

## 30 years of the Medical School Foundation

**Flavio Fava de Moraes**

The proposal for the creation of the Medical School Foundation (Fundação Faculdade de Medicina - FFM) was actually an initiative of the University of São Paulo's School of Medicine (Faculdade de Medicina da Universidade de São Paulo - FMUSP), which at the time was Directed by Prof. Dr. Silvano Raia. At the same time, FMUSP's Board of Directors took the initiative to invite the Association of Former Students (Associação dos Antigos Alunos - AAAFMUSP), that exists since 1930, to be the official proponent of the creation of the FFM, a proposal that was promptly accepted on 08/16/1985 by its President Dr. Fernando Proença de Gouvêa and his colleagues in the Board of Directors, (1984-1987 administration), namely: Luiz Baccalá (vice-president); Lygia Bush Iversson (secretary general); Elza Vasconcelos (first secretary); Armando C. Rodrigues (second secretary); Walter Belda (first treasurer) e Silvio Bochini (second treasurer).

Numerous meetings occurred in the FM and Oscar Freire Institute buildings for the elaboration of the FFM's Statutes involving the members of the AAAFMUSP, the Board of Directors and the Congregation of FMUSP.

Some facts that are included in the FFM's final Statute were preceded by interesting steps as follows: 1) the first names to be considered for the FFM (adopted on 01/16/1985 and homologated on 01/30/1985) were Foundation for the Progress of Medicine (Fundação para o

Progresso da Medicina - FPM) or Foundation for Support to the HC; 2) it was the AAAFMUSP who proposed that: a) the Board of Trustees and the Advisory Board would have the presence of a student deputy at the end of the course with great school records (which was confirmed for the Board of Trustees); b) its president should be a natural member of the Board of Trustees (effective member); c) the FFM, in addition to supporting the School of Medicine and the Clinical Hospital (HC), would also support the Oswaldo Cruz Academic Center (Centro Acadêmico Oswaldo Cruz - CAOC) operating since 09/14/1913; d) the president of the Board of Trustees would be from the FMUSP and that the administrations overlapped; e) obtaining an original loan of Cz\$ 100.000,00 (a hundred thousand cruzados) from the Zerbini Foundation for InCor Support for the operational start of its activities

Historical evidences show that there was a perfect understanding between FMUSP and AAAFMUSP for the materialization of the FFM culminating with the final drafting of its first statute approved on 09/12/1985. However, after all the necessary administrative procedures were covered, first with the Curatorship (Prosecutor's office) of Foundations of the State Public Ministry, the officialization of the FFM happened only one year later or, more precisely, on 09/18/1986, **which will lead us to celebrate effusively its 30 years of flattering existence on 09/18/2016.**

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After the first Board of Directors of the AAAFMUSP mentioned above, which was the proponent of the creation of the FFM, the following Board of Directors, namely:

**1987-1990:** Luiz Baccalá (President), Lygia Bush Iversson, Fernando Proença de Gouvêa, Marco Segre, Ruy Laurenti, Pedro Henrique Longo, Fernando Bueno Pereira Leitão;

**1990-1994:** (Undisclosed information);

**1994-1996:** Luiz Baccalá (President), Fernando Proença de Gouvêa, Berilo Langer, Fernando Bueno Pereira Leitão, Tomoyas Inague, Pedro Henrique Longo, Antonio Carlos Debes;

**1997-2000:** Luiz Baccalá (President), José Antonio Franchini Ramires, Geraldo Modesto de Medeiros, Wilson Jacob F<sup>o</sup>, Mauricio M. Nascimento, Francisco Ferruccio de Fiore, Itiro Suzuki;

**2000-2003:** Luiz Baccalá (President), Francisco Ferruccio de Fiore, Fernando Proença de Gouvêa, Fernando Bueno Pereira Leitão, Maurício M. Nascimento, Itiro Suzuki, Flavio Sylvio Rivetti;

**2003-2006:** Luiz Baccalá (President), Itiro Suzuki, Fernando Proença de Gouvêa, Francisco Ferruccio de Fiore, Fernando Bueno Pereira Leitão, Jurandir Godoy Duarte, Flavio Sylvio Rivetti;

