaching Improvement PDCA Incentive” policy, encouraging exchange and learning across various job categories through a competition mechanism to transform firsthand teaching experiences into quality enhancement actions. The Teaching Center has introduced the Healthcare Matrix tool into its training, guiding medical personnel to conduct systematic analysis and reflection from case care, thereby strengthening their capabilities in critical thinking, clinical problem analysis, literature search, and evidence-based application.

In addition, evidence-based medicine courses are regularly offered to assist colleagues in supporting clinical decisions and care improvements with scientific evidence. In 2025, a total of 15 evidence-based related papers were generated. Furthermore, in the 25th National Healthcare Quality Award (HQA) Evidence-Based Medicine Competition, the Hospital won the Gold Award, Excellence Award, and Honorable Mention in the Literature Review Clinical Group, while the Novice Group also clinched the Silver Award, Bronze Award, and Excellence Award, demonstrating the concrete effectiveness of the Hospital's promotion of evidence-based medicine education and clinical application.

► 2025 Annual Execution Results of Strategic Objectives

L3-1 Application of Interprofessional Team Teaching Cases in Holistic Care Education and Reflection		
Annual Goals	Implementation Status	Target Achievement
Conduct inter-professional team holistic care lesson plan teaching across at least 6 job categories.	The proportion of interdisciplinary teams applying the Healthcare Matrix to discuss cases reaches 100%, totaling 29 lesson plans across 13 job categories.	○
L3-2 Implementation of Competency-Based Teaching Objectives and Competency Assessment in Shared Learning Fields Across Professions		
Annual Goals	Implementation Status	Target Achievement
Execute CBME programs across at least 4 clinical departments or job categories.	A total of 4 clinical departments or job categories executed CBME programs.	○
L1-4 Conduct Evidence-Based Medicine Application Courses to Cultivate Talent; Number of Teams Participating in Evidence-Based Medicine Competitions and Number of Completed Evidence-Related Literature Submissions		
Annual Goals	Implementation Status	Target Achievement
1. At least 1 team participating in the evidencebased medicine competition organized by the Joint Commission of Taiwan 2. At least 1 literature submission completed	1. A total of 9 teams participated in the evidence-based medicine competition 2. A total of 2 literature submissions.	○

2.1.3 In-Service Further Studies and Subsidies

The Hospital attaches great importance to the continuous learning and competency development of employees, establishing the “Basic Employee Education and Training Program” and the “Holistic Care Education and Training Program”. It provides systematic education and training for all in-service employees hospital-wide, cultivating colleagues to possess professional literacy, regulatory awareness, patient safety consciousness, infection control capabilities, disaster response capabilities, and a humanistic care spirit. The courses cover seven major categories, including General Humanities and Administrative Education, Information Security and Personal Data Protection, Medical General Knowledge, Healthcare Quality and Patient Safety, Infection Control, Emergency and Disaster Response, and environmental education, and incorporate necessary courses such as first aid education according to annual training needs.

Meanwhile, to encourage lifelong learning, diverse learning channels such as physical courses and digital learning platforms are provided, and employee education and training meetings are convened every six months to track course completion rates, satisfaction, and implementation progress; at the end of the year, an overall satisfaction and needs assessment survey is conducted to serve as the basis for subsequent course optimization. The course evaluation adopts the PDCA cycle and Kirkpatrick Model effectiveness evaluation models to continuously review and revise education and training plans, thereby enhancing training quality and learning outcomes.

► Seven Categories of Education and Training



Item/Category		Managerial Staff		Non-Managerial Staff	
Unit/Gender		Male	Female	Male	Female
Total Number of People	Persons	162	151	1,077	3,481
Total Training Hours	Hours	8,290	7,950	39,536	128,534
Average Training Hours	Hours/Person	51.17	52.65	36.71	36.92

Note

1. The statistical period is from January 1, 2025 to December 31, 2025.

2. Average hours of training per employee = Total number of training hours completed by employees / Total number of employees



New Employee Orientation



Environmental Education Courses





Life, Humanities, and Administrative Education Training Courses



Faculty Teaching Enhancement Workshop



Occupational Safety and Health Training: Protection of High-Risk Personnel



Occupational Safety and Health Training: Workplace Unlawful Infringement Prevention



Clinical Instructor Workshop

2.2 Advanced Medical Research

As a university-affiliated medical institution, the Hospital shoulders the triple mission of research, teaching, and medical services. It has long integrated the resources of the Medical College, external academic and research units, and internal interdisciplinary specialized teams. By combining clinical cases with multi-field research energy across basic medicine, public health, pharmacy, biotechnology, and information technology, the Hospital constructs a complementary system between clinical practice and academic research. Through cross-disciplinary research, clinical data integration, and achievement translation, it practices the translational medicine goal of "identifying problems from clinical practice, seeking solutions through research, and returning to clinical practice to improve care," feeding back research achievements into clinical services, teaching training, and quality improvement to continuously promote the advancement of medical technology and service upgrades.

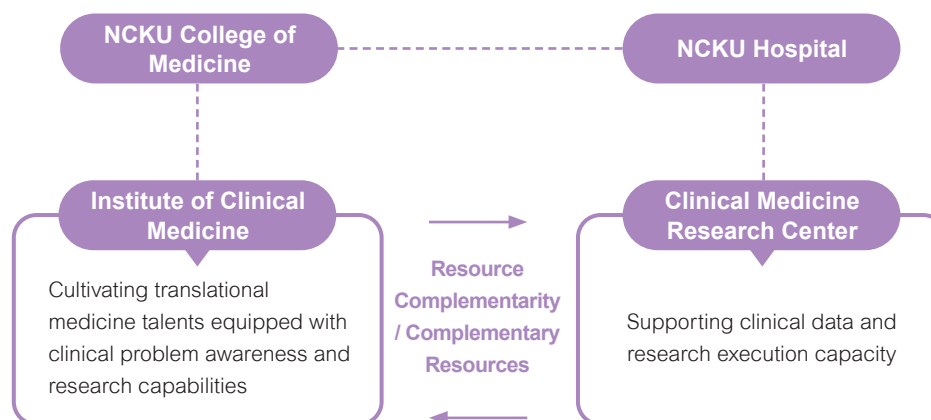
2.2.1 Clinical and Translational Medical Research

► Academic and Clinical Resource Complementarity

NCKU Hospital combines the academic resources of the NCKU College of Medicine and cross-disciplinary university resources to establish a bi-directional complementary development model between "academic research" and "clinical practice." Through the cooperation of physicians, faculty, researchers, and medical teams, clinical care issues are transformed into research topics, and research achievements are fed back into clinical services, teaching training, and quality improvement, promoting the continuous enhancement of medical services.

At the same time, the Hospital's attending physicians can enter the College of Medicine to pursue master's and doctoral degrees in the Graduate Institute of Clinical Medicine based on their research development needs, co-supervised by professors from the College of Medicine and clinical mentors; medical students and researchers can also utilize the Hospital's clinical settings and data resources to perform data collection, case analysis, and field verification. Through this

► Bi-Directional Complementary Development Model of Clinical and Academic Resources



bi-directional complementary mechanism, the clinical research and academic innovation energy in southern Taiwan are strengthened.

In addition, the Hospital has established the "Incentive Guidelines for Research Paper Publication", encouraging colleagues to dedicate themselves to academic research and the publication of international papers. In 2025, there were a total of 276 application cases for journal papers, among which 24 papers were published in international journals for the first time; there were also 127 application cases for the publication of academic conference papers. In response to the recent emphasis on Mega Journals and journal quality review, the substantive review mechanism for journals has also been strengthened. In 2025, after excluding part-time personnel and jointly appointed personnel from the National Health Research Institutes (NHRI), the Hospital published a total of 100 papers with an Impact Factor (IF) greater than 5 ($IF > 5$) as the first author, corresponding author, or first and corresponding author, demonstrating high-quality research output achievements.

► 2025 Annual Execution Results of Strategic Objectives

R1-3 Growth in the Number of Outstanding Papers (IF ≥ 5 or Subject Area Ranking $\geq 5\%$)

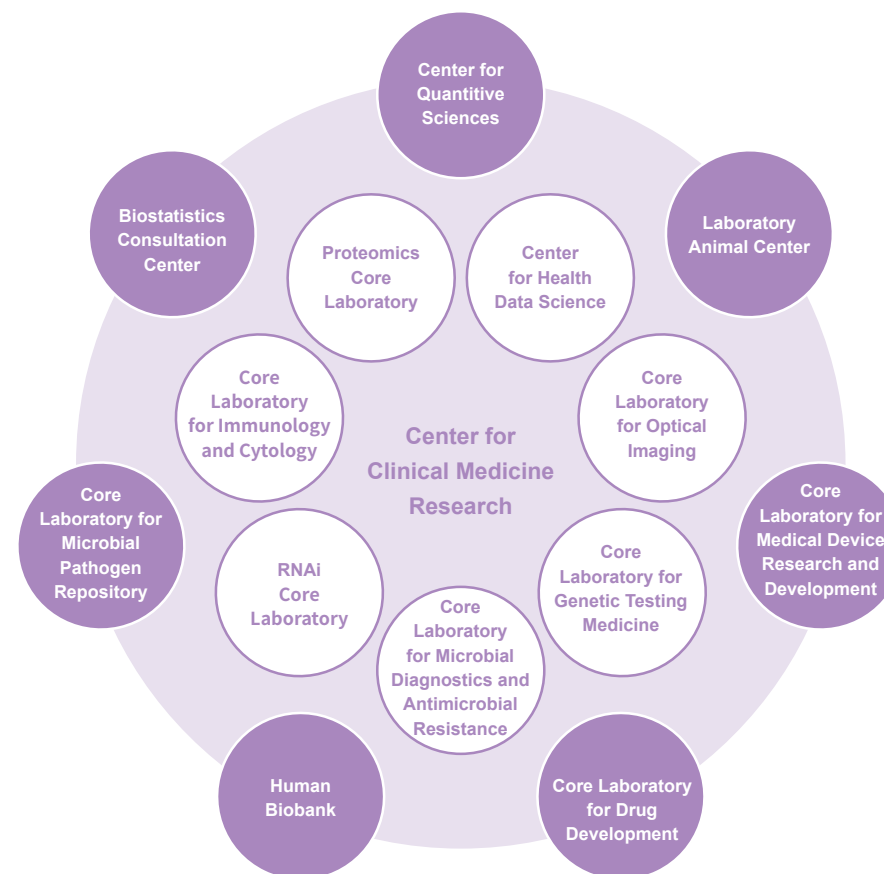
Annual Goals	Implementation Status	Target Achievement
1. The number of papers published as the first author, corresponding author, or first and corresponding author throughout the year reached 450. 2. The number of outstanding papers (with an Impact Factor ≥ 5 or a journal ranking within the top 5% of the academic field) reached 100.	1. The number of papers published by the Hospital as the first author, corresponding author, or first and corresponding author throughout the year totaled 542. 2. The number of outstanding papers with an Impact Factor ≥ 5 was 100.	○

► Supporting In-Hospital Research

To integrate research-related software and hardware resources and enhance the quality and efficiency of clinical research, the Hospital has established a Clinical Medical Research Center and set up 14 core laboratories. It has employed 16 technicians and administrative staff and allocated an annual budget of NT\$5 million for the maintenance of high-value instruments and NT\$8 million for laboratory consumables to ensure the normal operation of core/shared laboratories.

In addition, a research consultation platform has been established, where senior professors from National Cheng Kung University, research-based attending physicians of the Hospital, and PhD-level researchers provide consulting services on paper writing and project planning. This platform supports hospital colleagues in research design, manuscript writing, and journal submission. Furthermore, training courses on academic writing and project proposal development are held to strengthen the Hospital's research capabilities.

► 14 Core Laboratories



The Clinical Medicine Research Center distributes a quarterly e-newsletter to introduce the Hospital's core facilities and research resources. It has also established an "Online Digital Learning Platform" and regularly holds equipment training courses to actively expand its user base, aiming to improve the utilization rate of equipment and increase research paper output. In 2025, a total of 40 equipment training and certification sessions were held. The number of in-hospital physicians and medical personnel using the core facilities reached 5,578.

► 2025 Annual Execution Results of Strategic Objectives Objectives

R1-1 In-Hospital Project Budget Execution Rate		
Annual Goals	Implementation Status	Target Achievement
1. Within six months after the announcement of the approved list, the disbursement percentage of the approved project budget (actual expenditure / approved budget) must reach 50% or above, and a midterm progress report must be submitted. 2. Annual budget execution rate reaches 90%	1. Six months after the announcement of the approved list, the project budget execution rate was 58.83%, and the submission achievement rate for midterm progress reports was 99.4%. 2. The annual project budget execution rate was 97.56%	○
R1-2 Growth Rate of Core Laboratory Facility Usage		
Annual Goals	Implementation Status	Target Achievement
The number of facility usages by the Hospital's physicians and medical personnel reached 5,000 person-times.	The number of core facility usages by the Hospital's physicians and medical personnel throughout the year totaled 5,578 person-times.	○

2.2.2 Tri-Partite Collaboration among Academia, Research, and Medicine

► Interdisciplinary Integrated Projects

In 2025, the Hospital subsidized a total of 329 in-hospital research projects. In addition to the traditional "individual research" model, and in order to "encourage senior researchers to mentor young researchers in actively engaging in clinical and translational medical research and to stimulate the Hospital's research culture," a budget of NT\$122 million was allocated to support the "Forward-Looking Integrated," and "Non-Integrated" projects. These initiatives aim to nurture outstanding in-house teams and position integrated projects as pilot studies for future large-scale external grants. This also prepares for cross-hospital and crossuniversity integrated teams and encourages the Hospital's physicians and medical personnel to identify problems from clinical practice and seek collaborative research solutions with faculty members from National Cheng Kung University's basic medical sciences and other interdisciplinary teams, thereby cultivating national integrated project teams.

To develop internationally distinctive medical specialties and to secure high-level external research collaborations (such as those from the National Science and Technology Council and the National Health Research Institutes), the Hospital allocated NT\$50 million for hospital-designated special research projects (Top-Down). These projects aim to integrate research and clinical care, identify outstanding and impactful clinical studies, and pioneer new therapeutic fields. Meanwhile, the Hospital continues to appoint project review committee members and invites relevant experts to form an integrated project review panel responsible for supervising and evaluating the progress and future development potential of various projects. According to statistics, the Hospital had a total of 16 interdisciplinary collaborative in-hospital projects and co-published 96 research papers with international partners in 2025.

► 2025 Annual Execution Results of Strategic Objectives Objectives

R1-6 Promotion of Interdisciplinary and International Research Collaborations		
Annual Goals	Implementation Status	Target Achievement
1. A minimum of 5 interdisciplinary collaboration projects across the Hospital 2. A minimum of 5 international collaboration projects across the Hospital	1. Regarding interdisciplinary cooperation in hospital-funded projects: A total of 16 interdisciplinary research cooperation projects were approved throughout the year. 2. In terms of international collaborations: Hospital personnel (including adjunct medical researchers) co-published 96 research papers with international research teams (including 67 as first or corresponding author and 29 as coauthors).	○

► Establishing an Intercollegiate Biotechnology Research Network

The Hospital actively integrates the academic research capacity of various colleges at National Cheng Kung University to conduct collaborative research across colleges and departments, promoting the mutual integration of clinical needs, basic research, and technological applications to stimulate innovative research achievements. The Clinical Medicine Research Center also assists research teams in participating in external competitions, handling patent applications, and promoting the translation of achievements. In 2025, a total of 7 patents were obtained, and 3 teams won the 22nd National Innovation Award, 1 team won the 2025 National Innovation Refinement Award, and 4 teams won the Future Tech Award.

To continuously enhance the internal innovative research momentum of the Hospital, the Clinical Medicine Research Center periodically organizes innovative research activities to promote the formation of interdisciplinary teams and develop toward industry-academia cooperation and patent layout. In 2025, a total of 16 internal research projects were approved, including 8 smart healthcare research projects, 5 precision health projects, and 3 cell therapy projects.

Meanwhile, the Hospital also actively cooperates with external units to integrate cross-institutional resources, elevating the level and impact of clinical medical research. In 2025, a total of 255 external projects were secured, and 10 innovative academic research activities and 1 seminar were held to continuously strengthen research exchange, innovative applications, and medical quality improvement.

► 2025 Annual Execution Results of Strategic Objectives Objectives

Number of Approved External Projects		
Annual Goals	Implementation Status	Target Achievement
1. Establish at least 6 integrated teams 2. Hold at least 5 academic activities on innovative research 3. Obtain at least 200 external projects	1. The Hospital has a total of 9 integrated team 2. Held 10 academic research activities 3. Obtained 255 external projects	○
Number of External Research Awards or Patents		
Annual Goals	Implementation Status	Target Achievement
At least 7 research awards and patents	The Hospital's research teams won 4 Future Tech Awards, 3 National Innovation Awards, 1 National Innovation Refinement Award, and were granted 7 patents, totaling 15 research awards and patents.	○
Advancement of Innovative and Cutting-edge Medical Research Capacity		
Annual Goals	Implementation Status	Target Achievement
1. Hold at least 6 courses and medium-to-large seminars throughout the year 2. At least 5 research projects in cutting-edge medicine, precision health, and smart healthcare.	1. Held 7 courses in regenerative/precision medicine, healthcare, big data, or smart healthcare. 2. The number of internal projects related to smart healthcare research projects reached 8, precision health-related projects reached 5, and cell therapy-related projects reached 3, totaling 16 projects.	○

2.3 Medical Professional Support

The Hospital has long cultivated clinical care, accumulating practical experience in interdisciplinary integration, acute and critical medical care, and institutional framework construction. Building upon this foundation, the Hospital promotes inter-hospital cooperation, regional support, and international exchange, transforming mature medical capabilities into collaborative models that can be replicated and shared. This not only responds to domestic healthcare needs but also gradually expands the Hospital's substantive influence within the international health system.



2.3.1 The Core of Medical Resources in Southern Taiwan

As the critical core of medical resources in southern Taiwan, NCKU Hospital has long shouldered the key roles of regional medical integration, acute and critical medical support, and inter-hospital collaboration. It not only continuously responds to local diverse and complex health needs, but also undertakes national-level medical missions.

Relying on its complete medical capacity, interprofessional teams, and cross-system cooperation mechanisms, the Hospital continuously supports the medical service network across the Yunlin-Chiayi-Tainan and Kaohsiung-Pingtung regions, fully exerting its functions in resource integration, acute and critical care, and resilience support to become an important core force that sustains the stable operation of the overall medical system in southern Taiwan and drives national medical development.

► Maternal and Child Care

In an era of declining birth rates, the arrival of every new life and the growth of every child carry the expectations and pressures of a family. Therefore, starting from maternal and infant care, child and adolescent health, to family support, NCKU Hospital leverages interprofessional team cooperation and practical actions to accompany families through various needs in the processes of childbearing, growth, illness, and caregiving. The scope of services encompasses aspects such as family planning, breastfeeding health education, child and adolescent mental health, acute and critical illness treatment, chronic disease management, child and adolescent protection, healing ward environments, and companionship for families facing cancer. The Hospital not only provides professional medical care but also attaches great importance to the anxiety, stress, and support needs of children and their family members throughout the treatment journey, ensuring that care is not just about treating diseases, but also a reassuring force that empowers families to move forward with peace of mind.

► Maternal and Child Care at NCKU Hospital

Fertility Support

Provides services including fertility assessments, assisted reproduction, and egg freezing counseling to assist members of the public with reproductive planning needs in grasping their reproductive health status early, thereby enhancing planning flexibility for the future.



Dr. Chen, Ta-Sheng shared relevant topics on "The Increase in Advanced Maternal Age Infertility, Egg Freezing, and In Vitro Fertilization (IVF)."

Children's Vision Healthcare

Promotes concepts of myopia prevention and vision healthcare, emphasizing that childhood is the critical stage for preventing and controlling myopia to reduce the risk of high myopia in the future.



Dr. Lai, Yi-Wen shared relevant topics on "Myopia Control Options."

Baby-Friendly Care

Introduces the Kebbi interactive robot to assist with breastfeeding health education, and integrates breastfeeding volunteers and parent-child co-reading to balance professional guidance, family participation, and warm care. Advancing along the three pillars of "Technology Assistance, Professional Guidance, and Family Participation," the Hospital won the Excellence Award and the Creative Feature Award for Baby-Friendly Medical Institutions.

Child and Adolescent Protection Network

Integrates multi-professional teams including pediatrics, emergency medicine, social work, nursing, and psychology to devote to child and adolescent protection, injury assessment, cross-network meetings, and follow-up support, and won the Health and Medical Pioneer Award.



Home Visit by Dr. Yu, Wen-Hao

Child and Adolescent Mental Health

Devotes to child and adolescent mental health care, strengthening early identification, professional diagnosis and treatment, and family support to assist more children in obtaining appropriate medical resources early.



Dr. Guo, Che-Yu shared relevant topics on "Growing Up Healthy and Happy" regarding child and adolescent mental health.

Childhood Cancer Family Support

Provides family-centered care for children with cancer. Through interdisciplinary teams, family conferences, and back-to-school care mechanisms, the Hospital delivers medical, psychological, educational, and lifestyle support to accompany child patients and their families through the treatment journey.



Held the "2025 Childhood Cancer Awareness Month" activity.

High-Risk Childhood Disease Care

Aimed at high-complexity childhood diseases such as neuroimmunological disorders, the Hospital integrates pediatric neurology and intensive care teams to enhance the identification and immediate treatment capabilities for high-complexity childhood diseases, striving to seize the golden window for the treatment.



Dr. Li-Wen Chen shared relevant topics on "Pediatric Autoimmune Encephalitis."

Hope Nest Healing Space

Collaborates with family members and charitable organizations to build the "Clear Sky Treehouse," providing a diverse healing space for reading, games, interactive teaching, and medical counseling, to accompany child patients and their families in moving forward with peace of mind.



Inauguration of the "Clear Sky Treehouse Hope Nest"

► Southern Region Human Milk Bank

The Southern Region Human Milk Bank was established through cooperation between the Health Promotion Administration and NCKU Hospital. The mission of its establishment is not to encourage mothers to over-lactate for the purpose of milk donation, but rather, under the prerequisite of prioritizing the fulfillment of their own infants' feeding needs, to invite mothers with surplus milk to become stable and sustainable milk donation partners. The Southern Region Human Milk Bank hopes that in addition to successfully breastfeeding their own children, if mothers can still provide an extra 30cc or more of breast milk each time, they can become cooperative milk donors, sharing this precious resource with premature infants and sick babies in need.

To continuously improve the quality of breastfeeding support services, in 2025, the Hospital planned and conducted 5 breast milk education and training sessions, and established relevant training regulations: new employees who have served for less than one year must complete 8 hours of course training, while those who have been employed for one year or more must complete 4 hours of in-service education annually.



Southern Region Human Milk Bank

南區母乳庫

國立成功大學醫學院附設醫院

集乳、檢驗乳、發送合格乳

- 參考世界各國母乳庫之作業流程，建立符合本院之標準作業流程，提供捐乳的收集、篩選、處理、保存及分配服務。
- 領用母乳庫的合格捐贈乳，必須由醫師開立醫囑單及病摘，主要提供給醫療需要的嬰兒，如：早產兒、重症病嬰、免疫功能不全、先天異常或術後嬰兒使用。

經費由國民健康署藥品健康福利網支應 廣告

母乳中會有最豐富的營養素，母親分泌的乳汁可針對每個寶寶的需求做調整，是嬰兒最好的食物來源。台灣兒科醫學會建議持續純哺育母乳至寶寶4-6個月大（純哺育母乳意謂除了藥品等必要物之外，不吃任何其他食物），4-6個月大開始添加副食品，持續哺育母乳至1歲。



電話諮詢專線
06-2353535轉3136
090504-6020
(僅限輸入, 可用LINE查詢詳情)

服務時間
週一至週五
8:00~12:00
13:00~17:00

南區母乳總庫
LINE ID: giveumilk

Breast Milk Donation Advocacy

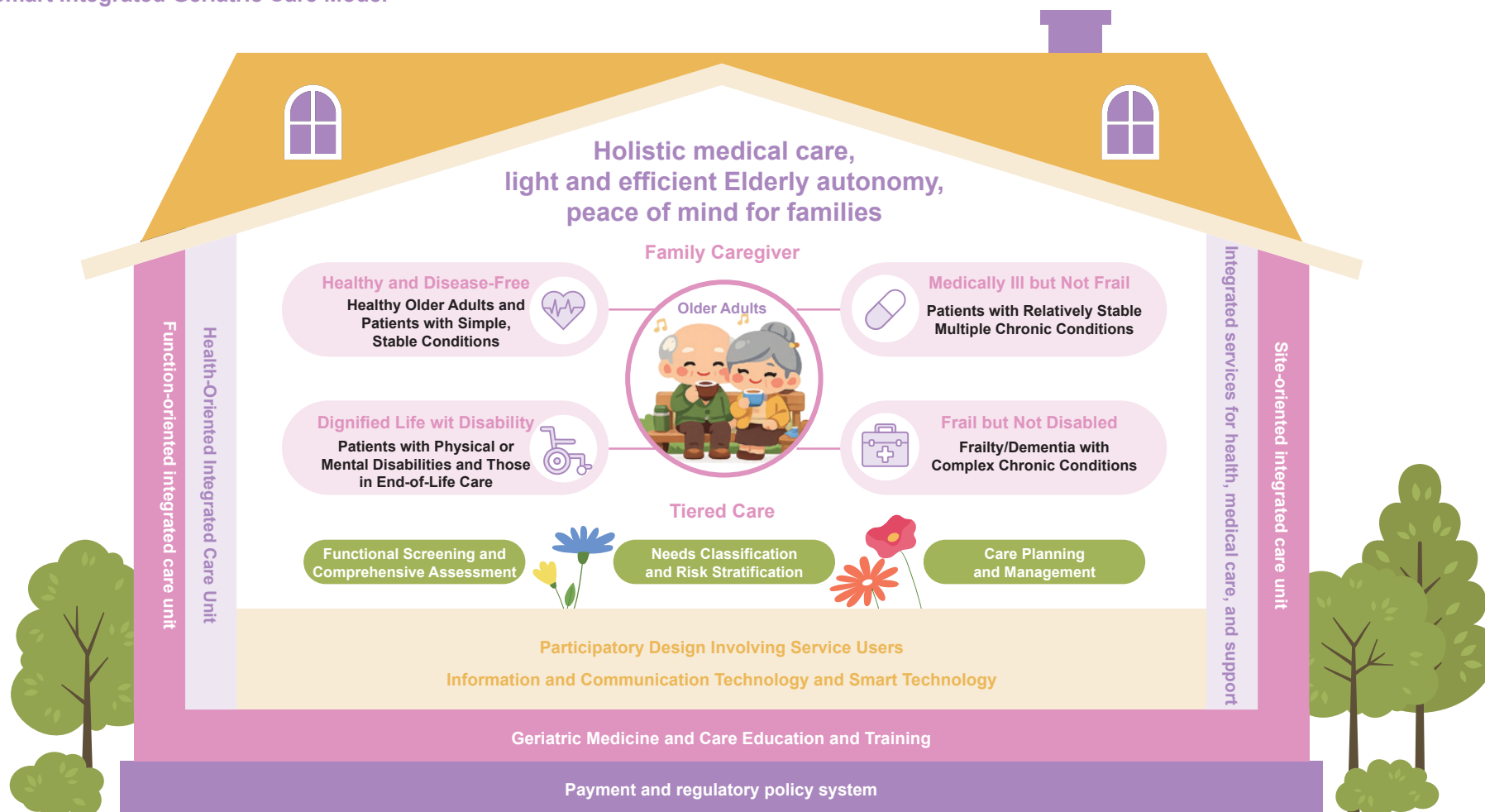


LINE QR Code for the Human Milk Bank

► Integrated Geriatric Care

Taiwan has the fastest growing elderly population in the world and is expected to enter a super-aged society by 2025. The medical system is thus facing unprecedented challenges. NCKU Hospital is one of the few hospitals in southern Taiwan that offers specialized training in geriatric medicine. In 2019, the Department of Geriatric Medicine was established, followed by the Preparatory Office for the NCKU Geriatric Hospital in 2020. Through the consolidation of internal units in 2022, an interdisciplinary care team was formed, promoting a "smart integrated geriatric care model centered on intrinsic capacity," aiming to build a larger healthcare ecosystem to alleviate the burden on healthcare units and caregivers.

► Smart Integrated Geriatric Care Model



Starting from the health of older adults' activities of daily living (ADL), we establish services including health assessment, musculoskeletal care, psychological support, auditory rehabilitation, to dementia and cardiovascular disease treatment. By doing so, we construct a more comprehensive integrated geriatric care system to assist older adults in delaying disability and enhancing their quality of life.

► Geriatric Care at NCKU Hospital

Early Intervention to Safeguard the Six Intrinsic Capacities

Promotes the Integrated Care for Older People (ICOPE) assessment and health screening activities, assisting older adults in the early identification of physical functions and health risks to support healthy ageing.



Conducting ICOPE Screening and Assessment for Older Adults

Reconstructing Communication Capabilities and Social Participation

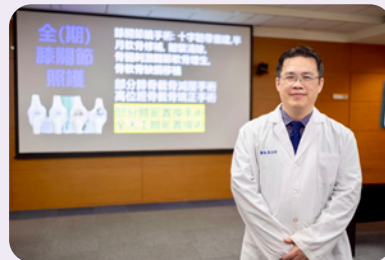
Provides hearing assistive devices, post-operative cochlear implant tuning, auditory training, and long-term follow-up to assist older adults in maintaining clear communication capabilities and social participation.



Department of Otolaryngology Team

Precision Treatment to Delay Disability

Provides diverse treatment options including arthroscopy, cartilage transplantation, corrective osteotomy, and joint replacement, performing precision interventions based on individual needs.



Dr. Chang, Chih-Wei explained medical education information on "Unicompartmental Knee Arthroplasty."

Technology-Assisted Improvement for Safety Support

Develops the "DOVE" application to assist caregivers in managing the missing risks of people with dementia, combining technological applications to safeguard outdoor safety.



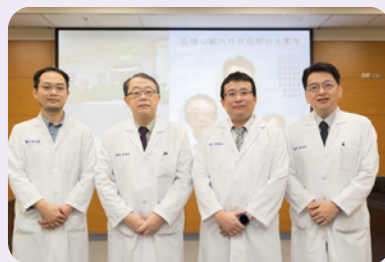
Dr. Pai, Ming-Chyi, Director of the Dementia Center, collaborates with interdisciplinary experts and scholars.

Safeguarding the Physical and Mental Balance of Older Adults

Promotes early identification of depression, psychotherapy, and medical education advocacy to reduce disease stigma and strengthen family and social support.

Enhancing High-Risk and Critical Geriatric Care Capabilities

To continuously improve the capabilities of geriatric cardiac interventional treatment, the Hospital successfully completed the first case of Transcatheter Tricuspid Valve Replacement (TTVR), providing more precise treatment options.



Cardiovascular Medical Team

Bone Health Management

The Health Management Center reminds that osteoporosis is a "silent disease." In its early stages, it mostly presents no obvious symptoms, yet it can severely impact older adults' activities of daily living after a fracture. Through the Dual-energy X-ray Absorptiometry bone mineral density test (DXA), individuals can grasp their bone condition at an early stage.



Dr. Su, Fei-Lin shared medical education on "Osteoporosis: A Silent Disease" at the press conference.

► The Cares Expo Taipei

From August 8 to August 10, NCKU Hospital participated in "Healthy Ageing Tech Show" at the Taipei World Trade Center Exhibition Hall 1. With the core theme of "Smart Care × Technological Empowerment × Joyful Ageing Together," the Hospital showcased its innovative achievements in geriatric care through six major highlights, including artificial intelligence, virtual reality, smart fitness, gamified rehabilitation, and integrated health management, thereby practicing its vision of cross-domain collaboration and health sustainability.

Six Major Highlights	Contents
NCKU Fitness Praise: A Smart-Oriented Integrated Health Co-Care Network	Utilizing LINE@ as the interface, it integrates physiological measurements, health scales, and exercise records, enabling the public to grasp health data in real time while synchronously transmitting it back to community care teams to promote information sharing and precision interventions.
AI Overturns Care Work: X-Copilot Enhances Care Efficiency	Introducing language models and medical data integration technologies, it provides quick search, smart summary, and voice chat functions to alleviate the burden on care personnel, thereby enhancing care efficiency and service quality.
Smart Health Promotion Service System: Wearable Technology Combined with Gamified Home Rehabilitation	Combining wearable knee brace devices with interactive games to collect sEMG signals, it creates a smart, gamified, and customized home rehabilitation model to support frailty and sarcopenia care for older adults.
Virtual Reality Mirror Therapy: Reconstructing Hand Function for Hemiplegic Patients	Through immersive training and motion sensing technology, it assists hemiplegic patients in reconstructing hand function and enhancing rehabilitation outcomes, while simultaneously improving the precision of treatment records and care efficiency.
Smart Fitness × Aromatherapy Soothing: Creating a New Life of Joyful Ageing	Combining music, rhythm, balance training, and aromatherapy, it promotes scientific exercise, all-age friendliness, and cross-generational co-learning, thereby advancing the physical and mental health as well as the joyful ageing quality of life for older adults.
Gamified Rehabilitation: Making Life a Part of Training	Combining telemedicine platforms with commercial esports games to create a lifestyle-oriented and repetitive functional training model, it allows rehabilitation to naturally integrate into daily life, thereby enhancing engagement and quality of life.



Minister Chiu, Tai-Yuan of the Ministry of Health and Welfare Visited and Guided the NCKU Hospital Exhibition Area



Outcomes of the Six Major Themes



Superintendent Li, Ching-Wei and the Team Jointly Promote the Concepts of Smart Care and Joyful Ageing Health

Through this exhibition, the Hospital not only showcased its innovative achievements in cross-domain collaboration and the integration of smart technology into geriatric healthcare, but also continues to join hands with all sectors to promote the sustainable development of smart health, dedicated to creating a more resilient and warmer age-friendly care environment.

2.3.2 Medical Collaboration

Medical collaboration has become a crucial dimension for medical centers to expand their professional influence and fulfill global health responsibilities. By deepening cooperative relationships with various healthcare institutions, it not only promotes mutual growth in medical care and professional development, but also further elevates the visibility and substantive contribution of Taiwan's healthcare in the international community.

► National Eye Bank - Southern District Office

To ensure that corneal donations from citizens are effectively preserved and properly utilized, the Ministry of Health and Welfare in 2012 referenced the establishment experience and operational models of foreign national-level corneal preservation banks, combined with the insights of domestic experts, to plan and prepare for the establishment of Taiwan's national-level eye bank.

Among various types of human organ transplants, corneal transplantation currently stands as a surgery with lower risks and a relatively higher success rate. Compared to other organ transplants, which mostly carry a high degree of urgency, corneal transplantation relies more heavily on a comprehensive preservation and dispatch mechanism. Therefore, establishing an eye bank not only enhances the efficiency of utilization for donated resources, but also prevents the waste of corneas caused by recipients failing to receive transplants in a timely manner. The eye bank is staffed with dedicated personnel to establish complete workflows tailored to domestic needs, covering the evaluation of potential donors, corneal harvesting, management of preservation equipment and materials, testing items, transportation standards, and post-transplantation follow-ups.

Through the eye bank's exclusive equipment and a professional management mechanism wherein ophthalmologists concurrently serve as eye bank directors, corneas donated out of great love are tested, preserved, and allocated, and are then provided to suitable waiting recipients, further implementing the effective utilization of precious donated resources and the value of life continuation.

► Forensic Medicine and Legal Medicine Exchange

Since 2015, NCKU Hospital has continuously promoted professional exchange courses in forensic and legal medicine, now entering its tenth consecutive year, gradually constructing a stable and in-depth dialogue platform between the medical and judicial sectors. The 10th Legal Medicine Course once again invited the chiefs, judges, and prosecutors of the Tainan District Court and the Tainan District Prosecutors Office to jointly participate, demonstrating a sustained commitment to deepening collaboration between medicine and justice.

This year's course focused on issues such as clinical decision-making risks, child and youth protection practices, and medical dispute appraisal. Through the sharing of challenges in acute stroke diagnosis and treatment, cross-agency cooperation mechanisms for child and youth protection, and the dilemmas within the medical appraisal system, it promoted case exchanges and professional understanding between physicians and judicial officers. Through this cross-disciplinary dialogue, physicians are able to better understand the logic of judicial review,



Group Photo of Guests Attending the Legal Medicine Course

while judicial officers can examine medical conduct from a perspective closer to clinical reality, further deepening the foundation of medical-legal cooperation, elevating the quality of judicial adjudication, and optimizing the healthcare service environment.

► International Medical Exchange

Since before 2010, NCKU Hospital has consecutively promoted medical and health cooperation with multiple countries. Through professional exchanges, talent cultivation, and cooperative missions, the Hospital continuously elevates the visibility and influence of Taiwan's healthcare in the international community, and to this day, maintains stable exchanges and interactions with countries such as Kenya and India.

In 2025, the Hospital further signed a Memorandum of Understanding (MOU) with Hue Central Hospital in Vietnam, continuously deepening international cooperation and physician advanced training in the field of orthopedics. This signing also marks an important milestone in once again joining hands since the first signing of the Memorandum of Understanding between the two parties in 2019.



NCKU Hospital and Hue Central Hospital in Vietnam Sign a Memorandum of Understanding

► 2025 Annual Execution Results of Strategic Objectives Objectives

S2-1 辦理國際合作活動件數		
Annual Goals	Implementation Status	Target Achievement
1. Execute international cooperation and exchange programs, with at least 2 contract signings 2. Hosting two or more international academic conferences or exchange projects 3. Provide training in Taiwan for at least 15 foreign medical-related personnel	1. A total of 2 contract signings completed 2. Two international symposium-related exchange programs held 3. Number of foreign personnel trained in Taiwan: 14 Reason for non-achievement: The initially expected number of trainees was 15; however, 1 Kenyan physician failed to board the flight on time due to personal factors, resulting in an inability to arrive in Taiwan for training according to the original schedule.	X

► Doctors Without Borders

National Cheng Kung University Hospital extends its social responsibility and international concern through the humanitarian practices of its medical staff. Dr. Kuo, Yu-shih, an emergency room physician who graduated from NCKU and previously served at NCKU and the Marshall Islands National Hospital. Based on a passion for international medical relief, Dr. Kuo, Yuh-shin joined Doctors Without Borders, and in 2024, traveled to a provincial hospital in Afghanistan to support clinical medical care for half a year. During this period, in addition to dedicating herself to frontline medical care, she also jointly organized 2 emergency rescue and fire drills with local medical personnel, assisting in elevating the emergency response capabilities of the local medical and administrative systems, which concretely demonstrates the value of the Hospital's medical expertise extending from deep local roots to global health practice.



Experience Sharing by Dr. Kuo, Yu-shih



03

Chapter

Smart Innovation, Healthcare Excellence

- 3.1 World's Best Smart Hospital
- 3.2 Promoting the Implementation of Innovative Healthcare
- 3.3 From Precision Medicine to Precision Health





Material Topic	Smart Healthcare
	 
Importance	Facing increasing medical demand and manpower constraints, smart healthcare has become a crucial strategy for NCKU Hospital to elevate operational resilience, medical quality, and patient safety. Through digital transformation and the integration of smart technology, the Hospital continuously optimizes clinical workflows, mitigates operational risks, and enhances medical efficiency as well as the service experience, building a more real-time, safe, and patient-centered smart healthcare model.
Policies	+ Introducing HIMSS certification standards to promote smart healthcare management. + Investing in innovative and forward-looking medical research, introducing smart care and emerging medical technologies, optimizing clinical workflows, and elevating healthcare service quality.
Strategies and Actions	[Management] Building an integrated medical information platform, continuously perfecting the smart healthcare infrastructure, and strengthening cross-system data integration as well as clinical application capabilities. [Management] Introducing AI-assisted diagnosis, predictive models, and big data analytics to elevate clinical precision, medical outcomes, and patient safety. [Management] Strengthening digital literacy training for medical and nursing personnel, elevating staff awareness and operational capabilities regarding smart healthcare tools, data applications, and information security risks. [Management] Reviewing smart healthcare implementation achievements and international competitiveness through external evaluations such as the National Innovation Award, HIMSS certification, and the Newsweek World's Best Smart Hospitals ranking. [Prevention] Regularly executing information security audits, simulation drills, and mobile device security verification to mitigate the risks of medical data breaches and unauthorized access. [Prevention] Formulating contingency mechanisms for information system operational interruptions, activating backup systems or manual operation workflows in the event of system failures or data anomalies to ensure that patient diagnosis and treatment remain uninterrupted.
2025 Performance and Adjustment	+ Honored with the 2026 World's Best Smart Hospitals Recognition. + Participated in the 2025 HIMSS Global Health Conference & Exhibition, Showcasing the Achievements of the "QOCA aim Low-Code Platform" and the "NCKU Hospital Clinical Advanced Record Database (CARD)." + Participated in MEDICA 2025 (World Forum for Medicine) in Düsseldorf, Germany, Showcasing Three Core Achievements: "QOCA apc Care Pack," "QOCA abc ECG System," and "Smart Optical Fiber Mattress." + Participated in the Healthcare+ Expo Taiwan 2025, Showcasing Teams Over 13 Innovative Medical Technology Domains. + Hosted the "Illuminating Clinical Innovation: Turning NCKU Hospital's Medical Data into Gold Seminar."
2026 Goals	+ Certified with HIMSS Stage 6. + Recognized by international media for smart healthcare achievements, affirming NCKU Hospital as a benchmark smart hospital. + Promote data standardization and interoperability to facilitate the integration and circulation of various medical and health data, enhancing information integration efficiency.
Medium- and Long-Term Goals	+ Certified with HIMSS Stage 7. + Ranked in Newsweek's "World's Best Smart Hospitals." + Introduce artificial intelligence to promote wall-less health care, aiming to realize a wallless hospital. + Regularly conducting institution-wide smart hospital re-certifications, developing a holistic smart care ecosystem, and leading national digital sustainable environment policies.

The vision of a smart hospital is not merely about introducing new technologies, but more importantly, about how to continuously elevate medical quality and accessibility through innovative methods. NCKU Hospital ranked 140th globally in the "World's Best Smart Hospitals 2026" voted by Newsweek in the United States, and has entered the list for two consecutive years, clearly demonstrating that the Hospital's smart healthcare achievements have received high international recognition. In the future, the Hospital will continue to exert its innovative spirit, deepen cross-disciplinary collaboration, and ensure that smart healthcare is not only an international pride but also integrated into the daily medical care of every patient, achieving the true value and vision of smart healthcare.

3.1 World's Best Smart Hospital

In response to the increasingly complex medical demands and the rapid development of smart technology, NCKU Hospital continuously leverages digital transformation to elevate medical quality, operational efficiency, and service resilience. Through the introduction of digital tools and the reshaping of medical workflows, NCKU Hospital not only enhances clinical decision-making efficiency and service quality, but also strengthens patient safety, continuity of care, and the protection of human subjects' rights, demonstrating a concrete practice of technology-driven medical innovation and quality advancement.

3.1.1 Digital Transformation

► Medical Information Workflow Optimization

NCKU Hospital continuously pursues "elevating medical efficiency, strengthening patient safety, and optimizing the service experience" as its goals to promote medical information workflow optimization. Through electronic medical records (EMR), the Clinical Advanced Record Database

(CARD), smart healthcare systems, and cross-system data linking, the Hospital integrates key information across outpatient, emergency, inpatient, laboratory tests and examinations, medical imaging, and physiological monitoring. This enables the medical team to master comprehensive patient data in real time, reducing repetitive typing, manual compilation, and information gaps, thereby elevating the efficiency of clinical judgment and care decision-making.

Meanwhile, through the standardization of information workflows and real-time data utilization, the Hospital strengthens communication and care transitions across different departments and interprofessional teams, making medical services smoother—from data collection, diagnostic judgment, and examination scheduling to subsequent follow-ups. Relevant information can also further support clinical research, quality improvement, and smart applications, promoting the gradual transition of medical services from experience-oriented to data-assisted decision-making.



