



CENTRE HOSPITALIER
PRINCESSE GRACE

2020-2022



HEALTH:
AT THE HEART
OF MONACO'S
ATTRACTIVENESS





Palais de Monaco

December 2022

Since its inauguration one hundred years ago by my great-grandfather Prince Albert I, the Hospital of Monaco, which took the name of my mother Princess Grace in 1958, has constantly undergone changes and reconstructions in order to modernize and offer the best possible care to the people it serves.

Today we continue to build the future with the construction of the new Hospital.

Over the years, the Princess Grace Hospital Center has acquired a reputation that goes far beyond its aera of reference, thanks to its high level of care, its excellent medical and paramedical skills, and its state-of-the-art equipment.

This first activity report for 2020-2022 highlights the day-to-day investment of hospital staff, whose commitment and resilience I would like to salute. They have chosen to devote themselves to others, to care, and to be there for others in all the difficult moments of life.

I would also like to thank the teams of the Princess Grace Hospital for their mobilization and their ability to adapt to the major challenge posed by the Covid health crisis, which has had a lasting impact on our health systems.

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Benoîte ROUSSEAU DE SEVELINGES, *Director of Princess Grace Hospital*

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INTERVIEW WITH

How have you dealt with the COVID-19 crisis, and what lessons have you been able to learn?

B.R: While the COVID crisis emerged in early 2020 as a terrible threat that turned into tragic individual realities for our patients, and collective trauma for our teams, today I want to look at the opportunities that it also created, and which Princess Grace Hospital was able to seize.

The COVID crisis was characterised by its scale, unprecedented in the modern world, by its seriousness and by the uncertainty that it caused. Two and a half years later, my assessment is nonetheless a positive one. Of course, it is important to remain modest. For one thing, the Princess Grace Hospital began with some advantages that others did not have (a high level of medical, paramedical, logistical and strategic competence, no vacancies, high-quality and readily available technical facilities, and so on). In addition, we were not hit by a huge influx of patients during the worst period – the first lockdown – when we knew nothing, and had nothing to protect us (masks, PCR tests, vaccines).

Princess Grace Hospital was then particularly exposed: the only healthcare facility in the country treating COVID patients, and geographically close to regions which were heavily impacted.

We stood together. As rumours became rife, doc-

tors and managers considered various crisis scenarios, which were challenged by our paramedical teams. During this time, the administrative, technical and logistical teams stocked up, negotiated with suppliers and showed remarkable ingenuity in ensuring that healthcare staff had the equipment and facilities that they would soon need.

In the hospital, 28 February was the date it all began. The fear, anxiety, courage, commitment – everything took on a new dimension.

The teams formed a united front. Every morning, I attended the COVID staff meeting, which brought together the doctors directly involved in treating the COVID patients who had been admitted to hospital, specialists, emergency unit teams, healthcare managers, nurses and care assistants. Every case was reviewed, every difficulty was raised. Which treatment should be used? How should staff protect themselves? How could we prevent these patients from feeling isolated? This situation would continue for two years, in waves of course, but the tension was constant. In the end, everyone was involved in the crisis, everyone did their job. Today, it is a united and more efficient hospital that is looking to the future.

What has emerged from the COVID crisis is, first, intellectual enrichment. Opportunities for sharing between doctors have led to numerous scientific papers, and this has resulted in the establishment of a platform dedicated to clinical research in partnership with the Monaco Scientific Centre and with support from the Prince's Government.

Second, we have seen improved organisation, with progress demonstrated by our performance indicators. The agility that has been developed and demonstrated by managers allows us to contemplate with equanimity the modelling work to be done ahead of our move into the south wing of the new building in late 2025.

Benoîte ROUSSEAU DE SEVELINGES

DIRECTOR OF PRINCESS GRACE HOSPITAL

Has the hospital now returned to normal operations?

B.R: Generally speaking, there has been a reduction in hospital activity compared with 2019, the last year of reference, and Princess Grace Hospital is no exception to this trend. However, it is important to qualify this assertion, as it holds less true at Princess Grace Hospital than it did and – above all – it varies depending on the department. Some have seen their active patient lists return to previous levels, or even increase.

This picture continues to be worrying, in that it shows that people are coming forward for treatment less often than before. This can result in delays in diagnosis and, consequently, later treatment, increasing the risks for the patients themselves.

What is Princess Grace Hospital's strategy on technological innovation in medical or surgical treatment?

B.R: Princess Grace Hospital strives to be innovative, at the cutting edge of technology. It relies on funding from the Prince's Government for investment in construction work, the IT system and medical teams, as well as on donations raised directly or through the Friends of Princess Grace Hospital Foundation. These funds are vital for the future, and I hope that the Principality will maintain its ambitions on health at this level.

Today, technical facilities turn people into augmented doctors or surgeons. Technology does not replace human skill, but it allows us to go beyond what is physically possible for a person to do.

Take the example of surgical robots. We have two robots, which are now used in urological, digestive, gynaecological and – soon – ENT surgery. The robots are not autonomous: it is humans who direct them. On the other hand, the robots are intelligent, helping humans to see 3D and capable of zooming in. The robots are skilful, able to reach places that were previously inaccessible to humans.

This is how once inoperable and thus fatal cancers have now become curable. Beyond that, robots make it possible to limit the inevitable consequences of surgery. They can help to prevent patients having to be admitted to intensive care, something that was previously unavoidable, facilitate and shorten convalescence, reduce scarring and more.

In this way, surgical robots improve the quality of patient treatment and prognosis. This is the philosophy that is dominant at Princess Grace Hospital. We do not seek out technological innovation for its own sake, we introduce things that are useful to patients.

What role does digital technology play at Princess Grace Hospital?

B.R: LDigital technology is an important element of innovation. At Princess Grace Hospital, digital is already everywhere: patient records have been computerised, and requests mean that it is now possible to manage the allocation of resources in sectors where demand for care is higher at a given moment.

Here again, digital technology must be used in service of the patient and the staff treating them, while taking into account the security aspects that have become a major challenge in hospitals. We are very interested in the contributions that artificial intelligence can bring, while remaining cautious about its use. For example, the aim is not to replace radiologists, but to assist them, so that medical time can be devoted to the most complex tasks.

Soon, our patients will be able to prepare for being admitted to hospital via the Princess Grace Hospital digital portal. They can also use the portal to collect prescriptions and test results, and share them with their doctor.

My role is to ensure that this transition occurs calmly and securely. We will roll out the product once our teams are ready to minimise the risk of errors, ensuring that no one is left behind. The process must remain human. There must be no question of digitalisation restricting access to care for those who are not comfortable with the technology, something that we can see today in other sectors.

What is your vision for the next three years?

B.R: Princess Grace Hospital's strategy is built around the Sovereign's vision and can be summed up in a single word: attractiveness. As the only public hospital in the country, Princess Grace Hospital must reflect its ambitions in the field of health.

For several years, this is the line of thinking that has governed all decision-making, and the health crisis clearly demonstrated the results: not once was the hospital overwhelmed. In addition to its own mission, its responsiveness and availability were among the factors that made it possible to limit the restrictions that had to be adopted during the crisis, such as the shutting of restaurants and hotels. The hospital therefore contributed to supporting our economy.

The first source of attractiveness lies, naturally, in competence, in other words the quality of our recruitment. The Prince's Government is particularly supportive of us in this area, enhancing the prestige of careers to make the hospital attractive and enable us to recruit at a high level.

In addition, like the Principality, Princess Grace Hospital is committed to a digital

transformation process. This will result in an improvement to the hospital's medical and economic performance, as well as to the patient experience and working conditions.

The changes underway are also organisational in nature: we are gradually transforming coordination between departments to create patient pathways by disease or organ, rather than using the traditional divisions along medical speciality lines.

Three years ahead of our move to the New Princess Grace Hospital, this is also about questioning the capacity of our units. These were determined in 2011, when the building's Detailed Technical Programme was drafted. Medicine has changed since then. Technological and digital innovation has revolutionised healthcare, and as the population is ageing, inevitably leading to different needs, patient expectations have also changed. And so, from the beginning of 2023, we will be setting up working groups to facilitate collective reflection on how we can best use the facilities that we designed, together in 2015.

Finally, the third area of work focuses on what makes up our DNA: the patient experience. The hospital has created its own concept of this experience, putting patient comfort at the heart of its concerns and introducing a hospitality service. No logistical or strategic functions have been outsourced at Princess Grace Hospital: our facilities are maintained by our own staff, following specific training in hospital hygiene; laundry is done on site so that it is always available and carried out to a good quality; the kitchen produces more than 3,000 meals a day for patients to enjoy, and they are able to choose from dozens of possible combinations.

Furthermore, patients can access additional services: they can hire tablets with almost unlimited multimedia content, share a meal with a friend or loved one or have them stay overnight, visit a hairdresser – a number of services are already available to help distract our patients and make their hospital stay more pleasant. We need to develop these services but, above all, we need to put ourselves in patients' shoes and improve our pathways and approaches to treatment. It is with this in mind that the hospital's quality policy will become more visible, and we will work with patient experts. Satisfaction questionnaires are a tool that we have studied carefully, by 2022 has seen us explore this feedback in greater depth to help us improve the experience for everyone.





AN OUTSTANDING HOSPITAL SERVING YOUR LOCAL AREA

A HUMAN HOSPITAL PERSONIFIED

A HOSPITAL AND STAFF WITH VALUES

A LARGE, ATTRACTIVE HOSPITAL

PRINCESS GRACE HOSPITAL: A FIRST-CLASS CENTRE FOR PREVENTION AND TREATMENT

Enjoying an outstanding location in the upper part of the Principality, Princess Grace Hospital is the only public hospital in the Principality of Monaco. It has 845 beds.

Princess Grace Hospital offers comprehensive healthcare thanks to the calibre of its medical teams and its state-of-the-art technological equipment across numerous specialities. This excellence has earned the hospital a certification with the highest possible score from the senior French health authority (Haute Autorité de Santé).

Princess Grace Hospital responds to the health and social concerns of 125,000 people in a catchment area stretching between Italy and Nice, through an approach incorporating care, innovation, and therapeutic and diagnostic research.

- 21 medical specialities
- Multidisciplinary medical and surgical activity
- Personalised check-up unit

- Expertise in screening and detection of cardiovascular disease and some cancers before symptoms appear, enabling treatment to begin as early as possible

- First-rate technical facilities:

- INGENIA ELITION X magnetic resonance imaging (3 Tesla MRI), with SONALLEVE high-intensity focused ultrasound (HIFU) treatment system, AQUILION PRISM diagnostic and interventional scanner, SELENIA 8000 3D digital mammography system with tomosynthesis and stereotactic biopsy, general, cardiac, vascular and obstetric ultrasound, two latest-generation BIOGRAPH VISION 600 digital PET scanners with 128-slice scanner, one SPECT-CT gamma camera with 870 CZT digital detectors and one D-SPECT gamma camera for cardiac tests
- Radiotherapy equipment including two TRUEBEAM linear accelerators with NOVALIS radiosurgery model and a SOMATOM AS20 OPEN RT virtual simulation scanner
- Gastrointestinal endoscopy, bronchoscopy, urological endoscopy
- Video surgery columns with 3D and 4K imaging

- Cardiac electrophysiology suite equipped with GENESIS – STEREOTAXIS electromagnetic probe guidance system (the only centre in France and Monaco to be equipped with a RHYTHMIA 3D ultra high-definition cardiac mapping system)
- Two Da Vinci X and Xi surgical robots
- Eye tracking as a tool to help diagnose cognitive disease (the only centre in the region to have such a device)
- Biological analysis laboratory and digital anatomical pathology facilities
- Respiratory and cardiac function tests

Princess Grace Hospital is currently undertaking an on-site rebuilding project. This is a complex architectural project scheduled for completion in 2032, with a first tranche to be delivered in 2026.