**2007-2008:** Flavio Sylvio Rivetti (President), Itiro Suzuki, Fernando Proença de Gouvêa, Jurandir Godoy Duarte, José Francisco de Faria, Shinichi Ishioka, Richard Halti Cabral;

**2009-2010:** Itiro Suzuki (President), Fernando Proença de Gouvêa, Jurandir Godoy Duarte, José Francisco de Faria, Pilar Lecussán Gutierrez, Richard Halti Cabral;

**2011-2012:** Itiro Suzuki (President), Fernando Proença de Gouvêa, Jurandir Godoy Duarte, Pilar Lecussán Gutierrez, José Tarcísio Ascêncio Barreto Reis, Flavio França Rangel, João Paulo Rossi.

After its legal consolidation as of private law and non-profit, the FFM's first guidelines and goals were established by the Board of Trustees, its main collegiate body, which began to assemble in June/1987 and has effectively featured, over the past 25 years, illustrious names that are listed here in alphabetical order: Ademir Lopes Jr. (Student), Adib D. Jatene (President), Alan Saito

Ramalho (student), Alberto H. Kanamura, Alfredo Luiz Jácomo, Álvaro E. A. Magalhães, Ana C. Martins (Student), Andrea Sandro Calabi, Antonio A. Laudanna, Antonio C. G. Silva, Antonio C. Meyer, Antranik Manissadjian (nominated by the Public Ministry), Arcênio Rodrigues da Silva, Breno Schor (Student), Carlos Henrique dos Anjos (student), Cláudio F. Oliveira (Student), Dario Birolini, Dario V. Birolini (Student), Edoardo Fillipo de Queiroz Vattimo (student), Eloísa S.D. O. Bonfá, Fabio L. Ortega (Student), Fabio S. Goffi (President), Flávio Sylvio Rivetti, Francisco Vidal Luna, Fúlvio Pileggi, Gabriel Elias Corrêa de Oliveira (student), Giovanni G. Cerri (President), Gyorgy M. Bohm, Hans W. Halbe, Helena Montes Vasconcelos, Ióri Rodrigues Junqueira, Irineu T. Velasco (President), João M. Salge (Student), Joaquim J. Gama Rodrigues, Jorge A.F. Caldeira, José A. F. Ramires, José A. Pinotti, José L. A. Ramos, José Otávio Costa Auler Junior, Luiz Baccalá, Marcello Marcondes Machado (President), Marcelo A. C. Vaz (Student), Marco A. K. Galetta (Student), Marcos Boulos, Marcus C. Ferreira, Miguel Srougi, Miki Onotera, Paulo Eduardo Mangeon Elias, Pedro Puech-Leão, Rafael D. Leal (Student), Roger Chammas, Roger S. Miyake (Student), Sandra Josefina Ferraz Ellero Grisi, Sergio Tufik Brasil, Silvano Raia (President), Tarcísio E. P. Barros Filho, Valéria Pancica Blanes, Vicente Amato Neto, Wagner F. Gattaz, William Carlos Nahas. However, success in meeting the guidelines, missions and goals delegated to the FFM has always been the responsibility of its Executive Board, which had the following compositions since its officialization:

**09/18/1986** - Wilson Cossermelli - Executive Director, Acchíles E. Hirata – Secretary Director;

**04/14/1988** (actual beginning of the FFM) - György M. Böhm - Executive Director, Nancy E. Briani - Secretary Director, Chao Lung Wen - Technical Director;

**10/30/1992** - The General Vice-Director - Ricardo R. Brentani and the new Technical Director - Celso S. Ribeiro were elected, whereas the other members were maintained and redirected to the **10/06/1996-09/06/2000 Quadrennium** after the second statutory reform in 1996. In 12-31-1997 the General Director and the Vice-Director waived their positions since they disagreed with the new guidelines that were adopted by the FFM.

**01/01/1998** - The new General Director, Celso S. Ribeiro, was elected. He held the position until 12-31-1998 accompanied by Superintendent Mrs. Marina P. R. Caldeira (Secretary Superintendent), Mr. César Massaro (Financial Superintendent), Dr. Walter C. Ferreira Jr. (Technical Superintendent);

**01/01/1999** - The new Board of Directors of the FMM was elected for 4 years, and was composed of the following people: Sandra Papaiz (General Director), Eduardo Massad (vice-General Director), Renata D. Fiocati (Secretary Superintendent), Luiz F. Lopez (Technical Superintendent) and Cherubino R. Santos (Financial Superintendent).