► Achievements in Information System Digital Transformation

Through the continuous promotion of digital transformation in medical and administrative operations, the Hospital leverages electronic medical records, cross-system information integration, and workflow optimization as foundations to gradually construct a safe, highly efficient, and real-time smart healthcare environment, enabling the medical team to utilize real-time and accurate data as the basis for clinical judgment and care decision-making.

Meanwhile, by reducing paper documents and minimizing manual entry as well as repetitive tasks, the Hospital elevates administrative efficiency and internal management performance while lowering the risk of operational errors. Under the dual-track parallel implementation of institutional regulations and information technology, the Hospital continuously strengthens regulatory compliance, data governance, and information security management, laying a solid foundation for smart healthcare development and the hospital's sustainable operations. The concrete implementation achievements are as follows:

Digitalization of administrative management system

Digital Transformation of Administrative Workflows

- Establishing an employee accident and incident reporting system.
- Introducing a laboratory serum management mechanism into the labor safety system.
- Launching the new version of the bulletin board system.
- Developing a satisfaction survey and feedback management backend for the "Way of Medicine" (習醫之道) platform.
- Adding abnormal check-in/check-out reminders and supervisor notification mechanisms to the attendance system.
- Introducing barcode scanning replenishment and automated posting functions to the inventory system.
- Implementing a graphical verification mechanism for the external website to elevate information security protection.
- Optimizing MMR (Measles, Mumps, and Rubella) testing and vaccine management workflows to strengthen the management of high-risk personnel.

Hospital Information System Upgrade and Integration

System Launch and Functional Enhancement

- Establishing a branch emergency consultation system to support designated physician consultations, elevating cross-campus collaboration efficiency.
- Adding a Creutzfeldt-Jakob Disease (CJD) alert mechanism to the advanced health examination system.
- Building an antibiotic control mechanism (11J) to strengthen medication safety.
- Implementing real-time notifications for CCRT patients in the emergency department to the original attending physicians.
- Enabling medical record modules to automatically import Progress Notes and vital signs data.
- Prompting crucial patient notations such as ADR and DNR information.
- Supporting the upload of ECG graphic files within nursing records.
- Adding multiple gene and tumor-related test reports to the laboratory system.

Digital Empowerment of Transportation Transformation

Optimization of Patient-Friendly Medical Transportation

- Developing the "Cheng e-Park" (成 e 好停) APP to integrate shuttle and parking information, shortening the time spent searching for parking spaces, and reducing idling carbon emissions while waiting for parking.

Cloud Transformation of Healthcare Systems

- Utilizing digital platforms to strengthen "telehealth services," allowing high-quality healthcare to transcend geographical limitations and safeguarding the health of rural residents.

Digitization and Paperlessness of Medical Records

Optimization of
Electronic Forms
and Electronic
Medical Records

- As of 2025, 1,197 types of medical record forms have been completed, with an electronic medical record(EMR) completion rate of 96.7%.
- The completion rate for the electronic signing of consent forms reached 96.5%, resulting in an average monthly reduction of 138,000 sheets of paper in 2025.

Optimization of the
Integrated Medical
Record Query
System (WebEMR)

- Adjusting the display method of outpatient clinic names to make medical seeking information clearer.
- Excluding specific trial program content to elevate information precision.
- Correcting the display logic of nursing records to enhance consistency in clinical interpretation.

Digitization of
Official Documents

- Promoting the institution-wide official document digitization transformation, the average processing time per official document has been shortened from 10 minutes to 3 minutes, significantly elevating administrative efficiency through paperless operations.

Self-Service
Kiosks

- The utilization rate of self-service kiosks increased from 63.3% in 2023 to 68%.
- As of 2025, the volume of printed payment receipts has been reduced by 68%.

3.1.2 Healthcare Information Security

Information Security Certifications

Since 2016, the Hospital has passed ISO 27001 information security certification and completed the ISO 27001:2022 transition certification in 2024, with the certificate validity extending until December 7, 2027. To ensure the continuous and effective operation of the information security system, recertification is conducted every three years, and surveillance audits are accepted annually, continuously reviewing potential risks and strengthening protective measures.

To elevate the application benefits of medical data, the Hospital utilizes the Quanta QOCA aim low-code platform to integrate physiological data collected by Quanta IoT devices (QOCA apc, QOCA abc) and links it with CARD platform data. Through the integration and bridging of information and communication data streams, the Hospital rapidly builds models and conducts inference analysis, achieving more efficient, real-time, and clinically valuable data applications. By participating in smart healthcare-related exhibitions and exchanges, the Hospital actively demonstrates innovative achievements, absorbs international experience in information and communication streaming architecture, and continuously strengthens its information integration capabilities and international competitiveness.

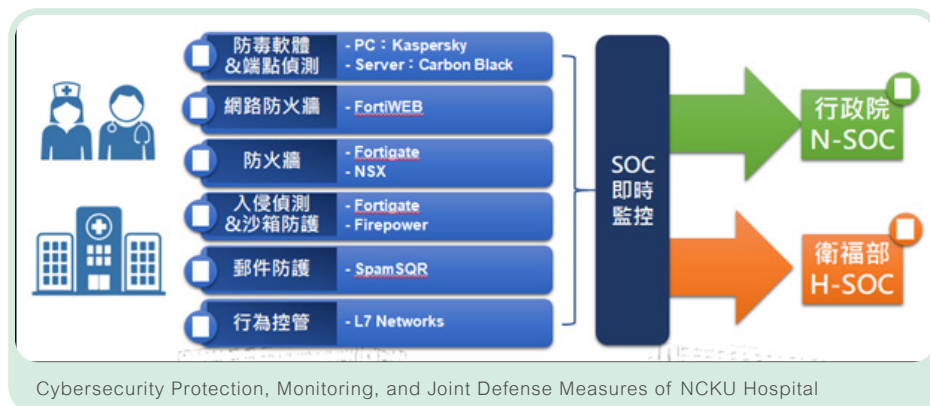


Superintendent Li, Ching-of NCKU Hospital Leads Delegation to Attend the HIMSS 2025 Global Health Conference & Exhibition

► Cybersecurity Joint Defense Mechanism

As a critical infrastructure in the medical field, NCKU Hospital has been designated by the National Security Office of the Executive Yuan as an A-level agency in information and communication security responsibility. The Hospital has established an information security governance system, formulated relevant operational standards, and annually retained professional consultants to guide the refinement and implementation of its information security maintenance plan. Execution progress is periodically reported in the Executive Yuan's management and evaluation system to ensure that information security management meets both regulatory requirements and medical operational needs.

To strengthen cybersecurity joint defense and real-time monitoring capabilities, the Hospital has joined the Health Information Sharing and Analysis Center (H-ISAC) for the healthcare sector to share cybersecurity intelligence with peer institutions and enhance staff cybersecurity awareness through internal communications. The Hospital has also commissioned a top-rated cybersecurity firm to establish a Security Operations Center (SOC) to monitor the Hospital's cybersecurity status in real time and simultaneously transmit incident information to the Ministry of Health and Welfare's H-SOC platform and the National Security Operations Center (N-SOC) platform, elevating the efficiency of cybersecurity incident detection, notification, and prevention.




The screenshot shows the '國家資通安全通報應變網站' (National Information and Communication Security Center) interface. The header includes the site name and a login/logout button. The main navigation bar contains links for '事件通報作業' (Incident Reporting), '申請查詢作業' (Application/Query), '所屬機關通報列表' (Reporting List of Affiliated Agencies), '資訊資料查詢' (Information/Query), '情資分享作業' (Information Sharing), '資安訊息公告' (Security Information Announcement), and '帳號管理' (Account Management).

The '待結報登錄列表' (Pending Reporting Login List) section shows a search form with fields for '通報時間' (Reporting Time) and '搜尋欄位' (Search Field). Below the search form is a table with the following columns:

填寫通報結報	通報時間	審核機關審核時間 主管機關審核時間	影響等級	事件分類	事件說明	申請等級異動	申請延長結報期限	申請撤單功能
	2026/03/17 15:15:59	2026/03/17 15:4 5:08 2026/03/17 16:5 7:47	1級(輕微資安事件)	非法入侵	發現護理部網站(nd.hosp.ncku.edu.tw)被上傳惡意程式。			

The bottom of the page displays the text 'National Cyber Security Incident Reporting and Response Website'.



Healthcare Information Sharing and Analysis Center (H-ISAC), Ministry of Health and Welfare



Government Cyber Security Joint Defense and Monitoring Platform

Furthermore, the Hospital coordinates with competent authorities annually to conduct cybersecurity incident reporting and response drills, refining its capabilities in incident notification, disposal, recovery, and business continuity. In 2025, the Hospital participated in the Cyber Offensive and Defensive Exercise (CODE) organized by the Ministry of Digital Affairs, forming a joint defense alliance with other medical centers. Through real-world offensive and defensive simulations, intelligence sharing, and joint defense collaboration, the Hospital elevated its response resilience against emerging cybersecurity threats, continuously safeguarding the stable operation of medical services and the security of patient data.



CODE 2025活動概況與亮點

Participating in the 2025 Cyber Offensive and Defensive Exercise (CODE) Organized by the Ministry of Digital Affairs



Cybersecurity Protection and Governance

With the acceleration of smart healthcare and hospital digital transformation, NCKU Hospital regards cybersecurity governance as a critical cornerstone for safeguarding patient privacy and operational resilience. Through systematic education and training, rigorous decision-making mechanisms, and highly efficient technical defense, the Hospital is dedicated to constructing a secure and trustworthy digital medical environment.

In terms of elevating personnel protection awareness, the Hospital conducts more than 4 hospital-wide cybersecurity awareness courses annually, with contents focusing primarily on personal cybersecurity protection and social engineering prevention. To ensure learning effectiveness, participants must pass assessments to obtain credits, achieving a training compliance rate as high as 94% in 2025.

Regarding governance and management mechanisms, the Hospital adopts multi-tiered committee operations to implement risk control, regularly convening Cybersecurity Working Group and Information Authorization Group meetings every quarter. All resolutions are submitted quarterly to the Information Management Committee for review and deliberation. For major cybersecurity incidents, separate reports and explanations are presented to the Crisis Management Committee to ensure the timeliness and precision of decision-making.

On the technical defense front, the Hospital has deeply deployed Endpoint Detection and Response (EDR) mechanisms and integrated them into the Security Operations Center (SOC) threat monitoring and notification platform, establishing 24/7 monitoring and abnormal behavior analysis capabilities. Through relevant protective mechanisms, the Hospital successfully detected and blocked anomalous access behavior from a vendor in 2026, effectively preventing the escalation of potential risks. The relevant incident process, investigation results, and improvement measures have all been reported to the Crisis Management Committee for case review, demonstrating the Hospital's management mechanisms for transparent governance and continuous improvement regarding cybersecurity incidents.

The Hospital also continuously promotes cybersecurity awareness education and social engineering defense drills to reduce operational risks caused by human factors. In the 2025 social engineering drills organized by the Ministry of Education, a total of 200 participants were randomly selected for testing. Only 1 person opened the drill email, resulting in an opening rate of 0.5%, which did not exceed the target threshold. During the drill period, zero individuals clicked on malicious links or opened attachments, with both the link click rate and attachment opening rate remaining at 0%. This demonstrates that the Hospital's colleagues have developed excellent recognition capabilities and high cybersecurity vigilance against social engineering attacks.

3.2 Promoting the Implementation of Innovative Healthcare

In response to diverse clinical needs, NCKU Hospital has clearly positioned its vision for a smart hospital, deeply integrating data governance, AI research and development, and clinical applications to drive the evidence-based transformation of medical services. Through the Clinical Innovation Research Center, the Hospital builds a bridge between medicine, science, and engineering, ensuring that innovative technologies possess both practicality and scalability. In this process, the Hospital's role extends to becoming a verification and incubation base for innovative technologies. By connecting university and corporate resources, the Hospital bridges the entire link from the R&D end to the market end, thereby transforming clinical innovation into social value with substantial impact, fulfilling its long-term commitment to smart healthcare.

3.2.1 New Value of Medical Data

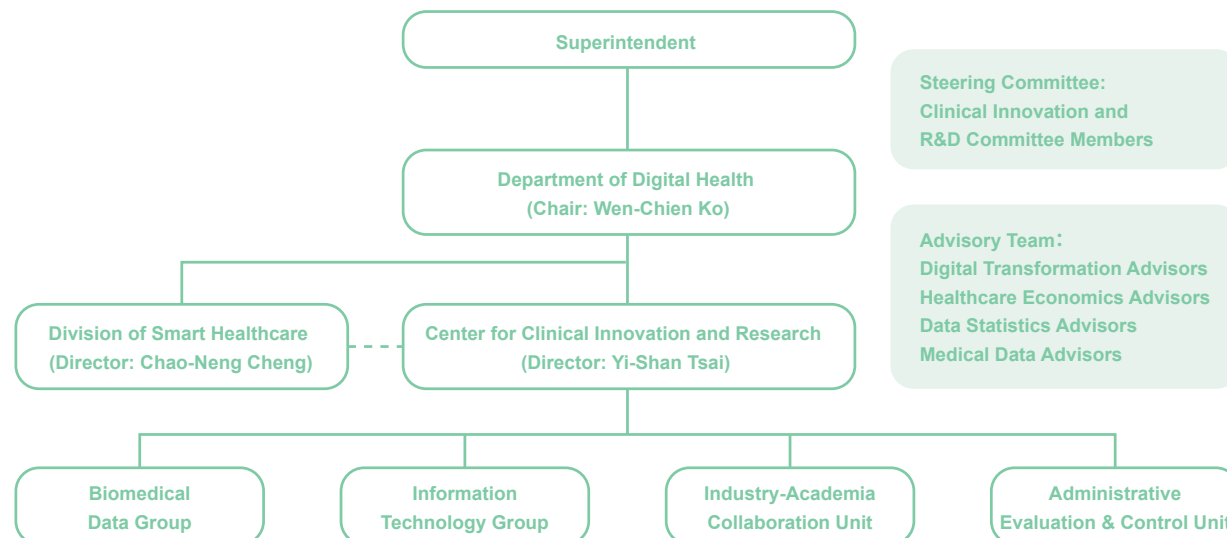
► Clinical Innovation and R&D Center

The Hospital established the Clinical Innovation Research Center (CIC) in 2020 to serve as a bridge among physicians, data scientists, and engineering personnel. The Center guides developers to start from defining clinical needs, combining AI models, sensor systems, or semantic computing designs to effectively transform Real-World Data (RWD) into applied solutions that feed back into clinical practice sites. Furthermore, it provides referral channels for intellectual property rights and patent consultations, driving medical innovation toward technology commercialization and elevating the Hospital's capacity for smart healthcare R&D and clinical innovation.

To establish a comprehensive clinical innovation governance mechanism, the Hospital approved the establishment of the "Clinical Innovation Committee" through the 390th Hospital Administration Meeting on September 2, 2021. Subsequently, regulations such as the "Directions for the Establishment of the Clinical Innovation Research Committee", "the Standard Operating Procedures for Medical Record Data Integration Platform Applications," and "the Standard Operating Procedures for Biomedical Data Analysis Services" were formulated. These establish systems for data governance, authorization management, and information confidentiality. While promoting cross-domain technical exchanges and R&D cooperation, the Hospital simultaneously balances research ethics and personal data protection, gradually perfecting the institutionalized development framework for clinical innovation.

To deepen smart healthcare cooperation with National Cheng Kung University and industry-university-research institutions, the Hospital amended relevant management guidelines through the 439th Hospital Administration Meeting on October 2, 2025. It clearly regulates talent cultivation echelons and project investigator qualifications, incorporating doctoral-level researchers, attending physicians, and Medical staff within the establishment and administrative supervisors with expertise in smart healthcare R&D into the scope of participation to promote cross-specialty joint R&D and technical innovation. Furthermore, it stipulates that industry-university cooperation projects must allocate at least 12.5% as administrative fees, with 15% of that allocation earmarked for injecting into the Clinical Innovation Research Center as development funds for technology transfer, patent portfolios, and university-hospital cooperation. This establishes a sustainable cycle mechanism for R&D resources, continuously strengthening the Hospital's capabilities in smart healthcare innovation, biomedical data application, and translational outcomes.

► Organizational Structure of the Clinical Innovation Research Center



Furthermore, the Clinical Innovation Research Center also shoulders the missions of research data integration and management, encompassing de-identified electronic medical records, laboratory and procedure records, medical imaging, clinical measurements, and structured research data, and implements data governance and quality control through standardized processes. The Center can also assist development teams with data inventorying, research dataset construction, cross-data source linkage, and analysis environment support, serving as the foundation for model training, verification, and clinical evaluation, thereby lowering the barrier to entry for development teams into clinical data applications.

► Clinical Cross-Domain Research Outcomes

The world's first ARNI phase II clinical trial for the prevention of cancer treatment-induced cardiotoxicity (CTRCD), completed through interdisciplinary collaboration among the Department of Cardiology, the Department of Oncology, and the Department of Breast Surgery, has presented its findings at the 2024 European Society of Cardiology Annual Meeting and will be published in the European Journal of Heart Failure in 2025. This research establishes a new direction for integrated cancer and heart care and demonstrates the medical strength of interdisciplinary integration and intelligent innovation.

Furthermore, the Hospital participated in the 2025 Healthcare+ Expo Taiwan. Centered on the core theme of "Smart Safeguarding, Tangible Care," the Hospital integrated clinical practice, informatics, education, long-term care, biomedical engineering, and innovative R&D to launch 4 major exhibition zones and 13 key achievements. This comprehensively demonstrated the multifaceted applications of smart healthcare in patient care, training, precision treatment, and hospital governance.



Cardio-Oncology Team of NCKU Hospital



Healthcare+ Expo Taiwan 2025



Joint Launch Ceremony and International Symposium of Taiwan AI Impact Research Centers

► AI Impact Research Center

With the global wave of big data sweeping the world, Artificial Intelligence (AI) has become the core driving force of medical transformation. Actively responding to national policies, NCKU Hospital has officially established the "AI Impact Research Center" in accordance with the Ministry of Health and Welfare's "Next-Generation Digital Healthcare Platform" project. To expand its impact, the Hospital has further united multiple medical institutions to form a "Cross-Hospital Management Committee," dedicating itself to promoting the R&D and clinical translation of AI medical devices, and shouldering the critical mission of connecting the Southern Taiwan AI ecosystem with National Health Insurance (NHI) decision-making.

As a critical hub for AI research in Southern Taiwan, the Center converges cross-disciplinary experts in economics, public health, computer science, and biostatistics. It adopts the international standard SMART on FHIR to ensure data interoperability, and conducts cost-effectiveness and clinical impact assessments of AI tools within a highly privacy-protected verification environment. This rigorous scientific verification system not only provides empirical evidence for smart healthcare but also lays a profound foundation for evaluating the inclusion of AI technologies into National Health Insurance reimbursement in the future.

At the 2025 "Taiwan AI Impact Research Forum," the Hospital demonstrated substantive translation outcomes. Currently, the "AI Abdominal Muscle Imaging Analysis" project guided by the Center has entered the clinical trial phase. By precisely assessing the body composition of gynecological cancer patients, it assists physicians in dynamically adjusting chemotherapy dosages. This innovative application not only significantly reduces drug side effects and elevates patients' quality of life, but also optimizes the allocation of medical resources. From policy responsiveness to clinical practice, NCKU Hospital is safeguarding patient safety with its AI capabilities, achieving the win-win goal of "technological innovation and National Health Insurance sustainability."

As the only selected AI Impact Research Center in Southern Taiwan, NCKU Hospital shoulders the important role of connecting the Southern Taiwan AI ecosystem with National Health Insurance decision-making.

3.2.2 Medical Technology Achievements

► University-Hospital Cooperative Patent and Technology Transfer

NCKU Hospital continuously promotes the university-hospital cooperation and patent technology transfer mechanisms, gradually constructing an integrated architecture composed of the university's technology transfer system, the hospital's clinical innovation platform, and a cross-domain cooperation network. On the university-level side, the National Cheng Kung University Corporate Relations and Technology Transfer Center provides professional support including patent portfolios, technology transfer, industry-university cooperation, and startup incubation. On the hospital-level side, the Clinical Innovation Research Center handles intellectual property consultation, cross-domain cooperation rights coordination, and R&D outcome guidance, while combining medical alliances and clinical research resources to facilitate collaboration among physicians, researchers, and industry partners.

Through the integration of university-hospital resources and institutionalized support, the Hospital continuously drives clinical-need-oriented innovative R&D outcomes, gradually implementing them in patent portfolios, technology transfer, and application promotion, thereby strengthening the substantive benefits of medical innovation and elevating the medical center's impact in clinical innovation and industry-university cooperation.

► Pioneering Precision Prevention

NCKU Hospital, in cross-domain R&D collaboration with the main campus of National Cheng Kung University, developed the "Can Well Being" AI software, which won the "Precision Prevention Award" at the 2025 AI Medical Pioneer Awards. The system has acquired multi-national patents; its core technology lies in utilizing AI deep learning to analyze abdominal computed tomography (CT) images, requiring only 3 seconds to precisely assess muscle density, mass, and fat distribution.

Research indicates that muscle quality is closely associated with diabetes, cardiovascular diseases, and cancer prognoses. In addition to assisting cancer treatments, this system further extends to chronic disease prediction, helping medical teams detect physiological changes early and formulate personalized management plans. By integrating treatment strategies with AI technology, NCKU Hospital shifts healthcare from "passive treatment" to "proactive prevention," substantively implementing precision medicine and holistic health safeguarding.



"Can Well Being" Developed by NCKU and NCKUH Wins the "Precision Prevention Award" at the AI Medical Pioneer Awards

3.3 From Precision Medicine to Precision Health

As artificial intelligence ripens day by day, preventive medicine has entered a new era of being "predictable and actionable." On the diagnostic end, medical imaging interpretation has evolved from experience-oriented to AI-driven quantitative analysis, which is widely applied in lesion identification and precise surgical positioning, significantly reducing medical risks. On the preventive end, by integrating multi-source data such as physiological signals and genetic information, AI can construct a cross-domain health assessment system, shifting the healthcare focus from passive treatment to proactive prevention. This systematic and scalable smart architecture not only provides physicians with precise decision support but also lays a critical foundation for the long-term development of future digital healthcare.

3.3.1 AI Medical Applications

► Hybrid Surgery and Postoperative Care

Image-guided technology is a crucial key to the success of minimally invasive surgery. The Department of Medical Imaging established the "Interventional Medicine Center" in 2017, integrating imaging technologies such as ultrasound, X-ray, and computed tomography (CT), and continuously developing hybrid surgery and integrated care models. Through smart imaging, computer navigation, real-time positioning, and cross-professional collaboration, the Hospital elevates surgical precision and safety, combining postgraduate care pathways to assist patients in accelerating recovery and reducing the risk of complications.

Current computer navigation and real-time imaging technologies can already combine Virtual Reality (VR) and 3D positioning systems to assist physicians in conducting three-dimensional simulations and pathway planning prior to surgery, further developing hybrid and minimally invasive surgical models, and being widely applied in precision treatments such as atrial fibrillation ablation, lung cancer biopsy, valve repair, and neurosurgery. Taking neurosurgery as an example, through frameless stereotactic technology, a dual-hybrid intelligent operating room, intraoperative computed tomography (iCT), and a new generation of directional leads, the Hospital can not only elevate positioning precision and surgical safety but also alleviate patient discomfort and shorten surgical time.

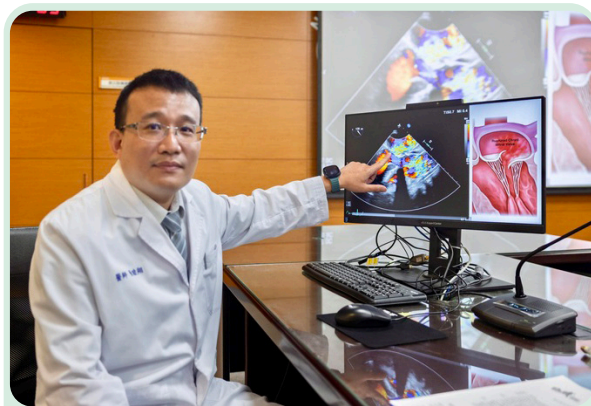
Targeting elderly and high-risk patients, the Hospital also continuously provides diverse and individualized minimally invasive treatment options; for instance, water vapor thermal therapy can improve symptoms of benign prostatic hyperplasia (BPH). In terms of valvular heart disease treatment, through the Heart Team mechanism jointly participated by cardiology, cardiovascular surgery, imaging, and anesthesia teams, the Hospital integrates transcatheter technologies such as TEER, TAVR, and PTMV, providing safer and more precise treatment schemes for patients unable to undergo conventional open-heart surgery, thereby further improving prognoses and elevating their quality of life.



Dr. Hsieh, Yi-Chia shares on Minimally Invasive Prostate Surgery: Water Vapor Thermal Therapy



Dr. Lee, Tsung-Lin shares on Deep Brain Stimulation (DBS)



Dr. Huang, Mu-Shiang shares on Transcatheter Interventions for Valvular Heart Disease

Beyond surgical treatments, NCKU Hospital also attaches great importance to the quality of postoperative care, with a multi-professional team comprising the Department of Surgery, Department of Anesthesiology, Department of Nursing, Department of Nutrition, and Department of Physical Medicine and Rehabilitation jointly promoting the Enhanced Recovery After Surgery (ERAS) pathways. ERAS focuses not only on shortening the length of hospital stay but is a comprehensive care philosophy spanning from preoperative preparation and intraoperative management to postoperative rehabilitation. Through standardized pathways, cross-team collaboration, and active patient participation, surgical recovery is no longer a matter of passive waiting, but rather a planned and goal-oriented journey toward convalescence, assisting patients to return to their daily lives faster and better.

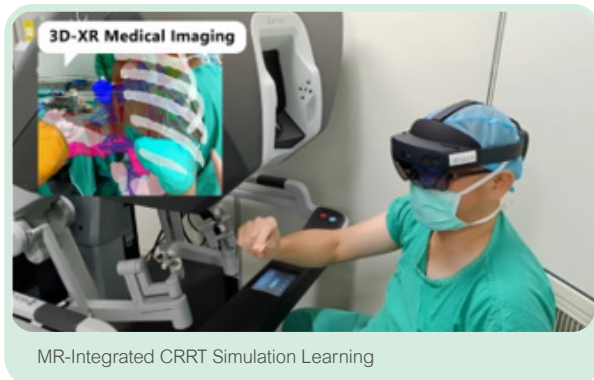
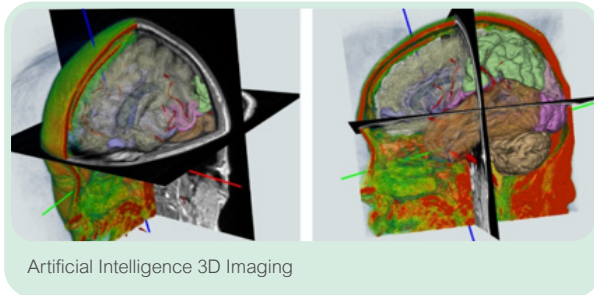


Group Photo of NCKU Hospital's ERAS Multi-Professional Team and Patients

► High-Resolution Scenario Simulation

The Hospital actively utilizes emerging imaging-related technologies to continuously cultivate clinical education and patient safety. At the 2025 Healthcare+ Expo Taiwan, the Hospital demonstrated its comprehensive linkage across clinical education, medical device R&D, and surgical training, laying a solid foundation for precision medicine.

The "AR and AI Technology for Prostate Cancer Biopsy" integrates Artificial Intelligence and Augmented Reality Technology to establish a comprehensive system spanning from image interpretation to clinical training, elevating diagnostic accuracy and efficiency. "Artificial Intelligence 3D Imaging" utilizes deep learning to precisely identify the three-dimensional structures of organs, assisting surgical teams in assessing risks and planning surgical strategies prior to operations. In the critical care field, the exhibited "MR-Integrated CRRT Simulation Learning" provides highly realistic treatment scenarios, enabling healthcare personnel to practice Continuous Renal Replacement Therapy operations within a zero-risk environment, thereby enhancing team proficiency. Lastly, the "Next-Generation Prosthetic/Phantom System" employs a modular and adjustable design to simulate implantation surgical steps, accelerating physicians' mastery of procedural workflows.



► Igniting a Dawn of Hope in the Depths of the "King of Cancers"

In the medical world, pancreatic cancer has long been crowned the "King of Cancers" due to its hidden early symptoms and rapid disease progression. However, with medical technology changing with each passing day, NCKU Hospital is centering on "neoadjuvant chemotherapy integrated with surgical resection," supplemented by the precise navigation of artificial intelligence technology, to open up a path toward rebirth for advanced-stage patients amidst despair.

In the past, when a tumor invaded adjacent critical blood vessels, it was often deemed a dead end of "unresectable." Breaking through conventional shackles, NCKU Hospital adopts a strategy of "defend first, attack later." Through systematic neoadjuvant chemotherapy, it precisely shrinks tumor volume and suppresses micrometastases, transforming originally thorny lesions into opportunities for surgery. This is not merely a fine-tuning of the treatment sequence, but a monumental leap in the strategy against the demon of cancer.

Taking a patient troubled by jaundice and weight loss as an example, their tumor once tightly entangled the portal vein, making surgery extremely difficult. Yet, after four months of neoadjuvant chemotherapy, the tumor miraculously shrunk. The medical team immediately demonstrated outstanding technique, successfully completing an extended resection surgery combined with vascular reconstruction. Two years post-surgery, the patient remains as healthy as ever, which serves as the most moving empirical evidence of precision medicine.

NCKU Hospital deeply believes that through the deep linkage of technology and medical skill, it will certainly break through medical dilemmas, implementing its firm commitment to safeguarding life, and letting the dawn of hope shine into every dark corner.

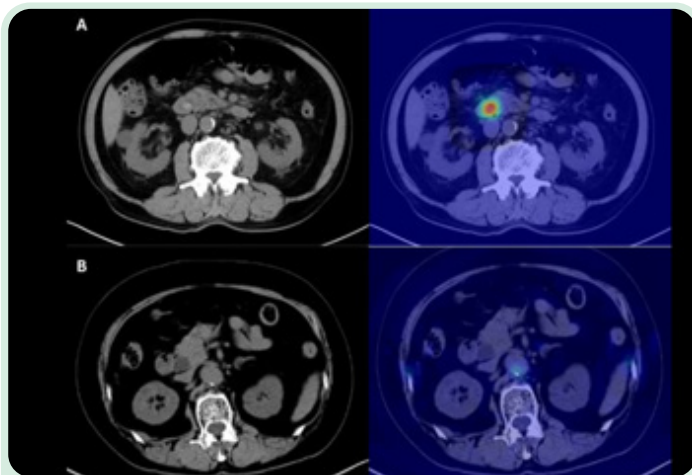
► AI-assisted diagnostics

With the elevation of medical imaging resolution and real-time capabilities, utilizing AI deep learning models to automatically recognize images and label the positions, ranges, and characteristics of lesions can assist physicians in rapidly mastering key information within pathological biopsies or various types of examination slides. This reduces the burden of manual annotation and repetitive interpretation, while simultaneously lowering the inconsistencies caused by subjective differences.

During the COVID-19 pandemic, the Hospital integrated cross-professional teams, including the College of Medicine and the Department of Architecture, to build the mobile screening station "m.COV-tainer." Its built-in "Mobile X-ray Examination System" could utilize AI to rapidly interpret suspected cases and assist in implementing triage management, which was practically applied in NCKU Hospital, NCKU Hospital Dou-Liou Branch, and the Tainan Hospital, Ministry of Health and Welfare.



"m.COV-tainer" Mobile Screening Station



Automated Labeling of Computed Tomography (CT) Images for Bile Duct Stones

3.3.2 Precision and Diversified Treatments

► Cross-Departmental Individualized Diagnosis and Treatment

NCKU Hospital combines cross-departmental integration with individualized treatment strategies, spanning from oncology, rare diseases, and endocrine metabolism to otolaryngology and special needs dental care, to gradually construct a more precise, comprehensive, and warmer medical care model. In the face of different disease types, progression variations, and differences in patient conditions, the medical team utilizes cross-professional collaboration, innovative treatment technologies, and continuous tracking support to assist patients in obtaining more appropriate treatment options.

► 個別化診療

Metastatic Urothelial Carcinoma

Targeting elderly patients with multiple comorbidities and limited chemotherapy tolerance, the Hospital evaluates the introduction of immunotherapy combined with targeted therapy to elevate tumor control efficacy and reduce side effects, while actively participating in clinical trials to strive for access to novel drug treatment opportunities.



Immunotherapy Combined with Targeted Therapy Successfully Reverses Disease

Primary
Aldosteronism

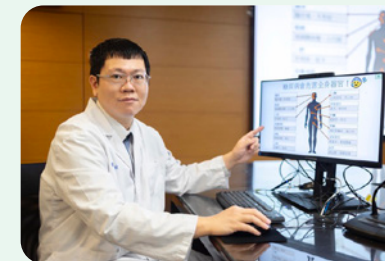
Targeting patients with hypertension combined with hypokalemia, adrenal tumors, or poorly controlled blood pressure despite multiple medications, the Hospital utilizes blood sampling, imaging, and inpatient diagnostic pathways to confirm the etiology early, and adopts surgical or pharmacological treatments based on the lesion morphology.



Dr. Liang, Yu-Cheng Shares on Understanding Primary Aldosteronism (PA)

Incretin Therapy

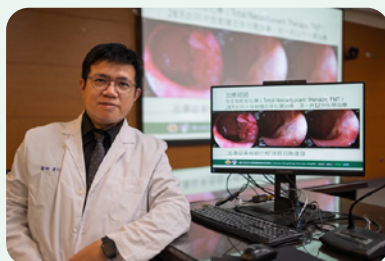
In addition to their glycemic control and weight loss benefits, GLP-1 receptor agonists have also demonstrated multi-organ protective potential across cardiovascular, renal, hepatic, and metabolic management, representing that diabetes treatment is gradually moving toward integrated metabolic disease management.



Dr. Wang, Chin-Chen Shares: More Than Glycemic Control and Weight Loss—Incretin Comprehensively Protects Your Organs

Low Rectal
Cancer

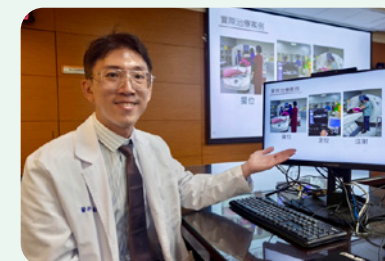
Through a Total Neoadjuvant Therapy (TNT) strategy, the Hospital integrates concurrent chemoradiotherapy (CCRT) with systemic chemotherapy to elevate the probability of complete tumor regression, enabling some patients to avoid surgery or a permanent artificial colostomy stoma, thereby balancing treatment efficacy and quality of life.



Dr. Chan, Ren-Hao Shares on the New Treatment for Rectal Cancer: Total Neoadjuvant Therapy (TNT)

SMA Treatment

Integrating resources from the Department of Neurology, the Department of Medical Imaging, and the Department of Physical Medicine and Rehabilitation, the Hospital targets the needs of SMA patients regarding scoliosis, drug administration, and functional training to provide comprehensive treatment plans, assisting in elevating mobility, self-care ability, and quality of life.



Dr. Wu, Po-Ming Shares on the New Milestone in Spinal Muscular Atrophy (SMA) Treatment

Breast Cancer Treatment

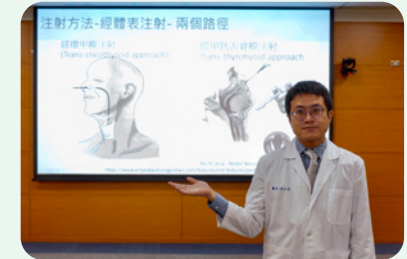
Utilizing Antibody-Drug Conjugate (ADC) treatment strategies, the Hospital provides more precise treatment options with lower systemic side effects for HER2-positive and HER2-low breast cancer patients, further elevating the treatment efficacy and hope for metastatic breast cancer.



Dr. Yang, Shun-Ru Shares on Antibody-Drug Conjugates (ADCs) for Breast Cancer

Laryngeal Injection Therapy

Introducing laryngeal injection therapy under local anesthesia, which can be applied to issues such as vocal fold insufficiency, benign laryngeal lesions, or cricopharyngeal dysfunction. It possesses multiple advantages, including low invasiveness, rapid recovery, and the ability to be completed in an outpatient clinic, providing patients with a safer and more convenient new choice of treatment.



Dr. Hong, Shang-Yu Shares on Laryngeal Injection under Local Anesthesia

Special Needs Dental Care

Through individualized treatment, sensory-friendly clinics, general anesthesia support, and home dental medical services, the Hospital assists individuals with special needs in overcoming barriers to seeking medical care, practicing health equity and social care.



Dr. Yen, Yu-Fen Shares on Crafting Professional Dental Care for Patients with Special Needs

Genetic Information Analysis

To provide precision genetic testing and personalized medical care, the Hospital established the Department of Genomic Medicine as early as 2020. This department integrates cross-disciplinary resources within the hospital, including clinical care, genetic testing, and bioinformatics analysis, establishing novel treatment models for genetic diseases and cancer to safeguard the health of the Taiwanese public.

In recent years, benefiting from advancements in artificial intelligence technology, the Hospital has not only significantly shortened the analysis time of sequencing data and elevated interpretation accuracy, but has also played a crucial role in exploring the etiologies of complex and polygenic diseases. By integrating multi-omics data such as genetic variation, expression levels, epigenetics, and clinical phenotypes, the system accelerates the identification of key pathogenic genes and regulatory pathways, assisting in breaking through the limitations of traditional single-gene analysis.

The Department of Genomic Medicine also collaborates closely with the Genomic Medicine Center of National Cheng Kung University to continuously provide the most advanced sequencing technologies and diagnostic platforms, expand service items, and develop gene regulatory networks and disease association maps. This further supports clinical physicians in their diagnostic and treatment judgments for patients, promoting the localized practical application of targeted therapy, precision medication, disease prevention, and cross-disease risk assessment for a wider range of medical conditions.



Department of Genomic Medicine



04

Chapter

Quality Leadership & Physician-Patient Mutual Good

- 4.1 Safe and Reassurance-Based
Medical Environment
- 4.2 Patient-Centered Care
- 4.3 Practicing Medical Humanities





Material Topics	Healthcare Quality and Safety Management	3 GOOD HEALTH AND WELL-BEING	10 REDUCED INEQUALITIES
Importance	Healthcare quality and patient safety are the core of National Cheng Kung University Hospital's stable operations and sustainable development, which are vital to patient care outcomes, stakeholder trust, and regulatory compliance. Through comprehensive quality management and safety mechanisms, the Hospital continuously reduces care risks and elevates service efficiency to provide safe, reliable, and trustworthy medical services.		
Policies	+ Establish the "Medical Quality and Patient Safety Committee" as the highest decision-making body for healthcare quality and patient safety affairs. + Establish the "Incident Reporting Guidelines" and the "Patient Safety Reporting SOP" to encourage all staff to proactively report medical incidents. + Follow the "Quality Indicator Management Guidelines" and the "Quality Indicator SOP" to regularly monitor, analyze, and review various medical quality indicators. + Follow the "Quality Promotion and Incentive Guidelines" to encourage all employees to actively participate in quality improvement activities. + The Hospital has established the "Information Security Policy" and relevant procedure manuals, and has obtained the ISO 27001 Information Security Management System certification, serving as the management foundation for information security governance, risk control, and data protection.		
Strategies and Actions	[Management] The Medical Quality and Patient Safety Committee is convened quarterly, with the Office of the Superintendent team supervising the achievement of quality indicators and tracking the effectiveness of patient safety event improvements. [Management] The Hospital actively participates in the Disease-Specific Care Certification and Hospital Accreditation by the Joint Commission Taiwan (JCT), transforming high-quality care into standardized operational procedures to enhance patient trust and align with national and international quality standards [Management] The Hospital introduces medical information systems and intelligent equipment to elevate medical process efficiency, diagnostic and treatment accuracy, and patient safety management performance. [Management] The Hospital organizes quality achievement competitions and counsels teams to promote quality improvement, fostering cross-unit experiential exchanges and continuous advancement. [Management] Through internal audits, external certifications and accreditations, patient medical experience satisfaction surveys, and employee patient safety culture surveys, the Hospital collects stakeholder feedback and incorporates it into the quality improvement cycle. [Management] When major patient safety events occur, the Hospital initiates the patient safety event care mechanism and establishes a dedicated task force to provide necessary medical care, while maintaining information transparency through communication with family members. [Prevention] The Hospital conducts SAC (Severity Assessment Code) risk grading for reported events; for high-risk cases, the Quality Center intervenes and initiates an RCA (Root Cause Analysis) to prevent medical accidents through systemic reviews and process improvements. [Prevention] The Hospital conducts educational training related to medical quality and patient safety to elevate employees' awareness of quality management, risk identification, and patient safety.		
2025 Performance and Adjustment	+ In 2025, the satisfaction rates for three key Shared Decision Making (SDM) topics all reached above 90%, including Treatment Options for End-Stage Renal Disease (ESRD) at 92%, Postpartum Breastfeeding Decisions at 91%, and Treatment Plans for Advanced Hypopharyngeal Cancer at 100%. + The satisfaction rates for outpatient, inpatient, and emergency medical care were also consistently maintained at above 90%. + In 2025, the Hospital was honored with the Double Gold Awards in both the Outstanding Healthcare and Topic Categories at the National Healthcare Quality Awards (NHQA); the Department of Pharmacy was awarded the honor of "Center of Excellence", and the Hospital obtained 12 Smart Healthcare Labels, highlighting the remarkable effectiveness of technology-driven quality.		

Material Topics	Healthcare Quality and Safety Management	3 GOOD HEALTH AND WELL-BEING	10 REDUCED INEQUALITIES
2026 Goals	+ Aligning with regulatory amendments to adjust information security policies and operational Standard Operating Procedures (SOPs). + Strengthening endpoint device protection (such as Endpoint Detection and Response (EDR) deployment). + Conducting information security educational training for internal personnel and outsourced vendors (such as social engineering prevention and device security management). + Implementing account privilege inventory and periodic audits for core systems (Principle of Least Privilege). + Expanding the scope of ISO 27001 certification (such as nursing systems and laboratory systems). + Deepening Shared Decision Making (SDM) :Elevating satisfaction with SDM participation to practice patient-centered medical care. + Enhancing External Customer Medical Experience Satisfaction :Establishing real-time complaint response and feedback mechanisms to narrow communication gaps. + Advancing Patient Safety Reporting and Risk Early Warning Management:Maintaining a culture of patient safety reporting and implementing clinical care indicator monitoring.		
Medium- and Long-Term Goals	+ Conducting centralized monitoring and analysis of information security incidents, and establishing information security defense systems to strengthen risk prediction and real-time detection capabilities for abnormal logins and anomalous behaviors. + Establishing a BCP/DR disaster recovery and operational continuity drill system to ensure that medical services can maintain stable operations when information security incidents or system abnormalities occur. + Prohibiting the use of products that pose a threat to information security, and strengthening the information security defense architectures for the Hospital's critical infrastructure, Geriatric Hospital, cloud environments, and IoMT (Internet of Medical Things). + Strengthening data leakage prevention mechanisms, such as email security control, and perfecting information security regulations in vendor contracts to reduce risks associated with external collaborations and data exchange. + Promoting the integration of information security awareness into daily hospital operations, diffusing information security concepts to all personnel across the Hospital to strengthen the overall information security governance culture. + Establishing a digital quality monitoring and carbon management mechanism for medical service processes, combining it with benchmarks of holistic medical practices to actively align with national sustainable environmental policies.		

National Cheng Kung University Hospital's pursuit of healthcare quality does not stop at indicator improvements or award achievements, but encompasses the complete journey of patients from seeking medical care, diagnosis and treatment, and transitional care, to major medical decisions and end-of-life care. The Hospital continuously establishes a medical service model that makes the public feel at ease, understood, and respected.