The New Princess Grace Hospital building will feature all of the equipment required to enable excellent energy and seismic performance. It will be fully digital and will have a similar capacity, but beds will be allocated in line with developments in medicine, types of treatment and the needs and expectations of patients. It will have 492 beds and 22 operating theatres, some of which will be hybrid.

The New Princess Grace Hospital will continue to be the leading facility serving a population of some 130,000 people in Monaco and the neighbouring communes. It will also be aimed at a group with high purchasing power seeking high-quality services thanks to an expanded check-up unit (five suites compared to the current three) and premium rooms in each of the hospital's medical speciality departments.

TRAINING OUR TEAMS OF THE FUTURE

Princess Grace Hospital has its own Institute of Nurse Training (IFS) and Institute of Care Assistant Training (IFAS).

The quality of our Institute lies first and foremost in our determination to place the student at the heart of its training, with individually tailored programmes and personalised support.

In addition, Princess Grace Hospital is helping to train future doctors, working with faculties of medicine and the university hospital in its neighbouring country. Princess Grace Hospital regularly hosts house officers who complete training rotations in its departments.

OUR VALUES

The basic values of the Princess Grace Hospital include offering a warm welcome to patients and their loved ones, and treating them with respect and humanity. These values guide all of us in our approach to patients.

Comfort, catering and hospitality services are also a key part of

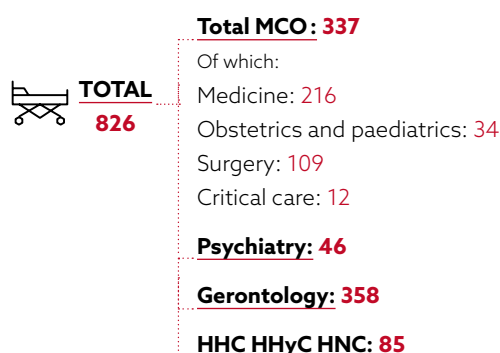
our offering, based on our firm belief that they help our patients to recover.

PRINCESS GRACE HOSPITAL IN FIGURES

With a total capacity of 826 beds, the hospital is spread over three sites: Princess Grace Hospital itself and two retirement homes, Cap Fleuri and A Qietudine.






BEDS

As of 31 December 2022



MCO: Medicine, Surgery, Obstetrics
HHC HHyC HNC: Home hospital care,
home hygiene care, home nursing care

HUMAN RESOURCES

FIELD	TOTAL
 MEDICAL	219 (excluding praticiens attachés and praticiens assistants)
 NURSING AND TECHNICAL TECHNICAL-MEDICAL	1,877
 EDUCATION AND SOCIAL WORK	29
 TECHNICAL AND MAINTENANCE	429
 ADMINISTRATIVE	332
NON-MEDICAL AND MEDICAL STAFF	2,886



THE COVID-19 CRISIS

Two years of living through the COVID-19 crisis

In February 2020, Princess Grace Hospital was on the front lines as the first cases of COVID-19 emerged in the Principality. Since then, the hospital's teams have lived through two years of the health crisis. What was the impact and what lessons have been learned?

– THE CHALLENGES OF MANAGING A SUSTAINED CRISIS

The scale and rapid evolution of the COVID-19 crisis required organisational capacities and a level of responsiveness that were completely unprecedented. All of the clinical and administrative teams responded in an outstanding way to treat patients as best as possible.

Princess Grace Hospital underwent a reorganisation to ensure that it could both accommodate infected patients and treat patients with other conditions, constantly adapting the health measures and capacity of the various departments in line with the scale of the crisis. All of the hospital's departments worked closely together to share skills, equipment and facilities across teams. Coordination meetings were used to adapt measures as the epidemic developed and in accordance with the human and material resources required. This included managing the procurement of supplies, notably personal protective equipment (PPE) and pharmaceutical products (essential medicines and disposable sterile products), reorganising care units, and carefully managing human resources to ensure that sufficient staff were available to maintain the quality of treatment for COVID and non-COVID patients.



TIMELINE

January 2020

Princess Grace Hospital goes on alert. First internal warning about the crisis underway in China.

February 2020

A crisis unit is set up and a special circuit is established in Accident and Emergency for symptomatic patients.

28 February 2020

Treatment of first COVID-19 patient.

16 March 2020

A dedicated unit is set up and all non-urgent activities are cancelled.

May 2020

Lockdown ends: health measures are relaxed at the hospital and activities resume.

June 2020

Presentation of a cheque for €470,955 to Princess Grace Hospital following the fundraising organised by the Compagnie Monégasque de Banque.

January 2021

Vaccination campaign begins.

April–June 2021

3rd wave

July–October 2021

4th wave

January 2022

5th wave

March 2022

Return to normal operations.

– LESSONS

As a result of the health crisis, some lessons have been learned and there has been an opportunity to assess the hospital's capacity to respond and mobilise.

The five words to sum these up would be: mobilisation, solidarity, multidisciplinary, adaptability and flexibility.

The medical staff also proved very active in clinical research, with a dozen or so research projects initiated during this period.

Doctors from various specialities worked together to help form a better understanding of the disease and thereby improve patient treatment.

With regards to the new hospital:

« Some reflection was undertaken internally following the lifting of lockdown measures in 2020 to ensure that the new hospital would enable us to cope with a pandemic such as the one we had experienced. This led us to propose to the Department of Public Works some changes regarding the ventilation systems and the distribution of facilities to help with isolating certain sectors and flows. This responsiveness, demonstrated during the health crisis, was already incorporated into the project methodology, given the extent of the gap between the programme being drafted in 2010–2012 and final delivery of the project in 2032.

While the COVID-19 crisis put a

tremendous strain on the hospital, it also highlighted the potential of its teams, which – during a crisis – were able to improve their organisational structures and procedures, resulting in efficiency gains across all of our performance indicators. This means that we can be more ambitious in the care that we can offer. We are currently looking at adapting our hospital capacity in line with developments in medicine and patient expectations. More treatments will be offered on an outpatient basis or as part of weekday hospital units. Both of these options are destined to be expanded in the coming weeks. Highly specialised fields will also be developed, given the quality of recent recruitment, which has been somewhat overshadowed by the health situation.

We are also working to reorganise our care pathways by disease, which better meets the new expectations

of our patients than the traditional organisation by medical speciality. In summer 2020, we established the Prostate Centre and the Pelvic Centre. The patients who have used these have been highly satisfied with them, since it is now possible to offer a comprehensive diagnosis following a day of tests coordinated by the hospital at no extra cost. Finally, we have been able to take advantage of both government funding and donors' generosity. This has allowed us to further enhance our technical facilities, by acquiring a second surgical robot, HIFU (for non-interventional treatment of uterine fibroids and, soon, endometriosis) and a new interventional cardiology suite. A number of projects are currently under development, and we will be able to talk about them soon.»

– Benoîte ROUSSEAU DE SEVELINGES,
Director



17 November 2020: H.S.H. Prince Albert II and his wife H.S.H. Princess Charlene graced Princess Grace Hospital with their presence to award the hospital the Knight of the Order of the Grimaldi for its commitment during the COVID crisis.

– **MARCH 2022, A RETURN TO NORMAL OPERATIONS**

After mobilising for many long months and weathering five waves, the surgical departments were able to get back to full capacity.

All staff showed a remarkable degree of flexibility, mobilisation and solidarity, despite multiple moves, numerous changes to schedules and postings, accrued overtime and a strong dose of stress and fatigue.

The closure of surgical beds and operating theatres, as well as the solidarity between all staff and their outstanding efforts, ensured the continuity and quality of treatment for all patients, despite the absences and reinforcements required to treat COVID-19.



Throughout the COVID period, Princess Grace Hospital has received generous support from the Monegasque community in the form of donations, both financial and in kind.

A RECORD-BREAKING EPIDEMIC

- More than 30 moves and reorganisations carried out by nursing staff, and technical, IT and logistics departments.
- Up to 128 employees off sick with COVID-19 at the same time, the equivalent of the number of staff required to operate three full hospital departments.
- Up to 100 patients and residents hospitalised with COVID-19 at the same time.
- Up to 9,000 overtime hours accrued in one month.
- Up to 6 operating theatres closed at the same time.
- Up to 42 surgical beds closed at the same time.

« The hospital teams have been hugely busy for coming up to three years, and they have demonstrated both inventiveness and enormous flexibility, enabling the Principality to navigate these crisis with more agility than others. »

- Dr Olivia KEITA PERSE, Head of the Epidemiology and Hospital Hygiene Department

– **COLLABORATION BETWEEN HOSPITAL AND COMMUNITY SERVICES: AN ADVANTAGE IN THE CRISIS**

« Collaboration between community services and the hospital was vital during this crisis. In Monaco, we were able to rely on some very willing general practitioners, and on our hospital doctors, who were keen to work together with their counterparts in the community. The more we work together, the more we are able to keep people at home as long as possible, and prepare for hospital admission. »

- Benoîte ROUSSEAU DE SEVELINGES, Director of Princess Grace Hospital

– **A STRENGTHENED PARTNERSHIP WITH NICE UNIVERSITY HOSPITAL**

During the health crisis, Nice University Hospital and Princess Grace Hospital stepped up their longstanding cooperation. From the beginning of the pandemic, Nice University Hospital provided masks and protective equipment from its own supplies. For its part, Princess Grace Hospital made available its hospital capacity and technical facilities to ensure treatment of patients from beyond its catchment area, which covers around 150,000 inhabitants in the eastern Alpes-Maritimes, and offered support during the crisis in France's Grand-Est region, as well as to the valleys following Storm Alex.

Men and women worked tirelessly for more than two years.

H.S.H. Prince Albert II, accompanied by his wife H.S.H. Princess Charlene, presented Princess Grace Hospital with the medal of Knight of the Order of the Grimaldi.