Elected for 4 years (4 administrations) for the period between **01/01/2003 and 12/31/2018** FFM's current Board of Directors is composed of Flavio Fava de Moraes (General Director), Yassuhiko Okay (General Vice-Director) and Amaro Angrisano (Administrative and Financial Superintendente).

Likewise, the Advisory Council has always been primarily composed of remarkable people from our civil society, mostly external to the FMUSP's internal community. Among them were, in alphabetical order: Abílio Diniz, Ada P. Grinover, Adolpho J. Melfi, Aloysio Nunes Ferreira Filho, Aluizio R. Araújo, Alvaro E. A. Magalhães, Américo Fialdini Jr., Andrea Matarazzo, Andrea S. Calabi, Angelita H. Gama, Antonio B. U. Cintra, Antonio C. Meyer, Antonio Delfim Neto, Antonio Ermírio de Moraes, Arnaldo Malheiros Filho, Boris Casoy, Carlos Antonio Luque, Carlos E. M. Ferreira, Carlos Neder, Carmem Prudente, Celino Cardoso, Celso Lafer, Ciro Mortela, Claudio Ferraz Alvarenga, Cláudio Lembo, Claudio Luiz Lottenberg, Eduardo R. Yassuda, Eleuses V. Paiva, Fauze Carlos, Fernando Braga, Fernando O. Martins, Fernando Levy, Fernão C. B. Bracher, Flávio Fava de Moraes, Francisco Vidal Luna, Francisco Virgílio Crestana, Geraldo Alckmin Fº, Gilberto Natalini, Giovanni G. Cerri, Gonzalo Vecina Neto, Guilherme Afif Domingos, Hélio Egydio Nogueira, Hernan Chaimovich Guralnik, Horácio Berlinck Neto, Irineu T. Velasco, Jackson C. Bittencourt, Jamil Aun, João Grandino Rodas, João M. C. Melo, José Carlos Moraes Abreu, José F. Perez, José Gregori, José Luiz Gomes do Amaral, José Renato Nalini, José Rodolpho Perazzolo, José Serra, José da Silva Guedes, Julio Mesquita Neto,

Lamartine Navarro Jr., Linneu Schützer, Luiz C. Bresser Pereira, Luiz G. de M. Belluzzo, Marcello Marcondes Machado, Marcio Thomaz Bastos, Marcos Boulos, Maria G. R. Baumgart, Maria T. L. Fleury, Mario Amato, Miguel Colassuono, Miguel Ignatios, Miguel Reale, Milú Villela, Mira Falchi, Nelson C. Seixas, Nelson G. Proença, Octavio B. Magano, Ogari de Castro Pacheco, Olavo E. Setúbal, Omilton Visconde, Oswaldo P. Forattini, Paulo Francini, Paulo Nathanael P. Souza, Paulo Nogueira Neto, Paulo Skaf, Pedro C. A. Coutinho, Pedro A. Dallari, Pedro Salomão José Kassab, Pedro Tobias, Renato M. Gouvea, Roberto Macedo, Roberto Paulo Richter, Romeu Tuma, Rose Neubauer da Silva, Rubens Naves, Sergio Mindlin, Sergio Tsuzuki, Silvano Raia, Suely Vilela, Telma M.T. Zorn, Theo van der Loo, Ubiratan D'Ambrosio, Ulysses Fagundes Neto, Vahan Agopyan, Viviane Senna Lalli, Walter Feldmann, Walter Manna Albertoni.

Throughout its existence, FFM had administrative and legal achievements such as the recognition that it is a public utility institution, City Decree No 28.184/1989 of 10/19/1989, State Law No 6.820 of 03/28/1990, Federal Decree No 99.489 of 08/30/1990, and also that it is a philanthropic institution by the CNAS (the National Council of Social Assistance) since 1990. These credentials were also fundamental so it could be a stakeholder in agreements with the Unified Health System (Sistema Único de Saúde – SUS) (1988) and also become a co-executor of the research, medical assistance and management activities through 12700 employees among doctors, paramedics, technicians, managers and other support workers whether being an integral part of its staff (8400) or hired by it as additional employees to the state link (4300). Another important item is the participation of the FFM in the FMUSP's quality of teaching through the financial support it provides, which amounted last year to an average of R\$ 600 thousand/month, plus intermittent donations to the HC-FMUSP complex that added another R\$ 15 million from the second half of 2003.