Through data-driven quality management, combined with the promotion of a patient safety culture and reporting improvement mechanisms, the Hospital continuously grasps care risks and refines medical processes. Meanwhile, it values feedback from patients and their families, incorporating public needs into service improvement and care decision-making processes, thereby deepening medical services from "providing treatment" to "jointly participating in care." In the future, National Cheng Kung University Hospital will continue to combine professional quality management with humanistic care, ensuring that healthcare not only pursues safety and efficiency but also responds to patients' value choices, family needs, and life dignity.

4.1 Safe and Reassurance-Based Medical Environment

The elevation of healthcare quality must take "Patient-Centered Care" as its core. As the driving hub of medical services, National Cheng Kung University Hospital continuously starts from the medical experiences of patients and their families to examine various service processes and care links, dedicating itself to building a safe, friendly, and trustworthy medical environment. Through public feedback, cross-functional collaboration, and quality improvement mechanisms, actual needs are transformed into service optimization actions, continuously enhancing patient safety, medical quality, and the medical experience, ensuring that patients receive more reassuring, smooth, and warm care during the diagnostic and treatment process.

4.1.1 Healthcare Quality and Patient Safety Management System

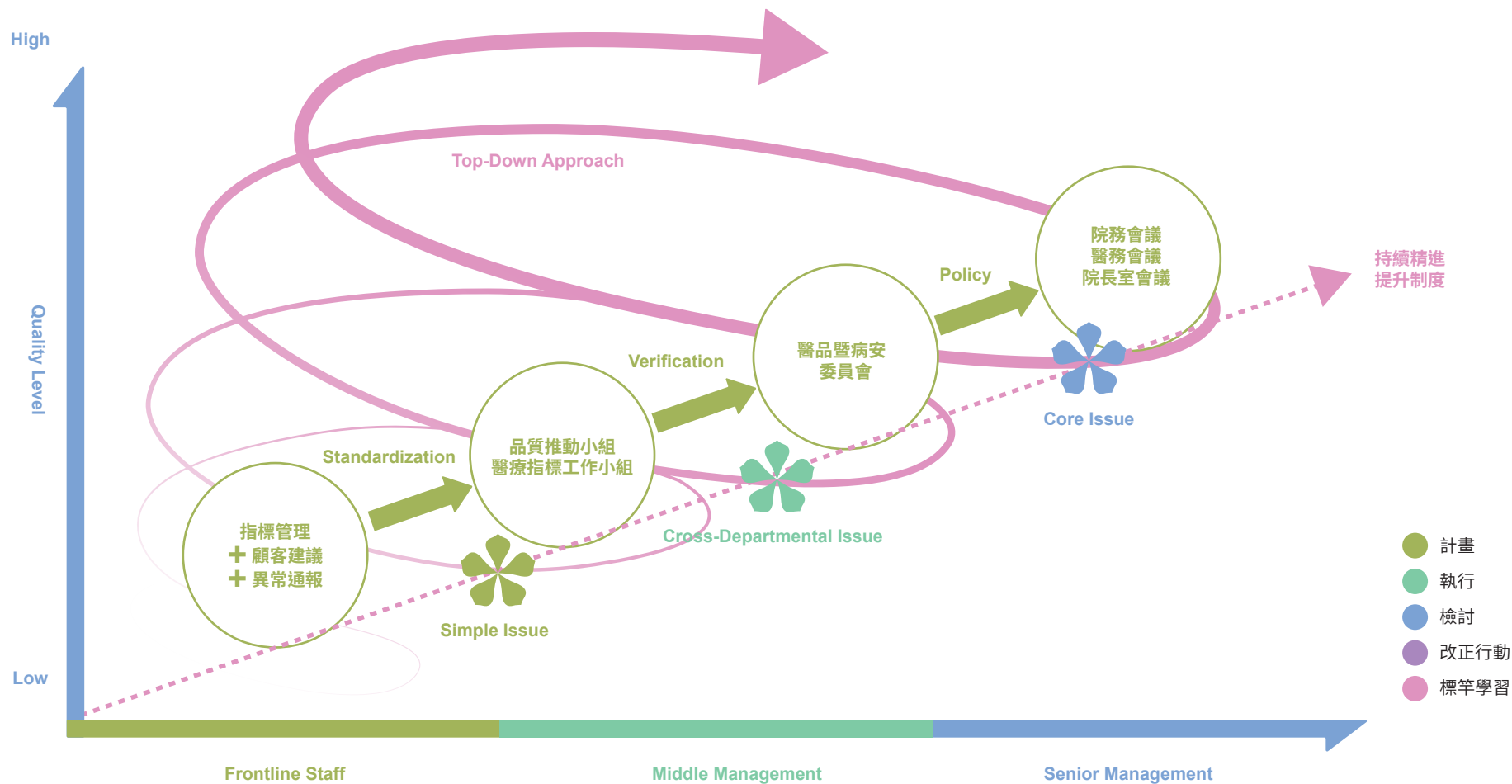
► Innovative Quality Management Models

National Cheng Kung University Hospital has deeply cultivated its healthcare quality culture for over a quarter of a century. Since promoting Healthcare Quality Circles (HQC) in 2000 and being honored with the National Quality Award in 2007, the Hospital has officially entered a new era of "data-driven" smart healthcare. The Hospital constructs a rigorous Total Quality Management (TQM) system, ensuring the precise implementation of policies through a two-way management model. Furthermore, the Hospital designates a "Quality Indicator Reporter" and a physician-background "Quality Indicator Leader" within each clinical unit, supplemented by a clinically experienced "Quality Consultant Physician System." Together, they build a medical safety net woven from intelligent and digital monitoring. When indicators show abnormalities or warning signs, they are reported to the Healthcare Quality Indicator Working Group, and quality consultant physicians jointly conduct strategic reviews to ensure comprehensive quality improvement, establishing a solid shield for patients' rights and interests. In 2025, a total of 828 healthcare quality and patient safety indicators were monitored.

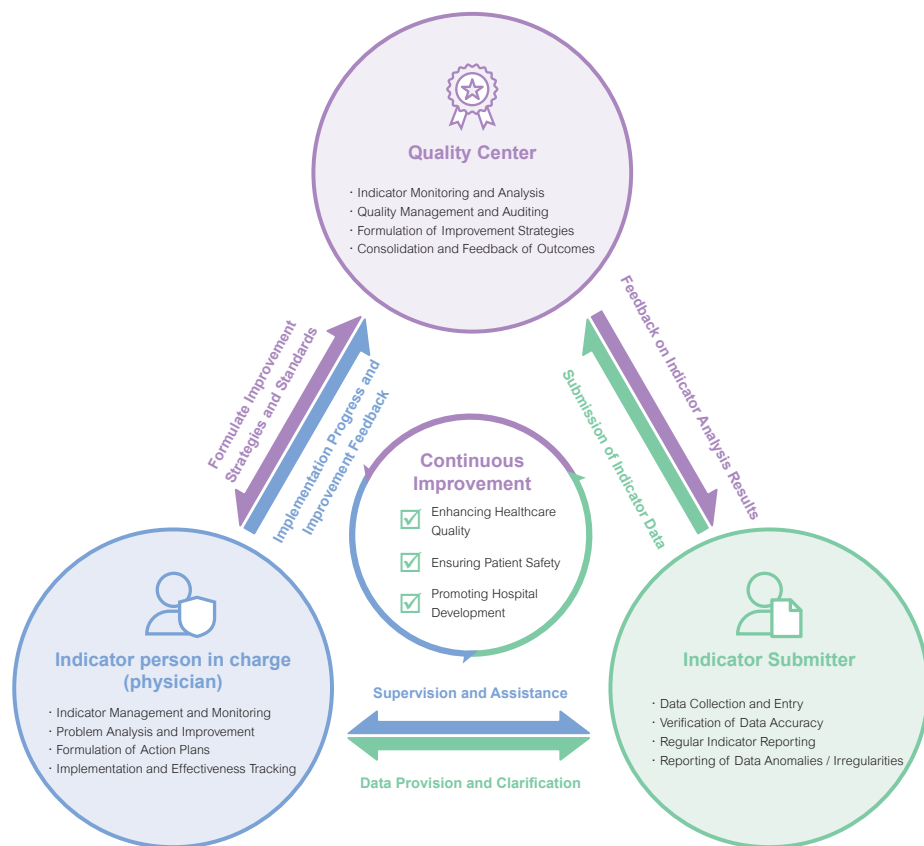
This profound foundation of quality was transformed into fruitful achievements in 2025. The Hospital won the Double Gold Awards in both the "Outstanding Healthcare" and "Topic" categories at the National Healthcare Quality Awards (NHQA); the Department of Pharmacy was honored as a "Center of Excellence," and the Hospital secured 12 Smart Healthcare Labels, highlighting the remarkable effectiveness of technology-driven quality.

Moreover, under the validation of the Symbol of National Quality (SNQ), the Hospital combines "patient-centered" care philosophies with digital technology. From integrated chewing and swallowing care, the new Hybrid OR trauma resuscitation model, to the digital human subject protection platform (InsideOne™), these achievements all demonstrate the abundant energy of digital transformation and process reshaping.

► Hospital-Wide Quality Management Operational Model



► Continuous Improvement Mechanism for Quality Indicators at NCKU Hospital



► 2025 Annual Execution Results of Strategic Objectives

I1-2 Training for Supervisors at All Levels in Team Resource Management (TRM), Resilience, Quality Indicator Management, and Root Cause Analysis		
Annual Goals	Implementation Status	Target Achievement
90% of all first-level supervisors must receive at least one of the following trainings per year: TRM, resilience, indicator management, or quality improvement methodology	98% of all first-level supervisors completed the training	○
I1-3 Cultivation of Mid- to High-Level Leaders in Medical Quality and Patient Safety		
Annual Goals	Implementation Status	Target Achievement
At least 2 mid- to high-level supervisors receive training in the field of medical quality and patient safety	7 mid- to high-level supervisors receive training in the field of medical quality and patient safety	○
I1-4 Cultivation of Educators in Medical Quality and Patient Safety		
Annual Goals	Implementation Status	Target Achievement
At least 2 educators trained annually in medical quality and patient safety	2 educators trained in medical quality and patient safety throughout the year	○

► Deeply Cultivating a Patient Safety Culture

National Cheng Kung University Hospital enhances the organizational safety climate by introducing Team Resource Management (TRM), regularly organizing training courses such as Team Resource Management (TRM) and Resilience. These efforts promote effective collaboration, communication, and response capabilities among interprofessional teams, fostering a team atmosphere that values patient safety while incorporating mutual care and support among colleagues, and encouraging various departments to actively implement internal intervention and improvement programs, thereby strengthening the resilience of healthcare personnel and the organization when facing challenges.

In 2025, the Patient Safety Culture Survey was completed across 27 departments. To strengthen the awareness of all personnel, an identical 1-hour "Healthcare Quality and Patient Safety Educational Training" was simultaneously provided to all colleagues participating in the survey, implementing the effectiveness of "promoting learning through assessment." As of October 20, 2025, the overall completion rate reached 81.7%, with 2,478 individuals having completed the questionnaire out of a total of 3,035 required respondents.



Resilience Training



TRM Course



Assistant Professor Huang, Yu-Hsin Shares on Healthcare Resilience Transformation



General Manager Chen, Po-Yang Shares on Growth under Pressure

To deepen the in-hospital practical execution and succession capabilities of Root Cause Analysis (RCA), the Hospital actively promotes case optimization. In 2025, the project titled "Flipping Concepts: From Arteriovenous Graft (AVG) Bleeding Resuscitation Incidents to Mindset Change" was honored with the "Excellent Poster Award" at the RCA Competition organized by the Joint Commission Taiwan (JCT). Furthermore, two poster authors of this case presented a public poster presentation at the "RCA Benchmarking Sharing Forum," successfully externalizing internal patient safety improvement experiences and demonstrating the Hospital's brilliant results in cultivating professional healthcare quality management talents. In addition, to comprehensively strengthen the patient safety leadership of the management tier and deepen cross-functional consensus, the Quality Center spearheaded a delegation in 2025, accompanying a total of 6 supervisors and physicians from the Department of Orthopedics, the Department of Nursing, the Department of Pathology, and the Department of Pharmacy, to jointly attend the "Promoting Positive Patient Safety Culture Sharing Forum" organized by the JCT. Through practical experience exchanges with external medical institutions, this initiative demonstrated the Hospital's determination for cross-functional continuous advancement and the pursuit of excellence.

► E-Platform for Care Management

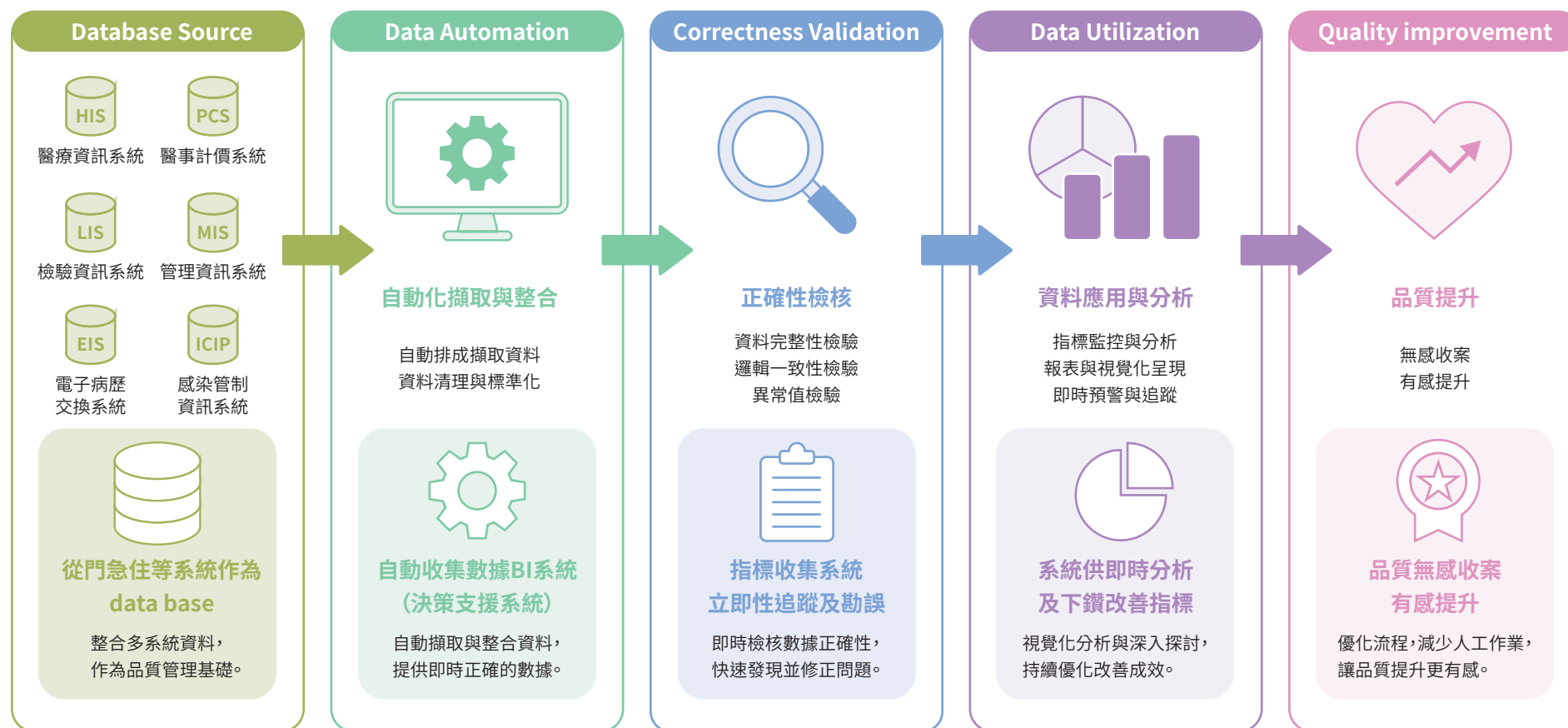
To ensure patients receive safer and more stable care, National Cheng Kung University Hospital has established the "E-Platform for Indicator Management." By integrating outpatient, emergency, and inpatient systems, data that previously required manual compilation is now automatically aggregated by the medical information system and presented through clear, easy-to-understand charts. This assists medical teams in grasping the shifting trends of overall care quality, enabling physicians and management personnel to more rapidly discover whether workflows are smooth and whether care is properly implemented, allowing for early adjustments to ensure that the medical services received by patients are more immediate and reliable.

When the performance of quality indicators does not meet set thresholds or falls inferior to medical center peers, relevant teams will conduct reviews within the Healthcare Indicator Working Group managed by the Quality Center or during departmental quality meetings, utilizing system analysis functions to formulate improvement strategies to strengthen indicator management effectiveness.

► 2025 Annual Execution Results of Strategic Objectives

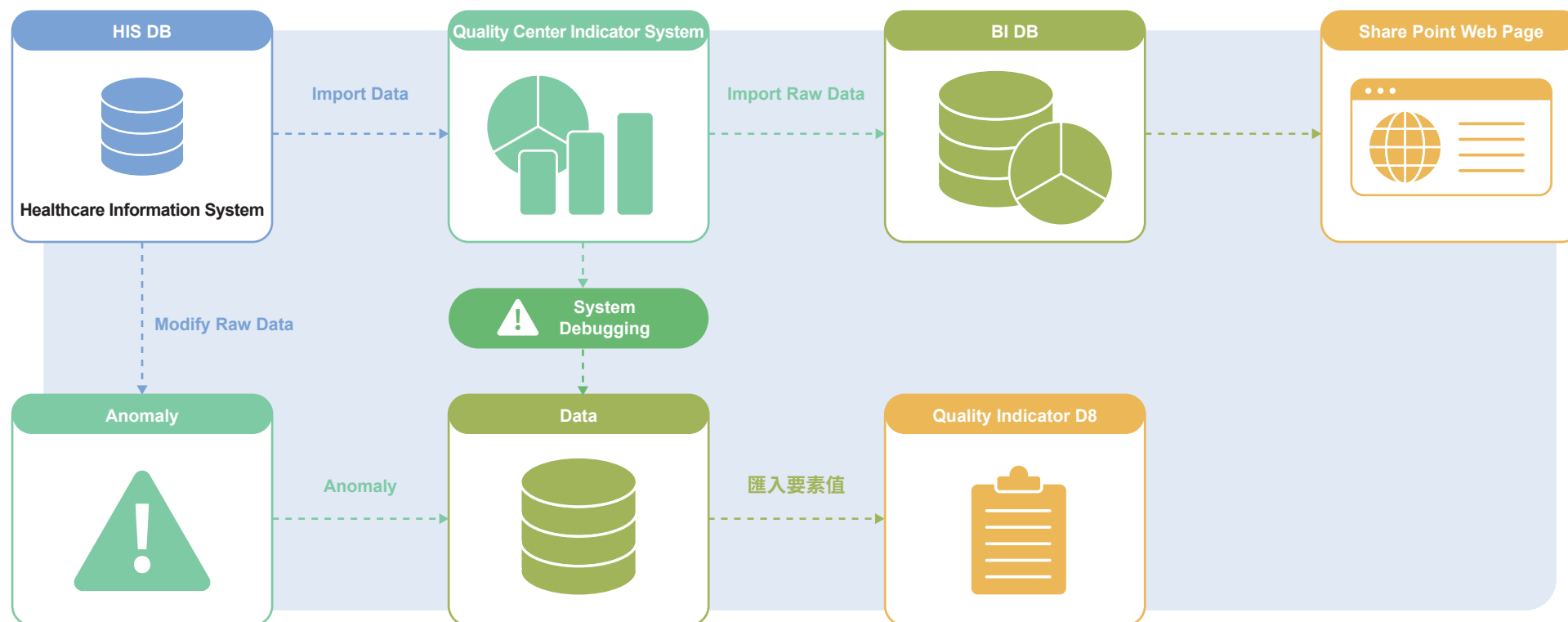
I2-1 Promotion of Quality Improvement Activities		
Annual Goals	Implementation Status	Target Achievement
Each department/unit completed at least one quality improvement activity, achieving a 100% completion rate	Each department/unit completed at least one quality improvement activity, achieving a 100% completion rate	○
I3-1 Development of Patient Information Security		
Annual Goals	Implementation Status	Target Achievement
Participate annually in the ITPS project by the Joint Commission of Taiwan (JCT)	Participated in the ITPS project by JCT and completed the related educational training programs.	○

► NCKU Hospital Quality Indicator Informatization Platform



Additionally, the Hospital has established the Disease-Specific Registry and Case Enrollment System. This system automatically aggregates data such as baseline demographics, medications, interventions and treatments, nursing instructions, and discharge follow-up management for patients with specific diseases. It assists physicians and case managers in grasping the progress of case care; when certain necessary examinations, treatments, or follow-ups have not yet been completed, the system actively issues reminders to reduce the risk of omission and ensure uninterrupted continuum of care. This care information is simultaneously reflected in quality indicators, ensuring that through continuous feedback and adjustments, medical services more precisely align with patients' actual needs and expectations.

► Quality Indicator Monitoring System Cross Analysis



► 2025 Annual Execution Results of Strategic Objectives

F2-2 Outpatient Surgery Volume Growth Rate		
Annual Goals	Implementation Status	Target Achievement
F2-2 Outpatient Surgery Volume Growth Rate $\geq 2.41\%$	Q1 : 6.58% Q2 : 5.82% Q3 : 5.03% Q4 : -7.47% Since the implementation of operating room load reduction measures in March 2024, the outpatient surgery volume growth rate, excluding labor and delivery and outpatient surgeries, was 5.81%.	X
F2-3 Ratio of Outpatient to Inpatient Chemotherapy Visits		
Annual Goals	Implementation Status	Target Achievement
Ratio of outpatient to inpatient chemotherapy visits Q1 ≥ 1.92 Q2 ≥ 1.81 Q3 ≥ 1.93 Q4 ≥ 1.74	Q1 : 1.71 Q2 : 1.66 Q3 : 1.69 Q4 : 1.95 In the fourth quarter, inpatient chemotherapy visits increased compared to the first three quarters; the average ratio for the full year of 2024 was 1.75.	O

F3-1 Outpatient Repeat Test Rate Within 28 Days		
Annual Goals	Implementation Status	Target Achievement
Maintain a low repeat test rate to avoid resource waste Q1 less than 11.0% Q2 less than 16.4% Q3 less than 16.5% Q4 less than 16.4%	Q1 : 9.84% Q2 : 15.30% Q3 : 15.10% Q4 : 14.50%	O
F3-2 Outpatient Duplicate Medication Days		
Annual Goals	Implementation Status	Target Achievement
Q1: less than 1,334 days Q2: less than 1,034 days Q3: less than 1,225 days Q4: less than 1,010 days	Q1 : 1,122 days Q2 : 1,182 days Q3 : 1,048 days Q4 : 1,218 days Reasons for Unmet Target: The Hospital maintained monthly manual tracking and reporting of the reasons for duplicated medications and the appropriateness of delayed follow-up visits, while simultaneously reminding clinical units through memo alerts. However, due to the addition of national holidays this year, coupled with the Mid-Autumn Festival consecutive holidays in early October, the instances of patients seeking medical consultations in advance increased, leading to a rise in the number of duplicated medication cases.	X

► Authority and Professionalism

National Cheng Kung University Hospital has always taken the treatment of "acute, critical, difficult, and rare" diseases as its core mission. The Hospital not only actively dedicates itself to social public welfare, but also closely cooperates with government health policies. By integrating medical energies across various departments, it develops high-level technologies with international competitiveness. In 2025, the Hospital successfully obtained the Disease-Specific Care Certification from the Joint Commission Taiwan (JCT) in four major fields: breast cancer, head and neck cancer, joint replacement, and dementia, deeply winning the trust of the public.

In terms of medical technology tiers, the Hospital demonstrates proud research and development (R&D) as well as clinical strength:

Technical Level	Medical Services (Defined According to Task Two of the Medical Center Mission)
World-Class Level	Pulmonary hypertension treatment, pancreatic cancer treatment and multinational new drug development teams, chronic hepatitis prevention and treatment
Asia-Level	Designated hospital for Helicobacter pylori antibiotic resistance and carcinogenic gene analysis, care team for epidermolysis bullosa (EB)
National-Level	Acute stroke treatment, upper gastrointestinal laparoscopic surgery and gastric tumor surgery and research, neonatal care for premature infants, multidisciplinary integrative cancer care, multiple organ transplantation, occupational disease diagnosis and treatment

At the 26th National Healthcare Quality Awards (NHQA) ceremony hosted by the Joint Commission Taiwan (JCT) in 2025, National Cheng Kung University Hospital won a total of 36 awards and labels across the "Thematic Category," "Outstanding Healthcare Category," "System Category," "Smart Healthcare Category," and the "Intelligent Building Label." Furthermore, in the Taiwan Healthcare Quality Management Competition, the Hospital was honored with the Gold Award and Silver Award respectively for two projects: "The Comprehensive Practice from Zero Surgery Rate to 100% Health Education Rate" and "Large Vessel Occlusion (LVO) Stroke Triage Paging to Accelerate Intracranial Artery Patient Screening and Door-to-Endovascular Thrombectomy Workflow." While pursuing medical excellence, the Hospital demonstrated profound governance strength in the field of health sustainability in 2025. Leveraging forward-looking smart management, the Hospital first received the "ESG Sustainable Potential Development Award" in the "Health Sustainability ESG Selection."

In addition, the Sustainability Report published in 2025 also delivered an extraordinary performance. It not only clinched the highest honor of "Sustainability Report - Platinum Award" at the 2nd Taiwan Health Sustainability Awards, but was also honored with the "Model Award" in the Talent Development Category at the Global Views Medical ESG Awards. This further embodies the Hospital's prominent performance in aspects such as hospital-wide quality elevation, quality policy promotion, quality control activity integration, and process management optimization, reflecting National Cheng Kung University Hospital's establishment of a national benchmark position in patient safety, healthcare quality, and smart governance.



Participating in the Taiwan Healthcare Quality Management Competition

► Showcase of Achievements

The nursing team has long deeply cultivated clinical care, educational promotion, and the elevation of care quality, repeatedly winning affirmation from the Nightingale Award. Over the years, the 6 award-winning nursing professionals have continuously dedicated themselves to fields such as maternal and child care, pediatric oncology care, rural services, smart healthcare, and assistive technology innovation. This demonstrates the nursing team's professionalism, creativity, and warmth, while reflecting the achievements of all nursing personnel in jointly safeguarding patients and continuously striving for excellence.

Meanwhile, to express appreciation and gratitude to nursing personnel, National Cheng Kung University Hospital hosts a celebration ceremony on Nurses International Day to extend respect and thanks to front-line nursing staff. The event commences with the "Light-Passing Ceremony," where Director Jui-Ying Feng of the Department of Nursing lights the candle, symbolizing the succession and continuity of the nursing spirit.



Taiwan Healthcare Quality Management Competition



Hosting a Celebration Ceremony on International Nurses Day



The Nursing Team Has Been Repeatedly Honored with the Nightingale Award Year After Year

► 2025 Annual Execution Results of Strategic Objectives

C1-2 Participation in External Presentations Related to Medical Quality and Patient Safety (Including Academic Journal Publications, SNQ,JCT, Certifications, etc.)		
Annual Goals	Implementation Status	Target Achievement
Hospital-wide departmental publication achievement rate $\geq 60\%$	Departmental external publication achievement rate reached 82.1%	○

4.1.2 Diverse Grievance and Feedback Channels

National Cheng Kung University Hospital is dedicated to constructing open and transparent feedback, grievance, and remedy mechanisms. For different stakeholders, the Hospital provides diversified two-way communication platforms to ensure that all types of major incidents, unlawful acts, or medical disputes receive immediate and impartial handling.

Regarding external and patient feedback mechanisms, the Hospital provides diverse channels, including the "Superintendent's Mailbox," official website messaging system, hardcopy feedback forms, and dedicated hotlines, to ensure seamless communication. In the case of formal complaint grievances, the designated department actively contacts the informant on the very day the complaint is accepted; all cases are documented and integrated into a tracking mechanism. Following investigation, response, and improvement by the primary responsible department, the case is submitted to the Superintendent's Office for final review and approval, ensuring that processing progress is well-defined and transparent. The processing results and statistical analysis of customer feedback cases are submitted quarterly to the Healthcare Quality and Patient Safety Committee to facilitate continuous improvement and quality elevation.

Feedback and Grievance Channels for Patients and Visitors		
Receiving Unit		Quality Center
Service Address		National Cheng Kung University Hospital, No. 138, Shengli Road, North District, Tainan City
Complaint Method	Telephone	(06)2766668
	Fax	(06)2750381
	Email	hospital@mail.hosp.ncku.edu.tw

To continuously elevate the quality of medical care, the Hospital conducts a Patient Experience Survey in April and October each year, serving as a baseline to understand the current status of services and evaluate improvement effectiveness. The questionnaire design encompasses five major dimensions: "Professionalism and Care," "Environmental Facilities," "Waiting Time," "Service Attitude," and "Service Outcomes." The survey results indicate that the satisfaction levels across various patient experiences exhibit a positive trend of steady and robust growth year by year.

► 2025 Annual Execution Results of Strategic Objectives

C2-2 Percentage of Patient Experience Survey		
Annual Goals	Implementation Status	Target Achievement
Percentage of satisfaction achieved Emergency: 85% Outpatient: 90% Hospitalization: 90%	Emergency: 93% Outpatient: 93% Hospitalization: 95%	○
C2-3 Immediate Response Rate for Customer Complaints		
Annual Goals	Implementation Status	Target Achievement
Customer complaint one-day response rate 65%	Average one-day response rate achieved throughout the year: 67%	○
C3-2 Completion Rate of Preliminary Response to Employee Suggestions Within the Timeliness (Within 4 Hours)		
Annual Goals	Implementation Status	Target Achievement
After the "Cheng Kung Window" receives an employee suggestion, it immediately notifies the case acceptance and submission to the responsible unit supervisor via email or phone. The unit provides an explanation or preliminary response within 4 hours reached 80%.	96%	○

► Optimization of Reporting Mechanisms

To build a transparent and safe medical environment and eliminate concerns among colleagues when filing reports, the Hospital has established a protective mechanism for anonymous reporting within the "Patient Safety Reporting SOP," paired with substantial incentive measures: for any report whose content possesses educational value or can yield a positive contribution to medical quality and environmental safety, the Hospital will provide an incentive bonus of NT\$500. This non-punitive organizational culture aims to encourage every colleague to proactively discover potential risks, transforming abnormal incidents into nutrients for the collective growth of the entire Hospital, thereby elevating the overall standard of care.

Regarding reported incidents, the Severity Assessment Code (SAC) is adopted for stratification. SAC Level 3–4 incidents are reviewed and improved by their respective clinical departments. Sentinel events classified as SAC Level 1–2, on the other hand, are evaluated using a Decision Tree; if it is determined that the root cause of the incident involves "systemic factors," a Root Cause Analysis (RCA) will be further executed, and corresponding improvement strategies will be formulated accordingly.

► 2025 Annual Execution Results of Strategic Objectives

I1-1 Achievement Rate of Root Cause Analysis for Patient Safety Reporting Events		
Annual Goals	Implementation Status	Target Achievement
All adverse events to complete Root Cause Analysis (RCA) and formulate specific improvement plans within 45 days	A total of 4 RCA cases completed throughout the year, with 100% completion rate within 45 days	○
I1-5 Achievement Rate for Timeliness of Care by Medical Incident Support Team		
Annual Goals	Implementation Status	Target Achievement
Complete care communication within 5 working days with 100% achievement rate	No cases throughout the year	○

4.2 Patient-Centered Care

To ensure that the public is continuously understood and receives proper transitions across all stages of seeking medical care, the Hospital utilizes an integrated data platform to grasp in-hospital workflows and care quality, reducing information gaps. Additionally, clear and accessible feedback and grievance mechanisms are established to provide immediate responses to the questions and needs of patients and their families. Furthermore, the Hospital proactively bridges community clinics and subsequent care institutions, ensuring that clinical conditions and critical care points are fully and seamlessly handed over, thereby preventing medical support from interrupting due to field transitions.

4.2.1 Seamless Care

► Integrated Discharge Services

To enhance the continuity of care quality, the Hospital established Taiwan's first "Follow-up Care Institution Referral Platform" in 2007, which was fully redesigned and optimized in 2019. The platform facilitates early communication and coordination between discharge planning case managers and the institutions to which patients and their families plan to transfer, while also serving as a mechanism for care quality management.

After a patient is transferred and admitted to a care institution, the institution's responsible staff may directly access the patient's medical information through the platform, including basic information, outpatient appointment schedules, tube placement status, wound condition, discharge summary, physical examination reports, and key follow-up care instructions. This helps reduce the time required for handover between the Hospital's medical team and the institution. One week after admission, the institution's responsible staff is also required to report the patient's care status to the Hospital, ensuring that patients continue to receive comprehensive and continuous care after discharge.



Post-hospital Care Platform Interface

In addition, the Discharge Planning Service Team of the Community Healthcare Center organizes two post-hospital care institution seminars each year. Professional lecturers from our hospital (e.g., the infection control team, hospice care team, wound care team, etc.) and institution directors are invited to conduct case discussions, professional courses, and exchange of opinions regarding referred patients. The professional knowledge and suggestions discussed during the meetings are compiled into records and uploaded onto the platform for institution directors to download and review. This helps establish a quality consultation mechanism between our hospital and care institutions to jointly safeguard the quality of patient care.

► 2025 Annual Execution Results of Strategic Objectives

F2-1 Bed Turnover Rate		
Annual Goals	Implementation Status	Target Achievement
Q1 $\geq$ 3.32 Q2 $\geq$ 3.47 Q3 $\geq$ 3.57 Q4 $\geq$ 3.65	Q1 : 3.55 Q2 : 3.60 Q3 : 3.58 Q4 : 3.47 Reasons for Unmet Target: In response to the shortage of nursing personnel, the allocation of certain hospital beds was adjusted accordingly.	X

► Community Health Promotion

In the past, healthcare systems mostly focused on acute treatment and in-hospital care as their core, whereas community health promotion often remained limited to single-event health education lectures or screening services. With the intensifying trends of population aging and declining birthrates, the health care model is also step-by-step aligning with policy directions, extending forward from disease treatment to community prevention and health promotion. Its objective is no longer confined solely to the early detection of diseases, but through institutionalized and continuous health interventions, to assist the elderly in maintaining physical and mental functions, delaying the onset of frailty and disability, thereby extending healthy life expectancy and elevating the quality of life in later years.

To implement the prevention and delay of disability, National Cheng Kung University Hospital continuously penetrates deep into communities to conduct health promotion advocacy. Combining various festive events, the Hospital provides free screenings, health consultations, and lifestyle recommendations, encouraging elders to integrate healthy behaviors into their daily lives and shift from passive medical seeking to proactive health management. In 2025, the Hospital organized a total of 1,090 community health promotion and related activities, continuously expanding the reach of health care services and strengthening the supportive network for community elderly care.

► Community Care

International Purple Day for Epilepsy

The Hospital partnered with the Tainan Epilepsy Association to organize health education lectures, aiming to enhance the society's correct understanding of epilepsy, reduce discrimination and misunderstanding, and support patients in living with peace of mind and freely participating in society.



National Cheng Kung University Hospital Partners with the Tainan Epilepsy Association to Respond to "International Purple Day" (Purple Day) for Epilepsy

Stroke Identification and Regional Combined Defense Network

The Hospital promoted the stroke identification advocacy of "Smile, Raise Your Hands, and Say Hello" while integrating acute stroke treatment workflows and regional referral networks to strive for the golden hour of treatment, thereby elevating the efficiency of critical care.



Dr. Wang, Chun-Min Shares Insights on the Immediate Identification of Stroke Symptoms

New System for Five Core Cancer Screenings

The Hospital assists the public in masterfully utilizing publicly funded screening resources for cervical cancer, breast cancer, colorectal cancer, oral cancer, and lung cancer. Through expanded screening and subsequent follow-up treatment and management, the Hospital elevates the effectiveness of early cancer prevention and control.



Dr. Chou, Yu-Tsung Shares Insights on the Comprehensive Upgrade of the Five Core Cancer Screenings

World Diabetes Day

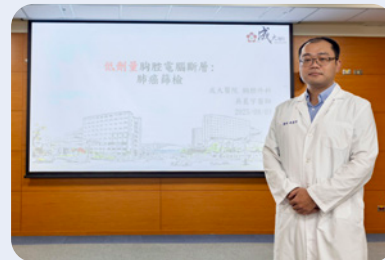
With the theme of "Workplace Support as the Driving Force for Diabetes Management Sustainability," the Hospital advocated for a friendlier and more supportive workplace environment through lectures, advocacy, and experiential activities, assisting diabetes patients in stabilizing their conditions and maintaining a good quality of life.



"Chair-Based Muscle Strength and Resistance Band Exercises" Experiential Activity

Early Screening and Early Treatment for Lung Cancer

Combining Low-Dose Computed Tomography (LDCT) screening with minimally invasive surgery techniques, the Hospital elevates the effectiveness of early detection and precision treatment for lung cancer, reducing patient discomfort, accelerating postoperative recovery, and strengthening overall care quality.



Dr. Wu, Chen-Yu Shares Insights on the Topic of "Low-Dose Computed Tomography (LDCT)" Assisting in the Early Diagnosis of Lung Cancer

Prevention and Control of Atypical Infectious Diseases

The Hospital strengthens health education on infectious diseases such as Scrub Typhus and Leptospirosis, reminding the public to adopt appropriate personal protection when engaging in outdoor activities and agricultural work. If any suspected symptoms arise, individuals are encouraged to seek medical treatment and diagnosis as early as possible.



Dr. Yu, Tien-Yu Shares Health Education Information on "Scrub Typhus and Leptospirosis"

Respiratory
Health Week

The Hospital launched the "Respiratory Health Week" Interactive Exhibition, combining pulmonary function tests, inhaler technique education, pulmonary rehabilitation, and smoking cessation counseling to assist the public in elevating their respiratory health literacy and strengthening the core concepts of early detection and early treatment.



The "Respiratory Health Week" Interactive Exhibition

► NCKU Ren-Ai Senior Fitness Club

Facing the trends of population aging, increasing demand for chronic disease care, and the diversification of community health risks, National Cheng Kung University Hospital established the "National Cheng Kung University Ren'ai Senior Fitness Club" near the Ren'ai Neighborhood Activity Center in 2022, extending in-hospital medical services to community health promotion and strengthening the connection among medical care, long-term care, and local resources. The Club adopts an interdisciplinary resource integration model, linking professional teams including the NCKU Department of Industrial Design, the Research Center of Sports Science and Higher Education, as well as the Department of Nursing, Department of Social Work, Department of Nutrition, and Department of Geriatrics to provide elderly individuals with health promotion, exercise guidance, and care support. Upon the conclusion of each course period (approximately once every 3 months), the Club regularly broadcasts satisfaction surveys via the "NCKU Fitness Praise" LINE@ account. In 2025, a total of 3 satisfaction surveys were conducted with 282 participant-times, yielding an extraordinarily high average satisfaction score of 95.9 points.

In addition to serving local citizens, this venue concurrently functions as a platform for teaching internships and social participation, providing a stage for student and external unit study tours, employee community practical training, and retired employees to continuously contribute their expertise. In 2025, a total of 25 study tours for students and external units were organized, with 108 participants in total; starting from the same year, the capacity was expanded to 19 regular weekly fitness classes, all guided by fitness coaches possessing professional certifications, which is expected to stably provide approximately 380 participant-times of health promotion services every week. Looking ahead, the Club will take four key dimensions as its main theme to continuously deepen community health development and long-term care integration.

► 2025 Annual Execution Results of Strategic Objectives

S1-1 Community Health Promotion Activities		
Annual Goals	Implementation Status	Target Achievement
More than 300 community health promotion and screening events held	Reaching 1,090 sessions	○
S1-2 Enhancing Discharge Planning for Long-Term Care Continuity		
Annual Goals	Implementation Status	Target Achievement
Long-term care 2.0 services have received over 650 cases	Cumulative total: 936 recipients	○

Strategic Dimensions for Implementation	Core Explanation	Concrete Measures
Cross-Domain Deep Integration	In the future, community health promotion will no longer rely on single-point initiatives driven solely by medical centers; instead, it will construct a bidirectional referral ecosystem that smoothly connects medical care, long-term care, and community resources.	The Hospital connects care models including Discharge Planning, Tier-A Long-Term Care Case Management, and Metabolic Syndrome and Sarcopenia Clinics to extend medical services into community hubs. Concurrently, it integrates resources from primary clinics, the private sports industry, and community activity centers, enabling elders to access health promotion services conveniently within their daily living circles.
Data-Driven Precision Prevention	Utilizing digital tools such as the "NCKU Fitness Praise" platform as carriers, the Hospital elevates the precision of health management through data collection, risk stratification, and automated analysis.	The Hospital collects ICOPE indicators, InBody body composition, muscle strength, and physical fitness. Through systematic report compilation and risk assessment, this data assists nursing and health management teams in mastering high-risk cases in real time to execute follow-up tracking, health education, or clinical referrals.
Personalized Empowerment and Health Literacy Elevation	Community health promotion not only provides services but also emphasizes the establishment of the public's self-health management capabilities.	Based on the elders' chronic disease histories, physical fitness statuses, and risk stratifications, the Hospital provides personalized exercise recommendations, nutritional guidance, and health prescriptions. Concurrently, it leverages peer support, digital interaction, or gamification mechanisms to enhance the elderly's motivation for active participation.
Sustainabilization and Modularization of the Operational Model	To prevent community programs from terminating due to the cessation of subsidies, it is imperative to establish a community health promotion model that is replicable, scalable, and operationally resilient in the future.	The Hospital compiles the proven experiences of mature community hubs—including space planning, hardware and software implementation, personnel training, data management workflows, and service design—into exportable modules, progressively scaling and expanding them to other communities or rural and remote areas.

The National Cheng Kung University Ren'ai Senior Fitness Club continuously leverages data-driven health management as a foundation to assist the elderly in mastering their own health statuses, serving as the core basis for health education interventions, exercise curriculum arrangements, and clinical referrals. In 2025, the Club assisted a total of 330 participants in completing the ICOPE assessments and linked 913 records of InBody body composition analysis reports. Through the automatic screening of SMI (Skeletal Muscle Mass Index) values, the system precisely identified 100 individuals at risk for sarcopenia, subsequently broadcasting targeted health education information and recommending specialized exercise courses to elevate participants' health literacy and self-management awareness.

To optimize operational efficiency and the precision of health management, the Club launched its digital platform in late August 2023. In 2025, the platform attracted 1,394 new users and broadcasted over 49,000 health messages in cumulative total. Furthermore, through platform-based centralized management, it saved an average of nearly 3 hours of administrative tasks daily. In the same year, the Club also provided 538 participant-times of senior functional fitness tests and 804 participant-times of body composition analyses. Remarkably, 228 participants demonstrated significant improvements in both muscle endurance and cardiorespiratory endurance after one year of continuous participation, fully showcasing the tangible efficacy of regular exercise interventions in functional maintenance, frailty prevention, and health promotion for older adults.

At the end of 2024, National Cheng Kung University Hospital integrated local resources to collaborate with Advanced MedTech and the North District Dynasty Clinic to establish the "NCKU Chao-Dai Smart Fitness Station", extending clinical healthcare into community preventive medicine and practicing the health promotion model of "integrating healthcare with exercise." This venue introduces intelligent fitness equipment; after an initial assessment and equipment orientation, citizens can independently access the facility for workouts. The smart equipment assists in ensuring correct movements and mitigating the risks of sports injuries, while digitally generating real-time workout records and health report cards post-exercise to assist the elderly in building regular exercise habits. In 2025, the Hub operated for 239 days, recording a cumulative total of 4,466 user-times with an average of 18.7 user-times per day, successfully demonstrating the concrete benefits of intelligent sports venues for community geriatric health promotion.

Furthermore, in 2024, the Hospital transformed the historical site of the former Deguang Church in the East District of Tainan City into the "Cheng-Yi Shi-Zu" Integrated Community Health Care Demonstration Site. Throughout 2025, the Hospital continuously capitalized on the advantages of this physical hub to periodically organize health lectures, chronic disease prevention programs, and localized health education courses, thereby assisting community elders in elevating their health literacy and establishing regular exercise habits to mitigate the risks of disability and construct a sustainable healthcare network that supports aging in place. In 2025, a total of 6 community health promotion events were conducted, recording a cumulative total of 262 participant-times.