By awarding this distinction, the Royal Family sought to thank and pay tribute to the 2,700 staff who make up the hospital community and worked to tackle

SOLIDARITY
INVENTIVENESS
COMMITMENT
AVAILABILITY
MOBILISATION

#Astoria Together

#Astoria Together





February
Technical facilities:
replacement of **two**
surgical robots

June
Patient pathway: Launch of
Prostate Centre to enable
improved treatment



January
Innovation: roll-out of HIFU
for non-invasive treatment of
uterine fibroids

April
Therapeutic innovation:
New prostate
cancer treatments
Screening for
atherosclerosis

2021

May
Cardiology Department **certified as**
European Centre of Excellence for
Hypertension

September
Technical facilities: replacement
of **cardiac electrophysiology**
suite

2022

11 april
Official opening
of the Albert I Forecourt
A tribute to the man who
commissioned the modern hospital
in Monaco in the Salines district 120
years ago today





2022

June

Opening of the new **Cap Fleuri Residence**



September

Launch of **the computerised payment portal**, which allows patients to make and manage appointments, complete pre-admission formalities, access medical documents and pay bills



October

Launch of **Breast Day Centre** for treatment of breast cancer during Pink October



15 november

Agreement signed between French national blood service (EFS) and the Princess Grace Hospital Blood Transfusion Centre:

The purpose of the agreement is to establish the procedures for cooperation between the EFS and the Blood Transfusion Centre on training, regulatory and scientific oversight, and improving the quality management system to guarantee the highest levels of safety control over time



2022



17 november
Receipt of new Da Vinci surgical robot module

Development of Da Vinci X robot into a Da Vinci XI. The advantage of the XI system is that it improves treatment in major and complex visceral and gynaecological surgery, offering greater anatomical access



23 november
Official opening of new interventional cardiology suite:

This robotic magnetic navigation system helps to treat cardiac arrhythmias. Princess Grace Hospital is the first facility in Europe to be equipped with this new version.

2022



December 2022

1st electroporation procedure in cardiology

Electroporation is a new ablation technique for cardiac arrhythmia. It is used to eliminate the tissue responsible for cardiac arrhythmia at the electrical level



9 December

Official opening of the Cap Fleuri residence by H.S.H. Prince Albert II

The new buildings at the Cap Fleuri residence were officially opened by H.S.H. Prince Albert II on 9 December

BOARD OF DIRECTORS

For 2020–2023, the following were appointed as members of the Princess Grace Hospital Board of Directors:



• **M. André GARINO**,
Chairman of the Board
of Directors

- **Ms Caroline ROUGAIGNON-VERNIN**, in her capacity as Chair of the Economic, Social and Environmental Council
- **Dr Jean-Michel CUCCHI**, in his capacity as President of the Council of the Ordre des Médecins

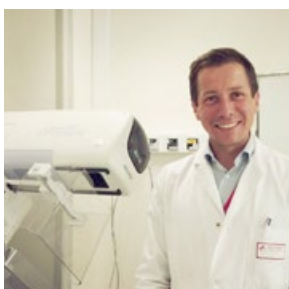
- **Dr Mathieu LIBERATORE**, in his capacity as Chair of the Medical Commission
- **Professor Bruno CARBONNE**, in his capacity as Associate Professor of Medicine
- **Dr Gilles CHIRONI**, in his capacity as the elected representative of the hospital's doctors
- **Ms Brigitte BOCCONE-PAGÈS**, in her capacity as the member appointed by the National Council
- **Mr Jean-Charles EMMERICH**, in his capacity as the member appointed by the National Council
- **Ms Camille SVARA**, in her capacity as the member appointed by the Council of the Commune

- **Ms Kristel MALGHERINI**, representing the Ministry of Health and Social Affairs
- **Mr Sébastien ESTRADE**, representing the Ministry of Health and Social Affairs
- **Ms Bettina FILC**, representing the Ministry of Finance and Economy
- **Mr Mohamed HOUARA**, in his capacity as the elected representative of permanent staff at the hospital

- **Mr Nourredine MEHDIQUI**, in his capacity as the elected representative of permanent staff at the hospital
- **Mr Christian GSTALDER**, in his capacity as Secretary of the hospital's Technical Committee
- **Mr Robert CHANAS**, in his capacity as the member appointed by the Minister of State



MEDICAL COMMISSION



Dr Mathieu LIBERATORE,
Chair



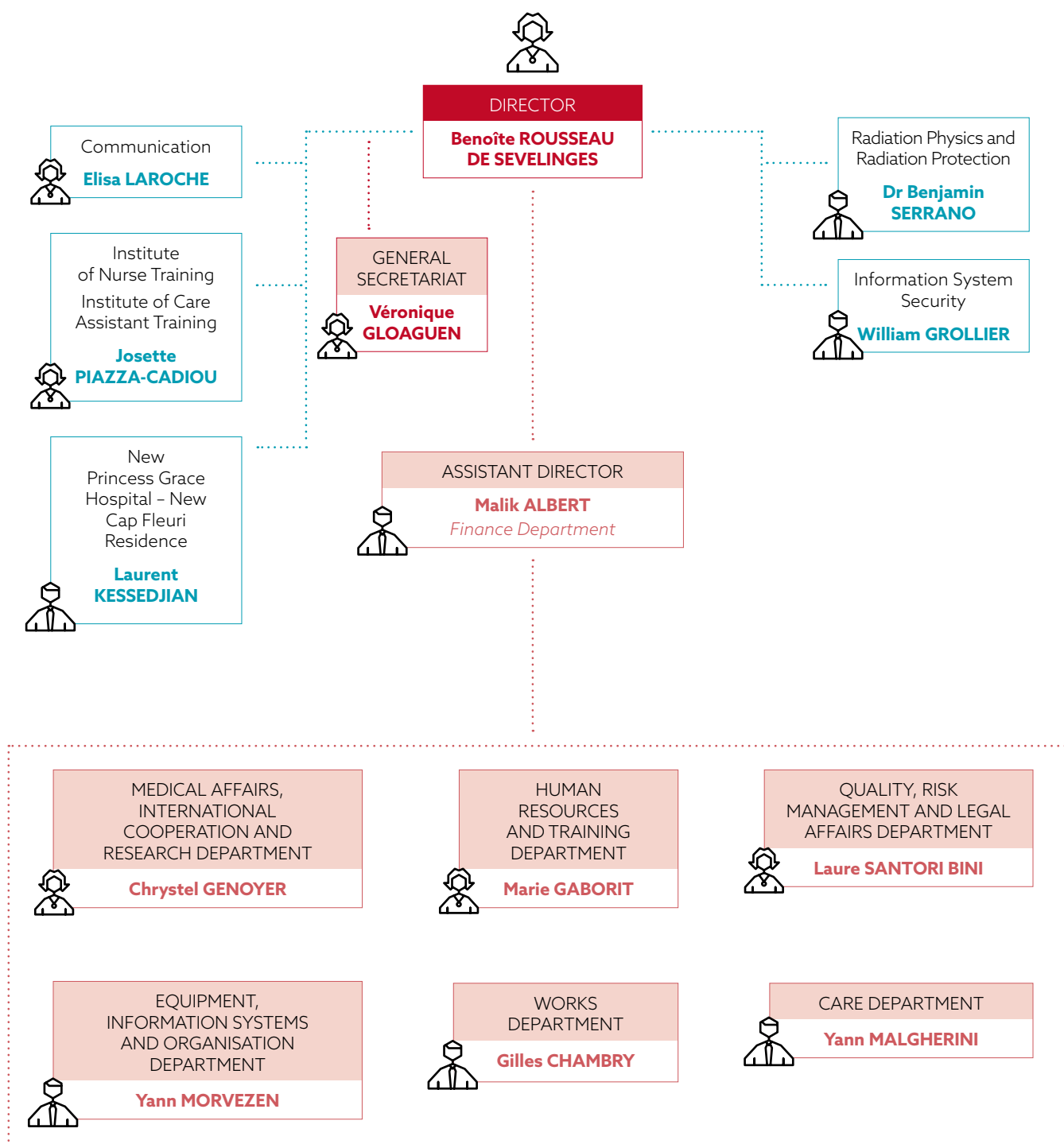
Pr Bruno CARBONNE,
Deputy Chair

The Medical Commission, which is chaired by a head of department elected by his or her peers, is made up of all of the hospital's heads of department, a representative of the deputy heads of department and a representative of the doctors.

The Commission's opinion is sought on various issues to be presented to the Board of Directors: the budget, equipment, construction work, recruitment and medical careers. It is charged with proposing, along with the management team, any organisational measures that will improve patient treatment.



PRINCESS GRACE HOSPITAL MANAGEMENT ORGANISATION CHART



KEY FIGURE

STAYS AT PRINCESS GRACE HOSPITAL IN 2022



Full hospital admissions
16,859



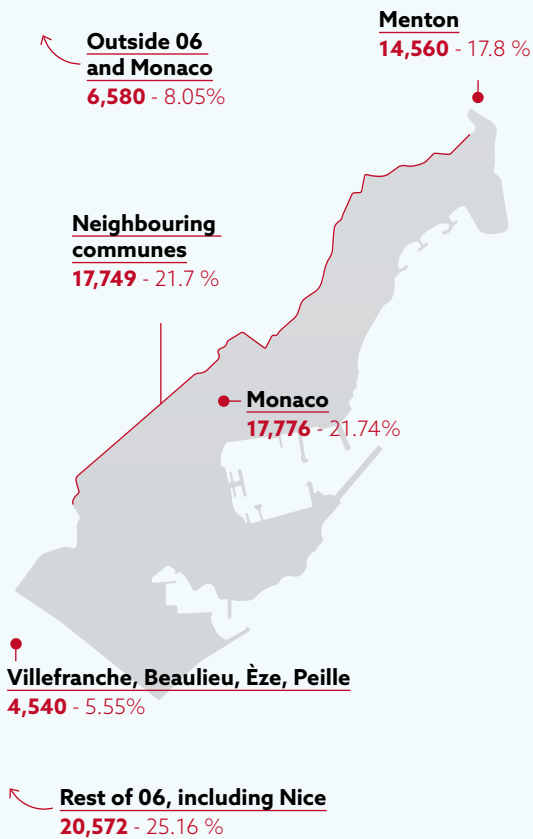
Partial hospital admissions

Day hospital
9,789

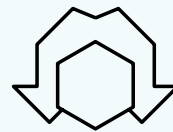
Outpatient surgery
3,265

Endoscopy procedures
3,304

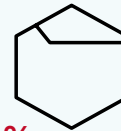
GEOGRAPHICAL ORIGIN OF PATIENTS 2022



PATIENTS HOSPITALISED IN 2022



54 %
WOMEN



46 %
MEN

PRINCESS GRACE HOSPITAL ACTIVE PATIENT FILE



New patients treated at Princess Grace Hospital*

* Patients not seen at Princess Grace Hospital in the previous 5 years

2020 : 17,373

2021 : 18,705

2022 : 21,127

Active patient file

2020 : 75,670

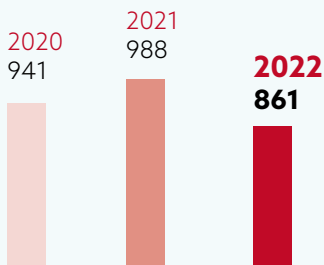
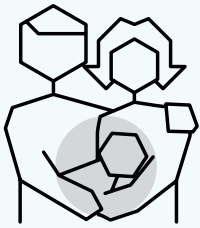
2021 : 77,759

2022 : 81,777

RES

2020 - 2022

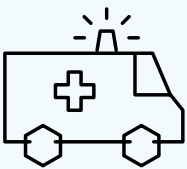
NUMBER OF BIRTHS



OUTPATIENT CONSULTATIONS

	2020	2021	2022
<u>ANAESTHESIA</u>	10,318	11,900	12,526
<u>OPERATIONS</u>	59,681	62,242	65,656
<u>GYNAECOLOGY OBSTETRICS</u>	8,854	10,077	9,240
<u>MEDICINE</u>	64,935	74,910	80,464
TOTAL	143,788	159,129	167,886