The FFM also operates strongly in the Human Resources's training sector for its administrative staff, granting of scholarships for short courses, specialization, post-graduation, strict sense and research courses, when linked to their specific goals. It also grants aid to scientific events, social events in the healthcare area

and, exceptionally, it funds the costs of transportation to conferences in the country and abroad.

The first head office of the FFM was located on Estados Unidos Street 1898, being transferred soon after to small areas in the HC and in FMUSP, and expanded in 1992 to two small houses rented in the vicinity of the HC. In 1994 it moved to a rented building on Consolação Street 2117 until 1998, when it finally acquired the Claudia Building, a 10 floors building on Av. Rebouças 381 its current head office with 2369 m<sup>2</sup>.

The foundational model of support, such as the case of FFM, identifies the HC and FMUSP complex, which are recognized with another legal personality. This is fundamental to understand the supporting foundation model eliminating the false idea that the FFM is a private law entity which is independent and detached from the Complex, distancing it from its original purpose. Furthermore, its main body, the Board of Trustees, has its members elected by the FMUSP's and the Complex's collegiate bodies and they are therefore bound and responsible for the guidelines and control of the Board of Directors's executive actions in strict compliance with the statutory provisions.

In short, the FFM should not do anything that is not previously approved by the Collegiate body of the HC Complex and/or FMUSP even in the event that the original financial, administrative or academic/healthcare proposal is its own initiative.

In recent years the FFM continues to collaborate with the management of FMUSP introducing administrative and management improvement bringing better results and more adjustment to the requirements of regulatory agencies, in particular, the State Public Ministry and the Court of Auditors/SP.

It is worth highlighting that, by request of the Federal, State and Municipal Governments, it has also been managing agreements in the health area and consequently having more duties and responsibilities. In this respect, Secretary of Justice (Casa Foundation), Secretary of Persons with Disabilities, Secretary of Education, Secretary of Environment, City Hall, Ministry of Health, Ministry of Justice, Ministry of Science and Technology, among others, are involved.

As a reason for pride, the management, as Social Health Organization (OSS) and currently as a stakeholder, its implementation and participation in ICESP from its beginning in 2008 - a hospital that has been evaluated by users as the best hospital in the state of São Paulo for the third time in 2015 - should be praised. Equally important is its management (as OSS) in the Lucy Montoro Network's Morumbi Unit with an agreement which was recently extended for five more years.

We must remember that after its representative participation in the City of São Paulo Western Region Program (Programa da Região Oeste - PRO) and in the Family Health Program (Programa Saúde da Família - PSF) the FFM, without harming its medical teaching applied to primary care program, is completing its assistance contract that will be executed by another OSS-type institution.

Also in compliance with statutory provision, the FFM has been providing support to the Oswaldo Cruz Academic Center (Centro Acadêmico Oswaldo Cruz - CAOC) and its departments (Athletic/Scientific, Leagues, etc.) favoring University activity essential to a responsible, leadership-oriented medical training.

The FFM model celebrates 30 years of successful operation in which it has facilitated the raising of more funds, and also the HC's and the FMUSP's budgets, which allowed for greater assistance to the poor, more investment for the modernization of the HC and of the infrastructure, restoration and quality of FMUSP's medical teaching. It has also allowed for a better salary adjustment minimizing the evasion of its qualified human capital to the private system. The Board of Directors of the FFM and its brilliant employees have full conviction that they represent essential support to the FMUSP/HC Complex and, after three decades, have full conviction that they still can do a lot to consolidate more and more its credibility for the institutional benefit intelligently explained in its statutory objectives.

**And this beautiful story, summarized here, is due to the farsighted pioneering spirit always shown by the professors, the students and the staff of the School of Medicine - USP, and also by the medical, paramedical and administrative communities of its Clinical Hospital.**