ICOPE assessments



Group Photo of Participants

The "Metabolic Five-Badge Award" Healthcare
Lecture SeriesLive Workout Session of Participants at NCKU
Ren'ai Senior Fitness Club

NCKU Chao-Dai Smart Fitness Station



Weight Training Courses



4.2.2 Medical Triage

► Cheng-Hsing Medical Alliance

Currently, National Cheng Kung University Hospital operates a total of 1,359 beds and dedicatedly focuses on the critical, acute, difficult, and rare disease care mandates expected of a premier national medical center. However, the load capacity of a single institution ultimately has its limits; therefore, implementing the Tiered Healthcare Policy is an essential measure to safeguard overall medical quality. Following the establishment of cooperative wards with regional

hospitals in 2017, the Hospital founded the "Cheng-Hsing Medical Alliance" in 2019, building bidirectional referral partnerships with 705 primary clinics and hospitals. Utilizing digital platforms and SMS automated notification mechanisms, the alliance facilitates the real-time sharing of clinical condition information to reinforce the seamless transition between acute medical care and subsequent continuous care. This ensure that once a patient's condition stabilizes, they can smoothly transition to an appropriate care institution, effectively preventing the over-concentration of medical resources at the acute and critical care end, and collaboratively forging a medical alliance that epitomizes "Cheng Kung Care, Successful Happiness."

► 2025 Annual Execution Results of Strategic Objectives

F4-1 Growth Rate of Transferred- In Patients		
Annual Goals	Implementation Status	Target Achievement
8,000 transferred-in patients per quarter	Q1: 7,653 patients Q2: 8,356 patients Q3: 7,997 patients Q4: 8,438 patients	○
F4-2 Growth Rate of Transferred-Out Patients		
Annual Goals	Implementation Status	Target Achievement
5,000 transferred-out patients per quarter	Q1: 6,900 patients Q2: 6,954 patients Q3: 7,129 patients Q4: 7,338 patients	○

► Cross-domain cooperation

To ensure that all donated materials prioritize clinical care needs, patient welfare, and vulnerable groups as core principles, the Hospital upholds the philosophies of "Patient-Centered Care" and "Social Mutual Benefit." It has established a rigorous Material Donation Management Mechanism to ensure that social philanthropic resources are utilized fairly, effectively, and transparently. Through systematic donation registration, source documentation, purpose tracking, and information disclosure, the Hospital actively prevents resource waste, improper allocation, or potential conflicts of interest, while concurrently encouraging the selection of eco-friendly, reusable, or low-carbon materials to balance care quality with environmental sustainability.

In 2025, the Hospital accepted a total of 34 batches of donated materials, with a cumulative total value of NT\$9,529,782, all of which were properly allocated to and utilized by relevant departments post-official approval. Notably, Weltall Technology Corporation has donated Medical Outreach Vehicles to National Cheng Kung University Hospital for two consecutive years. Beyond supporting healthcare services in rural and remote areas, these vehicles also serve as dedicated shuttle buses between the Hospital and its strategic alliance healthcare networks, assisting in linking medical resources across the Greater Tainan area. Through transportation support and resource integration, this initiative mitigates barriers to seeking medical care and enhances healthcare accessibility for rural populations and mobility-impaired citizens, acting as a vital bridge that connects Greater Tainan's medical resources with community residents.



Donation Ceremony for the "Medical Outreach Vehicle"

► Post-acute Care(PAC)

There are a total of 15 hospitals cooperating with the Hospital for PAC referral, among which 7 hospitals are authorized to implement the home-based model. The Hospital has appointed five dedicated "PAC case managers" (covering stroke, fragility fractures, frail older adults, heart failure and traumatic nerve injury) to serve as the liaison among the medical center, family members, and the contracted hospitals. These case managers are responsible for assessment, health education, development of interdisciplinary care plans, coordination of referrals, connection with community resources, follow-up management, and monitoring of quality indicators. In 2025, 15 cases were referred under the PAC home-based model and 16 under the day care model.

2025 PAC Program Statistics

Item	Covering Stroke	Fragility Fractures	Frail Older Adults	Heart Failure	Traumatic Nerve Injury	Total
Number of Patients (persons)	264	353	44	55	54	770
Number of Referrals/ Admissions (persons)	228	181	23	43	19	494
Referral/Admission Rate (%)	86.4	51.3	52.3	78.2	35.2	64.2

Remarks:

- Cases of covering stroke, fragility fractures and frail older adults are referral cases, while only heart failure cases are admission cases.
- The Post-Acute Care (PAC) program for Traumatic Nerve Injury commenced operations in July 2025.
- However, due to ward closures and an insufficiency in nursing manpower, the overall number of admitted cases at contracting hospitals decreased compared to 2024.

In addition to optimizing the allocation of medical resources, the Hospital's PAC team continuously refines case management and care quality, while actively participating in national quality competitions:

- Heart Failure Domain: In 2024, the Heart Failure PAC team was honored with the Gold Award in the "Taiwan Healthcare Quality Competition" organized by the Joint Commission on Taiwan (JCT).
- Stroke Downward Referral Performance: The Hospital's Stroke PAC team achieved the distinguished practical rank of 3rd place among all medical centers nationwide for its stroke case downward referral rates in both 2022 and 2024.
- Regional Talent Cultivation: Aligning with national policies, the Hospital collaborated with the Tainan City Government Health Bureau to host the "Post-Acute Care Training Course for Frail Elders." This initiative actively trains new blood in primary healthcare, substantially strengthening the network capacity for treating PAC cases across the Southern Region.

The aforementioned honors epitomize the concrete efficacy of the Hospital's active promotion of the PAC program, translating the Tiered Healthcare and Bidirectional Referral Policies into real-world actions.

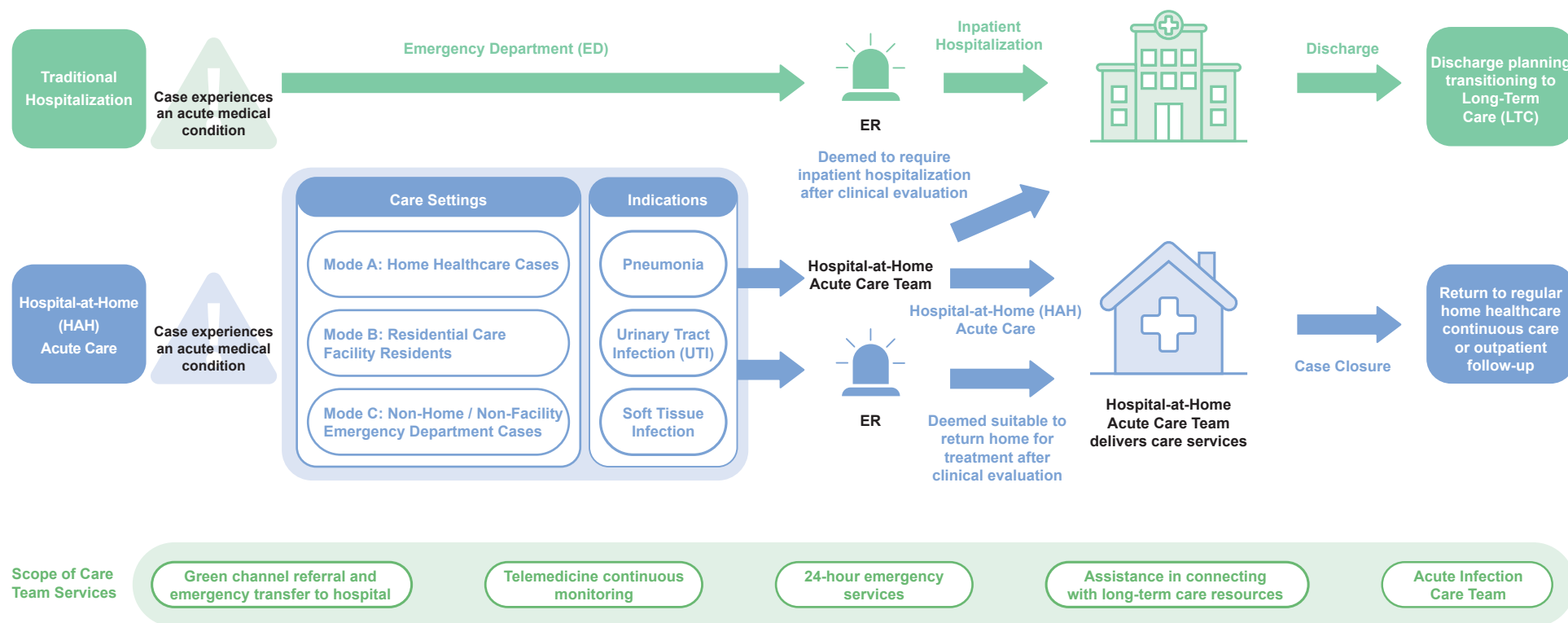
► Home Medical Care – Acute Care at Home (ACAH)

To enable patients to receive real-time and comprehensive medical care within their familiar home environments, National Cheng Kung University Hospital continuously promotes Home-Based Medical Care and Hospital-at-Home Acute Care Services, collectively driven by a multidisciplinary professional care team. Upon assessing that a patient's condition is stable and satisfies the enrollment criteria, the patient can receive subsequent treatment and care directly at home, minimizing the inconvenience of traveling back and forth to the hospital and rendering medical services closer to patient needs. The team integrates telehealth medical monitoring equipment with video check-in care mechanisms; family members or caregivers assist in periodically measuring vital signs and transmitting the data back to the system in real time. In the event of an abnormal metric, the medical team can swiftly master the situation and intervene promptly, fully ensuring the immediacy and safety of the treatment.

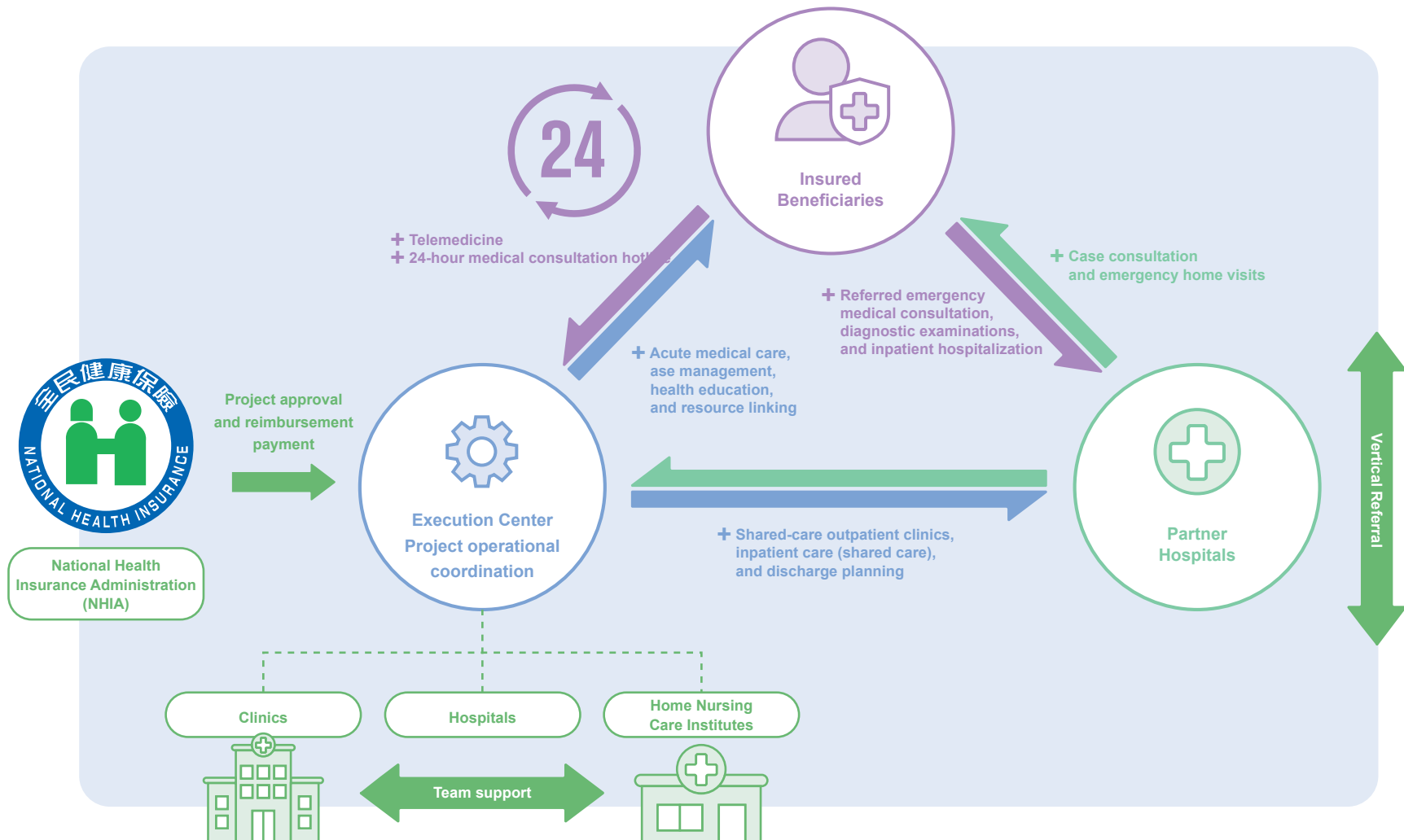


Gold Award in the "Taiwan Healthcare Quality Competition"

► The "Hospital-at-Home" Acute Care Model: Achieving the Goal of Ageing in Place



► The "Hospital-at-Home" Acute Care Model: Constructing a Localized Care Network



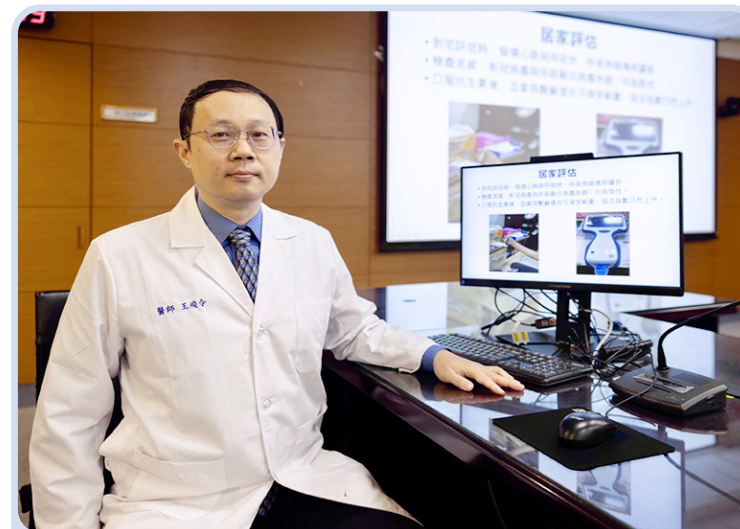
Concurrently, during the initial visit of a newly enrolled case, the pharmacist accompanies the medical team, carrying the necessary medications to ensure that treatment can be initiated immediately upon the physician's completion of the clinical examination. Beyond assisting in the evaluation of antibiotic selection and administration methods, the pharmacist provides tailored dosage adjustment recommendations based on the patient's liver and renal functions, highlights potential adverse drug reactions, streamlines chronic disease medications, and delivers clear, accessible medication counseling to patients and their families. Within this innovative care model, the pharmacist is no longer merely an individual who dispenses medicine, but a vital companion to patients and their families, operating in seamless collaboration with the entire healthcare team.

At the same time, the introduction of home-based medical equipment has further elevated care quality and diagnostic efficiency. Facilitated by these instruments, the medical team can more rapidly master patients' conditions to provide more immediate, precise diagnoses and treatments, allowing healthcare to truly walk into families and forging a warmer, reassuring, and age-friendly care environment for an aging society. As of December 2025, the Hospital-at-Home Acute Care Team has successfully treated and cared for 45 patients.

Excellent patient-physician communication is not only the cornerstone of medical service quality, but also a concrete manifestation of humanistic care, accompanying diverse populations through various life challenges. Confronting the issues of population aging, health inequities, rural resource disparities, and the care needs of vulnerable groups, the Hospital continuously integrates social care into its core medical services. Through philanthropic engagement, health promotion, community linkage, rural outreach services, and multifaceted support mechanisms, the Hospital extends the professional influence of a national medical center. It is our fervent hope to safeguard public health through more empathetic, accessible, and inclusive actions, collaboratively constructing a more resilient and compassionate support network with families, communities, and society.



Pharmacist Chen, Chia-Ming compounding antibiotics using a portable chemotherapy infusion pump inside a patient's home



Clinical Insights Shared by Dr. Wang, Jiun-Ling on Home-Based Medical Care and "Hospital-at-Home" Acute Care

4.3 Practicing Medical Humanities

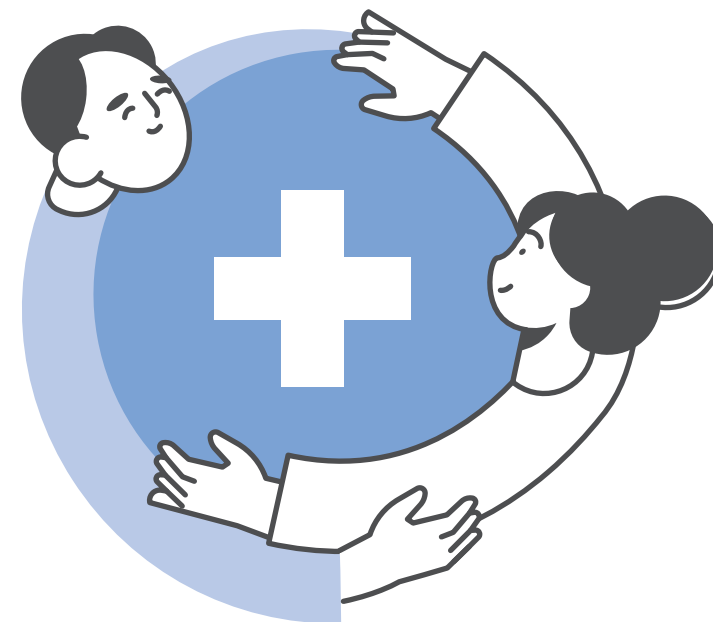
Confronting the acceleration of population aging, the increasing complexity of disease typologies, and the rapid advancement of medical technology, National Cheng Kung University Hospital deeply perceives that addressing medical conditions solely through professional clinical techniques is no longer sufficient to fulfill the multifaceted needs of patients and their families at critical junctures of life. Consequently, through the continuous refinement of institutional designs, communication mechanisms, and care models, the Hospital integrates patient-centered core values into the healthcare delivery system. Emphasizing respect, empathy, companionship, and shared decision-making, the Hospital constructs a mutual-trust patient-physician relationship, thereby shaping a culture of patient-physician co-prosperity to support the overall stability of society.

4.3.1 Mutual Trust and Respect Between Patients and Physicians

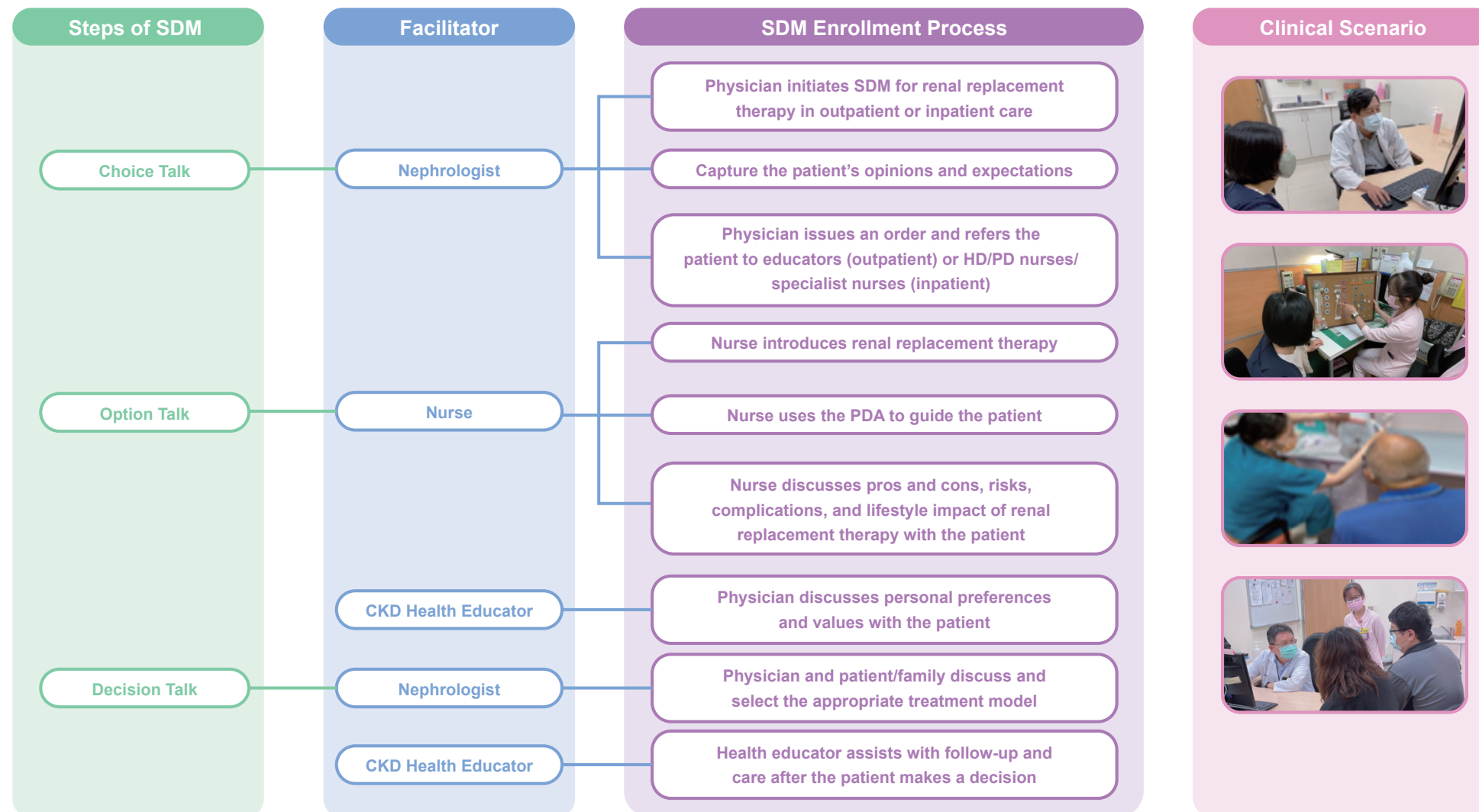
► Shared Decision Making(SDM)

With the progression of medical technology, disease interventions are no longer confined to a single standardized procedure; instead, they require a comprehensive consideration of clinical conditions, physical criteria, treatment risks, and subsequent impacts on quality of life. Placing patient rights at the very core of its medical services and social responsibilities, the Hospital continuously promotes SDM to establish transparent, equal, and mutually trusting patient-physician partnerships.

Currently, the Hospital's various clinical departments have established 86 distinct SDM themes. Through interdisciplinary collaboration and the integration of SDM protocols into the clinical computerized physician order entry systems, the Hospital provides patient decision aids (PDAs) to assist patients and their families in comprehending treatment alternatives, risk-benefit ratios, and care implications, while empowering them to articulate personal values and preferences. Through collaborative patient-physician discussions and collective decision-making, this initiative not only mitigates patient anxiety but also substantially elevates medical communication quality and clinical outcomes, fully realizing the vision of patient-centered healthcare services.



► Shared Decision Making (SDM) Process

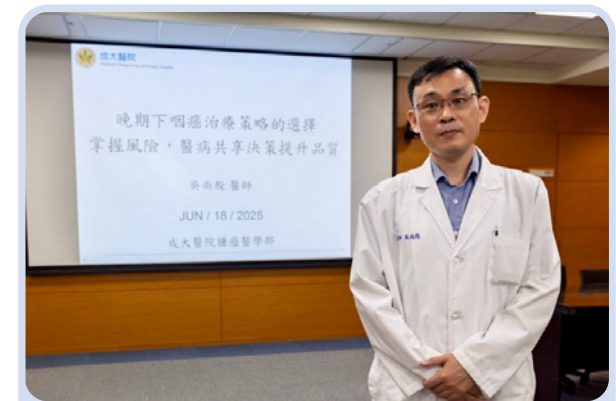


In clinical practice, SDM is continuously integrated into diverse disease care contexts, assisting patients in making appropriate choices aligned with their clinical conditions, treatment risks, quality-of-life impacts, and personal values. For instance, in the treatment of advanced hypopharyngeal cancer, the systematic elucidation of the risks and benefits of various regimens—such as concurrent chemoradiotherapy versus surgical combination therapy—assists patients in comprehending therapeutic disparities and reinforces subsequent follow-up management. In the field of critical care, the Hospital promotes an SDM mechanism for tracheostomy; the intensive care medical team conducts comprehensive evaluations encompassing clinical status, rehabilitation potential, and patient preferences, combining sufficient communication with appropriate surgical techniques to ensure that decisions fully realign with patient expectations and care objectives.

In 2025, the Hospital further deepened three key strategic SDM themes, including maternal and infant health empowerment, end-stage renal disease (ESRD) care, and precision anti-cancer decision-making. Notably, the postpartum feeding decision-making model respects the diverse choices of maternal women, achieving a 91% satisfaction rate; the therapeutic choice model for uremia yielded a 92% satisfaction rate; and the decision-making model for complex treatment regimens in advanced hypopharyngeal cancer attained a 100% satisfaction rate, thoroughly demonstrating the Hospital's concrete achievements in implementing patient-centered care, reinforcing informed participation, and elevating the quality of medical communication.

► Advance medical planning consultation

The Department of Family Medicine at the Hospital offers a specialized Advance Care Planning (ACP) clinic to assist the public throughout the discussion and consultation process with physicians, nurses, and social workers. This service empowers individuals to establish their own Advance Directives (AD) in advance, determining whether to accept or refuse life-sustaining treatments and artificial nutrition and hydration to prolong life, or alternatively, to adopt natural and compassionate hospice palliative care approaches should they ever encounter one of the five statutory clinical conditions (terminal illness, irreversible coma, permanent vegetative state, severe dementia, or other advanced diseases publicly announced by the central competent authority). This proactive measure effectively prevents patients from being forced to undergo medical treatments contrary to their personal wishes when physically frail or incapacitated, while simultaneously alleviating the profound stress and dilemmas imposed upon their children and families.

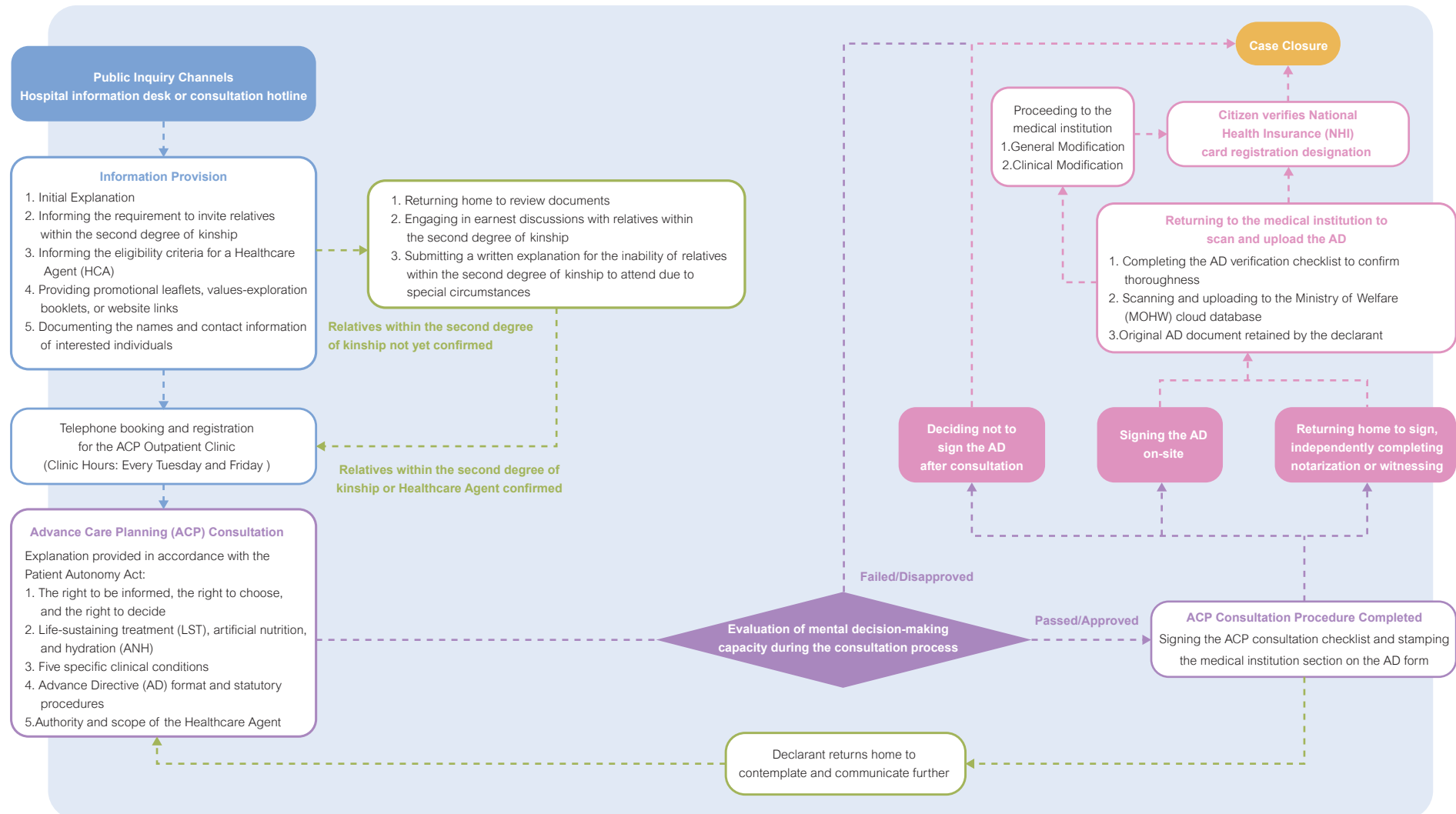


Clinical Insights Shared by Dr. Wu, Shang-Yin on Therapeutic Strategy Alternatives for Advanced Hypopharyngeal Cancer

► 2025 Annual Execution Results of Strategic Objectives

C1-1 Promotion and Implementation of Shared Decision Making (SDM)		
Annual Goals	Implementation Status	Target Achievement
Promote three key SDM topics in clinical application with an implementation rate over 80%	The implementation rate of the three key SDM topics in clinical application all exceeded 80%	○

► Operational Process Flowchart for the Advance Care Planning (ACP) Clinic



► Organ Donation

Organ donation is a vital action that extends the hope of life. The Hospital incorporates organ donor family care into the core themes of its social responsibilities, establishing an interdisciplinary professional support mechanism driven primarily by medical social workers. Throughout the processes of donation decision-making, clinical communication, and bereavement adjustment, the mechanism provides holistic and whole-family care to fully safeguard the family's right to know, autonomy, and psychological well-being.

In 2025, the Hospital completed 10 cases of intensive care and intervention for organ donor families. The proportion of full-course companionship by social workers and the fulfillment rate of conducting at least one follow-up care visit within one year post-donation both reached 100%. Concurrently, 1 annual memorial and thanksgiving ceremony was organized, inviting organ recipients to share their stories of rebirth and honoring the selfless dedication of the donors, with a total of 43 family members participating. In the same year, in response to Organ Donation Memorial Day, the Hospital conducted 90 organ donation awareness and promotional activities, reaching 5,234 person-times to actively propagate life education and the core value of "extending life through love."



NCKUH 2025 "Love You, Love Me—Let Love Endure" Organ Donation Memorial and Thanksgiving Ceremony

Furthermore, the Hospital completed 2 sessions of interdisciplinary professional education and training, reinforcing the medical team's communication capabilities and ethical sensitivity. Concurrently, the organ donation social workers completed the continuing education and training programs designated by the Taiwan Organ Registry and Sharing Center, achieving a 100% fulfillment rate to continuously elevate the quality of organ donation care services.

4.3.2 Holistic Palliative Care

► Smart Hospice Care

Amid the continuous escalation of healthcare workforce constraints and expanding care demands, National Cheng Kung University Hospital persistently drives the concurrent advancement of smart medicine and human-centric care, applying digital transformation directly to palliative care settings to elevate the care quality and service resilience for end-of-life patients. In alignment with the high priority placed on "information system failures" and "digital resilience" within the 2025 annual risk identification matrix, the Hospital actively promotes smart palliative care systems, IoT devices, and mobile management tools. These technologies empower the medical and nursing teams to master patients' physiological statuses and comfort requirements in a more real-time manner, thereby mitigating administrative burdens while enhancing care efficiency and response speed.

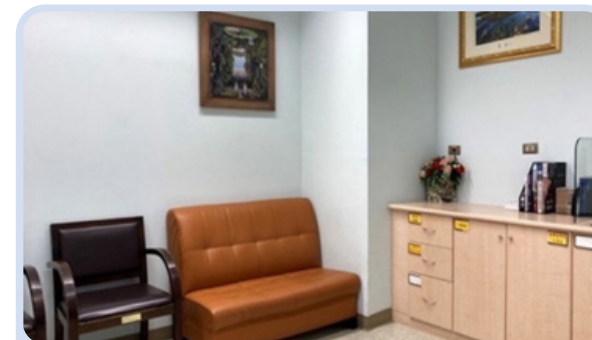
Concurrently, smart palliative care facilitates the optimization of clinical workflows, reinforcing interdisciplinary team collaboration and continuity of care, which ensures that palliative services are stably delivered across diverse contexts. As a national-tier teaching hospital, the Hospital translates its experiences in promoting smart palliative care into a standardized "knowledge management and feedback mechanism." Furthermore, through international benchmarking, the Hospital integrates risk governance methodologies—including reporting, evacuation, and relocation protocols—into daily palliative services, ensuring that end-of-life care remains uninterrupted even under extreme disasters or exceptional scenarios.

► Palliative Safeguarding

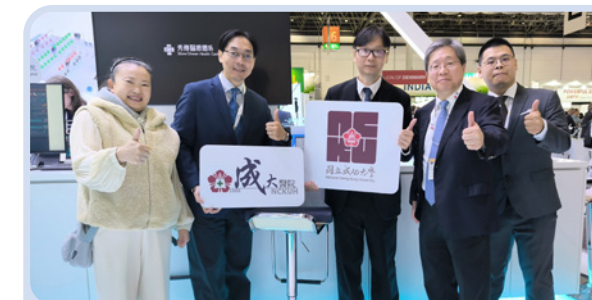
While pursuing high-quality medical excellence, the Hospital attaches profound importance to the dignity and humanistic care of patients at the end of life. In response to the increasing demand for emergency medical care and palliative interventions within an aging society, the Hospital continuously extends its palliative and hospice care from traditional wards into the Emergency Department (ED) setting, enabling patients with urgent needs to receive appropriate care and support at the earliest possible stage.

Traditionally, the ED has been predominantly viewed as a setting centered on acute illness and trauma diagnosis and treatment, rather than a preferred location for palliative and hospice care. In response to the growing societal need for both emergency intervention and palliative alleviation under an aging demographic, National Cheng Kung University Hospital systematically expands its palliative care from traditional wards into the emergency domain. The Emergency Department has been delivering palliative care services since 2017, established the "Palliative and Hospice Shared Care Center" in 2019, and further dedicated an independent Emergency Palliative Room (the R88 Single Patient Ward) in 2022. By integrating interdisciplinary team resources—encompassing inpatient hospice, home-based hospice, pharmacists, psychologists, social workers, and spiritual care providers (chaplains)—the Hospital delivers collaborative consultation and integrated care services for emergency patients and their families, assisting patients in attaining more dignified, warm, and supportive medical care at the final juncture of life.

To further materialize this care philosophy, National Cheng Kung University Hospital participated in the MEDICA 2025 exhibition in Germany. The hospice care team showcased three core achievements: the QOCA apc kit, the QOCA abc ECG system, and the nFOPT® Huijia Health smart optical fiber mat. These innovations demonstrate the Hospital's commitment to deepening human-centric care through technology, creating a gentle yet highly efficient smart hospice care model, and ensuring that patients and their families receive dignified and reassuring support during the final stages of life. Through this participation in Germany, the Hospital not only showcased Taiwan's innovative breakthroughs in the field of smart hospice and palliative care but also leveraged collaboration with the international medical community to further promote the value of smart hospice care on a global scale.



An independent, highly private hospice and palliative care space established within the Emergency Department of National Cheng Kung University Hospital



Director Tsai, Jui-Hung (second from left) of the NCKUH Hospice and Palliative Care Shared Care Center leading the team at the MEDICA 2025 exhibition in Germany

► 2025 Annual Execution Results of Strategic Objectives

L1-1 Percentage of Employees Participating in One-Hour Palliative Care Course		
Annual Goals	Implementation Status	Target Achievement
At least 80% of employees participate in a onehour palliative care course, and the annual average course satisfaction rating reaches 4 or above (on a 5-point scale)	94.84% of employees participated in the onehour palliative care course, and the annual average course satisfaction rating reached 4.9	○
L1-2 Number of New Medical Personnel Completing Palliative Care Training		
Annual Goals	Implementation Status	Target Achievement
1. At least 4 new attending physicians of the Hospital complete basic or advanced training for palliative care teams 2. 8 new nurses from the Nursing Department complete basic or advanced training for palliative care teams	1. 4 new attending physicians of the Hospital completed basic training for palliative care teams 2. 8 new nurses from the Nursing Department completed training for palliative care teams	○





05

Chapter

Shared Prosperity for Medical Staff and a Happy Workplace

- 5.1 Consolidating Human Resources
- 5.2 Fostering Workplace Harmony
- 5.3 Workplace Safety and Health





Material Topic	Salary and Retention Mechanisms 8 DECENT WORK AND ECONOMIC GROWTH
Importance	A favorable workplace environment serves as the foundational cornerstone for employees to fully commit to their work with peace of mind, directly influencing their physical and mental well-being, job satisfaction, and organizational stability. By continuously advancing secure, healthy, and supportive workplace initiatives, the Hospital safeguards fundamental employee rights and mitigates occupational safety risks along with regulatory compliance pressures, thereby further elevating talent attraction, retention willingness, and overall operational performance.
Policies	+ Through quota procurement, vacancy auditing, proactive recruitment, compensation adjustments, and retention incentives, the Hospital reinforces the staffing allocation and retention of medical and nursing personnel, thereby stabilizing clinical services. + Advancing nursing workload reduction and smart care initiatives to alleviate nursing operational burdens while elevating care efficiency. + Establishing employee support mechanisms to provide physical and mental health counseling, Employee Assistance Programs (EAPs), and health promotion measures. + Establishing the Occupational Safety and Health Committee and formulating the "Occupational Safety and Health Management Guidelines" to reinforce workplace safety and health governance. + Cultivating a family-friendly and flexible working environment by providing child care support, lactation rooms, infant day care services, and flexible shift scheduling systems to assist employees in balancing career commitments and family care responsibilities.
Strategies and Actions	[Management] Securing the expansion of civil service medical personnel quotas to provide career transition opportunities for hospital-employed (non-civil-service) medical staff, while concurrently elevating the compensation and benefits of hospital-employed nursing personnel. [Management] Utilizing auxiliary nursing manpower and integrating advanced technological tools to share and alleviate nursing workloads, thereby enhancing care efficiency and workplace support. [Management] Establishing dedicated employee lactation rooms and founding an in-hospital infant day care center to provide professional day care services for employees' children aged 0 to 2. [Management] Targeting front-line clinical units—including general wards, emergency and intensive care units, emergency departments, and operating rooms—the Hospital distributes Sign-on Retention Bonuses for new recruits and Longevity Retention Bonuses for veteran nursing personnel employed on a hospital-contract or contract-hire basis who are required to work three-shift rotations. [Management] Streamlining administrative tasks and operational flowcharts to optimize the operational efficiency of nursing personnel, while progressively lowering the three-shift nurse-to-patient ratio in strict alignment with national healthcare policies. [Management] Introducing smart ward management systems and mobilized clinical care charting equipment to reduce time spent on handwriting and redundant documentation. [Prevention] Auditing civil service personnel complements and vacant posts to prioritize the strategic deployment of existing vacancies based on future institutional development and operational mandates; this enables the proactive recruitment of personnel to reinforce staffing across all units and cultivate deep momentum for organizational development.
2025 Performance and Adjustments	+ Petitioning the Ministry of Education for an expansion of 695 civil service medical personnel quotas, resulting in the successful approval and addition of 147 posts in 2026. + Implementing salary adjustments for hospital-employed medical and nursing staff across 2022, 2024, and 2025, achieving a three-year cumulative salary increase of 15%. + Convening 4 labor-management conferences, where all 35 submitted resolutions were 100% processed and fully resolved. + Achieving an overall satisfaction rate of 89.49% within the annual Employee Satisfaction Survey. + The salary growth initiative actively applies to and benefits 5,048 eligible employees. + Attaining a 100% completion rate for pre-employment health examinations of new recruits, alongside a 100% completion rate for periodic health examinations administered to active in-service employees.
2026 Goals	+ Petitioning for the expansion of 695 civil service medical personnel quotas to be phased in over 5 years. + Achieving 0 incidents of work-related occupational injuries.
Medium- and Long-term Goals	+ Elevating the proportion of civil service medical personnel to a target strategic threshold of 50%. + Reducing the turnover rate of nursing personnel to establish a comprehensive and stable human resource framework, thereby reinforcing overall medical service efficiency, safeguarding the quality of clinical care, and fully actuating the core philosophy of patient-centered services.

National Cheng Kung University Hospital regards its employees as the essential foundation for the sustainable development of healthcare services, and is deeply committed to cultivating a diverse, inclusive, secure, supportive, and developmental workplace environment. Facing the compound challenges of escalating healthcare manpower demands, intense competition for specialized professional talents, and organizational generational succession, the Hospital continuously refines its talent cultivation, career lifecycle support, and family-friendly workplace initiatives. This holistic framework empowers personnel from diverse backgrounds, clinical specialties, and professional experiences to fully unleash their expertise, injecting multifaceted perspectives and innovative momentum into our healthcare services to further elevate clinical care quality, organizational resilience, and long-term developmental energy.

5.1 Consolidating Human Resources

National Cheng Kung University Hospital firmly believes that exceptional talent serves as the sustainable core driving healthcare innovation and high-quality services. The Hospital is deeply committed to constructing a "people-centered" DEI (Diversity, Equity, and Inclusion) workplace. In 2025, the local procurement and hire rate of senior management reached 100%. Concurrently, through safeguarding the employment rights of indigenous peoples and vulnerable groups, the Hospital actively materializes its commitment to social inclusion.

To protect and care for our employees in an all-around manner, the Hospital integrates multifaceted communication channels, such as the "Cheng Kung Window" and the "Happiness Hotline," providing a comprehensive care infrastructure spanning psychological counseling, legal consultation, and occupational safety and health protection. Progressing from data-driven governance to substantive care, the Hospital not only tracks caseloads on a quarterly basis to optimize administrative efficiency, but also continuously enhances compensation, benefits, and retirement security. This ensure that every colleague can grow alongside the Hospital in a secure and respected environment. National Cheng Kung University Hospital will continuously cultivate talent sustainability, transforming a happy workplace into a powerful momentum for safeguarding public health.



5.1.1 Mitigation and Improvement of Labor Shortages Across Professional Categories

The Hospital has long prioritized the physical and mental well-being alongside the professional development of our colleagues, and is continuously dedicated to alleviating operational workloads. To this end, multiple concrete initiatives have been implemented, including the provision of various mind-body-spirit balance programs, the recruitment of additional hourly-rated part-time nurses and administrative support staff, and the provision of child care services. Furthermore, the Hospital plans to introduce nursing assistants in 2026 to further optimize staffing allocation, reduce the work burdens of our colleagues, and cultivate a more friendly and supportive working environment.