ACCIDENT AND EMERGENCY VISITS



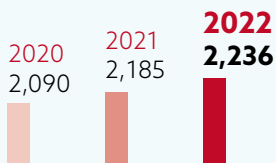
	2020	2021	2022
Total number of patients	30,903	35,687	44,195
Paediatric emergencies	6,302	10,286	13,369
Number of patients hospitalised	4,550	5,531	5,723

KEY FIGURE

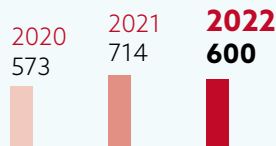
OPERATING THEATRE ACTIVITY IN 2021

Number of procedures carried out in operating theatres in 2022: **8,242**

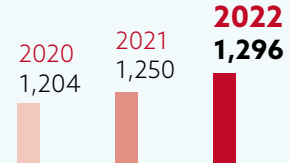
VISCERAL, GASTROINTESTINAL AND VASCULAR SURGERY



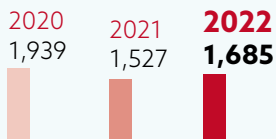
GYNAECOLOGY



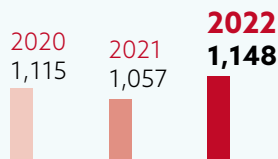
ENT



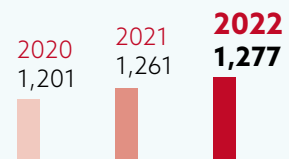
OPHTHALMOLOGY*



UROLOGY



ORTHOPAEDICS

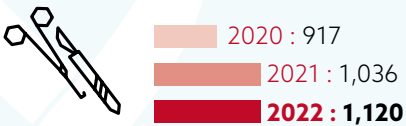


* In 2021, intravitreal injections were transferred to the Louis II consultation facility

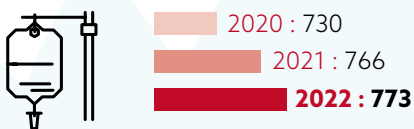
CANCER TREATMENT

Number of patients treated

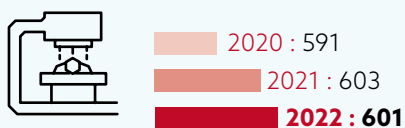
CANCER SURGERY



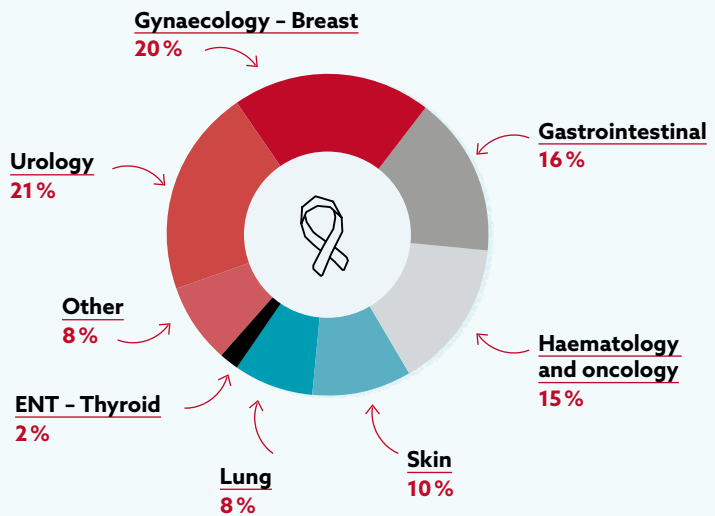
DAY HOSPITAL CHEMOTHERAPY



RADIOTHERAPY



PATIENTS TREATED BY ORGAN IN 2022



IMAGING

Number of tests



MRI scans

Scans

- Diagnostic scans
- Interventional scans

	2020	2021	2022
MRI scans	4,824	4,907	5,776
Scans	22,715	25,005	26,216
Diagnostic scans	19,876	22,030	23,196
Interventional scans	2,839	2,975	3,020

NUCLEAR MEDICINE

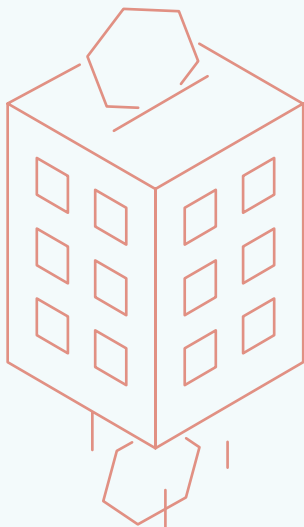


PET SCANS

	2020	2021	2022
PET SCANS	3,212	3,921	4,190

PRINCESS GRACE HOSPITAL BUDGET 2022

* in millions of euro



Staff expenses:

193.6M € soit 70.2%

Medical expenses:

47.2M € soit 17.14%

Hospitality and general expenses:

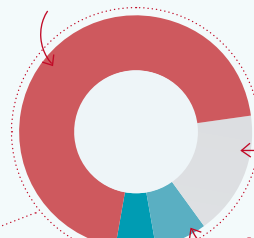
19.7M € soit 7.16%

Investment expenses:

15M € soit 5.46%

PRINCESS GRACE HOSPITAL BUDGET 2022:

275.7 M €
(excluding geriatric care)



OUR CARE SERVICES AND PATHWAYS

Princess Grace Hospital offers comprehensive, world-class healthcare thanks to the calibre of its medical teams and its state-of-the-art technological equipment across numerous specialities. This excellence recently earned the hospital a certification with the highest possible score from the leading health authorities.



21

medical specialities



FIND OUT MORE
about the care
available



SURGERY

- Outpatient surgery
- General, visceral and gastrointestinal surgery
- Cancer surgery
- Orthopaedic surgery and traumatology
- Gynaecology
- ENT and maxillo-facial surgery
- Ophthalmology
- Urology

MEDICINE

- Pain management
- Cardiology – Interventional rhythmology
- Dermatology
- Endocrinology – Diabetes
- Hepato-Gastroenterology
- Medical day hospital
- General medicine – Haematology – Oncology
- Physical medicine and functional rehabilitation
- Neurology
- Nephrology – Dialysis
- Respiratory medicine

- Rheumatology
- Palliative and supportive care
- Travel consultations

OBSTETRICS AND PAEDIATRICS

- Maternity
- Obstetrics
- Paediatrics – Neonatology

CRITICAL CARE, ANAESTHESIA AND EMERGENCY MEDICINE

- Anaesthesia
- Post-operative care
- Intensive care
- Cardiology intensive care
- Paediatric and adult emergencies
- Short-stay hospitalisation unit

HEALTHCARE PATHWAYS

- Breast Centre
- Pelvic Centre / Prostate Centre
- Thyroid Centre
- Endometriosis Unit
- Monaco Princess Grace
- Check-up Unit
- Monaco Screening Centre

TECHNICAL FACILITIES

- Imaging (MRI, scans, interventional radiology, ultrasound – breast screening, conventional radiology)
- Nuclear medicine – PET scan
- Radiotherapy
- Biology laboratory
- Anatomical pathology
- Blood Transfusion Centre
- Pharmacy

GERIATRIC CARE

- Rainier III Gerontology Centre Clinic
- Short-stay geriatric care
- Follow-up care and rehabilitation suites
- Long-stay care units and care homes
- Home hospital and nursing care

PSYCHIATRY

A HOSPITAL IN STEP WITH THE TIMES



REORGANISING CARE AROUND PATIENT PATHWAYS

The first step involves looking ahead to the medicine of the future to properly understand the developments that are underway in terms of therapeutic and organisational innovation, as well as in constructing new patient pathways. The aim is to be able to offer each patient treatment that is both comprehensive – from prevention to treatment and keeping them in good health – and personalised, depending on the data acquired from science. At Princess Grace Hospital, the development of pathways for treating conditions that pose significant public health challenges – the Breast Day Centre for breast disease, the Prostate Centre, the Pelvic Centre, the Thyroid Centre

– is enabling us to improve our practices, by bringing together all of the professionals required to treat a patient with the patient themselves at the centre. In other words, the idea is to establish comprehensive and multidisciplinary treatment for the patient at the same time and in the same location. This will reduce treatment delays and maximise the chances of recovery.

Quality, patient experience, relevant practices and organisational efficiency have become major challenges, alongside access to medical innovation and clinical research.

The creation of healthcare pathways is a recent development within hospitals. Princess Grace Hospital's goal is to be at the forefront of this field, working to expand and modernise the care we provide so that it is clearer and more comprehensive.

This approach also requires breaking down barriers and improving relationships between those involved in providing healthcare, both within the hospital and also in the community. As the hospital management team, our role is to support doctors as they develop these initiatives and projects, ensuring that they have access to the most modern equipment and the latest therapeutic innovations so

that all of the patients who put their trust in us can benefit.

THE ROLE OF E-HEALTH IN THE FUTURE

E-health represents the future of treatment and is already being used within the hospital. The development of digital tools and new digital practices will have a huge impact on patients' relationship with the hospital in terms of appointment booking, access to results or everyday monitoring of their health. E-health also opens up new opportunities in terms of home automation and the provision of home care and monitoring. It will encourage more ongoing dialogue between all those involved in treating patients, to enable continuous, multidisciplinary monitoring of their health and better coordination of care.

The hospital is being transformed from somewhere offering traditional accommodation into a platform delivering expertise and managing patient pathways. We have to better prepare and plan for these developments.

Malik ALBERT,
Deputy director



PROSTATE CENTRE AND PELVIC CENTRE

Patients are at the heart of our organisational strategy. Coordinating and streamlining pathways, gathering feedback on lived experience to improve our treatment, involving patients in our therapeutic education programmes... The stated goal of Princess Grace Hospital is to make a commitment to our patients to improve their experience of our facility by involving them in our thinking and allowing them to become stakeholders in their own health.

– **TWO COORDINATED PATHWAYS**

PROSTATE CENTRE

By Dr Hervé QUINTENS, Head of the Urology Department

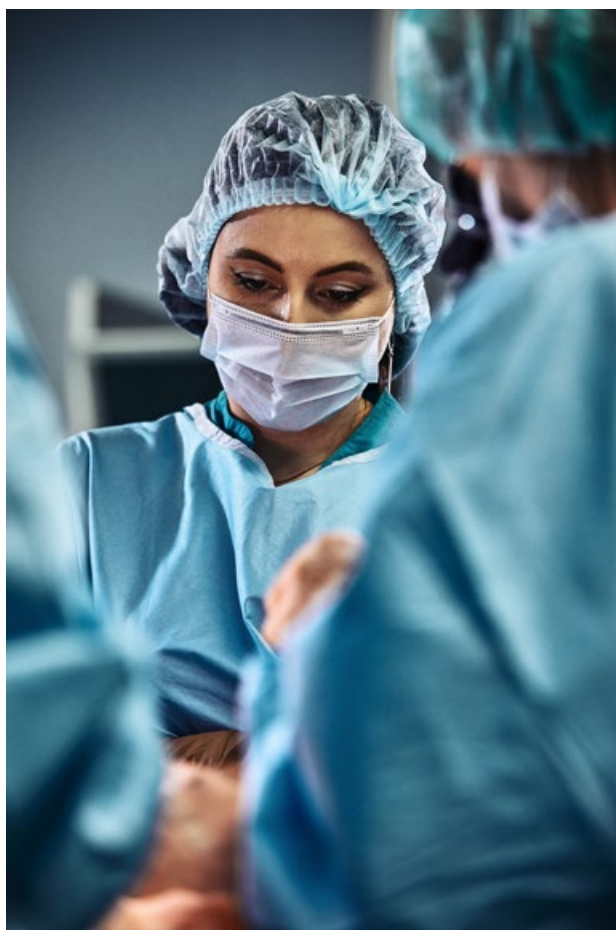
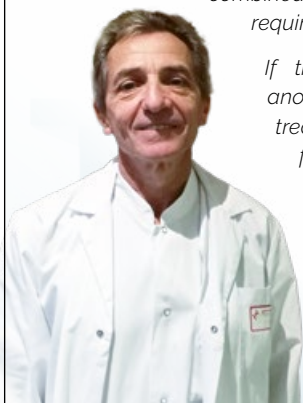


« Prostate cancer is a very common disease and it presents very differently. There are two types of cancer: those which are almost benign and do not really progress, and others which are potentially serious.

