



# Vinculação de processos às unidades funcionais da Rede Ebserh

# ESTRUTURA DO DOCUMENTO

CONTEXTUALIZAÇÃO

CADEIA DE VALOR

PAPÉIS - LEGENDA

VINCULAÇÃO DOS PROCESSOS - SEDE

VINCULAÇÃO DOS PROCESSOS - HOSPITAIS

- Este documento contempla a vinculação dos processos de negócio identificados na atualização da Cadeia de Valor da Rede Ebserh às unidades funcionais previstas no novo organograma da Administração Central e dos Hospitais Universitários Federais que integram a rede.
- A Cadeia de Valor consolida um conjunto de funções de negócio, macroprocessos e processos, divididos em processos gerenciais, processos primários e processos de suporte.
- Cada função de negócio representa um conjunto de macroprocessos, que por sua vez representam um conjunto de processos.
- Cada processo possui uma ficha que identifica, entre outras informações, qual a unidade funcional da Administração Central é responsável pelas diretrizes dos processos de negócio, bem como a unidade funcional do hospital é responsável pela execução dos processos.
- Na Administração Central, a vinculação ficou no nível de serviço e nos hospitais, na superintendência (SUP) e nas gerências de administração (GAD) e de ensino e Pesquisa (GEP) a vinculação se deu no nível de setor, exceto na Divisão de Gestão de Pessoas, que não possui setor associado e portanto teve as competências associados diretamente à divisão e para as unidades que não estão vinculadas a um setor como a unidade de comunicação social, unidade de serviços gerais e a unidade de e-Saúde.
- Para as Gerência de Atenção à Saúde (GAS) foi estabelecido um quantitativo de Setores e Unidades por tipo e o hospital pode escolher a formatação mais adequada ao seu perfil assistencial, desde que observado o catálogo de áreas padronizadas elaborado pela Diretoria de Ensino, Pesquisa e Atenção à Saúde e suas respectivas condicionantes. O único setor obrigatório é o Farmácia Hospitalar, vinculado à Divisão de Apoio Diagnóstico e Terapêutico (Tipos I, II e II) ou Divisão de Gestão do Cuidado e Apoio Diagnóstico e Terapêutico (Tipo IV).
- Para orientar a atuação dos serviços, foi definido um conjunto de processos que precisam ser observados por todos os Guardiões e Responsáveis pela execução dos processos, visando qualificar a atuação dos gestores da empresa. Nos primeiros slides esses processos são apresentados, juntamente com a legenda que identifica se a unidade é Guardiã, Responsável pela execução ou se a unidade é Guardiã e Responsável.