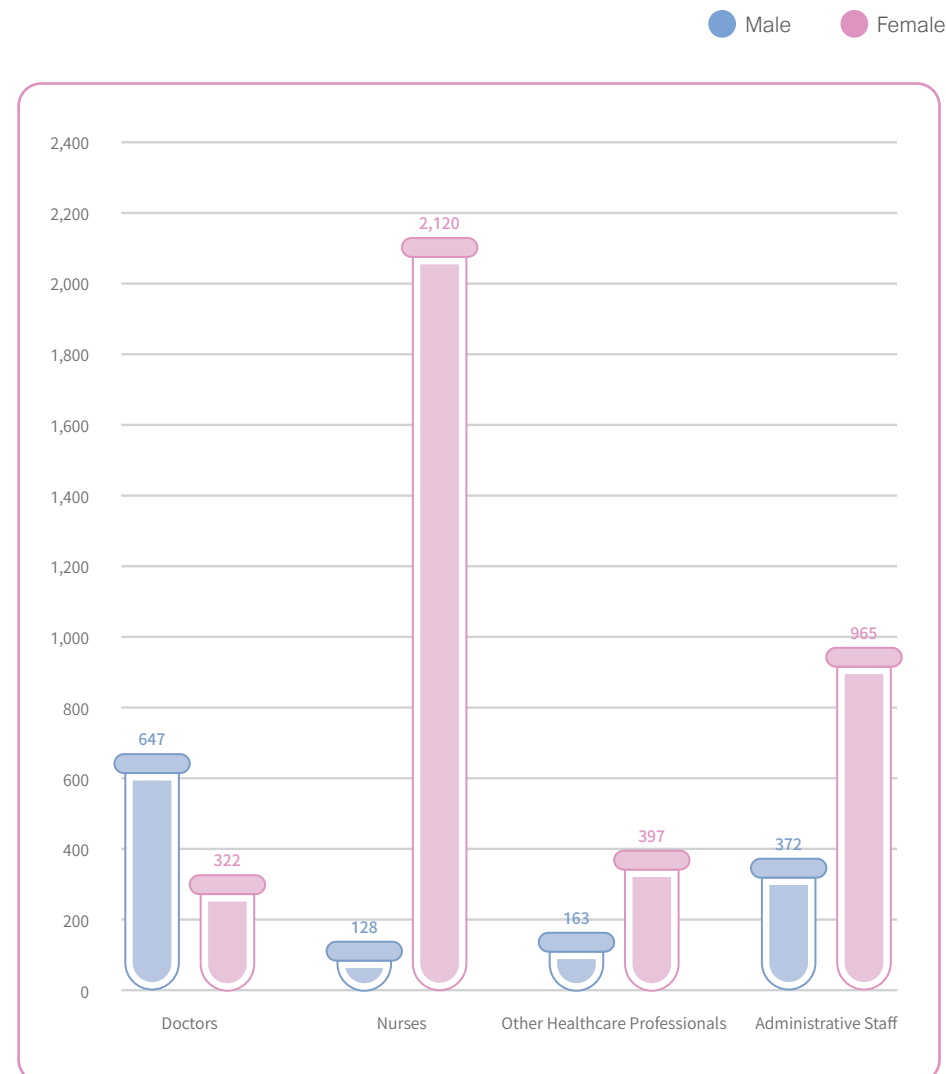
► Employee Statistics

As of the end of 2025, the total number of employees at National Cheng Kung University Hospital, including part-time staff, stood at 5,114 individuals, encompassing physicians, nurses, medical technicians, research assistants for designated projects, and part-time personnel. By employing managerial talents with local backgrounds and professional competencies, the Hospital reinforces its understanding of and response to local community needs, thereby driving the localized implementation of organizational governance and social responsibility; notably, 100% of the senior management tier consists of local residents.

In strict alignment with the “Indigenous Peoples Employment Rights Protection Act,” the Hospital ensures that the workplace rights of indigenous employees are thoroughly protected and respected, thereby actuating the sustainable values of workplace equality and social inclusion. Concurrently, the Hospital maintains continuous focus on the employment of minority and vulnerable groups; in 2025, the number of employees hired from vulnerable groups reached 141 individuals, demonstrating the Hospital's steadfast commitment to fostering a diverse and inclusive (DEI) workplace environment.

Furthermore, regarding the outsourced labor procurement contracts within the Hospital—spanning 7 distinct operational categories: general affairs, central supply, engineering, medical instrumentation, information technology, laboratory testing, and patient care assistive services—there are 98 active procurement projects in total. Within these contracts, the number of non-employee workers with full-time equivalents (FTE) totaled 400 individuals, representing a minor increase of 7 individuals (an approximate growth of 1.8%) compared to 2024, indicating a highly stable fluctuation matrix. Additionally, for individuals who do not fall under labor procurement contracts, including those tied to the Hospital's onsite commercial venue leasing agreements, the head count stood at 531 individuals. Concurrently, the total number of non-employee personnel providing essential services within the hospital premises stands at 931 individuals.

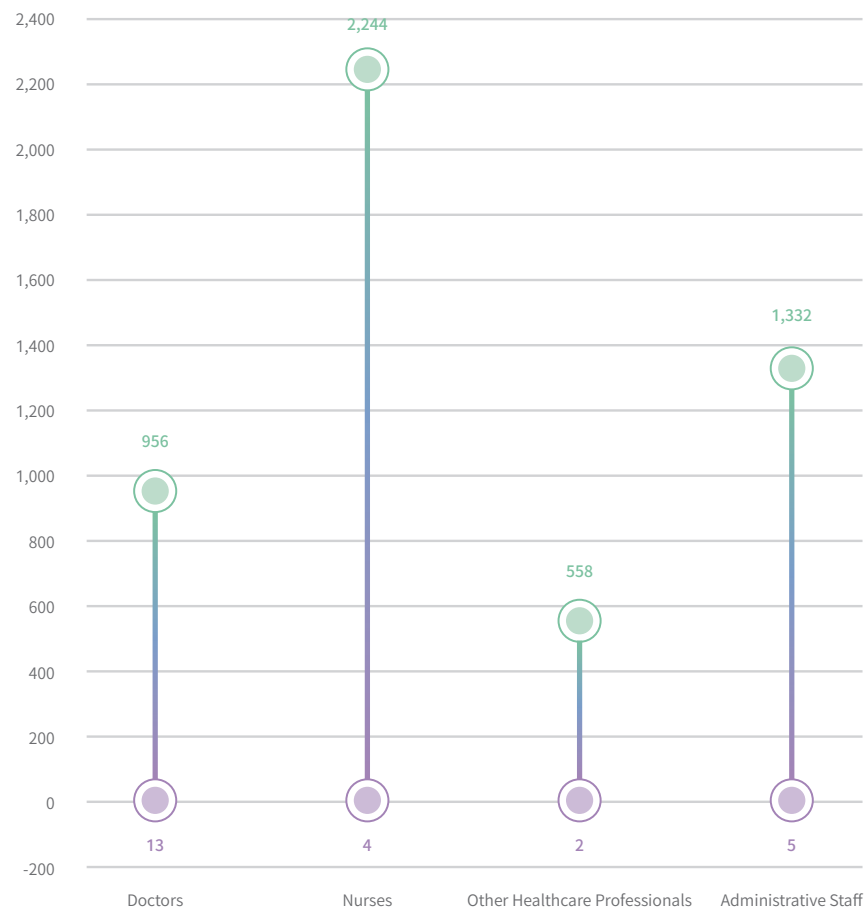
► Gender Distribution of Hospital Personnel by Staff Categories





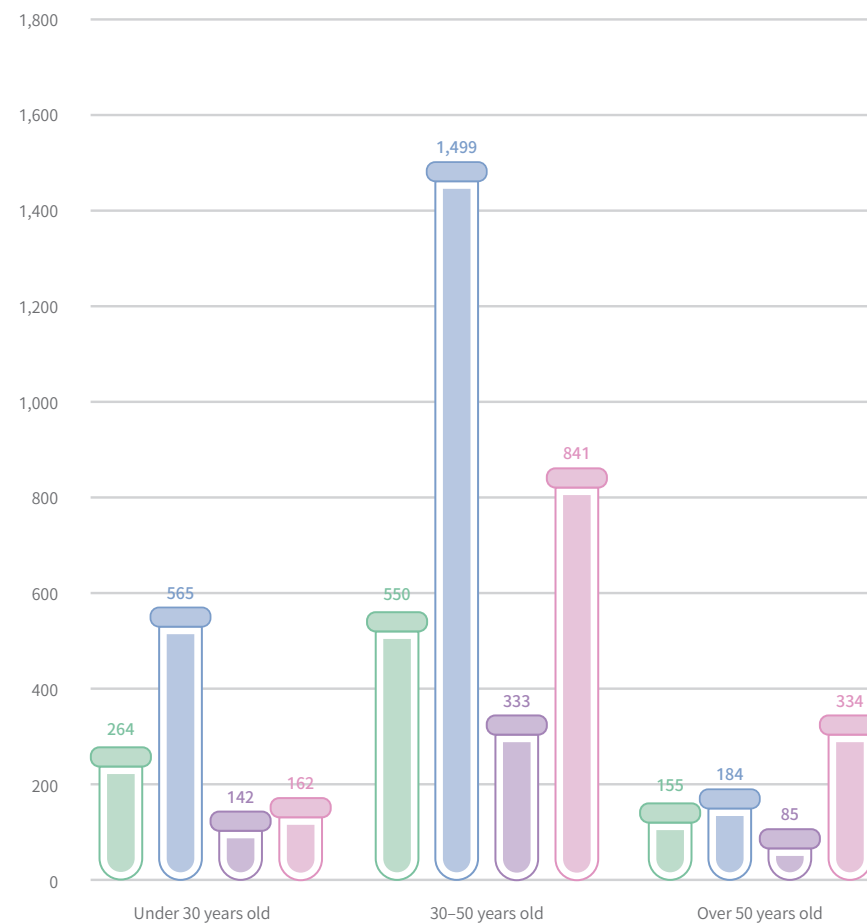
► Nationality Distribution of Hospital Personnel by Staff Categories

● Domestic Nationality ● Foreign Nationality



► Age Distribution of Hospital Personnel by Staff Categories

● Doctors ● Nurses ● Other Healthcare Professionals ● Administrative Staff



Contract Type		Female	Male	Total
Number of Employed Staff (A)		3,804	1,310	5,114
By Contract Type	Fixed-term Contract Employees	121	24	145
	Non-fixed-term Contract Employees	3,683	1,286	4,969
By Hourly Guarantee	Employees with Hourly Guarantee	3,804	1,310	5,114
	Employees without Hourly Guarantee	0	0	0
By Hourly Guarantee	Full-time Employees	3,682	1,279	4,961
	Part-time Employees	122	31	153
Non-employee Personnel Currently Serving at the Hospital Campuses		931		

Note:

1. The statistical cut-off date is December 31, 2025.
2. Statistics on non-employee workers category

Non-Employee Worker Category	Total	Non-Employee Worker Category	Total
Beauty and Hairdressing Personnel	4	Medical Equipment Maintenance Providers	58
Catering Service Personnel	102	Security Personnel	22
Childcare Personnel	22	Cleaning Personnel	302
Electrical and Mechanical Maintenance Personnel	76	Care Service Workers	239
Financial Industry Personnel	10	Medical Research Personnel	96
Total		931	

Note: The statistical cut-off date is December 31, 2025.



Year			2023	2024	2025
Item/Gender		Age	Number of People	Number of People	Number of People
Senior Executives	Male	Under 30 years old	0	0	0
		30–50 years old	10	8	12
		Over 50 years old	35	37	34
	Female	Under 30 years old	0	0	0
		30–50 years old	2	1	3
		Over 50 years old	9	9	8
Total Senior Executives			56	55	57
NonSenior Staff	Male	Under 30 years old	308	293	290
		30–50 years old	683	706	742
		Over 50 years old	245	249	232
	Female	Under 30 years old	1,129	897	843
		30–50 years old	2,159	2,332	2,466
		Over 50 years old	497	515	484
Total Non-Senior Staff			5,007	4,992	5,057
Total Full-Time Staff			5,063	5,047	5,114
Note: Senior executive level is defined as first-level supervisors and above in administrative, medical, and medical affairs units.					

Year			2023	2024	2025
Item/Gender		Age	Number of People	Number of People	Number of People
Minority and Disadvantaged Groups	Male	Under 30 years old	19	3	5
		30–50 years old	54	31	32
		Over 50 years old	7	15	14
	Female	Under 30 years old	20	7	10
		30–50 years old	28	61	60
		Over 50 years old	10	20	20
Total			138	138	141



► Personnel Turnover and Career Lifecycle Transitions

Statistics indicate that the overall turnover rate in 2025 was 12.46%, representing a decrease of 0.56 percentage points compared to 13.02% in 2024, demonstrating that the overall personnel mobility matrix remains thoroughly stable. Concurrently, the overall recruitment rate was 12.86%, a decrease of 24.81% compared to 2024; this variation is predominantly attributed to the statistical recalibration beginning in 2025, which excludes completing interns and temporary personnel from new recruit headcounts, thereby altering the statistical baseline from previous years. Additionally, in 2025, the reinstatement rate after parental leave was 57.75%, consistently hovering around the 60% baseline, while the retention rate after parental leave reinstatement reached a prominent 94.12%, continuously maintaining a level above 90%. These metrics clear the steady efficacy of the Hospital's institutional initiatives in supporting employee childcare and post-reinstatement career longevity.

National Cheng Kung University Hospital regards its employees as long-term sustainable partners. Beyond adhering strictly to statutory provisions—such as “the Civil Servant Retirement, Severance”, and “Compensation Act”, “the Labor Standards Act”, and “the Labor Pension Act”—to administer employee pension fund allocations and retirement procedures, the Hospital actively extends its humanistic care to the post-retirement quality of life and sustainable career transitions of its personnel. The Hospital periodically conducts diverse financial seminars on pension planning, commercial insurance, and wealth investment to assist colleagues in early-stage life and financial coordination, thereby constructing a secure late-life security. Concurrently, for retiring personnel or those with transitional mandates, the Hospital provides competency retraining programs and specialized professional consultations, empowering them to transition into roles such as advisory lecturers and medical consultants, ensuring that their profound professional experiences and core values continue to propagate. Furthermore, the Hospital provides holistic health monitoring and psychological counseling services, supporting employees to embrace their post-retirement life stages with optimal physical and mental well-being, while actively encouraging retired colleagues to participate in internal hospital volunteer training and public service, extending their vital connection to the Hospital and local society.

Furthermore, to ensure that colleagues' labor rights and transition phases are fully safeguarded during operational adjustments or organizational position modifications, the Hospital formulates explicit, transparent resignation and contract termination protocols tailored to diverse post attributes.

Employee Classifications and Employment Types	Career Transition Safeguards and Resignation Protocols
Civil Service Personnel Within the Permanent Establishment	Submitting a resignation mandates a formal written application. Except as otherwise specifically provided by law or dictated by national security considerations, the Hospital fully respects employees' right of choice and shall complete the review and determination procedures within 30 days. Should the administrative process exceed this prescribed period, it shall be deemed as approved, taking effect on the day following the expiration of the period. However, if an employee designates a later effective date (exceeding 30 days), the date specified by the individual shall prevail.
Hospital-Employed Personnel (Non-Civil-Service Staff)	In strict accordance with the regulations of “the Labor Standards Act”, the required notice period scales progressively with an employee's length of service to facilitate seamless personnel handover and personal career planning. For personnel with a continuous service length of more than 3 months but less than 1 year, a 10-day prior notice is mandated; for those with a service length of more than 1 year but less than 3 years, the notice period shall be 20 days; for individuals with a service length of 3 years or more, the resignation or contract termination must be submitted 30 days in advance.

By implementing the statutory prior notice mechanism, the Hospital ensures information symmetry and secures reasonable timeframes for both parties regarding job handover and preparation, thereby fully materializing the core organizational value of respect for talent.

Employee New Hire Rate Statistics for the Past Three Years

Year	2023				2024				2025			
Gender	Male		Female		Male		Female		Male		Female	
Age/Item	Number of People	New Hire Rate (%)	Number of People	New Hire Rate (%)	Number of People	New Hire Rate (%)	Number of People	New Hire Rate (%)	Number of People	New Hire Rate (%)	Number of People	New Hire Rate (%)
Under 30 years old	303	5.98	473	9.34	110	2.18	513	10.16	127	2.48	296	5.79
30-50 years old	90	1.78	208	4.11	344	6.82	232	4.60	42	0.82	174	3.4
Over 50 years old	14	0.28	29	0.57	21	0.42	32	0.63	4	0.08	15	0.29
Total New Hires	1,117				1,252				658			
Total Number of Employees	5,064				5,047				5,114			
Overall New Hire Rate (%)	22.06				24.81				12.86			

Notes:

1. New hire rate by gender and age group = Number of newly hired male/female employees in that age group / Total number of employees at operating sites at the end of the year.

2. Total employee hiring rate = Total number of new hires during the year / Total number of employees at operating sites at the end of the year.

3. Total employee hiring rate = Total number of new hires during the year / Total number of employees at operating sites at the end of the year.

Employee Turnover Rate Statistics for the Past Three Years

Year	2023				2024				2025			
Gender	Male		Female		Male		Female		Male		Female	
Age/Item	Number of People	Turnover Rate(%)	Number of People	Turnover Rate(%)	Number of People	Turnover Rate(%)	Number of People	Turnover Rate(%)	Number of People	Turnover Rate(%)	Number of People	Turnover Rate(%)
Under 30 years old	62	1.22	203	4.01	78	1.55	203	4.02	78	1.53	201	3.93
30-50 years old	70	1.38	218	0.99	76	1.51	222	4.40	60	1.17	220	4.30
Over 50 years old	23	0.45	63	1.24	26	0.52	52	1.03	23	0.45	55	1.08
Total Turnover	639				657				637			
Total Number of Employees	5,064				5,047				5,114			
Over all Turnover Rate (%)	12.62				13.02				12.46			

Notes:

1. The total headcounts of new hires include individuals who left employment mid-term during the reporting period.

2. Turnover Rate by gender and age group = Number of new hired male/female employees in that age group / Total number of employees at operating sites at the end of the year.

3. Total employee turnover rate = Total number of resignations during the year / Total number of employees at operating sites at the end of the year.

Three-Year Statistical Matrix of Parental Leave and Reinstatement									
Year	2023			2024			2025		
Gender / Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of Employees Eligible for Parental Leave Without Pay in the Year A	99	488	587	93	473	566	78	443	521
Number of Employees Who Actually Applied for Parental Leave Without Pay in the Year B	13	265	278	9	258	267	10	246	256
Number of Employees Scheduled to Return from Parental Leave Without Pay in the Year C	10	145	155	6	138	144	8	134	142
Number of Employees Who Actually Returned from Parental Leave Without Pay in the Year D	8	86	94	5	80	85	5	77	82
Number of Employees Who Returned from Parental Leave Without Pay in the Previous Year E	2	87	89	8	86	94	5	80	85
Number of Employees Who Continued Working for One Year After Returning from Parental Leave Without Pay in the Previous Year F	2	81	83	8	81	89	4	76	80
Parental Leave Without Pay Return Rate in the Year % (D/C)	80	59.31	60.65	83.33	57.97	59.03	62.5	57.46	57.75
Parental Leave Without Pay Retention Rate in the Year % (F/E)	100	93.10	93.26	100	94.19	94.68	80	95	94.12

► AI Nursing Infrastructure and Clinical Innovation

Confronting the dual systemic challenges of Taiwan's declining birthrate and accelerating population aging, healthcare demands are escalating exponentially while medical and nursing forces face structural shortages. To aggressively mitigate nursing shortages, prolonged operational hours, and heavy work burdens, the Hospital has joined forces with the "Cognitive Multimedia IC Design Laboratory" led by professors from the Department of Electrical Engineering at National Cheng Kung University. Through this synergy, advanced smart technologies are integrated into clinical innovations, leveraging AIoT (Artificial Intelligence of Things) technologies and ChatGPT language models to develop medical care service robots and intelligent systems equipped with 8 core functionalities. The deployment matrix encompasses essential services such as ward navigation, meal-catering logistics, medication identification, interactive patient dialogues, and non-contact physiological measurements, all fully operational across computer and mobile platforms to deliver both practical utility and deployment flexibility.

National Cheng Kung University Hospital selected its Surgical Ward 8A as the clinical pilot site, conducting rigorous onsite testing of the smart service robots for more than one year. Empirical data clear that, under the facilitation of the intelligent system, the daily operational time of nursing personnel for designated tasks was drastically truncated from 100 minutes to within 33 minutes, marking a prominent efficiency elevation of over 3 times, while concurrently achieving an employee satisfaction rate of over 90%. The deployment of these intelligent service robots not only effectively shares and alleviates the workloads of medical and nursing personnel, but also empowers clinical staff through technological enablement to elevate overall healthcare care quality, thereby constructing a rock-solid foundation for the sustainable development of clinical environments.



Empowering Nurses Through Robotic Automation of Low-Complexity and Non-Core Tasks



Non-Contact Physiological Measurements

► 2025 Annual Execution Results of Strategic Objectives

C2-1 Employee Satisfaction Percentage		
Annual Goals	Implementation Status	Target Achievement
1. Departmental employee satisfaction survey response rate reaches 70% 2. Employee satisfaction percentage $\geq$ 90% 3. Satisfaction percentage on fatigue management among medical staff $\geq$ 85%	1. Hospital-wide employee satisfaction survey response rate: 72% 2. Employee satisfaction: 90% 3. Satisfaction percentage on fatigue management among medical staff: 85%	○

5.1.2 Talent Retention Measures

► The Seven Strategic Pillars for Talent Retention

The overall employee satisfaction rate at NCKU Hospital is 90%, slightly below expectations. Possible reasons include unmet expectations regarding salary and bonuses, as well as increased workload. Moreover, the satisfaction rate for fatigue management among medical and nursing personnel is 85%, indicating room for improvement.

This may be due to ongoing manpower attrition, which increases the workload and working hours of existing staff, thereby affecting job satisfaction and physical and mental health. To address the shortage of medical and nursing staff and enhance retention, the Hospital has implemented the following seven measures.

Talent Attraction and Retention	
Enhance Compensation and Benefits	Conduct market salary surveys based on seniority and positions; increase night shift allowances, resignation retention bonuses, and long-service awards.
Continuing Education Support	Collaborate with academic institutions to provide on-the-job education subsidies with retention agreements; offer opportunities for domestic and international study, exchange programs, and research to increase professional fulfillment.
Improve Work Environment	Reduce non-professional clinical tasks for nursing staff; implement AI-driven smart workflows to decrease workload.
Establish Response Teams	Strengthen manpower reserves and training; intervene early to provide care for personnel at high risk of resignation.
Enhance Organizational Identity and Culture	Regularly hold recognition events and model-sharing sessions to foster team pride.
Promote Career Development	Establish clear promotion pathways.
Regional Collaborative Defense	Form regional healthcare alliances to share human resources.

► Salary and Remuneration Adjustments

The Hospital is deeply committed to constructing a fair, equitable, reasonable, and highly competitive salary and benefits framework. Concurrently, it structures a multifaceted welfare ecosystem spanning health promotion, work-life balance, childcare support, leisure and recreation, and retirement care to comprehensively address the diverse needs of our employees across different lifecycle stages. In 2025, in alignment with the overarching remuneration policies and tactical talent retention demands, the Hospital administered an annual salary adjustment with a pay raise margin ranging from 3% to 7% to reward our employees' professional contributions and reinforce our overall compensation competitiveness. Furthermore, beginning in 2026, specialized stipends (supplementary allowances) will be designated and distributed to specific professional categories, further elevating the retention efficacy and incentive momentum for talents within critical professional sectors.

Ratio of the annual total compensation of the highest-paid individual at the Hospital to the median of the annual total compensation of all employees (excluding the highest-paid individual)	Percentage increase in the annual total compensation of the highest-paid individual compared to the median of the annual total compensation of all employees (excluding the highest-paid individual)
12.12	1.79
Note: Due to a promotion to a faculty physician position, part of the salary of the highest-paid individual in 2024 was paid by the University headquarters, resulting in a -12.04% change in total compensation. Additionally, due to annual raises and promotions, the median percentage increase in total compensation for other employees was 7.14%.	

Employee Salary Statistics Table

By Job Category Salary Proportion	Number of People		Average Annual Salary (NTD)		Salary Ratio	
	Female	Male	Female	Male	Female	Male
Managerial Staff	148	142	1,685,529	3,517,742	1	2.09
Non-Managerial Staff	3,600	1,158	937,209	1,570,860	1	1.67
Direct Personnel	2,746	805	1,036,552	1,976,791	1	1.91
Indirect Personnel	1,011	486	770,251	1,496,415	1	1.94

Note:

1. The male-to-female pay ratio (annual salary ratio) is calculated as: "Average annual salary of males in the category / Average annual salary of females in the category."
2. Different managerial levels are assigned different pay scales. Among them, there are 18 female and 62 male first-level managers who also serve as physicians, which results in higher average annual total compensation for males.
3. The salary scales for both civil service and hospital-employed personnel guarantee that base salary (fixed compensation) is determined entirely independent of gender, ensuring absolute gender equality in pay standards for identical roles.

► Unobstructed Channels for Promotion and Reinstatement

NCKU Hospital has established a "Personnel Review Committee," which holds regular meetings in accordance with organizational regulations and maintains complete meeting records. The Hospital also implements appropriate rewards and penalties based on employees' specific performance, and compiles such cases as references for the Performance Evaluation Committee. Disciplinary and reward measures are executed based on the results of year-end performance evaluations.

The Hospital's promotion and evaluation system—covering system revisions, personnel promotions, and reward and penalty procedures—are reviewed by relevant committees, with participation from grassroots employee representatives to ensure procedural fairness and diversity of perspectives.

In appraisal practices, the Hospital drives a bidirectional feedback mechanism; in 2025, the coverage and completion rate of employee performance appraisals reached 100%. For individuals whose appraisal outcomes indicate competency constraints or a failure to meet operational requirements, the Hospital mandates the respective departments to conduct structured counseling and humanistic care. Concurrently, the counseling progress and performance improvement plans (PIP) are rigorously documented to facilitate subsequent institutional monitoring and tracking, while rich continuous education resources are synchronized to empower their career growth. Furthermore, the Hospital implements objective promotion scoring standards to ensure unobstructed, multifaceted advancement channels; notably, hospital-employed personnel demonstrating exceptional performance can be selected to transition into civil service complements, while civil service personnel can advance into managerial positions in accordance with internal promotion protocols.

Evaluation Category	Personnel Category	Schedule	Transparent Execution Process	Two-Way Feedback Mechanism
Routine Evaluation	Civil Servants	May, September	Records of two-way feedback interviews are documented on the routine performance evaluation record form.	1. Unit supervisors may conduct individual or group feedback interviews and may delegate authority by levels. 2. Two-way feedback execution methods: (1) Unit supervisors evaluate based on assessment items and explain the evaluation results to employees. (2) Unit supervisors listen to employees' opinions on the evaluation results. (3) Unit supervisors retain records of the two-way feedback interview, with signatures from both the supervisor and the employee.
	Contract Personnel	June		
June Year-End Evaluation	All Personnel	Annually at Year-	Records of two-way feedback interviews are documented on the official performance notification receipt form, the performance evaluation form for civil servants (or contract personnel), or the year-end evaluation roster for contract personnel.	

Note: Hospital staff includes all medical and administrative personnel (including contract employees).

To materialize talent sustainability, the Hospital has strategically designed and engineered a specialized reinstatement mechanism for retired physicians, effectively extending their clinical wisdom and pedagogical experiences to ensure the stable inheritance and continuity of specialized medical expertise. Through this holistic, full-lifecycle framework—spanning from initial onboarding to retirement, and from humanistic care to continuous growth—the Hospital has successfully constructed a sustainable and co-prosperous workplace culture, substantially reinforcing organizational cohesion and solidarity.

Since the inauguration of the retired physician reinstatement mechanism in 2021, a cumulative total of 4 senior physicians, each having dedicated over 30 years of exceptional service to the Hospital, have been officially reinstated. All 4 individuals possess preeminent achievements and hold exalted prestige within their respective medical domains. They continuously contribute their specialized expertises across the Hospital's clinical, educational, and research vectors, passing down invaluable experiences, which profoundly catalyzes healthcare quality elevation and medical talent cultivation. Furthermore, upon their reinstatement, these senior physicians are entitled to draw professor- or associate-professor-level salary and remuneration packages based on their credential qualifications, while simultaneously enjoying identical comprehensive welfare benefits as the Hospital's active attending physicians, thereby demonstratively materializing the Hospital's profound reverence, high esteem, and premium courtesy toward senior medical talents.

Assessment Statistics				
Item	Management	Non-management	Direct Personnel	Indirect Personnel
Percentage of Male Employees Evaluated	1.78	22.21	17.03	6.95
Percentage of Female Employees Evaluated	2.52	73.49	57.57	18.45

Notes:

1. Statistical Scope: This table encompasses personnel currently in service at the Hospital who are subject to performance appraisals, specifically including civil service personnel, hospital-employed staff, hospital-employed attending physicians, and technical/maintenance workers.
2. The term "managerial positions" herein designates personnel subject to appraisal who concurrently hold or act in supervisory roles (including task-oriented). This spectrum comprises Senior Executive Management (Vice Presidents), Tier-1 Executives (Directors and Deputy Directors of Departments, Offices, and Centers; Chief Executive Officers; Conveners), and Tier-2 Executives (Section Chiefs; Team Leaders; Nursing Supervisors and Head Nurses; Ward Directors and Deputy Ward Directors).
3. The team members of the Dean's Office (Dean, Vice Dean, and Medical Secretary) are concurrently faculty members of the main campus, and the assessment authority rests with the main campus.

5.1.3 Employee Benefits Optimization

► Family-Friendly Workplace Practices

National Cheng Kung University Hospital is profoundly committed to constructing an attractive and sustainable career environment. Through an encompassing welfare framework, family-friendly infrastructure, and robust workplace support measures, the Hospital facilitates employees in achieving a healthy work-life balance, thereby consolidating organizational cohesion and enhancing long-term retention willingness, ultimately materializing the institutional commitment to employee stewardship and sustainable development.

The Hospital provides a multifaceted spectrum of employee benefits, including various institutional incentive bonuses, ad-hoc performance bonuses, flexible working hour options, and periodic comprehensive health examinations. Furthermore, it establishes diverse infrastructure and lifestyle facilities such as staff dormitories, sports and recreational facilities, parking lots, shuttle buses, on-call rest quarters, lactation rooms, an onsite hair salon, and a laundry workshop to seamlessly support colleagues' daily existential requirements. Concurrently, the Hospital offers corporate medical discounts, employee excursions, discounted tickets for cultural and artistic activities, subsidies for cultural and recreational clubs, cooperative group-buying initiatives, authorized special-merchant discounts, Doctor's Day banquets, and celebratory events for diverse medical professional categories, effectively alleviating livelihood burdens and enriching leisure alternatives. In 2025, the Hospital organized 1 general corporate excursion alongside 43 self-administered cultural and recreational events across various departments and offices.

For high-load clinical units, the Hospital has significantly reinforced real-time humanistic care and operational support. For instance, the Emergency Department has pioneered an overcrowding index alongside an automated incentive mechanism: when the patient volume reaches the designated threshold during specific peak hours, tactical support measures such as snack vouchers are immediately activated. Concurrently, the on-duty personnel alignment is dynamically calibrated based on special exigencies, and supplementary nurse stipends for acute and critical

care units are provided. Through these multidimensional benefits and agile support architectures, the Hospital continuously orchestrates a friendly, reassuring, and highly resilient working environment, consistently safeguarding our colleagues' physical and mental well-being alongside premium healthcare services quality.

Employee Benefits at NCKU Hospital

Labor Protection and Retirement Plans

Various Performance and Service Incentive Bonuses	Special Duty Bonus
Year-end Bonus	Profit-sharing Bonus
Operating Bonus	Variable Compensation such as Holiday Gifts Issued by Individual Units
Occupational Insurance	Flexible Working Hours and Diverse Shift Arrangements
Health Examination	Provision of Breastfeeding (Pumping) Time
Chronic Disease Risk Assessment	Prevention of Illnesses Caused by Abnormal Workload

Employee Life and Career Development

Educational Training	Overseas Study for Official Purposes
National Travel Card Subsidy	Birthday Gift Allowance (NTD 2,000/year)
Employee Travel Subsidy	Holiday Parking Privileges for Employees
Employee Cooperative Dividend	Emergency Personnel Reward and Recognition Program

Employee Benefits at NCKU Hospital

Physical, Mental, and Spiritual Health Promotion

Weight Management	Smoking Cessation
Healthy Diet Promotion	Chronic Disease Prevention
Preventive Screenings	Vaccination and Physical Fitness Promotion
Free Psychological Counseling	Online Psychological Consultation
Health and Fitness Clubs (Softball Club, Badminton Club, Health Dance Club, etc.)	Recreational and Group Activities



2025.12.13 Employee Travel



Cultural and Recreational Activities



The Badminton Club



The Health Dance Club



The Softball Club

► Hierarchical Childcare Support

On the medical frontlines, our healthcare and nursing colleagues safeguard lives with their profound expertise; at the rear, National Cheng Kung University Hospital shields our colleagues' families with an encompassing institutional framework. We are deeply cognizant that only a stable and happy domestic support system can anchor high-quality healthcare services. Consequently, the Hospital is not merely dedicated to clinical excellence, but actively positions "family-friendly childcare" as a core foundational pillar of our organizational sustainable development.

Through the three-pronged strategy of "Economic Subsidies, Resource Integration, and Professional Childcare," the Hospital constructs an exceptionally accommodating childcare environment. In addition to providing a remuneration stipend of NT\$100,000 per birth alongside comprehensive leave categories, the Hospital pioneered an Employee Infant Care Center in 2022 via a venue-lease outsourcing model. Engineered with hospital-grade infection control space and flow planning, and backed by below-market tuition rates, the center robustly shields our colleagues' children while substantially alleviating financial constraints; in 2025, the infant care center successfully admitted approximately 60 infants and toddlers. Concurrently, through the NCKU Staff Children Non-Profit Kindergarten and the joint education and care services with the National Museum of Taiwan Literature, our colleagues enjoy preferential admission privileges. To foster multifaceted talent development, we collaborate with the YMCA to provide tuition discounts, fueling the holistic growth of our employees' children. This "hierarchical" resource deployment matrix ensures that from the moment a child is born until they step into the classroom, our colleagues can profoundly experience the Hospital's meticulous and ubiquitous care.

Looking ahead, the Hospital will continuously expand the accessibility and diversified selections of childcare resources by entering into contracts with authorized special-merchants. Simultaneously, the institution is committed to eliminating any employee anxieties regarding potential negative impacts on performance appraisals or career advancements due to applying for parental benefits. We will reinforce managerial awareness concerning work-life-family balance, and provide regularized or emergency-situation flexible work arrangements alongside empathetic psychological support, taking concrete actions to elevate our employees' sense of well-being and institutional organizational commitment.

Furthermore, in proactive response to the continuously escalating demand for onsite childcare, the lease for the infant care center venue will be renewed in February 2027, with explicit blueprints to prioritize expanding enrollment quotas for our hospital staff's children. The Hospital will concurrently execute feasibility assessments for the physical expansion of the infant care center infrastructure, planning to upscale the aggregate admission capacity and elevate the proportion of internal staff admissions. We will engage professional architects to conduct rigorous space and site planning evaluations, orchestrating a safer, more flawless, and future-ready childcare environment, thereby further materializing our family-friendly workplace and the sustainable stewardship objectives of ESG.

► Co-Prosperous Livelihood

To amplify employee cohesion, inspire workforce morale, and foster multi-departmental networking, the Hospital has organized the annual "Lawn Music and Creative Market" for two consecutive years. Anchored on the theme of "Intellectual Enrichment, Stress Alleviation, and Ultimate Relaxation," the flagship initiative integrates lawn concerts, artisan creative markets, interactive family dynamics, and employee showcases to cultivate an exceptionally supportive and warming workplace environment. The event invites celebrated vocalists, live bands, and diverse performing arts troupes, while uniquely engineering a competitive open-audition mechanism for employees. This platform vigorously encourages colleagues to unleash their multifaceted talents in singing, instrumental performance, and dance, backed by participation rewards and formal performance stipends to substantially elevate employee engagement and opportunities for self-actualization.

The event grounds orchestrate a vibrant matrix of approximately 80 to 120 local culinary, cultural-creative, and traditional artisanal vendor booths. By distributing corporate market vouchers and offering exclusive consumer discounts, the Hospital drastically heightens colleagues' participation enthusiasm while simultaneously driving tangible economic support for local cottage industries. Furthermore, the inclusion of interactive family games and immersive experience activities welcomes employees to celebrate with their families, profoundly reinforcing the domestic family support network. Through the synergy of music, artisan markets, and quality time with loved ones, our workforce can effectively untangle from clinical pressure, rejuvenate their physical and mental

well-being, and bolster mutual camaraderie alongside organizational identity through cross-unit networking. The operational trajectory of the project is preserved via professional retrospective documentaries, documenting these milestones to stand as a pivotal milestone of the Hospital's dedication to deepening corporate culture, cultivating employee holistic health, and orchestrating a family-friendly workplace.



Rongyuan Lawn Music Market

► Employee Support and Humanistic Care Systems

The Hospital establishes an encompassing framework of workplace support resources, providing multifaceted assistance measures that comprise workplace adaptation facilitation, environmental barrier-free infrastructure, human resources consultation, and psychological support services. Concurrently, specialized dedicated windows have been institutionalized to handle related mandates and pressure alleviation when employees confront predicaments, thereby ensuring that all demands are responsively addressed and appropriately processed. Through the integration of internal institutional resources and structural support, the Hospital materializes the core philosophies of equal employment and social inclusion, ensuring that every employee can achieve mutual growth and career development within a reassuring and respectful working environment. The respective dedicated specialized windows are designated as follows:

Multiple Support Measures

Unit	Description
Personnel Office	Employee Care Reporting
	Sexual Harassment Complaint
	Human Resources Consultation
	Comprehensive Welfare Benefits and Retirement Stewardship Matters
Occupational Safety and Health Office	Workplace Unlawful Infringement
	Abnormal Workload
	Employee Assistance Program – Happiness Hotline
	Employee Feedback Platform – Cheng Kung Window
	Occupational Safety and Health, Occupational Accident
	Occupational Injury Leave, Maternal Health Protection, Workplace Violence Prevention
Department of Psychiatry	Employee Psychological Counseling
Legal Affairs Office	Legal Consultation, Medical Disputes, Litigation Cases
	Legal Consultation, Medical Violence
Happiness Hotline	Multifaceted support to assist employees in evaluating, addressing, or resolving work-related difficulties
The “Cheng Kung Window”	Facilitating Relevant Departments to Grasp Employee Demands Responsively and Implement Flawless Redress and Feedback

The Year of 2025 The “Cheng Kung Window”
Quarterly Case Classification and Analytics Matrix

Category	First Quarter (Q1)	Second Quarter (Q2)	Third Quarter (Q3)	Fourth Quarter (Q4)
Administrative Matters	7	4	24	7
Human Resources Matters	12	12	8	12
Remuneration and Benefits	1	5	1	1
Clinical and Medical Matters	0	1	1	2
Total	20	22	34	22

In 2025, a aggregate total of 98 cases were submitted through the channel: 84 cases were identified (accounting for 85.7%), while 14 cases were anonymous (accounting for 14.3%). Crucially, a 100% resolution and response rate has been seamlessly achieved for all identified cases.

In terms of employee care, a clear and explicit operational workflow for employee care and condolences has been established. Upon receiving notifications of various care cases, the supervisor of the respective unit first delivers immediate on-site care, and the EAP team subsequently registers the case to provide medical, legal, psychological counseling, and welfare resources tailored to individual needs. Every employee is entitled to 3 sessions of free psychological counseling services each year, and can obtain assistance via online consultation channels to support employees in addressing issues such as workplace pressure, occupational injuries, official sick leave, family interactions, maternal care, and health promotion. The Hospital also convenes care team meetings on a quarterly basis to execute case care and subsequent follow-up tracking, demonstrating continuous attention and care for employee physical and mental well-being. In 2025, the internal counseling service served 50 person-times, and external counseling subsidies were granted to 4 person-times.

Subsidy Methods and Regulations for Psychological Counseling Services

Applications for internal psychological counseling services and external psychological counseling subsidies shall be combined in calculation, and shall be limited to a maximum of three times per person per year.

Cases referred by the Human Resources Office shall be primarily handled by the Department of Psychiatry of the Hospital, and the relevant psychological counseling fees shall be fully subsidized by the Hospital.

Application for external psychological counseling subsidies: After undergoing psychological counseling at a medical institution evaluated as qualified by the central health competent authority, or at a counseling institution registered and established with the approval of the competent authority, employees may attach the receipts or certificates of psychological counseling fees issued by said institution to apply for subsidies from the Hospital. The subsidy for a single psychological counseling session shall be limited to a maximum of NT\$1,500.

If an employee encounters special circumstances and needs to increase the number of psychological counseling sessions or subsidies, a special project must be submitted for official approval.

Application forms for subsidies and subsidy fees related to these Directions shall be processed as confidential documents; relevant personnel handling the matters shall not disclose information to any third party without authorization. Violators shall be disciplined in accordance with relevant regulations.

► 2025 Annual Execution Results of Strategic Objectives

C1-3 Promote Team Resource Management / Employee Workplace Resilience

Annual Goals	Implementation Status	Target Achievement
Hold at least one TRM and resilience-related course every six months	Held 3 resilience courses	○

C1-3 Promote Team Resource Management / Employee Workplace Resilience

Annual Goals	Implementation Status	Target Achievement
Satisfaction with TRM and resilience courses $\geq 80\%$	Satisfaction consistently $\geq 95\%$	○

► Physical and Mental Balance Program

To actively respond to the national mental health policy, the Hospital has implemented "Mental Health Leave" starting from October 10, 2025. Transitioning from initial implementation for civil service and contract personnel to fully incorporating colleagues applicable under the Labor Standards Act in 2026, this embodies the Hospital's commitment to workplace equality, ensuring every partner enjoys identical psychological support and realizing a healthy and sustainable workplace environment.

NCKU Hospital Mental Health Leave Friendly Mechanism

Application Flexibility	Taking "hours" as the unit, employees can apply for a maximum of 3 days per year, providing colleagues with the most immediate flexibility for respite.
Privacy Protection	No certification is required upon application. The institution not only shall not refuse the request, but is also strictly prohibited from including this leave type in performance evaluations or using it as a basis for adverse disposition, ensuring that colleagues can rest assured while making their adjustments.
Digital Convenience	Applications can be easily submitted via the Attendance and Leave System, transforming "self-awareness" into substantive health actions.

The initial implementation of the system has already received positive feedback from colleagues, with 52 person-times applying within just one brief quarter in 2025. The Hospital firmly believes that only a vibrant and stable state can address the various challenges in the medical field, which is also a long-term commitment to our colleagues.

5.2 Fostering Workplace Harmony

In a highly professional and fast-paced medical field, safeguarding employees' working conditions and fundamental rights is an important foundation for ensuring organizational stability and service quality. Upholding the spirit of administration in accordance with the law, the Hospital abides by relevant regulations and international human rights standards to refine working systems and protective measures. We implement equal treatment, respect for personality, and workplace safety, while simultaneously constructing mechanisms for diverse participation and dialogue. This strengthens mutual trust and a sense of responsibility, enabling labor-management relations to operate robustly under a clear institutional framework.

5.2.1 Protection of Work Environment

► Human Rights Policy

As a public medical center, the Hospital upholds the principle of administration in accordance with the law, fully complies with relevant government laws and regulations, and formulates various internal policies and measures to safeguard the rights and safety of patients, visitors, and all employees, thereby realizing an equitable and dignified medical environment.