The challenge lies in being able to monitor benign cancers and avoid overtreatment, while also ensuring that you identify and treat serious forms of the disease. At Princess Grace Hospital, we have introduced a pathway strategy to treat patients in one location at one time. This allows us to screen prostate tumours and determine their nature.

At the Prostate Centre, patients receive a prostate-specific antigen (PSA) test, a clinical examination and an MRI, combined with an ultrasound and biopsy if required.

If the result is positive, then on another day, we offer multidisciplinary treatment, involving nuclear medicine for the PET scan, a surgeon, oncologist, radiotherapist and sexologist.»



This is an innovative pathway (that is not found elsewhere) that:

- ↳ Facilitates access (groups tests and consultations on a single day)
- ↳ Enables quick, personalised treatment
- ↳ Coordinates all those involved in diagnosis (pathway incorporates multidisciplinary consultation)
- ↳ Promotes detection of prostate cancer.

Prostate cancer can develop in several different ways:



SMALL CANCERS WHICH DO NOT PROGRESS MUCH

- Frequency increases with age.
- Most often require nothing more than monitoring once diagnosed.
- The man dies of old age "with the cancer but not of cancer."



AGGRESSIVE CANCERS

- Rarer, and can be fatal if not detected and treated early.
- If detected at the metastatic stage, death is inevitable, as there is no possibility of recovery at this stage.
- It is these cancers that are responsible for the mortality

+377 97 98 95 68

FIND OUT MORE
about the
Prostate Centre



+377 97 98 84 00

FIND OUT MORE
about the
Pelvic Centre



PELVIC CENTRE

By Dr Aurélie FLOCH, urologist



What is the Pelvic Centre?

A.F: The Pelvic Centre allows us to arrange a personalised pathway over the course of one day in hospital. It is aimed at patients with pelvic floor disorders and/or urinary/faecal incontinence.

How does it work?

A.F: First of all, there is a consultation to assess symptoms and tests that have previously been prescribed for the patient. This helps to determine the various consultations, which may include physiotherapy, gynaecology, gastroenterology and sexology, urological tests or x-rays.

Following the day in hospital, all of the doctors involved get together to propose an appropriate programme of treatment that is tailored to the patient.

How can patients access the Pelvic Centre's care pathway, and what are the benefits?

A.F: Simply make an appointment with one of the specialities listed above. The benefit of this unique day in hospital is that it optimises treatment and avoids wasting time with multiple appointments.



PRINCESS GRACE HOSPITAL LAUNCHES BREAST DAY CENTRE: A ONE-DAY PATHWAY TO DIAGNOSE BREAST CANCER

Breast cancer is the most common cancer among women, accounting for more than a third of all new cases of cancer in women.

Diagnosis can sometimes be a long, complex process, requiring proper coordination to ensure that the disease is detected and treated early, thereby increasing the chances of recovery.

With its Breast Day Centre, the Princess Grace Hospital is offering a rapid pathway for the diagnosis of breast conditions. The Centre enables all of the examinations required for diagnosis to be carried out in one location in a single day, results to be obtained on the same day, and a plan for prevention or treatment tailored to the individual to be proposed.

Our aim, for women, is to:

Create a day devoted to breast cancer screening, diagnosis and pre-treatment care:

- ↳ Organise all examinations as well as appointments with doctors and other healthcare professionals
- ↳ Have the results of scans and blood tests available the same day, and histology results within a week
- ↳ Offer a pathway with simplified access: one day/one pathway/one diagnosis
- ↳ Arrange coordinated, simplified and quick treatment

This pathway is aimed at two types of women:

- ↳ Any patient seeking medical advice about suspected breast cancer (discovery of a lump, breast discharge, etc.).
- ↳ Any patient who had a radiological abnormality during a mammogram or ultrasound, whether they have already or not yet had a biopsy, and is seeking a second

**BREASTDAY
CENTER**

CENTRE HOSPITALIER
PRINCESSE GRACE

Un parcours en une journée
autour du sein

www.chpg.mc

If the results are positive, the treatment chosen will be individual and appropriate to the circumstances. In all cases, treatment is determined following a multidisciplinary consultation meeting.

Various types of treatment can be used to treat breast cancer: surgery, radiotherapy, hormone therapy, chemotherapy and targeted therapies. All are available at the Princess Grace Hospital.



To make an appointment, contact

- +377 97 98 99 55
- contact.sein@chpg.mc
- Monday to Friday, 9 am to 12 pm / 1 pm to 5 pm (3.30 pm on Friday)

MATHIEU LIBERATORE : « *The idea behind the Breast Day Centre is to offer consultations with several professionals specialising in breast care within a short timeframe. There is first the diagnostic pathway, with tests and results available the same day, then, if required, the treatment pathway.* »



HIFU – A REVOLUTIONARY ULTRASOUND TECHNIQUE FOR DESTROYING UTERINE FIBROIDS

Uterine fibroids are benign tumours which develop on the internal or external wall of the uterus. Depending on their number, size and position, they can cause various symptoms in women, ranging from minor to annoying to debilitating and including pelvic pain, chronic bleeding and fertility issues.

Princess Grace Hospital has acquired the HIFU SONALLEVE treatment module, thanks to a generous donation of €1.070.000 from Lady and Lord Laidlaw, making the hospital one of the few facilities in Europe to offer this treatment.

This type of HIFU ablation combines real-time magnetic resonance imaging (MRI) with therapeutic ultrasound, and helps to treat fibroids without surgical intervention, allowing patients to resume their activities quickly.

« The procedure is carried out under light sedation to minimise pain, and the MRI treatment lasts an average of three to four hours. Patients are able to return home the following day and potentially get back to work. This is the major benefit of this option compared to other, conventional treatment techniques, such as uterine artery embolisation or surgery, which necessarily require more complicated follow-up in terms of hospitalisation, pain and absence from work. »

- Dr Mathieu LIBERATORE, Head of the Ultrasound and Breast Care Department

« This treatment involves focusing ultrasound waves in a very localised way on the fibroid that you want to treat. The advantage of this technique is that no radiation is involved, a definite plus for women of reproductive age. It is also non-invasive, so no anaesthetic is required, and there is, of course, no scarring. »

- Dr Jean-Michel CUCCHI, Head of the MRI Department

The establishment of a dedicated treatment protocol offers patients the advantage of access to a care pathway at Princess Grace Hospital that includes a clinical assessment, an imaging assessment and then a multidisciplinary proposal for treatment, adapted from the following options: medication, conservative surgery (myomectomy or other), uterine artery embolisation, hysterectomy and high-intensity focused ultrasound (HIFU under MRI).



I had a fibroid for two years, which stopped me getting out of bed for several days when I had my period. The operation went very well and I'm no longer in pain.

N. 4 years old, 2 children



I'm really feeling the difference three months on. I had a lot of urinary problems which prevented me from having a normal life, and no that's almost all gone.

D. 27 years old

PROSTATE AND NUCLEAR MEDICINE

Following three years of work, in 2020 the Princess Grace Hospital in Monaco established a new, high-performance nuclear medicine department, fully in line with its approach to care, innovation, therapeutic research and diagnosis.

«With this new department, patients from throughout the region have access to a more comprehensive, more qualitative offering, featuring almost all nuclear medicine investigations, some of which are available in fewer than ten centres in the world, as well as 'fully digital' treatment thanks to the two CZT digital cameras, one in the nuclear cardiology unit, and two new latest-generation PET scanners offering unparalleled imaging quality," says Professor Marc FARAGGI who manages the department.

The team in Princess Grace Hospital's nuclear medicine department thus has access to new, cutting-edge tools for diagnosis and treatment and a new range of possibilities for everything from prostate cancer to risk of heart attack to detection of degenerative dementia.



– THE PRINCESS GRACE HOSPITAL NUCLEAR MEDICINE DEPARTMENT NOW HAS NEW ADVANTAGES TO HELP IT TREAT PROSTATE CANCER

For over a decade, the key test used by nuclear medicine departments to identify the location of recurring tumours has been the choline PET scan. While the choline PET scan gave good results, it lacked sensitivity at the very low PSA rates recorded when tumours first recur.

And yet, we know that it is so important to treat these patients at an early stage. The Gallium-68-labelled prostate-specific membrane antigen (PSMA) can locate recurring tumours more effectively. This PSMA can be labelled by a vector carrying a radioactive tracer, Gallium-68, which highlights the location of the recurring tumour. Thanks to Gallium-68 and the latest-generation digital PET scanners at Princess Grace Hospital, we have a very high-precision tool to identify the locations of recurring tumours. We have changed the principle of detection: we are no longer detecting the metabolism of the tumour but a molecule on the surface of the tumour, which increases the precision. This very high degree of

precision is a genuine technological breakthrough benefiting patients in the region.

– THESE INVESTIGATIONS ARE BOTH DIAGNOSTIC AND THERAPEUTIC IN NATURE

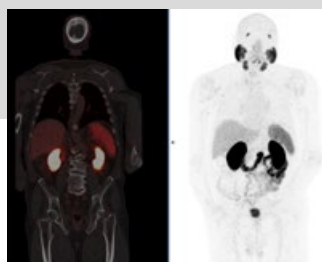
The Gallium-68-labelled vector for imaging will be changed to carry a Lutetium-177 atom, the purpose of which is to destroy the tumour once it has been located. These new prospects are extremely exciting for the teams at Princess Grace Hospital.

« With the emergence of the Gallium-68-labelled PSMA in the Princess Grace Hospital nuclear medicine department, it was logical to take an interest in the treatment of certain types of prostate cancer. Gallium-68 makes it possible to image cancerous cells in the human body, and it is sufficient to replace it with Lutetium-177 to be able to start treatment. »

- Benjamin SERRANO,
radiation physicist

— HOW CAN RECURRENCE OF PROSTATE CANCER BE PREVENTED?

Following treatment for prostate cancer, which may include surgery or radiotherapy, monitoring is carried out using the prostate-specific antigen (PSA) test. If PSA levels are rising, this is generally an indicator that the tumour has returned. The purpose of imaging is to determine the location of a returning tumour, which could be a gland, the bone or the prostate.





INTERVIEW WITH

In 2021, the Princess Grace Hospital Cardiology Department was certified as a European Centre of Excellence for Hypertension. This is recognition and also a valuable asset that will help the department to expand its work, as its head, Atul Pathak, who is also President of the French Society of Hypertension, explains.

● **What does obtaining this certification mean to you? Who is it awarded by?**

A.P.: It is awarded by the European Society of Hypertension. It is first and foremost a source of enormous satisfaction, since it is a difficult thing to obtain. We had to work on our application for 11 months despite the teams being mobilised during the COVID crisis. It is a recognition of the quality of care, but also an opportunity to continuously improve our services. There is no other centre of excellence anywhere from Marseille to Milan, or from Nice to Grenoble. Hypertension is a condition that affects 14 million people in France. It has three characteristics: firstly, it is underdiagnosed, secondly treatment is not as good as it could be, since only half of those with the condition are screened, and of those

who are receiving treatment, just 50% of patients are properly monitored. Finally, those with hypertension often die from complications affecting the brain, blood vessels heart or kidneys. I would add that it is increasingly affecting children and teenagers, often because of obesity or a sedentary lifestyle. I should also explain that as well as treating hypertension, we also treat hypotension and, more broadly, blood pressure regulation disorders.

● **What causes it?**

A.P.: It is sometimes associated with kidney disease or conditions affecting the adrenals or other organs. In nine out of ten cases, however, the root cause is not known. However, in 10% of cases, identifying a curable cause can help to treat hypertension. It is worth noting that in France, one in every ten consultations is related to hypertension. Evidently, prevalence of the condition increases with age. It is sometimes responsible for vascular dementia, which can be stabilised or slowed in terms of progression if risk factors, including hypertension, are controlled.

It can be said that it very often sits at the interface with other conditions (diabetes, obesity, coronary or cardiac disease). "Diseases talk to each other", as the saying goes.

● **Has there been progress in terms of diagnostic techniques or treatments?**

A.P.: There are some major innovations, such as remote monitoring of hypertension using smart devices. New techniques are also being implemented, such as renal denervation. This involves ablating some nerve fibres around the renal artery to reduce blood pressure. It is a technique that we are introducing. So we can sometimes treat the condition without medication. It is also important to know that, surprisingly, studies have shown that when more than three medications are prescribed, patients often do not take any more. The problems of adherence and patient psychology are further targets for intervention.



*Princess Grace
Hospital: a European
Centre of Excellence
for Hypertension*

Atul PATHAK

HEAD OF THE CARDIOLOGY DEPARTMENT

CARDIOLOGY AND NUCLEAR MEDICINE

- **Fewer than ten centres worldwide offer the very highly specialised investigations to prevent heart attacks that Princess Grace Hospital is now able to offer. How does this work?**

CORONARY DISEASE IS THE SECOND LEADING CAUSE OF MORTALITY IN OUR COUNTRIES, AFTER CANCER

M.F: Coronary disease is the second leading cause of mortality in our countries, after cancer. With the exception of a minority of people who have the extraordinary ability not to build up cholesterol in their arteries, and who rarely or never develop coronary disease, most of us are prone to

atherosclerosis. These cholesterol deposits become increasingly obstructive over time, with age, and as a result of diet and potential risk factors. The building up of atherosclerosis will eventually clog the artery enough to cause symptoms, which generally appear at the beginning of a period of exertion.

- **How do you identify these symptoms?**

M.F: The symptoms are generally identified by talking to the patient and conducting stress tests and/or imaging scans. They can be treated by medication or by revascularisation, which is carried out using a bypass or angioplasty. The build-up of cholesterol is most often progressive up until the emergence of symptoms. Unfortunately, for around half of patients, an acute event can happen when there is a complete or partial rupture of the atherosclerotic plaques before they become obstructive and produce symptoms. This rupture will be accompanied by a thrombosis, meaning that the artery will become blocked, causing a heart attack.

- **How will the new nuclear medicine department improve screening for heart attacks?**

M.F: Detecting the instability that has the potential to be accompanied by an atherosclerotic plaque rupture is a major challenge. It is now possible to identify patients who are more at risk of developing such unstable plaques. We have the ability to combine a positron emission tomography (PET) scan with a tracer (sodium fluoride), which will attach to unstable plaques. Of course, not all unstable plaques will cause heart attacks, and the vast majority of them will heal spontaneously, but this means that the patient is in the unfortunate category of those who are susceptible to unstable plaques. They need to be monitored and receive preventive treatment on a much more aggressive basis than others, as they are at a higher risk.

A nuclear medicine department innovating and researching

Marc FARAGGI

HEAD OF THE NUCLEAR MEDICINE DEPARTMENT

DEVELOPMENT OF ROBOTIC SURGERY

Princess Grace Hospital has two surgical robots, Da Vinci X and Xi, which it acquired for urological and gastrointestinal surgery, although they are also intended for use in other specialities, including ENT and gynaecology.



Thanks to highly magnified 3D vision and highly mobile instruments, this tool helps to optimise surgery, exceeding the performance of traditional laparoscopy.

In urology, robotic surgery is particularly used for prostate procedures.

In gastrointestinal surgery, it is especially useful for colorectal surgery, as well as gastric, liver and pancreatic surgery.

With these two robots, and the prospects that are emerging in ENT and gynaecology, Princess Grace Hospital intends to become an expert centre in this field.

– **ROBOTICS:** *HELPING SURGEONS*

The robot is a piece of equipment which has three elements: a control console, a video column and articulated arms which will "operate" on the patient.

The surgeon sits behind the console, close to the patient and uses remote manipulators to operate the robot's arms, which reproduce his or her movements precisely, while eliminating any unwanted shaking. The surgeon can also control the instruments, move the camera, initiate coagulation and so on.

The instruments, fully controlled by the surgeon, are articulated, enabling easier access to difficult-to-reach areas and improving the precision of movements.

They are inserted into the patient's abdomen using small incisions.

– **THIS TECHNOLOGICAL ADVANCE OFFERS:**

- ↳ exceptional 3D visibility thanks to the juxtaposition of two cameras
- ↳ more precise movements through the manipulation of instruments on six axes
- ↳ exceptional access to surgical sites that often pose a challenge in conventional surgery, while at the same time ensuring greater safety.

HOPE FOR CANCER TREATMENT

Dr Maurice CHAZAL, Head of the Gastrointestinal Surgery Department

Robotic surgery offers us a 3D view, ensuring even better quality than what we have already at Princess Grace Hospital with laparoscopy. Above all, we have articulated instruments that enable us to make our movements more precise. This robot will enable us to reach areas of the abdomen that are sometimes difficult to reach with laparoscopy.

Surgical gestures carried out using the robot are more precise and of better quality in some procedures, such as lymphadenectomy or rectal surgery, for example.

« In future, we believe that, in the field of cancer treatment, the accuracy of dissection will improve patient recovery. It is a great source of hope. »

UNDENIABLE PROGRESS

Dr Hervé QUINTENS, Head of the Urology Department

The principle behind robotic surgery is to use this instrument to make laparoscopy easier. The idea is to introduce instruments into the abdomen without damaging the abdominal wall.

We have a very high-quality, very stable 3D

image, as it is the robot which is holding the camera, not the surgical assistant. Another advantage is offered by the miniaturised instruments, which have full freedom of movement, while laparoscopic instruments are less flexible.

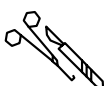
Finally, a surgical robot has three operating arms, while surgeons have only two. This is a very useful feature.

Robotic surgery is safer, more repeatable and therefore of higher quality. It also makes it possible to undertake procedures that we were not capable of doing with laparoscopy.



KEY FIGURES

2 DA VINCI X ROBOTS



Number of operations carried out in 2022

450

Urology

198 urology

Gastrointestinal

156 digestive

Gynaecology

96 gynaecology





THE NEW CAP FLEURI RESIDENCE

Opened on 13 June 2022 and inaugurated by H.S.H. Prince Albert II on 9 December, the new Cap Fleuri Residence is part of a vast gerontology project developed by the Principality of Monaco to deal with an ageing population. The challenge is a sizeable one:

- 26% of the population is over 65 years old. Nearly 4,700 people are over 75 years old.
- The age of first admission to a care home has risen from 80 years in 2006 to 87 years in 2021.



Cap Fleuri today is the Principality of Monaco's longstanding retirement home. Our medical and caring work here goes back a long way. Like the A Quietudine residence and the long-stay units at the Rainier III Centre, the facility is reserved by Sovereign Ordinance for people of Monegasque nationality or those who have lived in Monaco for 30 years.

Today, the residence cares for 78 residents with an average age of 88 years. It has 95 staff looking after residents' wellbeing.

It is a place where people live, but also where people receive care. Residents here have a high level of dependency, cognitive impairment is prevalent, as are numerous

multiple pathologies: cancers, neurodegenerative diseases and cardiovascular conditions.

– **TAILORED MEDICAL AND NURSING CARE**

The focus of the medical plans developed by Dr LOUCHARTE DE LA CHAPELLE is based on the complementarity of the care home sector and the hospital sector.

One specific example is the desire to expand teleconsultations between care homes and specialist departments at Princess Grace Hospital to access medical expertise without the need for the resident to be moved.

The care plan is directly linked to the medical plan. The goal is to contribute medical and nursing expertise and delay, for as long as possible, any loss of independence or provide support to those affected.

– LIFE AT THE RESIDENCE

The residence provides a hospitality service, designed to offer residents maximum comfort in terms of accommodation and high-quality catering.

The role of the living arrangements team is to support residents and their families during the process of moving in, to help them get their bearings and develop social ties. The team works closely with the care team to put in place individual, personalised living arrangements.

We use a quality-based approach, with evaluation, resident feedback and risk management as key priorities.

It is an issue for both residents (a guaranteed level of service) and staff. Being part of a quality-based approach means being committed to a meaningful approach: this is vital given the ambition involved.

– THE INTRODUCTION OF A HOSPITALITY TEAM AND PROFESSIONALISATION OF HOTEL AND RESTAURANT SERVICES

- ↳ The hospitality department is a team of 18 hospitality staff and two housekeepers.
- ↳ The hospitality department has some innovative equipment, as well as tablets and software that enable a personalised approach to meal ordering for residents and tracking of the maintenance of rooms and other areas.
- ↳ The serving areas are equipped with griddles, allowing the hospitality teams to offer grilled meat, fish, vegetables and fruit on site, enhancing the enjoyment of our seniors.

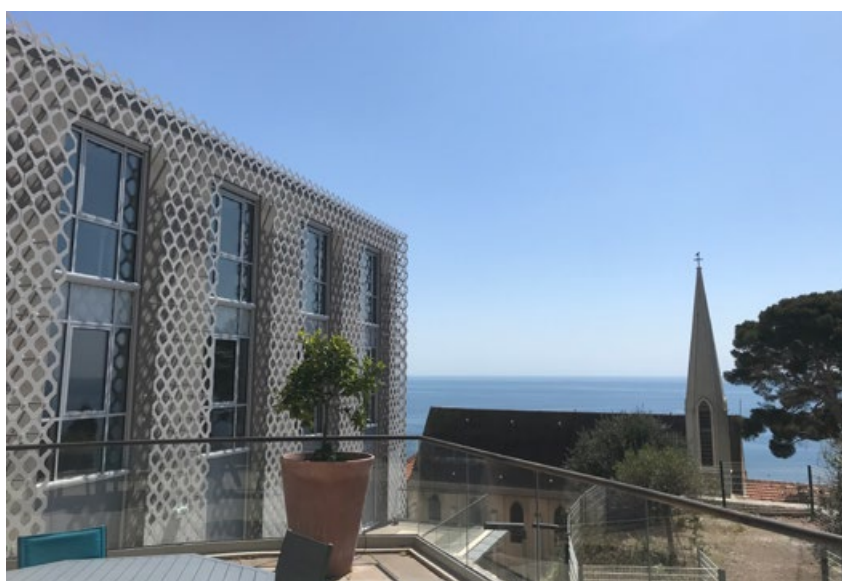
« A COMPREHENSIVE AND AMBITIOUS PROJECT »

In 2022, the new Cap Fleuri Residence II offered 78 beds. Eventually, however, the Cap Fleuri site will comprise two buildings with a total of 208 beds.