To safeguard colleagues' workplace health and employment rights, NCKU Hospital has formulated the "Employee Rights Policy." Its content encompasses dimensions such as the prohibition of employment discrimination, workplace safety and health, reasonable working hours, gender equality, employment protection for indigenous peoples and individuals with disabilities, collective bargaining, and grievance mechanisms. Through multiple channels including the knowledge management system, personnel announcements, and public webpages, the Hospital assists employees in understanding and implementing relevant rights. Furthermore, a complete and transparent system is established to periodically review and amend working regulations, and grassroots employee representatives are included in the regulation amendment process to

ensure diverse opinions are incorporated into decision-making. Personnel at all ranks possess a clear awareness of their responsibilities and authorizations and execute them accordingly; the human resources unit also periodically reviews reasons for separation, salary structures, and leave implementation status, enhancing employee well-being and organizational stability through continuous improvement.

The National Cheng Kung University Hospital Enterprise Union was officially registered in April 2024, and has not yet signed a collective agreement in accordance with the Collective Agreement Act. Relevant issues are discussed by convening consultation meetings, and the operational guidelines for consultation meetings have been established, with a total of 5 consultation meetings convened in 2025. In addition, relevant labor-management issues can also be communicated, exchanged, and discussed through proposals by labor representatives at labor-management meetings. The Hospital has established diverse channels such as the hospital Facebook page, "Success Gateway," "Happiness Hotline," and a dedicated communication platform for nursing personnel—"I Have Something to Say," ensuring that employees' relevant opinions and voices can be fully conveyed.

As a medical institution, the Hospital operates 24 hours a day without interruption to meet healthcare service demands. In accordance with Article 32, Paragraph 4 of the Labor Standards Act, when employees are required to work overtime due to natural disasters, incidents, or emergencies, the Hospital notifies the enterprise union within 24 hours of the commencement of extended work and subsequently provides appropriate rest. For civil servants, the Hospital complies with Article 4 of the "Regulations on Civil Servants' Work Attendance for the Executive Yuan and Its Subordinate Central and Local Agencies," which stipulates that, except in cases involving the rescue of major disasters, handling of emergencies or major incidents, or the implementation of major projects, the daily working hours shall not exceed 14 hours, and the total extended working hours in a month shall not exceed 80 hours. In the event of overtime beyond these limits, the Hospital reports the situation to the Ministry of Education within one month from the date of occurrence. Furthermore, the Hospital strictly adheres to Article 45 of the Labor Standards Act and does not employ child labor under the age of 15, and has required suppliers not to employ child laborers.

► Fulfilling the Mission of Equality

NCKU Hospital has long been committed to constructing a social environment filled with understanding and respect. We not only actively participate in international humanitarian care, but also implement this compassion in every corner of medical equality and workplace friendliness. Upholding the mission to safeguard health and human rights, the Hospital collaborated with World Vision Taiwan during the "30 Hours Famine Caring Week." In response to World Population Day, we spoke out for refugees in conflict areas, emphasizing that every child has the right to grow up in safety and receive fundamental medical and educational protection, delivering warmth to suffering families worldwide through practical actions.

In terms of medical and daily life equality, NCKU Hospital, as a designated HIV care hospital, has long promoted "U=U" (Undetectable = Untransmittable), the international medical consensus that an undetectable viral load means non-transmittability. Through the U Café medical staff support event, we gathered people with warm coffee, hoping to eliminate social discrimination against infected individuals, and invited the public to jointly make commitments in paintings to construct friendly medical and long-term care environments. This respect for life also extends to the protection of the workplace environment. On World Diabetes Day, the Hospital launched the "Five-Finger Promise" declaration, advocating for public attention to the misunderstandings and challenges face by diabetic colleagues in the workplace, and promoting that workplace understanding and acceptance are the key sustaining forces for diabetic individuals to maintain stable medical conditions and psychological health.



Diabetes Day "Five-Finger Promise" Declaration Event



30 Hours Famine Caring Week Event



NCKU Hospital Station Support Event

5.2.2 Labor-Management Interaction

► Gender Equality

Regarding gender equality, the Hospital has formulated the "Guidelines for the Prevention, Complaint, and Investigation of Workplace Sexual Harassment" and relevant operating procedures. The Hospital actively promotes gender equality policies and establishes a clear complaint and review mechanism for the prevention of sexual harassment, ensuring that employees can work in a friendly and respectful environment. The policy content and procedures are made publicly available. To strengthen advocacy and prevention, the Hospital has set up a "Sexual Harassment Prevention" section on its official website, providing complaint channels, relevant regulations, measures, and form templates. A smooth and confidential complaint mechanism has also been established, enabling employees to report inappropriate behavior with peace of mind. All reports are investigated and handled with due care.

In addition, the Hospital regularly holds special lectures and workshops on sexual harassment prevention. These include topics such as gender awareness, analysis of the 2024 amendments to the three Gender Equality Acts, and case studies, with the goal of continually improving employees' awareness and sensitivity toward sexual harassment prevention and jointly fostering a safe and equitable work environment. The "Written Statement on the Prohibition of Unlawful Infringement in the Workplace," signed by the Superintendent, clearly declaring a zero-tolerance stance against workplace violence, sexual harassment, and bullying. This statement applies to management, general employees, and visitors alike, ensuring the physical and mental safety and dignity of all staff while performing their duties.

► Prevention of Workplace Unlawful Infringement

In the face of potential workplace unlawful infringements within the medical field—including physical, psychological, or verbal violence, sexual harassment, workplace bullying, and other forms of inappropriate treatment—the Hospital adopts a "zero tolerance" principle. In accordance with Article 324-3 of the Occupational Safety and Health Facilities Regulations, the Hospital has formulated the "Prevention Plan for Unlawful Infringement Actions Occurring During the Performance of Duties." The Hospital features explicit grievance channels and processing procedures. Through awareness campaigns, educational training, reporting systems, joint investigation teams, and risk assessment mechanisms, the Hospital actively prevents and addresses incidents where employees experience unlawful infringements, workplace bullying, or gender equality issues. Furthermore, based on individual case requirements, support measures such as psychological counseling, legal assistance, health guidance, job adjustments, or physical and mental health monitoring are provided to safeguard the rights and interests of both the complainant and the respondent.

To realize workplace safety, the Hospital conducts educational training and risk assessments related to the prevention of unlawful infringement at least once a year. Employees are required to complete relevant checklists and friendly workplace self-assessment sheets, reminding unit supervisors and all hospital colleagues to pay attention to workplace interactions, communication methods, and their own behavior. Supervisors of all units must also periodically and publicly announce the "Written Statement on the Prohibition of Workplace Violence" and post it in a conspicuous place within the unit, strengthening everyone's awareness of zero tolerance toward

workplace violence and inappropriate treatment. In addition, the Hospital periodically organizes lectures related to gender equality and human rights, and conducts training sessions on conflict communication, self-protection, and anti-violence drills for high-risk units, thereby enhancing first-line colleagues' emergency response capabilities when facing unexpected incidents.

Regarding grievance cases, the "Joint Investigation Team" of the Hospital conducts investigations in a confidential manner. The identity data of the complainant shall not be disclosed arbitrarily, and information sufficient to identify them is strictly prohibited from being leaked. For internal whistleblowers, the Hospital explicitly stipulates that they shall not be dismissed, terminated, demoted, subject to pay cuts, or given any other adverse dispositions due to their reporting actions. Measures are also taken during the investigation process to prevent the complainant from suffering further unlawful infringement. Relevant meeting minutes, educational training materials, reporting contents, investigation data, and disposition results are properly preserved to serve as a basis for subsequent risk assessments, institutional reviews, and improvement tracking.

In 2025, a total of 5 cases of workplace unlawful infringement grievances were accepted. Among them, 2 cases were withdrawn by the complainants after acceptance, another 2 cases were ruled unsubstantiated upon investigation, and the final case is currently ongoing. The causes of these incidents can be broadly classified into two categories: first, the management styles of supervisors, and second, issues regarding job division and communication among colleagues.

Follow-up Improvement Measures:

- Publicize and encourage colleagues to make good use of the employee care resources and assistance established by the Hospital.
- Construct codes of conduct at both organizational and individual levels. For the individual level, specific types of "inappropriate speech and behavior" should be itemized and incorporated into educational training content. For the organizational level, awareness of managerial responsibilities and management skills among supervisors at all ranks throughout the Hospital will be strengthened, with a particular emphasis on fulfilling managerial authorities and duties.

5.3 Workplace Safety and Health

The Hospital regards workplace safety and employee health as an important foundation for sustainable management. In accordance with the Occupational Safety and Health Act and relevant regulations, the Hospital has established an occupational safety and health management system. This system encompasses all workers, activities, and workplaces throughout the Hospital, incorporating the safety and health of employees, contractors, dispatched personnel, and related workers into its management scope. Through mechanisms such as the Occupational Safety and Health Committee, hazard identification and risk assessment, educational training, health examinations, occupational injury reporting, and tracking for improvement, the Hospital continuously reduces workplace risks to create a safe, healthy, and friendly working environment.

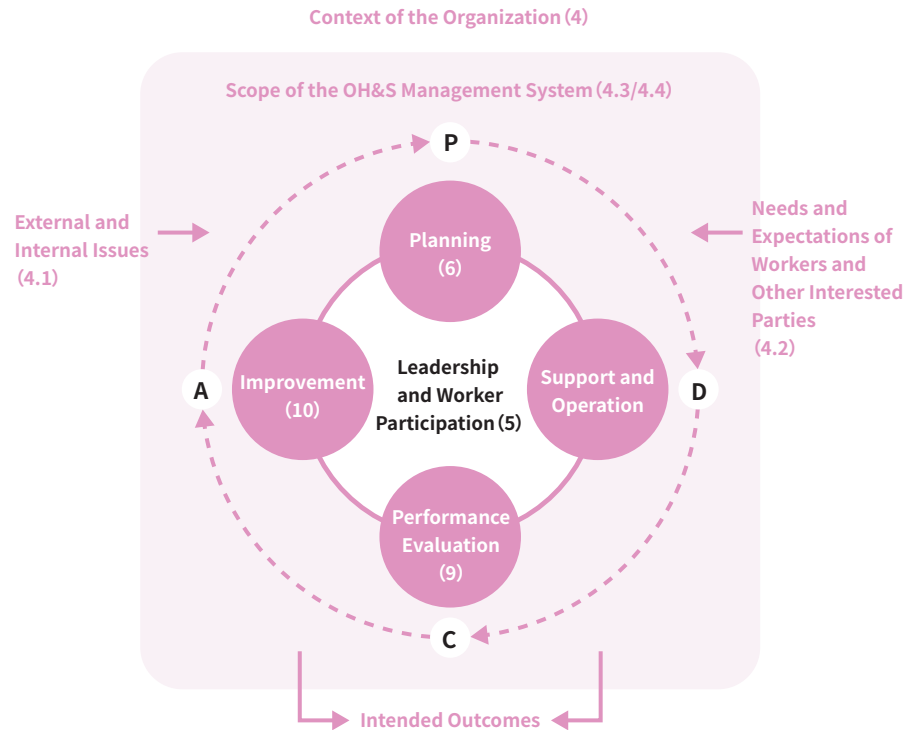
5.3.1 Occupational Safety and Health System Management

The occupational safety and health management system aims to provide a framework to manage occupational safety and health risks and opportunities. The approach adopted for the occupational safety and health management system applies the concept of PDCA. The management system standards are based on the ISO 45001:2018 international standard, the CNS 45001:2018 national standard, and the TOSHMS specific requirements. The Hospital's occupational safety and health management system covers all employees, non-employee workers, and contractors entering areas under the Hospital's jurisdiction to engage in operational activities, ensuring no blind spots exist in safeguarding the health and safety of all personnel.

The operations of medical institutions are highly complex, involving diverse professional division of labor and various risk scenarios. With safeguarding employee safety and health at its core, NCKU Hospital has formulated occupational safety and health management guidelines in accordance with relevant laws and regulations such as the Occupational Safety and Health Act. Through systematic management, risk identification, prevention mechanisms, and cross-departmental collaboration, the Hospital reduces occupational exposure and workplace hazard risks, ensuring that personnel can practice with peace of mind and that the organization operates stably.

The Hospital's occupational safety and health operations cover dimensions such as occupational disaster prevention, radiation safety, environmental quality, and health management. These are jointly promoted by responsible units including the Occupational Safety and Health Committee, the Radiation Protection Management Committee, and the Labor Safety and Health Office, constructing a comprehensive safety and health governance framework. Concurrently, the Hospital is actively introducing occupational safety and health management systems such as ISO 45001 or TOSHMS, gradually strengthening mechanisms for worker consultation and participation, continuous improvement, and risk identification and assessment, thereby continuing to build a safe, healthy, and comfortable working environment.

► Occupational Safety and Health Management System Framework

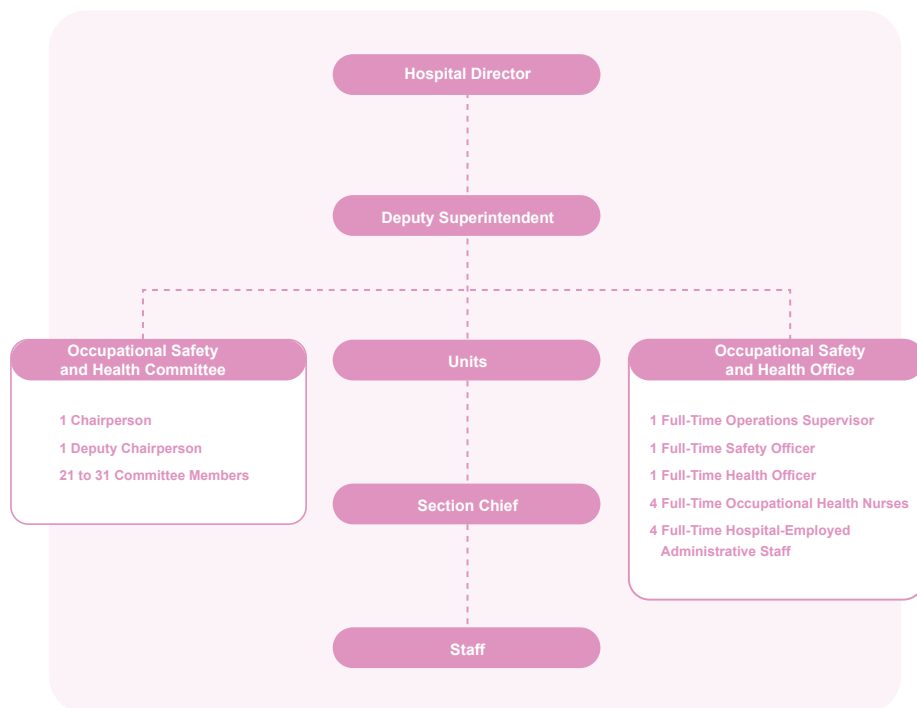


► Occupational Safety and Health Committee

NCKU Hospital comprehensively promotes workplace safety and health management through the establishment of the Occupational Safety and Health Committee. The Occupational Safety and Health Committee is chaired by the Vice Superintendent and comprises supervisors from various units, occupational safety and health personnel, engineering and technical personnel related to occupational safety and health, medical and nursing personnel providing labor health services, and labor representatives. Labor representatives account for 33% of the total committee members. In quarterly meetings, they jointly deliberate, coordinate, plan, and make decisions on occupational safety and health issues with the management level. They also track occupational disaster cases, occupational safety and health management plans, health service plans, revisions to safety and health work rules, and related improvement items, thereby implementing mechanisms for employee participation, consultation, and communication.

In 2025, the Occupational Safety and Health Committee continued to review occupational injury cases and proposed improvement directions for topics such as occupational disaster prevention, needle stick prevention, equipment improvement, the use of personal protective equipment, and environmental safety, strengthening the effectiveness of workplace safety management. For high-risk areas and operations within the hospital, the Hospital also reviews and tracks the implementation status and improvement progress of safety inspections, environmental monitoring, and automatic inspections through the committee. When an occupational disaster or accidental incident occurs, the supervisor of the involved unit must attend the committee meeting to deliver a case report, explaining the cause of the accident, improvement measures, and implementation status for cases such as cuts, falls, needle sticks, and equipment operation injuries. The case is only removed from the control list after the meeting confirms that the improvement has been completed. Furthermore, accidental incident prevention measures are announced quarterly to reduce the risk of recurring occupational disasters.

► Occupational Safety and Health Committee



The Hospital also features multiple dedicated committees and operational units, which promote occupational safety and health work based on their respective core functional divisions, forming a cross-unit collaborative safety and health management framework.

Unit Name	Responsibilities and Duties
Occupational Safety and Health Committee	Responsible for deliberating, studying, coordinating, and advising on matters related to occupational safety and health throughout the Hospital.
Radiation Protection Management Committee	Responsible for hospital-wide management tasks related to the prevention of radiation hazards.
Infection Control Committee	Responsible for hospital-wide infection control, prevention, and investigation tasks.
Occupational Safety and Health Office	Responsible for formulating, planning, supervising, and promoting safety and health management matters.
Department of Family Medicine	Responsible for conducting pre-employment physical examinations for new employees and periodic health checkups for current employees of the Hospital.
Department of Occupational and Environmental Medicine	Responsible for conducting special health examinations.
General Affairs Office	Responsible for hospital-wide disaster response-related tasks.
Maintenance and Engineering Office	Responsible for hospital-wide fire protection-related tasks.
Department of Emergency Medicine	Responsible for the management of emergency medical services and response to mass casualty incidents, toxic chemical substances, and biological warfare agents within the Hospital.
First-Level Units	Responsible for implementing occupational safety and health management tasks related to their respective departments.



To safeguard the workplace safety and health of all workers, the Hospital also incorporates contractors and outsourced personnel into its occupational safety and health management scope. For contractors, the Hospital requires compliance with the "Contractor Safety and Health Management Manual" as well as internal hospital regulations related to infection control, hygiene, and safety. Potential hazards during operational processes are identified and managed through hazard disclosures, safety and health undertakings, and risk surveys. The Labor Safety and Health Office periodically assists in convening contractor discussion and coordination organization meetings, covering occupational safety and health policies, regulatory publicity, occupational disaster case discussions, and deficiency improvements, thereby enhancing contractors' safety and health awareness and operational quality to reduce operational risks within the hospital campus.

Furthermore, regarding outsourced security services, the "Standard Operating Procedure for the Crisis Management Plan of Outsourced Security Services" has been established. This explicitly stipulates that contractors must implement pre-employment and in-service training, duty equipment, manpower allocation, comprehensive management regulations, and confidentiality provisions according to their annual contracts. The Campus Police Corps also conducts two-way communication, duty reviews, and real-time education through monthly security meetings, and has established emergency manpower dispatch and crisis management processes to ensure the continuous and stable operation of security duties within the hospital campus.

► Occupational Safety and Health Education Outcomes

The Hospital attaches great importance to occupational safety and health education and training. In addition to conducting relevant training for new and existing personnel in accordance with regulations, the Hospital has set the retraining cycle for occupational safety and health education

to once every 2 years, which is superior to the regulatory requirement of once every 3 years. To enhance employees' workplace safety awareness and emergency response capabilities, the Hospital periodically conducts occupational safety and health education, training, and promotional courses based on occupational safety and health regulations and internal management needs. Furthermore, tailored to different operational risks and job requirements, courses are planned for high-risk personnel protection, defensive driving, prevention of workplace unlawful infringement during the performance of duties, hierarchical management of hazardous chemicals, occupational safety and health education publicity, metabolic syndrome, and stretching exercises. In 2025, the Labor Safety and Health Office organized a total of 17 sessions of hospital-wide safety and health education training and health promotion lectures, with 708 person-times participating, thereby continuously strengthening employees' awareness of workplace hazard identification, accident prevention, and safe operations, and enhancing overall work safety and health protection.

Regarding dispatched workers such as security personnel and contractors, the Hospital also incorporates them into the scope of occupational safety and health management. Security personnel receive pre-employment and in-service education and training according to regulations, covering dimensions such as occupational safety, infection control, emergency response, and duty safety. In addition to annual education and training, duty reviews, two-way communication, and thermal hazard prevention publicity are conducted through monthly security meetings. In 2025, the completion rate of education and training for security personnel reached 100%, except for new hires. Concurrently, the Hospital has formulated the "Standard Operating Procedure for the Crisis Management Plan of Outsourced Security Services," requiring contractors to implement education and training, duty equipment, manpower allocation, management regulations, and confidentiality provisions in accordance with contracts, and supervising security duties and emergency response mechanisms through the Campus Police Corps. The training items for different occupational categories and work risks are as follows:

Statistical Table of Occupational Safety and Health Training Items

Training Item Name	Number of Trainees	Training Cost (NTD)
Safety and Health Education and Training for New Employees and In-service Personnel	5,605	26,000
Safety and Health Education and Training for Supervisors of Hazardous Operations and Operators of Dangerous Machinery and Equipment	145	247,660
Education and Training for In-service Contractors	730	0
Volunteer Participation in Safety and Health Education and Training	303	0
Other Safety and Health Education and Training (including training for contractors, various departments, intern physicians, pre-employment training for new physicians, pre-employment training for new nursing staff, inservice personnel, and ad hoc training for personnel assisting in workplace operations)	168,156	2,744,452

Our hospital's occupational safety and health courses combine in-person training with an online learning system to ensure that all personnel in the workplace can successfully complete the training. Course content is tailored according to job risks and responsibilities, with regular assessments of training effectiveness and needs. We continuously improve educational resources, striving to create a safe, healthy, and efficient medical work environment. In 205, a total of 174,939 participants, including contractors, received occupational safety training, with training expenses amounting to NT\$3,018,112.



Occupational Safety and Health Education and Training



Donning and Doffing Training

► Maternal Labor Protection

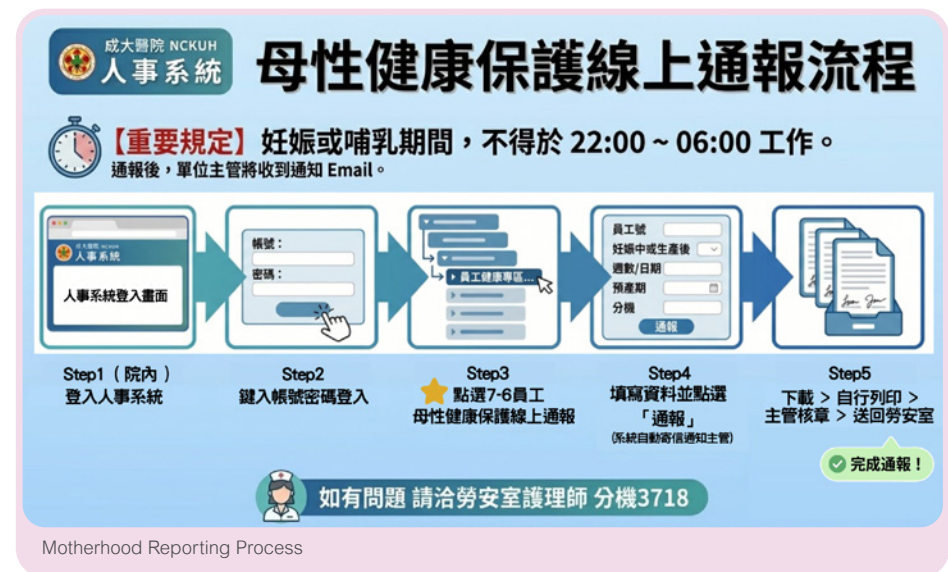
To safeguard the reproductive health of female colleagues and ensure mother-infant safety, NCKU Hospital continuously promotes the "Maternal Health Protection Plan." Through cross-professional team collaboration and comprehensive risk management mechanisms, we provide comprehensive workplace health support for pregnant and postpartum female colleagues, actively creating a safe and friendly working environment. The Maternal Health Protection Plan is implemented in accordance with relevant regulations such as the Occupational Safety and Health Act, the Regulations for the Implementation of Maternal Health Protection of Female Workers, and the Labor Standards Act. The applicable scope includes female colleagues who are pregnant, within one year postpartum, or more than one year postpartum but continue to breastfeed and submit requests. In addition to establishing the "Online Reporting System for Employee Maternal Health Protection," the Hospital also actively cross-references data through leave query mechanisms and the "Declaration of Refusal to Undergo Chest X-ray Examination" to identify colleagues requiring protection as early as possible and provide immediate assistance.

Regarding the execution mechanism, NCKU Hospital coordinates cooperation among occupational safety and health personnel, labor health service medical and nursing personnel, the human resources department, and supervisors of various units to perform hazard identification, environmental monitoring, and risk classification for workplaces, assessing whether potential chemical, biological, ergonomic, or work-stress hazards exist. Through health interviews, self-assessment forms, and health examination results, medical and nursing personnel comprehensively evaluate colleagues' health conditions and work suitability, providing health guidance and recommendations for work adjustments.

The Maternal Health Protection Plan establishes two sets of three-level hierarchical management systems for "workplace environment" and "individual health risk." If a health risk is identified through assessment, the Hospital will assist in adjusting work content, reducing workload, modifying working hours, or arranging temporary alternative work based on individual needs; when necessary, discontinuing original duties will be recommended to reduce health risks to the mother and infant. Concurrently, the Hospital, in principle, does not schedule pregnant or breastfeeding colleagues for night shifts, further protecting the health rights and interests of female workers. Furthermore, all execution records, including assessments, interviews, and work suitability arrangements, are fully preserved for at least three years and are periodically

reported to the hospital-wide Environmental Protection, Safety, and Health Committee for review to continuously refine protective measures.

In 2025, NCKU Hospital completed maternal health protection control tracking for a total of 146 person-times, including 82 person-times of pregnant employees, 57 person-times within one year postpartum, and 7 person-times for continuous breastfeeding. The Hospital provided health guidance, work environment improvements, duty adjustments, and subsequent tracking based on risk levels, actively implementing workplace support for female colleagues and their families. Concurrently, to enhance pregnancy-friendly measures, starting from August 1, 2025, pregnant colleagues holding their employee ID cards and valid maternity health booklets can enjoy exclusive pregnancy parking benefits at the Outpatient Building car park, alleviating the burden of commuting. We will continue to improve the maternal health protection system, safeguarding the health of every expectant mother and baby in the workplace through more thorough healthcare and friendly measures.



► Occupational Disaster Handling and Tracking

To safeguard the physical and mental health of employees, contractors, and all workers, the Hospital has constructed a comprehensive occupational safety and health service system. By integrating outpatient evaluations, on-site visits, and tracking management, the Hospital builds a solid occupational disaster prevention network. In accordance with the "Standard Operating Procedure for Hazard Identification, Risk Assessment, and Determination of Control Measures," the Hospital systematically identifies multiple hazards—including physical, chemical, biological, and ergonomic hazards—and formulates precise control strategies based on the assessment results to reduce risks from the source. Through a dual-track mechanism of "annual hospital-wide assessments" and "quarterly committee tracking," the Hospital ensures that various safety and health systems are implemented in daily operations, achieving continuous refinement and sustainable transformation of the management system.

For high-risk areas and high-risk operations, the Hospital continuously executes safety inspections, environmental monitoring, and automatic examinations, incorporating the relevant results into the review and tracking of the Occupational Safety and Health Committee. In 2025, the number of internal occupational safety and health audit cases totaled 139, with 29 deficiencies requiring improvement and 29 successfully improved, achieving an improvement completion rate of 100%. This demonstrates the Hospital's determination to continuously enhance safety management effectiveness. Regarding occupational disaster incidents, the Hospital has formulated the "Work Rules (including Employee Accident Prevention Measures)," the "Standard Operating Procedure for Occupational Disaster Handling and Investigation," and the "Directions for Employee Occupational Disaster Condolence and Medical Subsidies" to serve as the basis for incident handling, investigative analysis, improvement tracking, and employee care.

When an accident occurs or when employees discover potential hazards within the operating environment, they can report the issue through the "I Want to Report" system, via telephone, or using paper forms. Following an incident, the Labor Safety and Health Office assists the involved unit with report acceptance, cause investigation, improvement recommendations, and subsequent tracking, presenting and discussing each incident case-by-case within the Occupational Safety and Health Committee. The supervisor of the involved unit must also attend the meeting to provide explanations, analyze causes, and deliberate on improvement measures for cases such as cuts, falls, needle sticks, chemical exposure, and equipment operation injuries.

The case is only removed from the control list after the meeting confirms that the improvement has been completed. Furthermore, accident prevention measures are announced hospital-wide on a quarterly basis to prevent similar incidents from recurring.

In addition to acute occupational injuries, the Hospital also attaches great importance to the evaluation and tracking of chronic occupational injuries and suspected occupational diseases. If employees experience physical discomfort due to long-term working postures, repetitive movements, heavy lifting, over-the-shoulder operations, or other work-exposure factors, they can visit the Division of Occupational and Environmental Medicine outpatient clinic for professional evaluation. Based on medical history, diagnostic results, job content, exposure conditions, and necessary on-site visit data, the physician comprehensively determines the correlation between the disease and work, and provides recommendations for treatment, rehabilitation, job adjustments, or subsequent occupational disease applications. Relevant medical treatment and evaluation records are protected by confidentiality regulations, and the final decision to apply for occupational disease identification or compensation completely respects the individual employee's volition.

Occupational disease evaluation is not merely a compensation procedure; it is also a vital process that assists employees, supervisors, and employers in jointly understanding work risks, adjusting job content, and reducing health hazards. Through professional occupational medicine evaluations, on-site operational observations, clarification of risk factors, and cross-unit communication, the Hospital assists employees in managing their own health conditions, while working with their respective units to discuss a manageable scope of work and necessary adjustment measures, thereby balancing employee health, operational safety, and job continuity.

In 2025, no occupational disease cases occurred within the Hospital, nor were there any recordable occupational disease cases. This demonstrates the concrete effectiveness of the Hospital's efforts in workplace health promotion, hazard prevention, and occupational risk management, while reflecting the emphasis and dedication of the entire organization toward protecting employee health.

Statistical Table of Employee Occupational Disease Cases in the Past Three Years

Category	Item	2023	2024	2025
Number of Deaths Caused by Occupational Diseases	Number of Female Deaths (Cases)	0	0	0
	Number of Male Deaths (Cases)	0	0	0
	Total Number of Deaths (Cases)	0	0	0
Number of Recordable Occupational Disease Cases	Total Number of Occupational Disease Cases in Females	1	1	0
	Total Number of Occupational Disease Cases in Males	0	0	0
	Total Number of Occupational Disease Cases	1	1	0
Mortality Rate Caused by Occupational Diseases		0	0	0
Recordable Occupational Disease Rate		1.19	1.28	0

Note:

1. Occupational Disease Rate = (Total Number of Occupational Diseases / Total Worked Hours) \ 1,000,000.
2. Mortality Rate Caused by Occupational Diseases = (Number of Deaths Caused by Occupational Diseases / Total Worked Hours) \ 1,000,000.
3. Recordable Occupational Disease Rate = (Number of Recordable Occupational Diseases / Worked Hours) \ 1,000,000.
4. Occupational disease incidence among non-employees in the past 3 years is zero.

Although the relevant statistical indicators are at zero, the Hospital continues to implement preventive management and continuous improvement through mechanisms such as the Occupational Safety and Health Committee, the accident reporting system, reviews of occupational injury cases, on-site improvements, and educational publicity, thereby strengthening a culture of workplace safety throughout the organization.

Statistical Table of Employee Occupational Injuries in the Past Three Years

Category	Item	2023	2024	2025
Total Work Hours	Total Work Hours for Female Employees	7,861,589	8,159,302	7,753,152
	Total Work Hours for Male Employees	2,348,267	2,437,194	2,460,480
	Total Accumulated Work Hours	10,209,856	10,596,496	10,213,632
Number of Deaths Caused by Occupational Injuries	Number of female deaths	0	0	0
	Number of male deaths	0	0	0
	Total number of deaths	0	0	0
Number of Serious Occupational Injuries (Excluding Deaths)	Total Number of Serious Occupational Injuries in Females(Cases)	1	1	0
	Total Number of Serious Occupational Injuries in Males (Cases)	0	0	0
	Total Number of Serious Occupational Injuries (Cases)	1	1	0
Recordable Occupational Injuries (including Number of Fatalities and Number of Serious Occupational Injuries)	Total Number of Occupational Injury Cases in Females	10	15	0
	Total Number of Occupational Injury Cases in Males	0	0	0
	Number of Occupational Injury Cases	10	15	0
Mortality Rate Caused by Occupational Injuries		0	0	0
Serious Occupational Injury Rate		0.10	0.09	0
Recordable Occupational Injury Rate		0.98	1.42	0

Note:

1. Mortality Rate Caused by Occupational Injuries = (Number of Deaths Caused by Occupational Injuries / Total Accumulated Work Hours) \ 1,000,000
2. Serious Occupational Injury Rate = (Number of Serious Occupational Injuries (excluding deaths) / Total Accumulated Work Hours) \ 1,000,000
3. Recordable Occupational Injury Rate = (Number of Recordable Occupational Injuries (including deaths and serious injuries) / Total Accumulated Work Hours) \ 1,000,000
4. Serious occupational injuries refer to those that prevent recovery of health within six months.
5. Recordable occupational injuries do not include occupational injuries caused during commuting to and from work.

► Chronic Occupational Injuries

In response to chronic occupational injuries that employees may experience due to factors such as long-term working postures, repetitive movements, heavy lifting, over-the-shoulder lifting, prolonged standing or sitting, and abnormal workloads, the Hospital provides assistance through occupational medicine outpatient clinics, on-site visits, hazard identification, job adjustments, and health tracking. These mechanisms help employees detect early physical warning signs and receive appropriate support. For common conditions like shoulder and neck soreness, hand numbness, low back pain, musculoskeletal discomfort, or suspected occupational diseases, employees can visit the Division of Occupational and Environmental Medicine outpatient clinic for professional evaluation. Based on medical history, diagnostic results, job content, operational postures, exposure conditions, and necessary on-site visit data, physicians comprehensively determine the correlation between the disease and work, providing recommendations for treatment, rehabilitation, job adjustments, or subsequent occupational disease applications.

Occupational disease evaluation is not merely a compensation procedure; it is also a vital process that assists employees, supervisors, and employers in jointly identifying work risks, adjusting operational content, and reducing health hazards. Employees' medical treatment and evaluation records are protected by confidentiality regulations, and the decision to apply for occupational disease identification or compensation completely respects the individual employee's volition. To enhance evaluation efficiency, employees can provide past diagnostic data, medical imaging, photographs of job content, or videos of operations, helping physicians more thoroughly understand work exposure conditions. Most cases can complete the initial evaluation within 1 to 2 outpatient visits, serving as a basis for subsequent treatment, job adjustments, and health management.

Regarding preventive management, the Hospital implements an ergonomic hazard prevention plan to identify and improve risks that may cause musculoskeletal disorders, such as repetitive tasks, awkward postures, and excessive exertion. An online reporting mechanism for musculoskeletal discomfort symptoms has also been established within the human resources information system to encourage employees to report health issues early. In 2025, the Hospital conducted 9 in-person courses and 2 online courses related to ergonomics, and organized the "Sickness and Soreness Relief Event for Faculty and Staff." The event admitted 100 participants, 96 of whom completed both the pre- and post-tests along with the musculoskeletal discomfort symptom evaluation, achieving a completion rate of 96%. The average grip strength of participants increased from 22.6 kg to 27.0 kg, the event satisfaction score reached 4.6 points, and 71.8% of the participants reported improvements in their musculoskeletal discomfort.

Furthermore, the Hospital promotes the Prevention Plan for Diseases Induced by Abnormal Workloads, executing assessments and hierarchical management targeting long working hours, shift work, night shifts, and cardiovascular disease risk factors. In 2025, through an integrated evaluation of workload questionnaires and health examination data, intervention mechanisms were activated for 50 medium-to-high-risk employees who were recommended or required to undergo interviews. The on-site service team provided health guidance, physician consultations, medical referrals, supportive visits, and health promotion measures such as stress relief, exercise, and nutritional counseling. Through professional medical evaluations, operational risk identification, and friendly workplace adjustments, the Hospital continuously safeguards employee health, fulfilling the workplace health management goal of "Barrier-Free Work, Everlasting Health."

工具一 自我肌肉骨骼不適症狀評估 填表日期: / /

一、基本資料

部門	姓名	性別	年齡	年資	身高	體重	慣用手
員工號		☐ 男 ☐ 女					☐ 左手 ☐ 右手

1. 您在過去 1 年內，身體是否有長達 2 星期以上的肌肉骨骼不適症狀?
☐是 ☐否(若否，結束此調查；若是，請繼續填寫下列表格)

2. 身體肌肉骨骼不適症狀為 ☐酸 ☐痛 ☐麻 ☐關節活動受限制

3. 身體肌肉骨骼不適症狀持續多久時間? ☐1-3 個月 ☐3-6 個月 ☐6 個月-1 年 ☐1 年-3 年 ☐3 年以上

二、填寫說明

0: 無不適，關節可以自由活動。
 1: 微不適，關節活動到極限會酸痛，可以忽略。
 2: 中等不適，關節活動超過一半會酸痛，但是可以完成全部活動範圍，可能影響工作。
 3: 嚴重不適，關節活動只有正常人的 1/4，會影響工作。
 4: 非常不適，關節活動只有正常人的 1/4，影響自主活動能力。
 5: 極度嚴重不適，身體完全無法自主活動。

三、症狀調查

四、症狀、病史說明:

Self-Assessment of Musculoskeletal Discomfort Symptoms

工具二

電腦作業人因風險檢核表

採用 OSHA 所發展出的 Computer Workstations Checklist，作為這項檢核的基礎。每個子項目回答方式皆為「是」或「否」。若該題回答「否」，表示不符合人因工程的規範，可能造成職業傷害。

電腦作業人因風險檢核表	Y	N
1. 視線(眼睛到螢幕中心的距離)介於 45 至 60 公分，約一隻手臂的距離。		
2. 視線角度(以眼睛為準的水平線和眼睛到螢幕中心之間的夾角)，即電腦螢幕位於眼睛水平線下約 15-25 度，最低不宜超過 30 度。		
3. 螢幕面向上仰面向作業人員，螢幕和視線成 90 度，可避免眼睛疲勞，以及因抬頭而增加頸部的負擔。		
4. 兩肩自然平展，上臂於體側自然下垂，前臂與上臂成 90 度，或略向上呈 10-20 度左右。		
5. 手腕部和前臂保持同一水平位置。		
6. 大腿和椅面成水平，小腿和大腿約成 90 度，若腿部覺得有壓力，可使用腳凳。		
7. 腿部有可變換姿勢的活動空間。		
8. 電腦螢幕必須在操作者正前方，避免扭轉身體進行作業。		
9. 工作椅應具有靠背，有提供腰部支撐，降低脊椎緊張壓力。		
10. 椅面高度可調整。		
11. 如果使用扶手，扶手是可調整的（它們不應干擾椅子在工作表面下的移動或定位），能支撐使用者兩個前臂。		
12. 桌面佈置應依作業性質和個人習慣，並依使用優先順序、重要性、或使用頻率，參考作業區域的劃分，將物品擺放在伸臂可及的作業區域內，讓作業人員順利執行工作，並避免凌亂無序所造成的心理壓力。		
13. 作業環境照明應視不同的任務進行調整。		
14. 調節螢幕亮度和對比度以確保舒適度，螢幕上沒有眩光（來自窗戶、燈光）。		
15. 如果使用多個螢幕，則主螢幕的位置直接位於使用者的前方，而其他螢幕位於其旁邊。如果使用時間在每個螢幕之間均勻分配，則它們在舒適的視角內彼此相鄰，並且頭部移動最小。		
16. 如果使用筆記型電腦作業，則與桌上型電腦一樣的人體工學原理進行設置，提供單獨的鍵盤和輸入設備。		
17. 應使用平板電腦和智慧型手機，肩部放鬆，手臂靠近軀幹，頭部處於中立姿勢，不過度彎曲頸部以觀察螢幕。		
18. 電話可以與頸部直立（不彎曲）和肩膀放鬆使用，如果同時使用手機和電腦，可使用耳機。		
19. 於連續作業二小時，至少休息十五分鐘。		
20. 經常性的更換工作姿勢。		

U.S. Department of Labor, OSHA Ergonomic solutions: Computer Workstations eTool – Checklist.
<http://www.osha.gov/SLTC/etools/computerworkstations/checklist.html>

Ergonomic Risk Checklist for Computer Workstations

► Acute Occupational Disasters

In addition to chronic occupational injuries that require long-term attention, unexpected acute occupational disasters may also occur within the highly complex operating environment of medical institutions. Based on the case review experience of the Hospital's Occupational Safety and Health Committee, common risks include needle stick or infectious body fluid exposure, cuts, falls, injuries from handling or equipment operations, chemical exposure, and operational environment hazards. In response to such incidents, the Hospital has established protocols including occupational disaster and near-miss reporting, handling of accidental exposure to infectious body fluids, tracking of infectious disease contacts, and prevention and handling of workplace unlawful infringements during the performance of duties. These ensure immediate reporting, medical treatment, cause investigation, improvement tracking, and health management following an incident.

Following an incident, the Labor Safety and Health Office assists the involved unit in conducting investigative analysis, and submits the case to the Occupational Safety and Health Committee for case-by-case review, proposing improvement measures based on the cause of the accident. For instance, regarding needle stick incidents or abnormal medical material packaging, suppliers are required to improve quality control, and internal unit publicity is strengthened. For injuries caused by equipment or furniture, inventory checks, repairs, or replacements are executed. For injuries related to machine operations, operational procedures are reviewed, and safety protections or warning measures are added. Through reporting, investigation, improvement, and tracking mechanisms, the Hospital transforms single incident experiences into institutional improvements and environmental optimization, continuously reducing the risk of acute occupational disasters and reinforcing workplace safety protection for all colleagues.



5.3.2 Employee Health Management

► Employee Health Check

In 2025, our hospital had 5,114 employees, of whom 352 engage in occupations with special health hazards. Accordance with Article 3 of the Occupational Health Protection Regulations, the hospital has assigned one dedicated employee health service physician and four dedicated employee health service nurses to employee health services, responsible for employee health management, tracking of health examination results, workplace health risk assessment, and related protective measures. For new employees, a physical examination is conducted before they start work, depending on their work unit and job nature. The examinations cover both general employees and those in special occupations to ensure that employees' health status meets workplace safety requirements.

For current employees, the primary health check targets in 2024 are civil servants aged 40 and above, all personnel aged 65 and above, and special operations workers. Health checks are conducted in accordance with the Labor Health Protection Regulations, with special attention to those engaged in work involving special health hazards such as ionizing radiation, lead, noise, dust, formaldehyde, and manganese. This also includes personnel in dietary services, ethylene oxide, dialysis rooms, environmental management, laboratories, and chemotherapy operations, who undergo regular health checks. The hospital's health check items exceed regulatory requirements. In 2025, a total of 2,038 employees participated in health examinations, achieving a completion rate of 100%. Through tracking abnormal health examination results, hierarchical health management, and on-site health services, the Hospital provides employees with subsequent health guidance and necessary assistance, continuously strengthening workplace health management.

For example, employees over 40 receive additional tests including a full blood count, hepatitis B surface antigen and antibody, hepatitis C virus antibody, Serum Glutamic Oxaloacetic Transaminase (SGOT), total bilirubin, uric acid, limb blood flow and pressure measurement, electrocardiogram, fecal occult blood test, and abdominal ultrasound. Furthermore, three advanced health screenings are provided for senior employees, including low-dose computed tomography (LDCT) lung cancer screenings for employees aged 45 and above, Helicobacter pylori examinations for employees aged 50 and above, and quantitative immunological fecal occult blood tests for employees aged 50 and above. In 2025, the number of senior employees participating in these three advanced health screenings totaled 2,038, achieving a completion rate of 100%, thereby helping employees manage health risks early and implementing disease prevention and health promotion.

To reinforce the prevention of high-risk diseases among middle-aged and elderly colleagues, the Hospital proactively invested NT\$1,221,144 in 2025 to promote three items under the "Advanced Employee Special Health Examination Project" to implement early screening and preventive medicine:

- Low-Dose Computed Tomography (LDCT) Scan: Provided for employees aged 45 and above, with a total of 573 participants.