Connected by an outdoor link, the buildings will offer identical services.

There will be a secure care unit in each building, equipped with an outdoor access point. The grounds will be adapted for people with reduced mobility, and feature a wildlife park. In total, the site will cover more than a hectare of land.

It is an ambitious project in terms of equipment. The building will bring together every innovation that is available for a modern care home: geolocation, an anti-wandering system, video surveillance, smart flooring, patient lifting tracks, climate control ceilings, ambient sound, and more.



PRINCESS GRACE HOSPITAL ON THE INTERNATIONAL STAGE

Hospital Partnership celebrates 10th anniversary

On Wednesday 10 November 2021, officials and healthcare staff gathered at Princess Grace Hospital to celebrate the tenth anniversary of the Hospital Partnership programme. For the last decade, the programme has been putting public health institutions in partner countries of Monaco's Official Development Assistance in contact with their peers in the Principality.

Postponed in 2020 due to the COVID-19 pandemic, this anniversary celebrates the agreement signed between the Prince's Government and Princess Grace Hospital in 2010.

The programme contributes to the achievement of Sustainable Development Goal (SDG) 3, and its more specific target on training medical staff in developing countries. It provides a structure for partnerships with public health institutions in partner countries of Monaco's Official Development Assistance.

A large number of structured actions have been developed, including surgical operations, staff training in the partner country or in the Principality, installation of new equipment and expert missions (assessment of training and equipment needs) and donations, in countries that are facing major public health challenges around issues such as maternal and infant care, health coverage and pandemics.

During the evening, various healthcare workers – both trainees and trainers – took part in the event and shared what the programme has meant to them. Over the years, the Hospital Partnership has enabled

57 missions to be carried out across ten specialities (anaesthesia, cardiology, orthopaedic surgery, epidemiology and hygiene, gynaecological surgery, obstetrics, functional rehabilitation, ophthalmology, oncology and biomedical services) and 54 trainees from eight countries to be hosted in the Principality. It has benefited 19 hospitals and healthcare facilities in the countries in which the Department of International Cooperation operates.

In addition to sharing skills and experience, the speakers emphasised the strength of the links forged through the programme, which often go beyond the professional sphere.

Thanks to the firm links established over the years between Monaco and the target countries, the future of the Partnership should now lie in the ability of the trained staff to develop their expertise and pass on their knowledge within their own countries and in other countries of the South, with support from the Department

of International Cooperation. This trend is already underway: grants have been allocated to doctors in the Sahel region to enable them to complete a university diploma on sickle-cell disease in Bamako, a diploma supported by the Department of International Cooperation. Nurses from Mali have been sent to the National Cardiology Centre in Nouakchott for training, and sickle-cell patients have received surgery at the Saint Camille Hospital in Ouagadougou, whose expertise could in the future be shared in Senegal.

Bringing together several departments within the Prince's Government, as well as several healthcare institutions in the Principality, the Partnership makes it possible to work hand in hand with Monaco's international solidarity organisations, such as the Monaco Red Cross and the charity Share, as well as with NGOs devoted to a specific medical field, such as Migotigo (cardiology) or AME International (gynaecology).



A delegation from Princess Grace Hospital attends Expo 2020 Dubai

In January 2022, a delegation from Princess Grace Hospital set off for Dubai to give a presentation on the care provided by the hospital at the Monaco Pavilion at Expo 2020 Dubai. The trip was fully in line with the hospital's strategy on attractiveness and cooperation.

While there, Director Benoîte ROUSSEAU DE SEVELINGES signed a partnership with the Mohammed BIN RASHID

University to promote the hosting of students at Princess Grace Hospital and establish cooperation on research.

Dr Benoît PAULMIER gave a presentation on the Monaco Princess Grace Check-up Unit, Professor Atul PATHAK discussed prevention and treatment of cardiovascular risks, and Professor Yann-Erick CLAESSENS talked about the role and involvement of Princess Grace

Hospital in the Monaco Grand Prix.

Dr Philippe BRUNNER discussed interventional radiology, including cryotherapy, while Dr Aurélie FLOCH gave a presentation on integrated patient pathways: the Prostate Centre and the Pelvic Centre.





CLINICAL RESEARCH

The aim of clinical research is to advance treatment and diagnostic techniques in a bid to improve patient care. It is also vital to the acquisition of new knowledge so that we can better understand, prevent, diagnose and treat disease.

Clinical research is research carried out on the human body using volunteers (whether sick or healthy). It is conducted by multidisciplinary teams of doctors, chemists, laboratory assistants, nurses and other healthcare staff.

Clinical research is one of the activities conducted by Princess Grace Hospital. We may perform this research in several different ways:

- By collecting information from medical records. It will be anonymised then processed for statistical purposes.
- By analysing tissue or blood samples collected during treatment. When we take blood or tissue samples as part of diagnosis and medical follow-up, some of the samples remain unused. Unless patients object, any unused samples will be retained for research purposes.
- By inviting patients to take part in trials of new drugs, medical devices, administration methods or diagnosis and treatment techniques.

These trials are authorised by special committees, which ensure that they comply with all applicable laws and regulations. They comply with rigorous scientific protocols and respect the interest of participants in accordance with ethical principles and best practice.

They can be carried out at the initiative of the pharmaceutical industry, cooperative groups, healthcare facilities or industry.

Princess Grace Hospital's clinical research organisational has become increasingly structured. The aim is to help the instigators obtain regulatory authorisation and support doctors in including and monitoring participants.

ORGANISATION OF CLINICAL RESEARCH

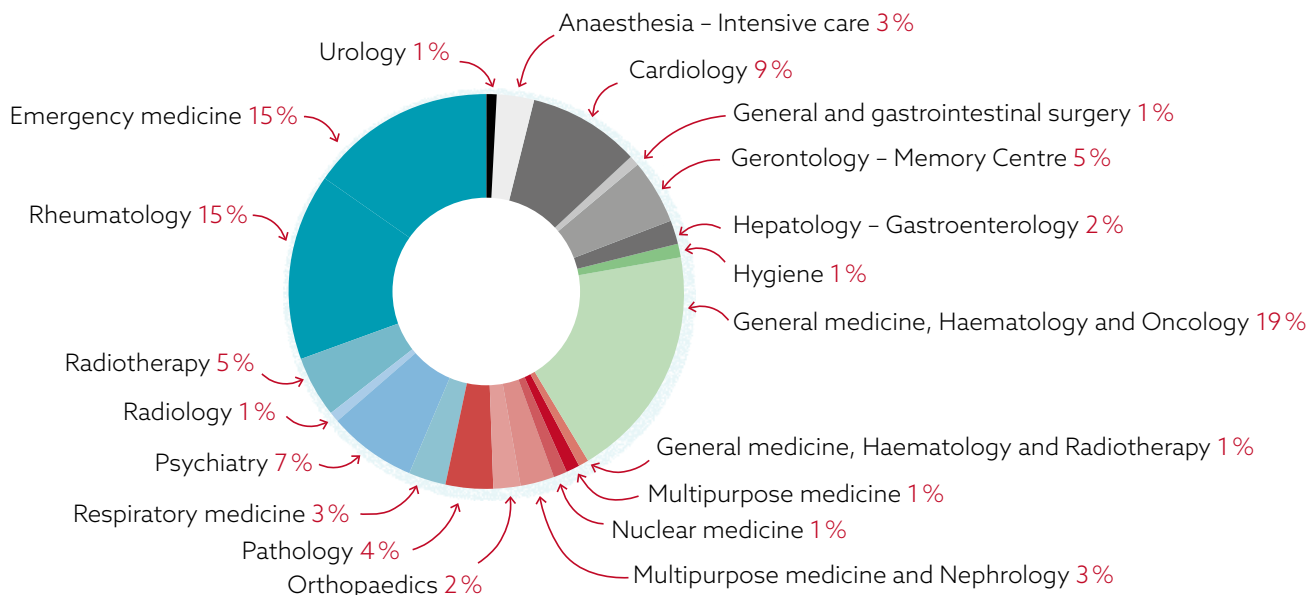


Research is steered by the Department of Medical Affairs, International Cooperation and Research in conjunction with the Clinical Research Steering Committee, whose members are appointed by the Medical Commission.

FIND OUT MORE
about clinical
research



NUMBER OF RESEARCH PROTOCOLS UNDERWAY BY SPECIALITY



GEMLUC: A LOYAL PARTNER OF PRINCESS GRACE HOSPITAL

GEMLUC was established in Monaco on 23 October 1973, with H.R.H. the Princess of Hanover as its Honorary President.

The Groupement des Entreprises Monégasques dans la Lutte contre le Cancer (GEMLUC, the Group of Monegasque Businesses Against Cancer) has raised lots of funds since it was established. These have been distributed in the form of research grants, study grants for young doctors hoping to specialise in cancer research and treatment, cancer prevention and treatment equipment, and support for local associations helping those with cancer.

GEMLUC has supported Princess Grace Hospital for many years by funding the procurement of medical equipment. Since 1993, GEMLUC has donated nearly €1.1 million to Princess Grace Hospital, enabling it to purchase high-performance equipment to treat cancer.

In 2020, GEMLUC helped to fund the OncoSafety traceability system for day hospital, providing €130,000.

April 2021

GEMLUC Monaco, a loyal partner of Princess Grace Hospital in the fight against cancer for years, donated Bettina masks to Princess Grace Hospital for patients receiving cancer treatment.

Since the beginning of the COVID-19 pandemic a year earlier, and thanks to the combined generosity of GEMLUC and Bettina, 3,000 masks were given to oncology patients.

2022

GEMLUC donated €100,000 to fund genetic testing for cancer.



PRINCESS GRACE HOSPITAL AND SUSTAINABLE DEVELOPMENT

Like everyone else in the Principality, Princess Grace Hospital has an important role to play on sustainable development. For more than 10 years, the hospital has been actively committed to meeting a number of objectives.

– THE KEY OBJECTIVES OF PRINCESS GRACE HOSPITAL:

- Providing quality care is Princess Grace Hospital's number one priority. It must enable people to live healthy lives and promote wellbeing.
- Train future healthcare professionals in a hospital environment following best practices.
- Enable professionals to work under the best possible conditions and in the best possible environment to provide an effective service.
- Optimise resource consumption and reduce waste

In June 2018, Princess Grace Hospital was the first employer to sign the Energy Transition Pact.



– KEY OUTLINES OF PRINCESS GRACE HOSPITAL'S SUSTAINABLE DEVELOPMENT STRATEGY

Society / Social

The social aspect is a key pillar of sustainable development. As a healthcare facility, Princess Grace Hospital addresses the social concerns of patients and staff as part of its everyday operations.