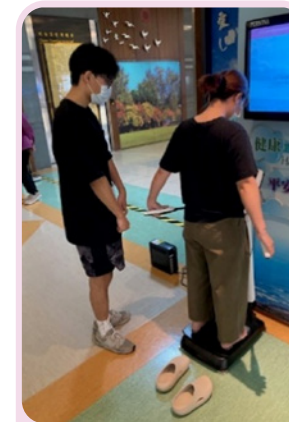
- Helicobacter Pylori Screening: Provided for employees aged 50 and above, with a total of 573 participants.
- Fecal Occult Blood Test: Provided for employees aged 50 and above, with a total of 364 participants.

Summary Table of Employee Health Check Numbers and Costs

General Health Checkup			
Examination Items	Number of Eligible Participants	Actual Number of Completed Participants	Health Examination Completion Rate
Number of Examinees (Persons)	1,681	1,681	100%
Examination Cost (Thousands of NT\$)	4,205		
Particular Physical Checkup			
Examination Items	Number of Eligible Participants	Actual Number of Completed Participants	Health Examination Completion Rate
Number of Examinees (Persons)	352	352	100%
Examination Cost (Thousands of NT\$)	485		
Number of participants for general employee health examinations was 1,681, with examination expenses amounting to NT\$4,205 thousand; number of participants for employee health examinations for special hazardous operations was 352, with examination expenses amounting to NT\$485 thousand, totaling NT\$4,690 thousand.			
Note:			
1. The primary health check targets in 2025 are labor protection personnel aged 40 and above, all personnel aged 65 and above, special health examination for workers in tasks with special health hazards and special operations workers.			
2. New hires are counted based on the actual number who reported to the Labor Safety Office and completed the physical health examination; this does not include those who changed their status.			

► Health Promotion Activities

Through cross-departmental professional team collaboration among the Department of Family Medicine, the Division of Occupational and Environmental Medicine, the Department of Nutrition, and the Labor Safety and Health Office, the Hospital periodically analyzes employee health examination results. Based on these findings, various health promotion activities are planned and promoted to continuously build a safe, healthy, and friendly workplace environment. In 2025, the Hospital organized the "Health Dong-Zi" (Health & Movement) event, adopting three major strategies: "data-driven, professional intervention, and incentive motivation." In collaboration with the NCKU Sports Science Center, the project incorporated InBody body composition analysis and grip strength tests, guiding colleagues to establish regular exercise and healthy eating habits through professional nutrition and exercise courses, alongside digital social communities. During the event, participating colleagues achieved a cumulative weight loss of 138.8 kg, with an overall satisfaction rate of 92%. Furthermore, scientific data demonstrated that participants made significant progress in both body fat percentage and muscle strength performance, successfully internalizing "preventive medicine" as part of the workplace culture.



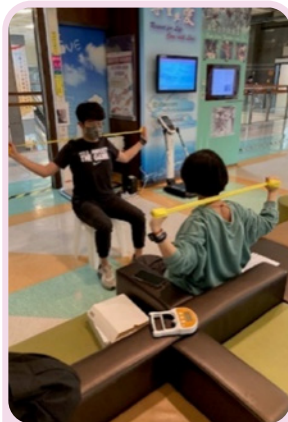
In body Pre-test
Measurement



Grip Strength Pre-test
Measurement



Explanation Pre-test
Measurement



Exercise Guidance Pre-test
Measurement



In body Post-test
Measurement



Grip Strength Post-test
Measurement



Explanation Post-test
Measurement



Exercise Guidance Post-test
Measurement

Furthermore, we promoted the "'Stretch' Your Body and Mind, Activate Your Health" project. In response to muscle tension and occupational fatigue commonly seen in the workplace, the Hospital adopted a dual-track approach of "hospital-wide popularization" and "unit-level deep cultivation," pioneering a "unit application system" to deliver professional coaching resources directly to the clinical front line. This assisted healthcare colleagues in utilizing precise stretching and core stability techniques to prevent occupational injuries amidst busy shift schedules.

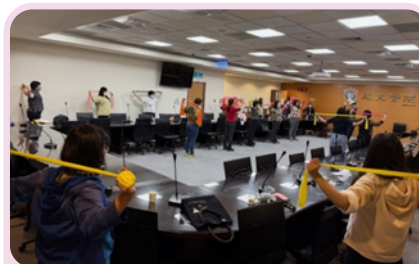
A total of four sessions of courses were conducted during the event, accumulating 153 person-times of participation. By distributing resistance bands and cultivating "unit seeds," health awareness was successfully extended from the classroom into daily routines. Quantitative outcome indicators showed that colleagues provided significant positive feedback regarding muscle tension relief and stress release, with a satisfaction score as high as 4.96 points (out of a 5-point scale).



114.11.07 'Stretch' Your Body and Mind,
Activate Your Health



114.11.20 'Stretch' Your Body and Mind,
Activate Your Health-2



114.12.19 'Stretch' Your Body and Mind,
Activate Your Health-3



114.12.26 'Stretch' Your Body and Mind,
Activate Your Health-4

► 2025 Annual Execution Results of Strategic Objectives

C3-1 Promotion of Healthy Workplace Activities		
Annual Goals	Implementation Status	Target Achievement
Promote at Least One Healthy Workplace Activity	Organized 1 session of the "Health Dong-Zi" (Health & Movement) and Metabolic Syndrome Prevention Event • A total of 96 people completed the race, with an overall satisfaction rating of 4.6. • Achieved a cumulative weight loss of 138.8 kg, an average reduction in body fat percentage of 0.5%, and a significant increase in grip strength of 4.4 kg	○

06

Chapter

Environmental Sustainability and Technology for Net Zero

- 6.1 Climate Strategy and Framework
- 6.2 Towards Low-Carbon Healthcare





Material Topic	Sustainable Environmental Management 
Importance	Hospitals represent highly resource-intensive operational fields, where aspects ranging from water consumption, electricity usage, refrigerant and air conditioning systems, energy consumption, and waste treatment to air quality management can all exert a certain degree of impact on the environment. For NCKU Hospital, promoting sustainable environmental management is not only the fulfillment of corporate social responsibility but also a crucial obligation that medical institutions must shoulder. In addition to continuously upgrading medical quality and safeguarding patient safety, the Hospital actively lowers the environmental impacts of its operations through energy conservation, carbon reduction, efficient resource utilization, pollution prevention, and environmental risk management, thereby enhancing operational efficiency and cost-effectiveness while protecting the health of both patients and staff.
Policies	+ Executed in accordance with relevant government laws and regulations, related policies were formulated and promoted through the regular meetings of the Sustainable Development Committee in 2025.
Strategies and Actions	【Management】 Promoting smart healthcare to reduce resource consumption and greenhouse gas emissions 【Management】 Implementing telemedicine to decrease the transportation and commuting demands of patients traveling to and from the hospital 【Management】 Advancing the optimization of energy and resource circulation to enhance energy efficiency, minimize resource waste, and strengthen the sustainable management of the hospital environment
2025 Performance and Adjustment	+ The Hospital continuously promotes green, low-carbon transformation. Following the hospital-wide replacement of 2,642 new LED flat-panel light fixtures in 2024, which achieved an annual electricity savings of approximately 559,370 kWh, the Hospital completed the replacement of another 1,850 light fixtures in 2025. This is estimated to further save approximately 310,224 kWh of electricity annually and reduce carbon emissions by around 144.87 tCO₂e, tangibly demonstrating the effectiveness of healthcare institutions in advancing energy conservation, carbon reduction, and environmental sustainability. + The recycling and reuse rate of reusable waste reached 22.95% in 2025. + Promoting the YouBike Carbon Reduction Passbook App, combining digital tools with sustainability actions to encourage hospital colleagues to use low- + In terms of refrigeration and air conditioning systems, the Hospital actively strives for national energy-saving subsidies. In 2024, the Hospital first executed the System Energy Conservation Subsidy Program for Commercial Service Industries under the Ministry of Economic Affairs, replacing 2 obsolete chillers with high-efficiency magnetic levitation chillers, which saves approximately 785,373 kWh of electricity annually. Continuing this green, low-carbon policy, the Hospital further participated in the "2025 Energy Performance Contracting Project" of the Energy Administration, Ministry of Economic Affairs. This initiative targets the comprehensive replacement of aging air handling units and fan coil units in wards and operating rooms with high-efficiency fan motors, substantially upgrading cooling efficiency and operational stability. It is projected to save an additional 974,218 kWh of electricity per year, generating a carbon reduction benefit of approximately 454.96 tCO₂e and significantly mitigating energy loss across medical spaces. + 2025 年透過低碳蔬食餐點的推行共減少 14.58tCO₂e 的減量成效。
2026 Goals	+ Through smart air conditioning and lighting management, an annual electricity saving rate target of a 1% decrease compared to the previous year was established, which has been incorporated into regular meetings for review.
Medium- and Long-term Goals	+ Achieving Hospital-Wide Net-Zero Emissions: In accordance with the national 2050 Net-Zero Roadmap, the objective is to achieve an absolute reduction of over 90% in Scope 1 and Scope 2 emissions by 2050, and to offset residual emissions through negative carbon technologies or carbon credit offsets. + Based on the ISO 14064-1 inventory baseline, the goal is to achieve a 3% to 8% reduction in total campus carbon emissions by 2029 compared to 2025.

As the pinnacle of the healthcare system, medical centers shoulder the diagnosis and care of acute, critical, difficult, and rare diseases, continuously constructing a patient-centered, high-quality medical system. Since being evaluated and accredited as a medical center in 1993, the Hospital has long played a pivotal role in the southern region. While deeply cultivating clinical care, medical research, and teaching inheritance, the Hospital is also deeply aware that the health of the greater environment serves as the bedrock of health for all. In the face of the Ministry of the Environment's high requirements for the sustainable transformation of the healthcare industry, the Hospital has integrated "Green Healthcare" into its core strategy. This ensures that while pursuing medical excellence and supporting the stability of regional medical energy, resource circulation and net-zero emissions are implemented simultaneously, leveraging the leading position of a medical center to guide the symbiotic prosperity of medical care and the environment.

6.1 Climate Strategy and Framework

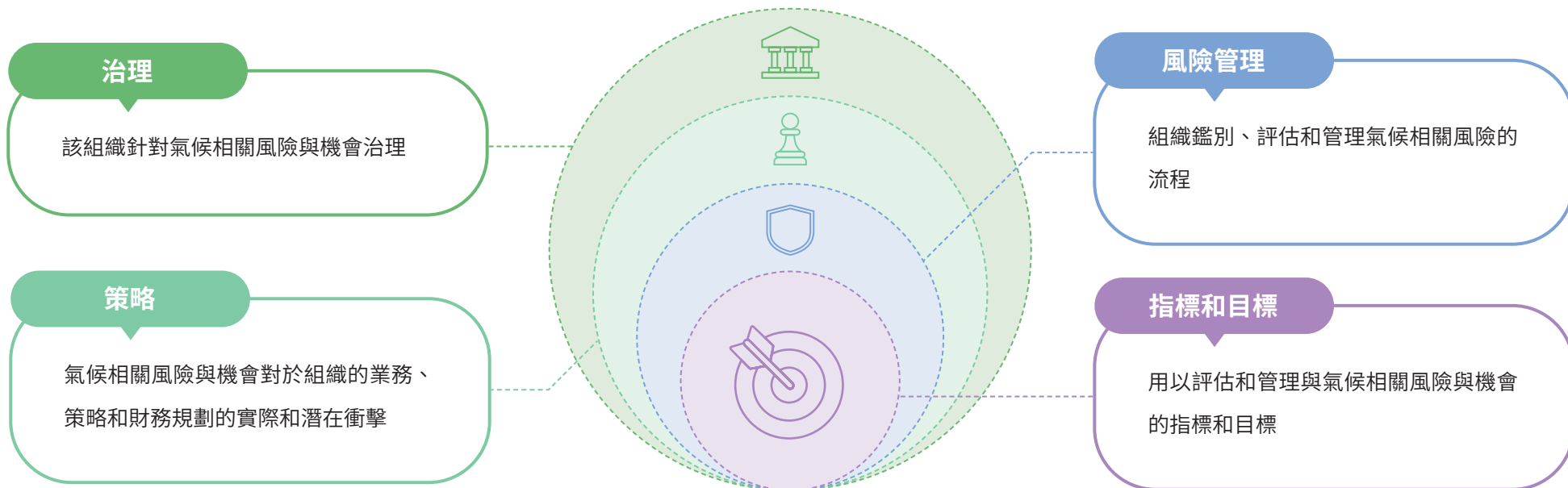
Since the "Paris Agreement" established the global goal of limiting temperature rise to well below pre-industrial levels and advancing net-zero emissions, nations worldwide have accelerated their climate actions and low-carbon transitions. Under this international trend, the healthcare system—as a highly energy- and resource-intensive critical infrastructure—must not only respond to the direct and indirect impacts of climate change on health, but also actively assume carbon reduction responsibilities and a role in sustainable governance.

6.1.1 Adoption of Climate-Related Disclosures and Assessment

To actively respond to environmental challenges and enhance information transparency, NCKU Hospital refers to the IFRS S2 "Climate-related Disclosures" standards issued by the ISSB, elevating climate risk management from past framework recommendations to a more systematic, governance-level height that links directly with financial performance. The reporting scope is consistent with that of the individual financial statements. The concrete implementation path is as follows:



► Core Elements of Climate-Related Financial Disclosures



Governance	
IFRS S2 Climate-related Disclosures	The Hospital's Responsive Measures
A. Role of the Governance Body in Climate-Related Risks and Opportunities Governance	The hospital's management team and supervisory team hold joint meetings quarterly as a principle. These meetings focus on policies and regulations related to hospital sustainable development, as well as the review and supervision of sustainability management goals.
B. Role of Management in Climate-Related Risks and Opportunities Governance	The Sustainable Management Committee's Sustainable Office and six working groups hold meetings every six months, and may convene ad hoc meetings as needed to monitor progress and regularly report on the implementation results to the institute's management and oversight teams.



Strategy			
IFRS S2 Climate-related Disclosures	The Hospital's Responsive Measures		
A. Climate-Related Risks and Opportunities Affecting the Entity's Outlook	Time Horizons	Climate-Related Risks	Climate-Related Opportunities
	Short-Term (1-3 year)	Transition Risks : Increased operational costs driven by the launch of Taiwan's carbon fee collection; financial pressures on high-energy-consumption medical facilities (such as operating rooms and negative-pressure isolation wards) resulting from electricity tariff hikes.	Resource Efficiency : Implementing an AI Energy Management System (EMS) to reduce energy consumption during non-peak medical hours; replacing high-energy, low-efficiency equipment to secure government energy-saving subsidies.
		Physical Risks : Regional flooding induced by extreme rainfall impacting ambulance routing; severe typhoons causing damage to rooftop mechanical and electrical facilities, posing potential risks of medical service interruption.	Low-Carbon Energy : Expanding rooftop solar photovoltaic (PV) systems across the campus to increase the self-sufficiency rate of renewable energy.
	Medium-Term (3-10 year)	Transition Risks : Value chain (Scope 3) management pressures, leading to increased procurement prices as medical device and pharmaceutical suppliers undergo low-carbon transitions; potential raising of standards by the Ministry of Health and Welfare or ESG rating agencies.	Product & Service Innovation: Promoting telemedicine to reduce patients' transportation carbon footprints; developing green operating rooms (e.g., reducing the use of high-GWP anesthetic gases).
		Physical Risks : Surging cooling loads on air conditioning systems due to prolonged high temperatures; changes in public health patterns (e.g., expansion of disease vector habitats) increasing the burden on medical capacity.	Market Opportunities: Establishing a low-carbon medical supplier network to optimize supply chain resilience and mitigate the risk of future carbon tax cost pass-throughs.
	Long-Term (over 10 years)	Transition Risks : Regulatory enforcement of the 2050 Net-Zero Emissions policy; potential reputational damage and challenges in talent recruitment if milestone carbon reduction targets are not achieved.	Climate Resilience: Establishing smart microgrids and large-scale energy storage systems to ensure the hospital possesses long-term, independent operational capacity for life-support systems during major power outages caused by climate disasters.
		Physical Risks : Chronic climate changes (such as sea-level rise and the normalization of extreme heatwaves) testing the durability of infrastructure, requiring massive capital investments for disaster-prevention upgrades.	Sustainability Leadership: Becoming a benchmark for green healthcare in the Asian region, strengthening brand competitiveness and public trust through climate resilience transformation.

Strategy			
IFRS S2 Climate-related Disclosures	The Hospital's Responsive Measures		
B. Current and Anticipated Effects of Climate-Related Risks and Opportunities on the Business Model and Value Chain	Time Horizons	Climate-Related Risks	Climate-Related Opportunities
	Physical Risks: Short-Term Extreme Weather Events	【Current】 Disaster prevention and response mechanisms have been established to ensure medical operations.	【Current】 No significant impact at present.
		【Anticipated】 Extreme rainfall impacts the timeliness of seeking medical care for acute and critical illnesses; typhoons damage facilities, leading to capital expenditures for post-disaster recovery.	【Anticipated】 Logistics disruptions lead to pharmaceutical shortages. It is necessary to sign priority-supply agreements during disasters with suppliers.
	Physical Risks: in Average Temperatures Air conditioning loads increase	【Current】 In summer, leading to higher electricity expenditures.	【Current】 No significant impact at present.
		【Anticipated】 Power loads approach their limits, affecting the stability of precision equipment. Capital investment is required to upgrade air conditioning and thermal insulation systems.	【Anticipated】 Changes in the structure of patient demand, such as an increase in heat-related illness
	Market Risk: Rising Energy and Raw Material Costs	【Current】 Impacted by electricity tariff hikes, operational expenditures continue to climb, squeezing medical profit margins.	【Current】 Unit procurement prices for medical consumables and pharmaceuticals have been slightly adjusted upward due to inflation and rising raw material costs.
		【Anticipated】 Severe fluctuations in energy costs will force the hospital to undergo a more aggressive energy transition, such as building its own microgrid. To cope with high-priced raw materials, the hospital may need to re-examine the efficiency of clinical diagnosis and treatment workflows to eliminate unnecessary energy waste.	【Anticipated】 Upstream suppliers will significantly pass on costs to end-user prices due to carbon emission costs and shortages of low-carbon raw materials. The Hospital needs to develop a "localized supply chain" or promote "medical device reuse pathways" to counter the risks of global price volatility.
	Regulatory Risk: Carbon Fee Collection	【Current】 Greenhouse gas inventories are being conducted and carbon reduction targets are being planned; there is currently no direct change in operational costs.	【Current】 Supplier costs have not yet reflected inventory expenditures.
		【Anticipated】 Directly facing the burden of national carbon fees. The hospital will accelerate low-carbon transition and the procurement of high-energy-efficiency equipment to reduce carbon emission costs.	【Anticipated】 Overall costs across the value chain will rise. Green procurement strategies will be used to guide suppliers to reduce carbon emissions, mitigating the risk of embedded carbon emissions.
	Market Risk: Changes in Customer Behavior	【Current】 Promoting digital, paperless services.	【Current】 No significant impact at present.
		【Anticipated】 Growing demand for telemedicine drives the digitalization of the hospital's business model, reducing both patient travel and physical energy consumption within clinics.	【Anticipated】 Collaborating with suppliers to develop low-carbon, recyclable medical consumables, leading the healthcare industry toward a circular economy.



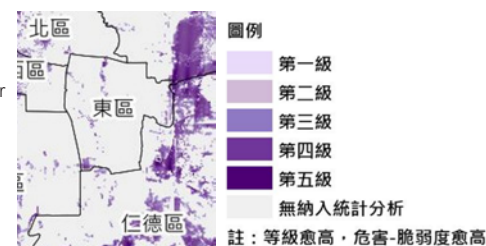
Strategy			
IFRS S2 Climate-related Disclosures	The Hospital's Responsive Measures		
B. Current and Anticipated Effects of Climate-Related Risks and Opportunities on the Business Model and Value Chain	Time Horizons	Climate-Related Risks	Climate-Related Opportunities
	Resource Efficiency Improvement	【Current】 Implementing smart lighting and energy-saving air conditioning to initially lower operational expenditures.	【Current】 Conducting medical waste sorting and reduction.
		【Anticipated】 Transforming into an "AI Smart Energy-Saving Hospital." It is anticipated that through precise energy consumption data and ESCO model optimization, electricity intensity per unit of output will be significantly reduced, allowing the saved energy costs to be reinvested into improving the quality of patient care.	【Anticipated】 Promoting a medical plastics recycling initiative. Collaborating with downstream processing plants to re-manufacture non-infectious plastic medical devices, lowering waste disposal costs, and establishing circular economy value chain partnerships.
		【Current】 Solar photovoltaic systems have been installed on the rooftops of campus buildings to supply power for a portion of non-medical use.	【Current】 Procuring Taiwan Renewable Energy Certificates (T-RECs) to reduce Scope 2 emissions.
		【Anticipated】 Developing a campus microgrid and energy storage systems. This is expected to provide a "financial hedge" during volatile power market prices, and ensure that life-support systems remain uninterrupted during major power outages caused by extreme weather, minimizing potential operational losses.	【Anticipated】 Locking in long-term green power prices through Corporate Power Purchase Agreements (CPPAs). It is anticipated to establish stable supply relationships lasting 10 to 20 years with energy developers, mitigating procurement risks affected by fossil fuel price volatility.
	Product and Service Innovation	【Current】 Promoting video consultations for chronic diseases and electronic medical records to shorten operational workflows.	【Current】 Optimizing digital appointment systems and APP services.
		【Anticipated】 Expanding fully digitalized, low-carbon medical pathways. Reducing physical hospital visits through remote monitoring is expected to delay or reduce the need for physical campus expansion, while optimizing the efficiency of medical resource allocation.	【Anticipated】 Significantly reducing Scope 3 emissions from patient travel. Deeply collaborating with ICT suppliers to develop low-energy-consumption smart medical terminals, pioneering a new type of value chain combining "Healthcare Services X Green Technology".
	Climate Resilience	【Current】 Continuously securing green hospital awards, enhancing public credibility and brand value.	【Current】 Participating in green procurement initiatives.
		【Anticipated】 Securing low-interest financing through green finance or sustainability bonds driven by outstanding ESG performance. This is anticipated to reduce the hospital's long-term cost of capital and attract top sustainable-minded healthcare talent in the international medical market.	【Anticipated】 Establishing a preferential procurement mechanism for green suppliers. Partnering with leading international pharmaceutical companies on "low-carbon logistics initiatives" is expected to secure priority supply rights for low-carbon-footprint products ahead of industry peers, ensuring supply chain resilience under mechanisms like carbon border taxes.

Strategy			
IFRS S2 Climate-related Disclosures	The Hospital's Responsive Measures		
C. Information on the Impact of Climate-Related Risks and Opportunities on Individual Strategies and Decisions	Risk/Opportunity Category	Risk Description	Changes in Business Model and Resource Allocation (Current / Anticipated)
	Physical Risks	Extreme weather events such as typhoons, torrential rain, or floods	【Current】 Constructing campus flood prevention facilities [such as automatic flood barriers], reviewing emergency response plans, and allocating annual maintenance budgets to ensure the safety of critical life-support systems.
			【Anticipated】 Strengthening facility protection and operational resilience mechanisms. Plans are in place to allocate capital expenditures for the "Resilient Hospital Project," which includes re-evaluating risk controls for facility zones, upgrading ambulance routing for disaster resistance, and implementing disaster-tolerant management for critical medical supply chains.
	Physical Risks	Extreme high temperatures	【Current】 Using thermal insulation materials for rooftop retrofits, and optimizing cooling systems for equipment rooms and precision medical devices to prevent overheating shutdowns.
			【Anticipated】 Upgrading facility materials and environmental sensing control capabilities. Budgets are expected to be allocated within the next 5 years to build AI-automated monitoring and dynamic cooling systems to cope with the continuously rising summer extreme temperatures in Southern Taiwan.
	Transition Risk	carbon fee collection	【Current】 Continuously executing ISO 14064-1 greenhouse gas inventories, and prioritizing resource allocation for energy-saving improvements in high-energy-consumption areas based on inventory results.
			【Anticipated】 Strengthening greenhouse gas management systems. Future plans include incorporating Internal Carbon Pricing into procurement decisions and allocating resources to expand Scope 3 inventories, aiming to evade sharp increases in operational costs driven by future regulatory tightening.
	Transition Risk	Changes in Customer/ Patient Behavior	【Current】 Increasing the proportion of electronic medical records and paperless services. Digital services have been incorporated into the key annual operational KPIs.
			【Anticipated】 Reallocating capital expenditures to "low-carbon telemedicine" and "smart healthcare" platforms. Plans over the next 5 years aim to have telemedicine service capacity account for 3% of total patient visits, reducing the carbon footprint of patient travel and mitigating the need for physical clinic expansions.
	Opportunity	Improving Energy Efficiency	【Current】 Planning AI-driven energy monitoring and optimizing air conditioning and lighting systems. Capital has been invested to introduce high-energy-efficiency inverter air conditioning equipment.
			【Anticipated】 Investing capital to drive the integration of AI and IoT. This involves real-time energy consumption monitoring and predictive maintenance to comprehensively optimize clinical operational workflows [e.g., dynamically adjusting energy supply based on surgical schedules], allowing operational costs to decline significantly as energy efficiency improves.
	Opportunity	Product and Service Innovation	【Current】 Budgeting to collaborate with green suppliers, prioritizing the procurement of single-use medical devices with eco-labels or recyclable designs; piloting a waste resource-recovery project within the hospital to sort and re-manufacture non-infectious plastic waste.
			【Anticipated】 Increasing investment within the R&D budget for cleaning and disinfection technologies of reusable medical devices; promoting Product-as-a-Service contract models with major medical device manufacturers, where suppliers handle old product retrieval and provide remanufactured medical devices, thereby significantly mitigating procurement cost volatility and Scope 3 carbon emission risks.



Strategy				
IFRS S2 Climate-related Disclosures	The Hospital's Responsive Measures			
	Risk Types	Risk Issues	Risk Description	Response Plan and Financial Impact Assessment
D. Current and Anticipated Effects of Climate-Related Risks and Opportunities on Financial Position, Financial Performance, and Cash Flows	Transition Risk	Regulations -Carbon Fees and 2050 Net-Zero Emissions Policy	The medical center has been included as a carbonemitting organization required to conduct emissions inventory and registration starting in 2025, and will face carbon fee levies from the Ministry of Environment in the future. At the same time, it will also comply with the net zero policy to achieve phased carbon reduction targets, which will inevitably lead to a significant increase in operating costs.	● The Hospital has implemented the ISO 14001 Environmental Management System, ISO 14064-1 Greenhouse Gas Inventory, and ISO 50001 Energy Management System, with annual external verification fees amounting to approximately NT\$1 million. ● Based on the 2025 electricity emission factor and an assumed price of 7,000 NT dollars per renewable energy certificate, the cost of reducing carbon by every 100 tons is approximately 1.48 million NT dollars.
		Market - Rising Raw Material Costs	Fossil fuels will gradually be banned, and future energy costs will increase significantly.	● Over the past four years, electricity rates have increased by an estimated average of about 10% annually. The hospital will actively promote energy-saving projects within the facility and phase out large equipment with poor energy efficiency.
	Physical Risk	Acute Risks According to the AR6 statistically downscaled data projected by the TCCIP, the maximum consecutive dry days (consecutive days without rainfall) could reach approximately 76 days by the year 2100. Currently, the daily water consumption of the inpatient building ranges from 1,000 tons (off-peak) to 1,600 tons (peak); thus, the onsite water storage can sustain operations for approximately 3 to 4 days during a municipal water supply interruption. The outpatient building has an average daily water consumption of 168 tons, meaning its onsite water storage can last for about 2 to 3 days in the event of a water outage. Based on the assessment of Tainan City's residential water restriction measures (such as the "5-day supply, 2-day suspension" scheme), there is currently no identified risk of water shortage. Should the procurement of external water sources be required for support, the cost of purchased water is approximately NT\$1,000 per ton. As for the flood risk assessment, simulations from the Climate Change Disaster Risk Map (Hazard Vulnerability) indicate that by 2100, the hospital is not located in a flood alert zone; flood risk is also not among the hospital's top five risks. The campus has adequate drainage measures and sufficient property insurance coverage, so significant financial impacts are not expected.		

年最長連續不降雨日數				
基期	全球暖化程度 (GWL)			
	1.5°C	2°C	3°C	4°C
58.9 天	+2.3 天 -7.1~11.8 天	+2.5 天 -9.1~14.6 天	+4.7 天 -6.2~14.6 天	+5.0 天 -6.0~17.1 天



Strategy				
IFRS S2 Climate-related Disclosures	The Hospital's Responsive Measures			
D. Current and Anticipated Effects of Climate-Related Risks and Opportunities on Financial Position, Financial Performance, and Cash Flows	Risk Types	Risk Issues	Risk Description	Response Plan and Financial Impact Assessment
	Physical Risk	Chronic Risks Long-Term Rise in Average Temperatures (Heat Island Effect): An increase in the number of extreme high-temperature days during summer in Tainan will significantly elevate building air conditioning loads and energy consumption costs. It may also trigger a sharp surge in patient numbers for specific heat-related illnesses, impacting medical capacity loads. Furthermore, climate change shifts the seasonal distribution of disease vectors (such as dengue fever) or infectious diseases, placing additional pressure on infectious disease departments and the stockpiling of epidemic prevention supplies.		
		Climate Opportunities	Resource Efficiency: •Implementing an Energy Management System (EMS) to conduct dynamic control over high-energy-consumption spaces such as operating rooms and negative-pressure isolation wards, thereby reducing operational costs. •Waste Resource-Recovery: Partnering with NK Pharmaceutical Co., Ltd and PackAge+ to promote sustainable circular packaging across the medical, pharmaceutical, and logistics supply chains. This initiative responds to net-zero policies and establishes a benchmark model for sustainable healthcare transformation.	
			Energy Source: •Expanding solar photovoltaic power generation on hospital rooftops or related sites, or Signing a CPPA (Corporate Power Purchase Agreement) to reduce sensitivity to carbon price volatility	
			Products and Services: •Telemedicine : Reducing carbon emissions from patient travel to and from the hospital, while simultaneously improving healthcare accessibility in rural and remote areas •Digital Transition : Utilizing smart navigation systems to reduce waiting times and electricity consumption, thereby enhancing the patient experience	
E. Climate-related Scenario Analysis and Climate Resilience Assessment	Scenario Description as follow: ● Transition Risk: International Energy Agency(IEA) 1. 1. Stated Policies Scenario (STEPS) 2.5°C 2. Net Zero Emissions Scenario 1.5°C ● Physical Risk 1. (TCCIP) (AR6) SSP1-2.6 and SSP5-8.5 Scenarios (Sea Level Rise and Inundation) 2. (TCCIP) (AR6) SSP1-2.6 and SSP5-8.5 Scenarios - Climate Change Profiles for City and County (2024 Basic Edition) - Tainan City (Maximum Consecutive Dry Days) 3. National Center for Disaster Reduction (NCDR) - Climate Change Disaster Risk Platform (Hazard and Vulnerability)			

Risk Management

IFRS S2 Climate-related Disclosures

Processes to Identify, Assess, Prioritize, and Monitor Climate-Related Risks and Opportunities (Including whether and how these processes are integrated into and inform the entity's overall risk management process)

The Hospital's Responsive Measures

The Hospital's risk management system is implemented based on the Hazard Vulnerability Analysis (HVA) methodology and encompasses the following management protocols:

- Conducting an annual HVA risk prioritization to put the top five disasters under regulatory control.
- Formulating 21 sub-plans with annual reviews and revisions.
- Activating the Hospital Incident Command System (HICS) for disaster response and resource dispatching.
- Holding regular tabletop simulations and nighttime live-action field exercises.

The Risk Management Committee monitoring implementation status on a quarterly basis.

Metrics and Targets

IFRS S2 Climate-related
DisclosuresA. Information Relevant to Cross-
Industry Metric Categories
(Climate-Related Metrics)

In accordance with the requirements of IFRS S2, the Hospital discloses information relevant to cross-industry metric categories, encompassing seven major categories: greenhouse gas (GHG) emissions, climate-related transition risks, climate-related physical risks, climate-related opportunities, capital deployment, internal carbon pricing, and the link between high-level salaries and sustainability performance. Among these, the quantification of the Hospital's GHG emissions strictly adheres to the ISO 14064-1:2018 international standard and utilizes the latest GHG emission factors published by the Ministry of the Environment. To ensure that the quantitative data representing the environmental impact of various greenhouse gases possesses the highest scientific accuracy, the Hospital uniformly adopts the Global Warming Potential (GWP) values from a 100-year time horizon provided in the IPCC Fifth Assessment Report (AR5) to convert all emissions into carbon dioxide equivalents (CO₂ e). In terms of defining organizational boundaries, the Hospital applies the Operational Control Approach, which aims to precisely reflect the Hospital's substantive control over clinical healthcare, administrative operations, and value chain management. This measurement approach not only satisfies the information quality and consistency requirements of IFRS S2 but also assists stakeholders in precisely assessing the Hospital's substantive performance in climate risk management. Within the 2025 reporting period, the summary of the Hospital's Scope 1, Scope 2, and Scope 3 GHG emissions is detailed in Section 6.2; capital deployment and retrofits for energy-consuming equipment are executed in accordance with the Hospital's annual budget. Furthermore, the Hospital has not yet implemented internal carbon pricing or a sustainability performance-linked remuneration system; these will be incorporated into the Sustainable Development Committee's future agenda for phased implementation over the coming years.

B. Information Relevant to
Industry-based Metrics

For the industry-based metrics related to the Hospital's specific business models, activities, and other common characteristics within the healthcare delivery industry, please refer to the detailed description in Section 7.3.

Metrics and Targets	
IFRS S2 Climate-related Disclosures	The Hospital's Responsive Measures
C. Disclosure of Information Relevant to Climate-Related Risk or Opportunity Targets (Climate-Related Targets)	The strategic target established by the Hospital is to achieve net-zero emissions by 2050, and concrete medium- to long-term reduction pathways as well as annual milestones have been formulated based on this vision. The "Sustainable Development Committee" along with relevant administrative management units periodically convene performance evaluation meetings to track the progress of each target, ensuring that healthcare operations progressively achieve the climate transition. 1. Specific Reduction Metrics and Phased Targets To effectively implement our carbon reduction commitments, the Hospital has established the following core targets to serve as the basis for measuring the effectiveness of our climate risk management. Greenhouse Gas Reduction Committed to achieving a 30% reduction in greenhouse gas emissions by 2030 compared to the base year. The Hospital will progressively attain this through the retrofitting of energy-intensive medical equipment, optimization of energy management systems, and green procurement strategies across the value chain. Energy Efficiency Improvements Establishing a target annual electricity saving rate of 1%, lowering our reliance on electrical energy through smart energy control technologies and building energy efficiency enhancements. Resource Circulation and Reuse Promoting the sustainable circulation of medical resources by setting a target of 1% annual waste reduction, optimizing medical waste treatment processes, and strengthening resource recycling mechanisms. 2. Strategic Consistency and Scientific Basis The Hospital actively responds to the nation's 2050 Net-Zero Emissions Pathway and related sustainability policies, referencing the IEA Net Zero Emissions by 2050 Scenario (NZE) as well as the TCFD and IFRS S2 frameworks. Through the establishment and execution of the aforementioned targets, we aim to preemptively mitigate the physical risks (such as facility damage caused by extreme weather) and transition risks (such as financial pressures arising from future carbon fee levies) triggered by climate change. This not only embodies the core ethos of the Hospital to safeguard public health but also stands as a concrete practice to reinforce the resilience of the healthcare system and elevate our sustainable competitiveness.

6.2 Towards Low-Carbon Healthcare

單位：公噸 CO₂e

The Hospital actively responds to Taiwan's 2050 Net-Zero Emissions policy and the United Nations Sustainable Development Goals (SDGs), viewing low-carbon healthcare as a critical direction for sustainable operations. Recognizing that healthcare institutions are energy- and resource-intensive environments, the Hospital has initiated greenhouse gas inventories to progressively construct a low-carbon healthcare system that balances medical quality, operational resilience, and environmental responsibility.

6.2.1 Navigating Net-Zero

► Greenhouse Gas Inventory

We officially launched our greenhouse gas inventory project in 2025, covering the Inpatient Building, Outpatient Building, Electromechanical Building, Medical Staff Housing Building, the Information Technology Office on the 3rd floor of the College of Medicine, and the Mental Health Center. Regarding boundary setting, the 7th and 8th floors of the Outpatient Building, which belong to the College of Medicine campus, as well as 12 on-site commercial entities with independent business registrations (such as 7-Eleven and Starbucks), have been excluded. In 2025, total emissions amounted to 30,658.56 metric tons of CO₂e, with Category 1 accounting for 12.12% and Category 2 (indirect emissions) accounting for 87.88% of the total. The Hospital expects to obtain third-party ISO 14064-1 verification in 2026, utilizing these data as the core foundation for formulating future carbon reduction pathways and management strategies.

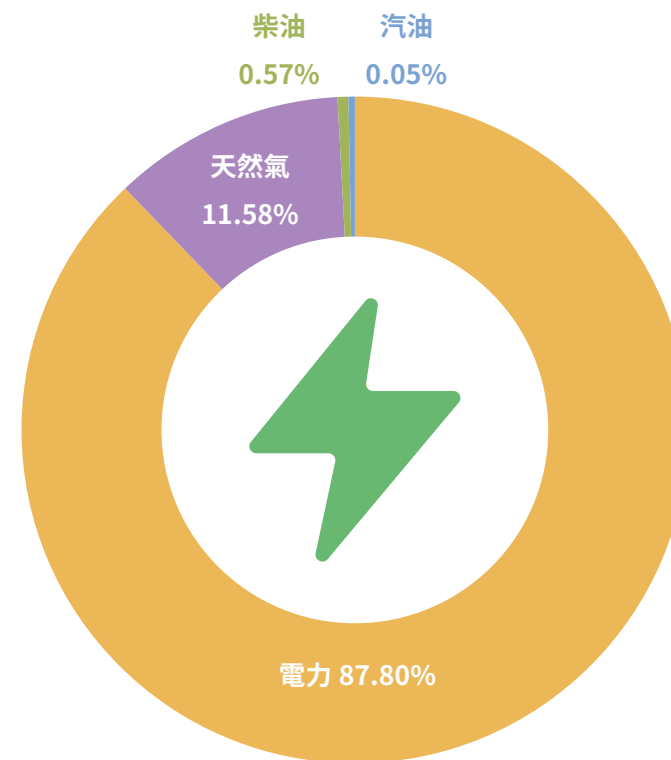
► Energy Management

In 2025, total energy consumption amounted to 232,943.66 GJ, with an energy intensity of 1.11 GJ/m². Electricity constituted the vast majority of energy consumption, accounting for 87.80% of the total. To sustain hospital operations, the primary sources of electricity consumption originated from air conditioning and lighting systems, high-precision medical equipment, laboratory facilities, and core information network infrastructure.

Inventory Locations	Emission Categories	2025	
NCKUH	Scope 1	3,716.61	12.12%
	Scope 2	26,941.95	87.88%
	Scope 1+ Scope 2	30,658.56	100%
	Organization-Specific Metrics:Floor Area (m²)	209,149.30	
	Emission intensity (tons of CO ₂ e/floor area m²)	0.16	
Notes: The emission calculation parameters utilized are calculated with reference to the original coefficients published in the 2021 IPCC Fifth Assessment Report (CO ₂ = 1, CH ₄ = 28, N ₂ O = 265) and the coefficients announced by the Ministry of the Environment. Therefore, the emission factors applied throughout this report all reference the "Greenhouse Gas Emission Factors" published by the Ministry of the Environment.			

Energy Consumption Statistics for the Past Three Years				
Quantitative Indicators	Unit	2023	2024	2025
Electricity Consumption	kWh / year	47,736,270	58,358,630	56,813,127
	GJ	171,850.57	210,091.07	204,527.26
Gasoline Consumption	L / year	9,649.32	9,795.27	3,595.50
	GJ	314.91	308.20	114.12
Diesel Consumption	L / year	12,260.67	30,322.00	36,951.00
	GJ	430.91	1,094.74	1,335.15
Liquefied Natural Gas (LNG) Consumption	m ³	769,598.00	827,103.00	798,971
	GJ	25,759.98	28,055.08	26,967.13
Total Energy Consumption	GJ	198,356.37	239,549.08	232,943.66
Organization-Specific Metrics	Floor area m ²	209,149.30	209,149.30	209,149.30
Energy Density	GJ / m ²	0.95	1.14	1.11

► 2025 年能源使用量 (GJ) 占比



Note:

1. Electricity heat value conversion: 1 kWh = 0.0036 GJ.
2. Conversion coefficients calculated based on the Ministry of Environment's Greenhouse Gas Emission Factor Management Table version 6.0.4 fuel heat value, gasoline: 7,800 kcal/L; diesel: 8,400 kcal/L; natural gas: 8,000 kcal/m³; 1 kcal = 4.1868 kJ.
3. Energy intensity = Total energy consumption (GJ) / Floor area (m²).

► Net-Zero Pathway Planning and Reduction Practices

The essence of healthcare lies in safeguarding life, and carbon reduction is the most direct practice of safeguarding the planet. The Hospital not only protects lives on the frontline of healthcare but also actively drives carbon reduction actions throughout its backend operations. In addition to introducing the ISO 14064-1 greenhouse gas inventory standard to identify carbon emission hotspots and enhance energy efficiency, the Hospital has implemented multiple concrete measures to achieve energy conservation and carbon reduction, thereby minimizing unnecessary energy and resource waste. While elevating operational efficiency, these efforts simultaneously balance medical quality with environmental sustainability, enabling a steady transition toward a low-carbon healthcare system.

2025 Energy-Saving and Carbon-Reduction Initiatives Performance

Item	Practices
YouBike Carbon Reduction Wallet App	By integrating digital tools with sustainability initiatives, the Hospital encourages our staff to practice environmental protection using low-carbon solutions. As of the end of December, the campaign has garnered 448 participant-times, resulting in a significant reduction of 2.67 metric tons of CO ₂ . Captivated by this notable impact, iPASS Corporation proactively initiated discussions with the Hospital regarding the "iPASS Green Point Program." This upcoming collaboration is expected to integrate environmental sustainability and green consumer cycles into every aspect of our employees' daily lives—including food, clothing, housing, transportation, education, and entertainment—thereby achieving various sustainability targets through a mutually reinforcing synergy among industry, government, and academia.
Streamlined Living, Sustainable Journey	In the second half of 2025, in response to the Green Office Initiative launched by the Ministry of the Environment, the Hospital completed a comprehensive extension cord reduction inventory, removing a cumulative total of 74 redundant power strips. Notably, the top three performing departments achieved a 25% carbon reduction efficiency, demonstrating the tangible benefits of lowering carbon emissions through behavioral and habitual changes.
Replacement with LED Panel Lights	The Hospital continues to advance its hospital-wide lighting system replacement project, comprehensively upgrading traditional light fixtures to high-efficiency LED panel lights. In 2025, a total of 1,850 fixtures were replaced, which is estimated to save approximately 310,224 kWh of electricity annually, translating to an annual carbon reduction of approximately 144.87 metric tons of CO ₂ e (calculated based on the 2025 electricity carbon emission factor of 0.000467 tCO ₂ /kWh).
Air Conditioning System Replacement	The Hospital participated in the "2025 Energy Service Company (ESCO) Energy Efficiency Guarantee Project" initiated by the Ministry of Economic Affairs, comprehensively replacing ageing air conditioning facilities in patient wards and operating rooms. By introducing high-efficiency fan motors, the Hospital significantly enhanced cooling efficiency and airflow stability. This initiative is estimated to save up to 974,218 kWh of electricity annually, translating to a carbon reduction of approximately 454.96 metric tons of CO ₂ e (calculated based on the 2025 electricity carbon emission factor of 0.000467 tCO ₂ /kWh).
Healthy Vegetarian Meal Promotion	The Minsheng Square actively promotes a low-carbon, plant-based culinary culture, encouraging our staff and the public to practice carbon reduction through their daily diets. In 2025, the promotion of low-carbon, plant-based meals successfully achieved a cumulative reduction of 14.58 metric tons of CO ₂ e.
Data-Driven Energy Management	The Hospital deployed smart meters alongside an intelligent Energy Efficiency Management System (EEMS) to quantify and transparently visualize carbon emission data, serving as the critical cornerstone for evidence-based energy conservation decisions.
Adoption of Digital Meal Coupons	The Department of Nutrition, in collaboration with the Information Technology Office, developed a proprietary mobile application to replace approximately 40,000 paper meal vouchers annually with electronic vouchers. This initiative successfully reduced carbon emissions by 0.10 metric tons of CO ₂ e while simultaneously streamlining administrative workflows, saving 99.6 hours of labor time.