A number of initiatives have been adopted to ensure that Princess Grace Hospital is socially responsible.

FOCUS ON...

Wellbeing and quality of life at work

Princess Grace Hospital has a fitness area for staff

In October 2021, H.S.H. the Sovereign Prince officially opened the Princess Grace Hospital's fitness area. The opening was attended by the designer of the equipment and the generous donor, John Cristodoulou. It was an enjoyable occasion, during which the Sovereign was able to explore the space that has been specially created for Princess Grace Hospital staff to use between 7 am and 8 pm, seven days a week. It is somewhere for them to relax, unwind, get some exercise, let their hair down and, naturally, stay healthy!

In addition to the extremely ingenious multipurpose equipment at the centre of the space, a variety of equipment is available to enable staff to exercise individually or in a group – since the purpose is still to encourage bonding and solidarity. There is a weekly schedule of classes taught by professionals: yoga, Pilates, cardio training, muscle strengthening, etc. These are offered for free thanks to the generosity of the hospital's donors, who wanted to honour the staff.



On 30 September 2021, H.S.H. Prince Albert II officially opened the fitness area for Princess Grace Hospital staff.

Procurement

Since 2012, sustainability clauses have been included in public contracts, and responsible procurement accounts for 15% of the final grade when deciding which bid to accept.

Environment

Princess Grace Hospital also looks after the environment and is committed to limiting its impact on the planet as far as possible, whether that means tackling waste management, catering services or the transport used by the hospital's staff.

FOCUS ON...

Soft mobility

All staff have access to a public transport allowance, which pays between 40% and 60% of the cost of public transport.

A soft mobility allowance is also available to those who use low-emissions vehicles. Finally, through use of the KLAXIT car sharing platform, Princess Grace Hospital, alongside partner companies, encourages car sharing.

PATIENT EXPERIENCE

« A Qietüdine awarded Gault & Millau »

It was with great pride that the A Qietüdine residence accepted the Gault & Millau award for its restaurant on 25 June 2021, following an expert visit on 1 June.

Opened and inaugurated in 2010, the A Qietüdine residence, in the heart of Monaco, is home to 70 residents in a modern, urban setting. With its experience in hospitality services, Princess Grace Hospital was keen to focus on hotel-level comfort and gourmet food service from the moment the residence opened.

A little over ten years later, the fine dining offered at the A Qietüdine residence is part of its DNA. Obtaining a Gault & Millau thus makes absolute sense.



— OFFERING PATIENTS PREMIUM HOTEL-STYLE COMFORT

The COVID-19 crisis helped to drive a number of changes at the hospital, including for the patient experience. The use of iPads enabled infected patients isolated in their rooms to maintain communications with the teams caring for them, stay in contact with their loved ones and entertain themselves.

In light of this new trial, Princess Grace Hospital decided to make this a permanent part of its hospitality services. Princess Grace Hospital is now offering this new entertainment service.

The initiative offers patients additional hotel-style comforts by making iPads available to hire, packed with lots of content including cultural entertainment and media (TV, newspapers, internet, music, podcasts, games, etc.), personal services (videoconferencing, translator, etc.) and communication (webpage, welcome booklet, video, blog, satisfaction questionnaires, etc.).



— PRINCESS GRACE HOSPITAL AWARDED MON RESTAU RESPONSABLE CERTIFICATION

In June 2022, Princess Grace Hospital became the first organisation in the Principality and the first hospital in the PACA region to obtain the Mon Restau Responsible certification.

The Mon Restau Responsible scheme was created by the Fondation Nicolas Hulot pour la Nature et l'Homme (FNH, Nicolas Hulot Foundation for Nature and Humanity) and the Restau'Co network. It aims to support the environmental and food transition in canteens operating in schools, hospitals, businesses, care homes and so on.

By becoming a member of the network, Princess Grace Hospital hopes to continue the sustainable development approach it has been committed to for more than a decade.

THE NEW HOSPITAL

Health has always been a priority for the Prince's Government. A determination to ensure that Monegasque nationals and residents, and those who live in neighbouring communities, from the Italian border to Villefranche-sur-Mer (around 125,000 people), benefit from cutting-edge medical care and facilities has become an even more important challenge with the emergence of the COVID-19 health crisis.

Princess Grace Hospital, the only public hospital in the Principality, is undergoing a radical transformation set to be completed in 2030. The aim is to expand and modernise the hospital to increase its patient capacity and enable it to constantly adapt as medicine progresses.

The project includes the construction of new buildings housing 488 beds, a 66-bed psychiatry unit, a 28-bed temporary relocation unit and 22 operating theatres. A car park with 650 spaces for cars and 150 spaces for two-wheel vehicles will also be built.

To maintain excellence and keep up with technological advances and new medical needs, the new hospital will be capable of evolving. For example, the architecture used for the operating theatres will be modular so that they can accommodate the best medical imaging devices and surgical robots that will be developed.

So as you can see, the future Princess Grace Hospital has been designed to offer patients the best possible care. In addition to the superior quality of care, the hospital will also focus on comfort, with spacious reception areas, interior patios, hanging gardens looking out to sea, playgrounds and private rooms, many of which offer a view of the Mediterranean.

Building a hospital able to respond to the demands of the future also means building a facility that is environmentally friendly and does not consume too much energy. Numerous eco-friendly approaches have therefore been put in place: a natural ventilation system, connection to an ocean thermal energy loop, energy recovery lifts, and so on. Not to mention that 50% of hot water needs

will be covered by local solar generation.

Finally, since the new hospital is being built in the same location as the existing one that it is replacing, with no interruption to operations, it is vital to reduce as far as possible any pollution, particularly dust or noise pollution. The provisions put in place as part of the "green construction site" charter include:

- installation of glazed screens (double glazing) on the south-facing facades of the current hospital buildings which are exposed to the construction work, replacement of framed windows and rolling shutter casings on residences in the Caroubiers building that face the site and installation of a glazed acoustic partition across the main façade; air conditioning of residences,





- a strict site waste management policy,
- continuous monitoring of sound levels,
- and support for locals, prioritising listening and dialogue through regular meetings and information letters.

More broadly, what are you doing to adapt the project to developments in health or technology?

We have been careful to make the facilities as flexible as possible. This is the case with the operating theatres, where the plan has been modified to anticipate the possibility of adding hybrid rooms and enable rooms to be made bigger to facilitate the use of surgical robots. Operational overloads have also been oversized to make it easier to transform the facilities. To give another example, we have opted to postpone decisions on technology (medical equipment, operating systems, etc.) to ensure that they will not be obsolete when the building is delivered. - Benoîte Rousseau de Sevelinges

*- Benoîte ROUSSEAU DE SÉVELINGES -
Directeur du CHPG*



The New Princess Grace Hospital building will feature all of the equipment required to enable excellent energy and seismic performance.

It will have a similar overall capacity to the current hospital, but beds will be allocated in line with developments in medicine, types of treatment and the needs and expectations of patients.

—AND UNTIL THEN...

As part of the work to maintain current services and develop the new hospital, the interventional area in the Maternity Unit will be entirely redesigned, with the complete renovation of all birthing suites and the development of an additional caesarean suite, something that will prove vital in 2026 when all operating theatres will be located in the new building. In addition, adult and paediatric emergency care will be brought together to improve the care pathway and make it easier to understand, and to anticipate the organisation that is planned for the new hospital.

The psychiatry department, which is not being moved until phase 2 of the new hospital project, will also need to undergo full renovation before the delivery of phase 1. Several temporary relocations will be required to free up the buildings that will need to be demolished during phase 2. Finally, numerous small-scale renovation and technical maintenance projects are continuing.

THE MONACO RED CROSS: WORKING HAND IN HAND WITH PRINCESS GRACE HOSPITAL

« Our role is to welcome, listen to, advise, assist, comfort, help, and bring relief to people in hospital and, sometimes, their loved ones. Serving those who are suffering is the mission of every volunteer and the team. As we have volunteers representing different nationalities, we are able to talk to foreign patients in their own languages. »

- Frédéric PLATINI, Secretary-General of the Monaco Red Cross

The Hospital Team comprises 11 volunteers who pay regular visits to all patients in the various departments of Princess Grace Hospital, offering them comfort and someone to listen to them, and handing out newspapers and sweet treats.

In 2021, the volunteers' work was unfortunately heavily restricted once again by the COVID-19 pandemic. They were able to resume their activities in November. Their warm and comforting presence was greatly appreciated by patients.

Throughout the year, numerous donations were collected by the team, which acts as a collection point at the hospital for the general public.



A "library" area has been made available for patients, with a collection of more than 4,500 books in French as well as a selection in foreign languages, and more than 3,000 paperbacks for adults or children have been loaned out or given away. The books are replenished throughout the year in accordance with the donations we receive.

Once a week, magazines and sweets are handed out in waiting rooms.

Clothes and basic necessities can also be given to people following a notification from the hospital's social work teams.

The "ladies in pink blouses" are also very involved with elderly patients, offering a friendly presence and arranging events for residents and patients at the Rainier III Centre, A Qietüdine and Cap Fleuri.

FRIENDS OF PRINCESS GRACE HOSPITAL FOUNDATION: MOBILISING IS THE ONLY OPTION

Supporting the Foundation means helping our doctors and research teams to keep finding new and better ways of reinventing healthcare for our patients. Since 2020, the Foundation has received €855,000.

Thanks to your donations and the strength of your commitment, the Foundation has been helping to develop new techniques and procure the latest equipment. Your generosity has enabled the Foundation to be a true driver of the synergies across all of the teams, as they work to prevent disease, diagnose patients and, of course, treat them

– MOBILISING IS THE ONLY OPTION.

The donation catalogue has been developed to enable donors to visualise and choose where they want their donation to go, whether that is to support the procurement of the latest equipment or the development of clinical research.

The Friends of Princess Grace Hospital Foundation was established on 5 June 2013.

The purpose of the association, which has its headquarters at Princess Grace Hospital on Avenue Pasteur in Monaco,

is, by decision of the Board of Directors: "Domestically and internationally, to promote excellence in healthcare in Monaco, including by supporting the implementation of innovative solutions for patient treatment and care at Princess Grace Hospital.

To this end, the Friends of Princess Grace Hospital Foundation directly and indirectly supports Princess Grace Hospital by promoting the development of new techniques and the procurement of the latest equipment, by contributing to the funding of projects and innovations in accordance with its purpose, either directly or indirectly by seeking patrons or sponsors; and by raising the funds it needs to achieve its goals."

« OUR GOAL: TO RAISE FUNDS TO PROMOTE EXCELLENCE IN HEALTHCARE AND IMPLEMENT INNOVATIVE SOLUTIONS FOR PATIENT TREATMENT AND CARE. »

« OUR MISSION: TO DEVELOP INNOVATIVE TECHNIQUES + TO PROCURE THE LATEST EQUIPMENT + TO FUND PROJECTS. »

Board of Directors appointed on 6 December 2021 for two years:

Chair: H.R.H. Princess Caroline of HANOVER

Deputy Chair: Mr Christophe ROBINO

Mr André GARINO

Ms Benoîte ROUSSEAU DE SEVELINGES

Mr Mathieu LIBERATORE

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- Cryotherapy equipment (interventional radiology)
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