► 2025 Annual Execution Results of Strategic Objectives

S3-3 Energy Saving Measures		
Annual Goals	Implementation Status	Target Achievement
Replace 1,500 light fixtures per year	Total replacement of 1,850 lighting fixtures	○

► iHMS Cross-System Integration Project

The Hospital's existing facilities (including the Medical and Nursing Building, Electromechanical Center, Outpatient Building, and Inpatient Building) were constructed during different eras using disparate equipment brands. Consequently, they now face challenges stemming from inconsistent electromechanical communication standards and fragmented software systems. To address the operational pain point where staff must constantly toggle between multiple software interfaces, this project establishes the iHMS (Intelligent Hospital Management System) as its core. Utilizing a vertical integration architecture that combines platform-to-platform interfaces with direct equipment connectivity, the system achieves backward compatibility with existing legacy equipment across various brands and eras, while simultaneously delivering a single-pane-of-glass management interface at the top tier. This successfully realizes the fluid circulation and full transparency of electromechanical data across the entire hospital.

Adopting a strategic pathway of "Prioritizing Core Energy Systems with Year-by-Year and Tier-by-Tier Implementation," this project will be deployed in three distinct phases to achieve a unified, centralized system across the entire hospital infrastructure:



Phase

Practices

Phase 1: First Half of 2026

Focuses on integrating power generation systems and high-energy-consuming equipment, such as heat pumps and power supply facilities in the Electromechanical Center and Inpatient Building. This phase aims to lock in core energy data to establish a monitoring foundation for the Energy Management System (EMS).

Phase 2: Second Half of 2026

Incorporates elevator systems across all hospital buildings into the centralized iHMS monitoring system to track vertical mobility status. This initiative not only enhances safety maintenance efficiency but also paves the way for advanced future applications, such as optimizing medical logistics flow and implementing smart elevator dispatching.

Phase 3: 2027

Fully integrates systems across all buildings—including air conditioning, fire safety, and refrigeration units—completing the final piece of the puzzle for hospital-wide intelligent management.

Through the vertical integration of the iHMS platform, National Cheng Kung University Hospital (NCKUH) not only elevates its administrative and operational efficiency but also gains precise control over energy consumption data, thereby fulfilling its steadfast commitment to environmental sustainability and smart healthcare.

6.2.2 Green Circular Economy Practices

► Material Circularity

On April 21, National Cheng Kung University Hospital (NCKUH) forged a strategic partnership with NK Pharmaceutical Co., Ltd and PackAge+, officially signing a cooperation agreement on sustainable circular packaging. Leading the sector in green medical logistics, this cross-industry alliance spearheaded a "Zero-Waste Medical Box" green revolution. By deploying circular logistics boxes crafted from recycled materials and integrating a digital carbon-tracking platform, this initiative extends carbon reduction efforts from the manufacturing stage directly to the transportation phase, completing the critical last mile of green logistics.

Throughout this green transformation process, the Hospital shifted from a passive recipient to a proactive driver. The Department of Pharmacy spearheaded the initiative, serving as the central hub for the implementation of the circular boxes. To ensure the seamless integration of this innovative logistics model, the hospital team systematically evaluated campus traffic flows and custom-designed tailored circular recycling workflows for various scenarios. These efforts successfully facilitated a friction-free adoption of circular logistics boxes across the campus, substantially cutting down the waste of single-use medical packaging materials. As of the end of 2025, the boxes have been utilized for a cumulative total of 112 cycles, achieving a carbon reduction of 0.21 metric tons of CO₂e, which represents a decrease of approximately 16% in associated carbon emissions.

This collaboration goes beyond environmental protection, extending its impact to the realization of corporate social responsibility (CSR). The Hospital specifically engaged with local sheltered workshops in Southern Taiwan, entrusting these social welfare organizations with the cleaning, disinfection, and refurbishment of the circular boxes. This initiative creates stable employment opportunities and fosters self-confidence for local vulnerable groups, successfully transforming supply chain governance into a powerful driver for community engagement and achieving a win-win outcome for both environmental sustainability and public welfare.



NCKU Hospital and manufacturers are working together to promote sustainable and recyclable packaging, leading the pharmaceutical industry toward green logistics.



On-Site Demonstration of Circular Packaging Designs and Carbon-Reduction Models in Green Logistics

► Rent-to Own Model

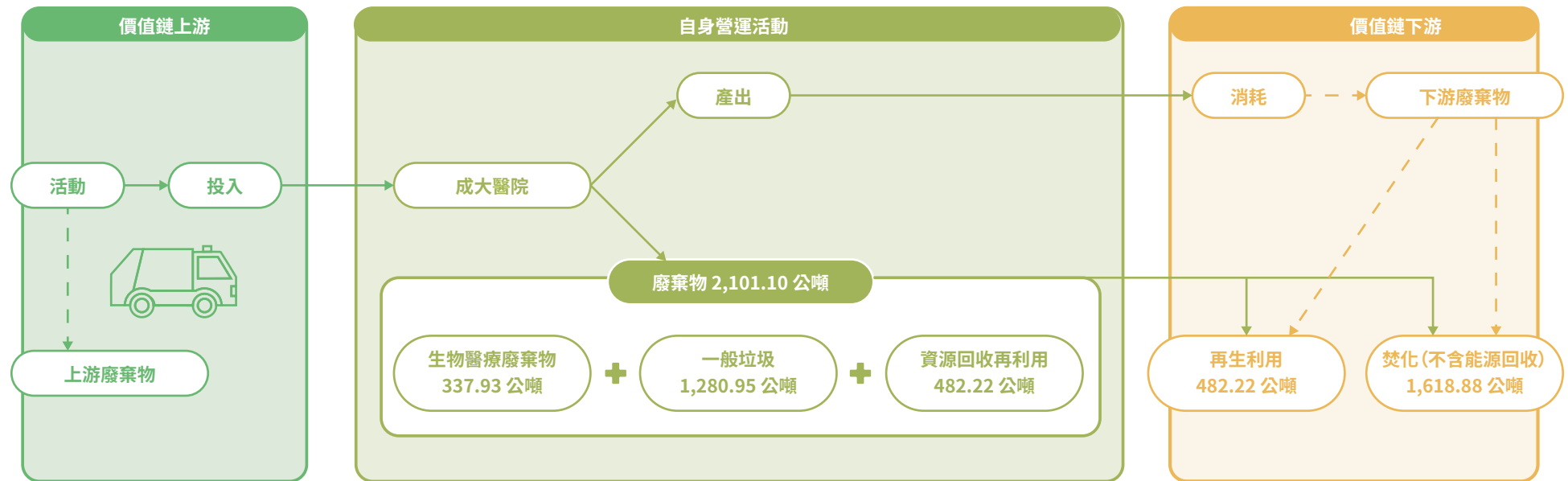
The Hospital actively implements the “Rent-to-own” model to realize comprehensive lifecycle asset management. Currently, a parallel approach of equipment leasing and integrated consumables procurement has been adopted for printers, copiers, and select laboratory testing equipment, effectively mitigating resource waste caused by premature technology replacement. Furthermore, this leasing strategy is being progressively extended to high-end medical technologies, including hemodialysis machines, radiation therapy systems, and robotic surgery platforms. This shift not only aligns with regulatory orientations but also demonstrates the Hospital's tangible transition from traditional procurement to a circular economy, embodying a steadfast commitment to sustainable governance.

► Waste Management

The Hospital (NCKUH) highly values both the upstream and downstream segments of its value chain. Through source reduction and green procurement measures, the Hospital mitigates the environmental burden imposed by upstream inputs; simultaneously, it actively collaborates with downstream processors to ensure the legality and environmental safety of all waste disposal. In 2025, NCKUH's operations generated a total of 2,101.10 metric tons of waste, which is categorized into two major classes: non-hazardous waste and hazardous industrial waste. Non-hazardous waste comprises general municipal waste and recyclable materials. General waste is collected and transported by certified environmental contractors to incineration plants managed by the Tainan City Government. Recyclable and reusable waste materials are entrusted to recycling organizations or recovery operators approved by the Environmental Protection Bureau. The resource recovery and reuse rate reached 22.95%, demonstrating the Hospital's initial success in resource circularity.

Hazardous industrial waste primarily consists of biomedical waste. The Hospital mandates that all waste clearance contractors must possess a Class A (or higher) waste disposal permit. Furthermore, in strict compliance with the Methods and Facilities Standards for the Storage, Clearance, and Disposal of Industrial Waste promulgated by the Ministry of the Environment, contractors must utilize certified vehicles and equipment for transport, with ultimate disposal carried out at ministry-approved incinerators or melting furnaces. This rigorous process ensures that waste management fully complies with legal requirements and environmental safety standards. Through implementing waste separation audits and increasing the number of recycling stations, the output of biomedical waste in 2025 was reduced by 32.51 metric tons compared to the previous year, achieving a significant reduction rate of 8.8%.

Waste Statistics Table			
Composition of Waste	Hazardous / Non-hazardous	Exit	
Item		Waste Generation (tons)	Treatment Method
General Waste	Non-hazardous Waste	1280.95	Incineration (excluding energy recovery)
Resource Recycling and Reuse	Non-hazardous Waste	482.22	Recycling
Biomedical Waste	Hazardous Waste	337.93	Incineration (excluding energy recovery)



► 2025 Annual Execution Results of Strategic Objectives

S3-1 Waste Reduction and Recycling		
Annual Goals	Implementation Status	Target Achievement
Reduce biological and medical waste by 10% compared to 2024, and achieve a waste recycling and reuse rate of 20%.	Achieved, 12.9% Reduction in Biomedical Waste and a 21.86% recycling rate for waste resources.	○

6.2.3 Green Procurement

As a public medical institution, National Cheng Kung University Hospital (NCKUH) actively responds to policies enacted by the Ministry of the Environment, strictly adhering to the Government Procurement Act and relevant priority procurement regulations by incorporating environmental, energy-saving, and water-saving certifications into its institutionalized management system. To optimize procurement evaluation performance, the Hospital has adopted a forward-looking strategy: maximizing compliance rates for "designated procurement items," while introducing internationally certified products and circular equipment for "non-designated items." Furthermore, in response to the Ministry of the Environment's new regulatory mandate requiring a 7% threshold, the Hospital has proactively guided contractors to establish reporting mechanisms. Moving forward, NCKUH plans to formally integrate green performance into bid selection criteria and contractual specifications during future tendering processes, comprehensively expanding the breadth and depth of its sustainable procurement.

All suppliers and labor contractors partnering with the Hospital are verified to ensure they are not blacklisted as suspended suppliers by the Public Construction Commission of the Executive Yuan. The Hospital mandates 100% compliance from contractors regarding the Labor Standards Act, Occupational Safety and Health Act, and Gender Equality in Employment Act, strictly prohibiting any form of discrimination based on gender, indigenous identity, physical or mental disability, or vulnerable status. Throughout the contract period, contractors are required to enroll their personnel in Labor Insurance, Employment Insurance, and National Health Insurance, as well as contribute to Labor Pension funds. For projects involving construction or installation, contractors are additionally required to secure Employer's Liability Insurance. In the event of a breach of contract, the Hospital reserves the right to rescind or terminate the agreement in accordance with contractual terms and report the supplier to the Government Procurement Net as a blacklisted contractor. In 2025, a total of 612 suppliers were awarded contracts under the Government Procurement Act, achieving a 100% local procurement rate.

Year		2023		2024		2025	
Item		Number of Vendors	Amount	Number of Vendors	Amount	Number of Vendors	Amount
Project	Domestic	3	55,779,999	11	1,093,248,200	11	9,541,000,855
	Foreign	0	0	0	0	0	0
Financial	Domestic	497	380,491,869,547	483	140,315,752,392	484	468,154,942,559
	Foreign	1	221,382	0	0	1	803,740
Labor Services	Domestic	99	1,438,789,836	121	450,481,138	115	681,878,259
	Foreign	1	1,048,605	0	0	1	1,240,800
Total		601	381,987,709,369	615	141,859,481,730	612	478,379,866,213

The Hospital has consistently delivered outstanding results in green procurement evaluations. Between 2023 and 2025, the achievement rate for "designated procurement items" approached near-perfection. The total scores over the past three years mirror the Hospital's relentless efforts and exceptional management capabilities in implementing environmental policies.

In addition to prioritizing the procurement of eco-friendly products, the Hospital actively drives the digitization and paper-reduction of its procurement processes. It has comprehensively deployed an electronic requisition system for routine consumables and continues to promote the "Electronic Invoicing and Delivery" mechanism to minimize the printing needs for physical invoices, debit/credit memos, and delivery slips. By streamlining administrative verification and write-off workflows while curbing paper consumption, this initiative not only boosts operational efficiency but also further operationalizes low-carbon administration and sustainable management goals.

Year	2023	2024	2025
Green Procurement Amount	33,031,217 Dollars	18,552,223 Dollars	38,258,528 Dollars
Designated Procurement Items Achievement Rate	100%	100%	99.75%
Green Procurement Performance Evaluation Score	95.1 points	99.3 points	100 points

► 2025 Annual Execution Results of Strategic Objectives

S3-2 Green Procurement		
Annual Goals	Implementation Status	Target Achievement
1. Property Section: Agency Green Procurement Performance Evaluation achieved 95% for the year 2. Project Section: Over 70% of water-based cement paint and exposed mineral fiber ceiling tiles used were products with Green Building Material Labels	1. Property Section: 100% for the year 2. Project Section: 70% use of Green Building Material Label products	○





07

Chapter

Appendix

- 7.1 Verification Statement
- 7.2 GRI Comparison Table
- 7.3 SASB Standards Comparison Table-
Health Care Delivery





7.1 Verification Statement



獨立保證意見聲明書

國立成功大學醫學院附設醫院 2025 年永續報告書

「法國標準協會」於1926年成立，作為法國國家標準的主管機關，並擔任「國際標準組織」的常任理事國代表，是全球知名的驗證機構之一。本項保證工作由「法國標準協會、亞太公司」「法標國際認證股份有限公司」執行，團隊成員均具有專業背景，且接受過AA1000 AS、AFAQ 26000、ISO 9001、ISO 14001、ISO 14064、ISO 45001、ISO 50001 等永續性相關之品質、環境、能源、安全與社會責任等國際標準的訓練，而擁有主導稽核員或查證員之資格。法標國際認證股份有限公司(以下簡稱法標)與國立成功大學醫學院附設醫院(以下簡稱成大醫院)為相互獨立的實體，法標除了本獨立保證聲明書所述內容外，並未涉及或介入成大醫院永續報告書之準備過程。

責任

成大醫院負責按所宣告之永續報導準則，在永續報告書中對其營運據點的經濟、環境與社會面向之營運活動與績效進行報導。

法標負責按所描述的範圍與方法，為成大醫院及其利害關係人提供一份獨立保證意見聲明書，本聲明書僅供成大醫院使用，不對其他用途負責。

範圍與標準

成大醫院與法標協議的保證範圍包括：

1. 保證作業範疇與「國立成功大學醫學院附設醫院2025年永續報告書」揭露範疇一致。
2. 法標依據AA1000保證標準(v3)之第一應用類型進行保證作業，審查與評估成大醫院遵循AA1000當責性原則(2018)的符合程度。
3. 保證作業包括審查與評估成大醫院的相關流程、系統與管制及可取得之績效資訊，以及下列報導準則遵循的情況：
 - GRI永續報導準則

方法

- 報告書採用依循 GRI 永續報導準則進行報導，對報告書內容符合 GRI 準則的一般揭露及特定主題揭露進行審查。
- 查證團隊與相關人員進行訪談，確認利害關係人的溝通與回應機制與重大主題決策流程等，然而，並不直接接觸外部利害關係人。
- 與報告書編制相關的所有文件、數據和資訊由查證團隊與相關人員的訪談進行查核。
- 基於抽樣計畫，審查組織產出、蒐集與管理報告書中所揭露的質化與量化的資料的流程。



- 藉由訪談各組負責人員，檢驗與審視相關的文件、資料與資訊，評估報告書內容之支持性素材與證據來源合理。

結論

◆ AA1000當責性原則

包容性

成大醫院已實施利害關係人鑑別與溝通機制，採用AA1000利害關係人議合標準鑑別出院內同仁、政府機關、病人與家屬、學術機構/實習生、成功大學、外部評估機構、供應商/承攬商/外包商等七類主要利害關係人，作為議合溝通與永續管理之基礎，並將議合成果與重大主題決策流程相關聯。整體而言，已符合包容性原則。

重大性

成大醫院已依循GRI重大主題鑑別原則實施重大主題分析與評估流程，以系統化方式鑑別對醫院營運發展及利害關係人具高度關聯性的永續議題。在參酌國際永續發展趨勢、醫療產業議題特性及國內標準醫療機構推動經驗，永續發展委員會邀集外部專家參與後核定與調整其重大主題，並對各重大主題展開管理策略與目標。整體而言，已符合重大性原則。

回應性

成大醫院已於報告書中揭露各類利害關係人所關注議題的處理成果與溝通管道，並連結實際管理行動。另外，已透過官方網站及時且充分地揭露營運與各類資訊給利害關係人，已符合回應性原則中所要求之可行性、適切性與持續性。

衝擊性

成大醫院已理解其營運過程中對整體環境帶來的衝擊，並以發展量測、評估與管理衝擊的相關流程，提供必要的資源與資訊，並致力於將量測與評估的結果作出全面且平衡的揭露，讓利害關係人得以了解該院的管理成果。整體而言，已符合衝擊性原則。

◆ GRI永續報導準則

基於審查的結果，確認報告書中一般揭露與特定主題揭露及重大主題管理揭露等，已遵循GRI永續報導準則之要求。未來可整合符合國際趨勢的報導要求，透過院內跨部門合作以蒐集、彙整與揭露各項永續資訊給利害關係人。



意見聲明

「法標國際認證股份有限公司」依據AA1000保證標準(v3)的查證指引及GRI永續報導準則，已發展完整的永續性報告保證準則。我們認為就成大醫院所提供的足夠證據及現場查證的所見事實，秉持公允的原則，對該組織遵循的AA1000保證標準的情況出具聲明。

我們總結「國立成功大學醫學院附設醫院2025年永續報告書」內容，對於成大醫院的相關運作與特定績效提供了一個公平的觀點。我們相信有關成大醫院在2025年的經濟、社會及環境等特定績效指標是誠正地呈現。

保證等級

依據AA1000保證標準(v3)，我們僅依據本聲明書中所描述的範圍與方法，審定本聲明書為中度保證等級。

以上，謹代表「法國標準協會」



Dr. August Tsai
認證與評鑑部門 理事
2026年07月15日

查證團隊：顏文義(主導查證員)、陳振豪(查證員)、林育聖(查證員)

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7.2 GRI Comparison Table

Global Sustainability Reporting Indicators GRI Standards Comparison Table

Statement of Use	Taipei Veterans General Hospital has reported in accordance with the GRI Standards for the reporting period 2025/01/01 to 2025/12/31
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	Not applicable

「*」 indicates a major theme

GRI Standards / Topics	Number	GRI Disclosure Content	Corresponding Chapter / Description	Page
GRI2: General Disclosure 2021				
The organization and its reporting practices	2-1	Organizational Details	About NCKU Hospital	6
	2-2	Entities included in the organization's sustainability reporting	About This Report	1
	2-3	Reporting period, frequency, and contact point		
	2-4	Restatements of information		
	2-5	External assurance		
Activities and workers	2-6	Activities, value chain and other business relationships	About NCKU Hospital	6
	2-7	Employees	5.1.1 Mitigation and Improvement of Labor Shortages Across Professional Categories	144
	2-8	Workers who are not employees		

GRI Standards / Topics	Number	GRI Disclosure Content	Corresponding Chapter / Description	Page
Governance	2-9	Governance	1.1.1 Hospital Governance and Operations	33
	2-10	Nomination and selection of the highest governance body	1.1.2 Supervisory Mechanism	37
	2-11	Chair of the highest governance body		
	2-12	Role of the highest governance body in overseeing the management		
	2-13	of impacts		
	2-14	Delegation of responsibility for managing impacts		
	2-15	Role of the highest governance body in sustainability reporting	1.2.2 Regulatory Compliance	43
	2-16	Conflicts of interest		
	2-17	Communication of critical concerns	1.1.2 Supervisory Mechanism	37
	2-18	Collective knowledge of the highest governance body		
	2-19	Evaluation of the performance of the highest governance body		
	2-20	Remuneration policies	5.1.1 Mitigation and Improvement of Labor Shortages Across Professional Categories	144
	2-21	Process to determine remuneration		
Strategy, policies and practices	2-22	Annual total compensation ratio	Message from the Superintendent	3
	2-23	Policy commitments	5.2.1 Fostering Workplace Harmony	162
	2-24	Embedding policy commitments		
	2-25	Processes to remediate negative impacts		

GRI Standards / Topics	Number	GRI Disclosure Content	Corresponding Chapter / Description	Page
Strategy, policies and practices	2-26	Mechanisms for seeking advice and raising concerns	1.2.2 Regulatory Compliance	44
			4.1.2 Diverse Grievance and Feedback Channels	119
	2-27	Compliance with laws and regulations 1.2 Integrity	1.2.2 Regulatory Compliance	44
	2-28	Membership associations About NCKU Hospital 08	About NCKU Hospital	6
Stakeholder engagement	2-29	Approach to stakeholder engagement	Stakeholder and Impact Assessment	13
	2-30	Collective bargaining agreements	5.2.1 Fostering Workplace Harmony	162
GRI3: Material Topic Disclosure 2021				
Material Topic Disclosure	3-1	Process to determine material topics	Material Topics for Sustainable Development	23
	3-2	List of material topics		
Material Topics				
* Healthcare Quality and Safety Management				
GRI 3 Material Topics 2021	3-3	Management of material topics	4. Quality Leadership & Physician-Patient Mutual Good	105
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	4.1.1 Healthcare Quality and Patient Safety Management System	109
*Sustainable Environmental Management				
GRI 3 Material Topics 2021	3-3	Management of material topics	6. Environmental Sustainability and Technology for Net Zero	179

GRI Standards / Topics	Number	GRI Disclosure Content	Corresponding Chapter / Description	Page
GRI 301 Materials 2016	301-1	Materials used by weight or volume	6.2.2 Green Circular Economy Practices	197
	301-2	Recycled input materials used		
	301-3	Reclaimed products and their packaging materials		
GRI 302 Energy 2016	302-1	Energy consumption within the organization	6.2.1 Navigating Net-Zero	192
	302-3	Energy intensity		
GRI 305 Emissions 2020	302-4	Reduction of energy consumption		
	302-5	Reductions in energy requirements of products and services		
	305-1	Direct (Scope 1) GHG emissions		
	305-2	Energy indirect (Scope 2) GHG emissions		
	305-3	Other indirect (Scope 3) GHG emissions		
GRI 306 Waste 2020	306-1	Waste generation and significant waste-related impacts	6.2.2 Green Circular Economy Practices	197
	306-2	Management of significant waste-related impacts		
	306-3	Waste generated		
	306-4	Waste diverted from disposal		
	306-5	Waste directed to disposal		



GRI Standards / Topics	Number	GRI Disclosure Content	Corresponding Chapter / Description	Page
* Talent Development				
GRI 3 Material Topics 2021	3-3	Management of material topics	2. Advancing Hand-in-Hand with the University: Cross-Domain Collaboration	57
GRI 404 Training and Education 2016	404-1	Average hours of training per year per employee	2.1.3 In-Service Further Studies and Subsidies	66
	404-2	Programs for upgrading employeeskills and transition assistance programs		
	404-3	Percentage of employees receivingregular performance and career development reviews	5.1.2 Talent Retention Measures	152
* Salary and Retention Mechanisms				
GRI 3 Material Topics 2021	3-3	Management of material topics	5.Shared Prosperity for Medical Staff and a Happy Workplace	141
GRI 401 Employment 2016	401-1	New employee hires and employee turnover	5.1.1 Mitigation and Improvement of Labor Shortages Across Professional Categories	144
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	5.1.3 Employee Benefits Optimization	156
	401-3	Parental leave	5.1.1 Mitigation and Improvement of Labor Shortages Across Professional Categories	144

GRI Standards / Topics	Number	GRI Disclosure Content	Corresponding Chapter / Description	Page
Custom Topics				
*Foresight Research				
GRI 3 Material Topics 2021	3-3	Management of material topics	2. Advancing Hand-in-Hand with the University: Cross-Domain Collaboration	57
*Smart Healthcare				
GRI 3 Material Topics 2021	3-3	Management of material topics	3.Smart Innovation, Healthcare Excellence	85
Non-material Topics				
GRI 201 Economic Performance 2016	201-1	Direct economic value generated and distributed	1.2.3 Operational Performance	47
	201-2	Financial implications and other risks and opportunities due to climate change	6.1.1 Adoption of Climate-Related Disclosures and Assessment	182
	201-3	Defined benefit plan obligations and other retirement plans	5.1.1 Mitigation and Improvement of Labor Shortages Across Professional Categories	144
	201-4	Financial assistance received from government	1.2.3 Operational Performance	47
GRI 202 Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to localminimum wage	5.1.1 Mitigation and Improvement of Labor Shortages Across Professional Categories	144
	202-2	Proportion of senior management hired from the local community		
GRI 204 Procurement Practices 2016	204-1	Proportion of senior management hired from the local community	6.2.3 Green Procurement	200

GRI Standards / Topics	Number	GRI Disclosure Content	Corresponding Chapter / Description	Page
GRI 205 Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	1.2.1 Anti-Corruption Mechanism	43
	205-2	Communication and training about anti-corruption policies and procedures		
	205-3	Confirmed incidents of corruption and actions taken		
GRI 308 Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	6.2.3 Green Procurement	200
	308-2	Negative environmental impacts in the supply chain and actions taken		
GRI 402 Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	5.1.1 Mitigation and Improvement of Labor Shortages Across Professional Categories	144
GRI 403 Occupational Health and Safety 2018	403-1	Occupational health and safety management system	5.3.1 Occupational Safety and Health System Management	165
	403-2	Hazard identification, risk assessment, and incident investigation	1.3.2 Risk Management 5.3.1 Occupational Safety and Health System Management	51 165
	403-3	Occupational health services	5.3.1 Occupational Safety and Health System Management	165
			5.3.2 Employee Health Management	175
	403-4	Occupational health Worker participation, consultation, and communication on occupational health and safety services	5.3.1 Occupational Safety and Health System Management	165
	403-5	Worker training on occupational health and safety		

GRI Standards / Topics	Number	GRI Disclosure Content	Corresponding Chapter / Description	Page
GRI 403 Occupational Health and Safety 2018	403-6	Promotion of worker health	5.1.3 Employee Benefits Optimization	156
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	5.3.1 Occupational Safety and Health System Management	165
	403-8	Workers covered by an occupational health and safety management system		
	403-9	Work-related injuries		
GRI 405 Diversity and Equal Opportunity 2016	403-10	Work-related ill health	5.1.1 Mitigation and Improvement of Labor Shortages Across Professional Categories	144
	405-1	Diversity of governance bodies and employees		
	405-2	Ratio of basic salary and remuneration of women to men		
GRI 406 Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	There were no reported incidents of discrimination in 2025	
GRI 409 Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Zero instances of forced labor occurred in 2025.	
GRI 410 Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	5.3.1 Occupational Safety and Health System Management	165
GRI 411 Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	In 2025, there was no violation of the rights of indigenous people in the Hospital.	



GRI Standards / Topics	Number	GRI Disclosure Content	Corresponding Chapter / Description	Page
GRI 413: Local Communities 2016t	413-1	Operations with local community engagement, impact assessments, and development programs	4.2.1 Seamless Care	121
	413-2	Operations with significant actual and potential negative impacts on local communities	No actual or potential negative impacts on local communities	
GRI 414 供應商社會評估 2016	414-1	使用社會標準篩選新供應商	6.2.3 Green Procurement	200
	414-2	經證實侵犯客戶隱私或遺失客戶資料的投訴		
GRI 418 Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	3.1.2 Healthcare Information Security	90

7.3 SASB Standards Comparison Table- Health Care Delivery (All)

Topic	SASB Code	Disclosure Indicators	Nature	Report Content or Descriptions
Energy Management	HC-DY-130a.1	1. Total Energy Consumed 2. Percentage Grid Electricity 3. Percentage Recycled	Quantitative	1.232,943.66 GJ ° 2.87.80% ° 3.0% °
Waste Management	HC-DY-150a.1	Total Weight Of Medical Waste And Percentage 1. Incineration 2. Recycling Or Reuse 3. Landfill	Quantitative	Biomedical Waste: 337.93 Metric Tons. 1. Incinerated: 100% . 2. Recycled Or Treated: 0%. 3. Landfilled: 0%.
	HC-DY-150a.2	Total Amount Of Hazardous Pharmaceutical Waste And Non-Hazardous Pharmaceutical Waste, And Percentage 1. Incineration 2. Recycling Or Reuse 3. Landfill	Quantitative	In compliance with relevant regulations, the Hospital properly executes the clearance and disposal of infectious waste, and independently tracks and manages pharmaceutical waste. However, pharmaceutical waste has not yet been further categorized into hazardous and non-hazardous types for separate statistical reporting. In 2025, total pharmaceutical waste amounted to 9.365 metric tons. 1. Incinerated: 100% 2. Recycled Or Treated: 0%. 3. Landfilled: 0%.
Patient Privacy & Electronic Health Records(Ehr)	HC-DY-230a.2	Description Of Policies And Practices To Secure Customer's Protected Health Information (Phi) Records And Other Personally Identifiable Information (Pii)	Discussion And Analysis	1. Standard operating procedures (SOPs) and system access controls have been established to prevent data leakage. These guidelines include: IT Department System Access Control Regulations, Information and Communication System Management Guidelines, IT Data Provision Guidelines, Access Control Procedures, System Development and Maintenance Procedures, Data Backup Procedures, Information Security Audit Procedures, and Network Security Management Procedures. 2. Designated by the Executive Yuan as a Class A Agency in Cyber Security Responsibility, the Hospital engages external consultants annually to guide its cybersecurity management operations. The Hospital maintains ISO 27001 Information Security Management System certification. The verification scope covers the Hospital Information System (HIS—including outpatient, emergency, inpatient, and laboratory modules) and the PACS System. In 2020, batch querying of the National Health Insurance (NHI) Cloud System and related information security workflows were incorporated into the scope, and re-certification was successfully renewed in 2023.



Topic	SASB Code	Disclosure Indicators	Nature	Report Content or Descriptions
Patient Privacy & Electronic Health Records(Ehr)	HC-DY-230a.2	Description Of Policies And Practices To Secure Customer's Protected Health Information (Phi) Records And Other Personally Identifiable Information (Pii)	Discussion And Analysis	3. According to the IT Department System Access Control Regulations, the IT Department generates system accounts and assigns user roles automatically upon employee onboarding based on Personnel Office profiles, ensuring role-based access control. By default, users are granted minimum necessary privileges. Requests for additional permissions require an Account Permission Application Form; cases without precedent must be submitted to the Information Management Committee for review and decision. Access permissions are automatically terminated upon employee resignation. To ensure permissions align with duties, account audits are conducted bi-annually and forwarded to department heads for review. 4. Medical records for general patients are accessible only within 14 days before and after consultation. Access to special or sensitive cases is restricted to authorized medical personnel only. 5. The completion rate for hospital-wide employee information security training reached 100%. During the reporting period, no major breaches involving patient privacy or electronic health records (EHR) occurred.
	HC-DY-230a.3	1. Number Of Data Breaches 2. Percentage Involving (A) Personally Identifiable Information (Pii) Only (B) Protected Health Information (Phi) 3. Number Of Customers Affected In Each Category, (A) Pii Only (B) Phi	Quantitative	No Related Incidents Occurred In 2025. 1. Total Data Leakage Incidents: 0 2. Data Leakage Individuals Involved: 0 3. Data Leakage Patients Affected: 0
	HC-DY-230a.4	Total Amount Of Monetary Losses As A Result Of Legal Proceedings Associated With Data Security And Privacy	Quantitative	In 2025, The Hospital Incurred No Financial Losses Due To Legal Actions Related To Data Security And Privacy Rights.
Access For Low - Income Patients	HC-DY-240a.1	Discussions Of Strategy To Manage The Mix Of Patient Insurance Status	Discussion And Analysis	Patients evaluated and confirmed eligible by hospital social workers are provided assistance under the Hospital's Bo-Ai Foundation Subsidy Operational Regulations, utilizing public donations to alleviate the financial burden on patients and their families. In addition to waiving outpatient and emergency registration fees for centenarians, the Hospital subsidizes meal costs for low-income hospitalized patients. Furthermore, the Hospital partners with charitable organizations—including Xingtian Temple, Baoan Temple, Nanshan Charitable Foundation, Wan Hai Lines Charity Foundation, and CTBC Charity Foundation—to assist patients and their families through hardship. For vulnerable groups such as low-income households, mid-to-low-income households, and unhoused individuals, the Hospital assists in applying for medical and caregiving subsidies. Services such as advance payment and administrative assistance are provided to mitigate financial strain and application hurdles, ensuring timely and appropriate care.

Topic	SASB Code	Disclosure Indicators	Nature	Report Content or Descriptions
Access For Low - Income Patients	HC-DY-240a.1	Discussions Of Strategy To Manage The Mix Of Patient Insurance Status	Discussion And Analysis	2025 Financial Assistance Statistics: Hospital Bo-Ai Foundation Subsidies: NT\$ 9,353,395 External Charitable Organization Subsidies: NT\$ 1,960,787 Government Agency Subsidies Applied via Official Correspondence: NT\$ 3,000,849
Quality Of Care And Patient Satisfaction	HC-DY-250a.2	Hospital-Acquired Condition (Hac) Score Per Hospital	Quantitative	No Major Medical Incidents Occurred At The Hospital In 2025.
	HC-DY-250a.3	HOSPITAL-ACQUIRED CONDITION (HAC) SCORE PER HOSPITAL	Quantitative	Not disclosed
	HC-DY-250a.6	Number Of 1. Unplanned And 2. Total Readmissions Per Hospital	Quantitative	The Hospital's Monitoring Targets Are Related Cases Of Readmission Within 14 Days After Discharge From The Hospital: 1. 481 Cases. 2. 3,670 Cases.
MANAGEMENT OF CONTROLLED SUBSTANCES	HC-DY-260a.1	Description Of Policies And Practices To Manage The Number Of Prescription Issued For Controlled Substances	Discussion And Analysis	1. The Hospital Has Established A "Controlled Substances Management Committee" To Oversee The Prescription And Use Of Controlled Substances, Preventing Misuse, Abuse, And Diversion, Thereby Ensuring Patient Medication Safety 2. "The Controlled Drugs Management Committee" convenes regular meetings every three months, with extraordinary meetings called as necessary. In 2025, the hospital held four recorded meetings and tracked the conclusions of each to ensure the effective implementation of controlled drug management within the institution. 3. Cases reported to the Taiwan Food and Drug Administration (TFDA) are routinely tracked to evaluate medication efficacy and pain management outcomes. Findings are submitted to the TFDA and the Tainan City Public Health Bureau.
Pricing And Billing Transparency	HC-DY-270a.1	Description of policies or initiatives to ensure that patients are adequately informed about price before undergoing a procedure	Discussion And Analysis	The hospital's procedure for providing, explaining, and obtaining signed consent forms from surgical patients is as follows: 1. All National Health Insurance-covered items have established reimbursement regulations. If medically necessary self-paid items are used, the physician must explain to the patient or family and obtain their consent and signature on the selfpayment consent form before use. 2. The self-payment consent form specifies the name of the self-paid item, item code, license number, reason for self-payment, unit price, quantity, and estimated out-of-pocket amount.
	HC-DY-270a.2	Discussion Of How Pricing Information For Services Is Made Publicly Available	Discussion And Analysis	TRANSPARENT CHARGING METHODS 1. The Hospital's Charging Standards Comply With The Regulations Of The National Health Insurance Administration And Publicly Disclose All Self-Paid Medical Expense Items On The Official Website And Prominent Locations Within The Hospital, Including Outpatient And Emergency Registration Fees, Nhi Co- Payments, Ward Surcharges, Patient Meals, Self-Paid Surcharges, And Self-Paid Special Materials. 2. Any Changes In The Charging Standards Or Amounts For Self-Paid Medical Items Are Proactively Reported To The Health Bureau In Writing As Required.



Topic	SASB Code	Disclosure Indicators	Nature	Report Content or Descriptions
Pricing And Billing Transparency	HC-DY-270a.3	Number Of The Entity's 25 Most Common Services For Which Pricing Information Is Publicly Available, Percentage Of Total Services Performed (By Volume) That These Represent	Quantitative	100% of the hospital's self-pay medical service charges are fully disclosed and transparent.
Employee Health & Safety	HC-DY-320a.1	Total Recordable Incident Rate (Trir) For 1. Direct Employees And 2. Contract Employees	Quantitative	1. 1.54% ° 2. 0 °
Talent Attraction, Development And Retention	HC-DY-330a.1	Voluntary And Involuntary Turnover Rate For Physicians, Non-Physician Health Care Practitioners, And All Other Employees	Quantitative	1. Involuntary Turnover Rate: • Physicians 0%. • Non-Physician Healthcare Professionals 0.04%. • All Other Employees 0%. 2. Voluntary Turnover Rate: • Physicians 13.62%. • Non-Physician Healthcare Professionals 10.86%. • All Other Employees 13.62%.
	HC-DY-330a.2	Description of talent recruitment and retention efforts for health care practitioners	Discussion And Analysis	1. Expanding Recruitment Channels and Promotion: • Job openings are updated in real time via the Nursing Department website and major employment platforms to enhance visibility and applicant interest. • Campus recruitment activities are actively conducted. 2. Innovative Onboarding Training and Retention Support Mechanisms: • Phased and unit-specific, practice-oriented training is implemented to strengthen practical clinical transitions. • Comprehensive information packages, learning guides, and unit culture orientations are provided to help new hires adapt. • New hire seminars are hosted to address concerns, understand adaptation status, and provide immediate support. • A preceptorship program led by senior nurses is promoted to foster a supportive team culture and boost sense of belonging. 3. Salary for hospital-employed nursing staff has been increased to strengthen retention incentives. • In 2022, 2024, and 2025, salary adjustments of 4%, 4%, and 7% were implemented for hospital-employed medical personnel (including nurses), representing a cumulative pay raise of 15% over three years. • The Nursing Department's Rising Star Program was launched, offering phased monthly retention bonuses to new nurses reaching specified service milestones. • The Long-Term Tenure Welfare Plan awards bonuses to contract-employed nurses reaching designated seniority milestones.

Topic	SASB Code	Disclosure Indicators	Nature	Report Content or Descriptions
Talent Attraction, Development And Retention	HC-DY-330a.2	Description of talent recruitment and retention efforts for health care practitioners	Discussion And Analysis	4. Deploying Support Personnel and Integrating Technology to Reduce Nursing Workload: - Pilot programs were launched in wards facing severe overtime issues, assigning 2 auxiliary nursing aides per unit to handle non-professional tasks. - Administrative workflows were streamlined to enhance operational efficiency, ensure balanced staffing, and decrease shift work stress. - Smart healthcare technologies were introduced, including order-linked automatic billing, upgraded equipment for automated physiological data transmission, RTLS instrument tracking, and complete rollout of smart mobile devices for hospital duties. 5. Establishing Nursing Career Progression and Training Systems: - Based on the N1–N4 competency advancement model, a fair, transparent, and motivating promotion mechanism was built combining clinical performance and specialist certification. - Inter-departmental staffing allocations were optimized to offer broader clinical experience and career growth opportunities. - Introductory and advanced management courses are held annually to cultivate nursing administrative cadres, providing paid training leave and encouraging participation in external professional workshops.
Climate Change Impacts On Human Health & Infrastructure	HC-DY-450a.1	Description Of Policies And Practices To Address - The Physical Risks Due To An Increased Frequency And Intensity Of Extreme Weather Events, - Changes In The Morbidity And Mortality Relates Of Illnesses And Diseases, Associated With Climate Change, And - Emergency Preparedness And Response.	Discussion And Analysis	Global climate change has driven an increase in the frequency and intensity of extreme heat, torrential rainfall, and typhoons. These events not only damage infrastructure but also elevate risks of heat-related injuries, cardiovascular diseases, respiratory illnesses, and infectious diseases. High temperatures and air pollution heighten the incidence of heatstroke, asthma, and chronic lung conditions, while vector breeding expands the transmission range of diseases like dengue fever—impacts that are particularly acute among the elderly, children, and frontline workers. In response to these climate risks, the Hospital has established health protection and resilient governance mechanisms. - As to Occupational Health, Adhering to Ministry of Labor guidelines, the Hospital instituted the Heat Hazard Prevention Plan for Outdoor Workplaces under High Temperatures. For outdoor personnel such as security guards and contractors, heat hazard assessments, health monitoring, and preventive measures have been reinforced to minimize occupational risk. To boost response capabilities, a training session titled "Protection for High-Risk Personnel (Climate Risks, Senior Workers, and Respiratory Protection)" was conducted in 2025, attended by 59 staff members. The course achieved a satisfaction score of 4.56 out of 5 and an average post-test score of 98%. The learning materials have been uploaded to the hospital e-learning platform for continuous training. - In Infrastructure and Sustainable Governance, the Hospital actively advances climate resilience initiatives which includes Signed the Hospital Sustainability Declaration in 2024 to promote net-zero transition and sustainable governance. Routinely updates emergency response plans for typhoons, floods, and emerging infectious diseases, conducting emergency drills while the Crisis Management Committee reviews mitigation, preparedness, response, and recovery performance. Continuously promotes energy conservation, carbon reduction, and energy management through ISO 14064-1 greenhouse gas inventories and digital transformation measures. - Looking ahead, the Hospital will align with the Task Force on Climate-related Financial Disclosures (TCFD) framework to strengthen climate risk governance, identify physical and transition risks, and formulate quantitative indicators and resilience strategies, ensuring uninterrupted medical operations and public health safety under extreme weather events.



Topic	SASB Code	Disclosure Indicators	Nature	Report Content or Descriptions
Fraud And Unnecessary Activities	HC-DY-510a.1	Total Amount Of Monetary Losses As A Result Of Legal Proceedings Associated With Medical Fraud Under Laws And Regulations.	Quantitative	In 2025, The Hospital Incurred No Financial Losses Due To Legal Actions Related To Medical Fraud.

► Activity Metrics

SASB Code	Disclosure Indicators	Nature	Report Content or Descriptions
HC-DY-000.A	By Service Type: 1. Number Of Medical Facilities 2. Number Of Beds	Quantitative	1. Outpatient Building, Inpatient Building. 2. Acute General Beds: 916. • Acute Psychiatric Intensive Care Beds: 30 • Adult Intensive Care Unit: 98 • Pediatric Intensive Care Unit: 8 • Neonatal Intensive Care Unit: 20 • Burn Intensive Care Beds: 10 • Subacute Respiratory Care Beds: 12 • Infant Beds: 23 • Palliative Care Beds: 20 • Hemodialysis Beds : 52 • Nursery Beds: 10 • Emergency Observation Beds:75 • Others Special Bed:61
HC-DY -000.B	1.Number Of Admissions 2. Number Of Outpatient Visits	Quantitative	1. Number Of Admissions: 175,504. • Number of emergency : 84,648 • Number of hospitalizations : 51,641 • Number of surgeries : 32,332 2. Number Of Outpatient Visits(including health checkups): 1,632,843.



2025 Sustainability Report

National Cheng Kung University Hospital