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CONTEXTUALIZAÇÃO

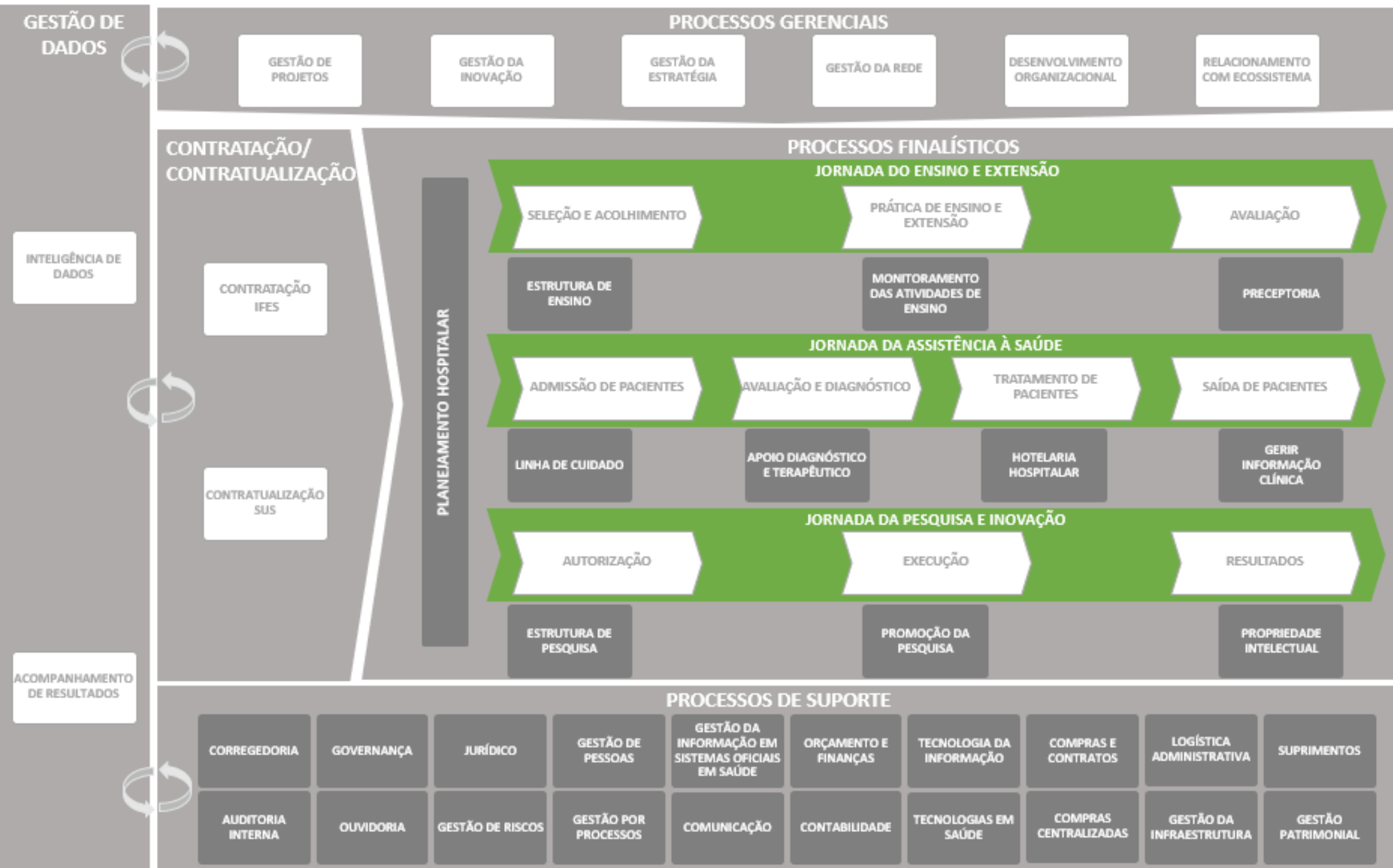
CADEIA DE VALOR

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# CADEIA DE VALOR DA REDE EBSERH



CAMPO DE PRÁTICA DE EXCELÊNCIA PARA FORMAÇÃO PROFISSIONAL



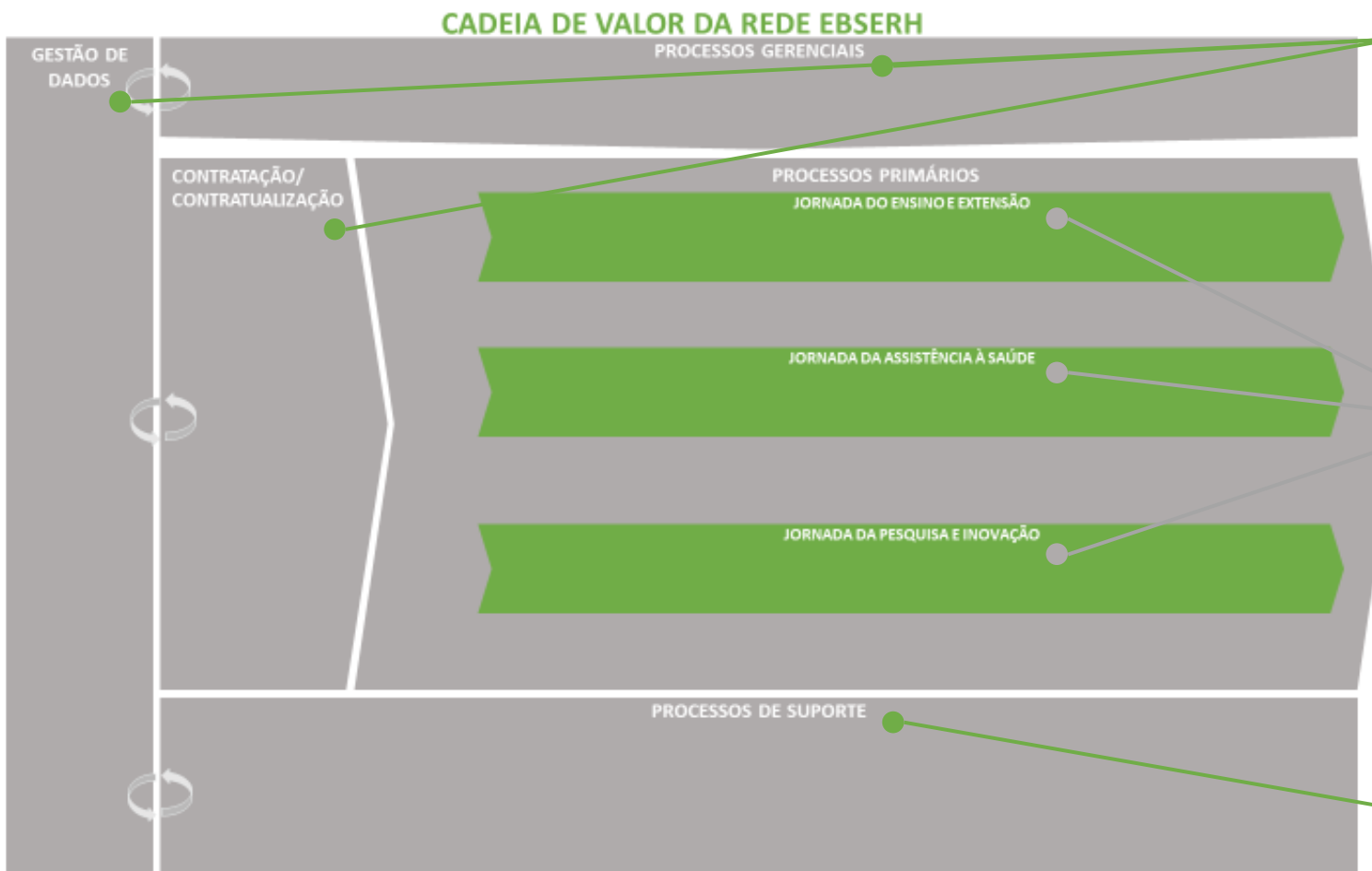
ASSISTÊNCIA HUMANIZADA E DE QUALIDADE EM MÉDIA E ALTA COMPLEXIDADE



INOVAÇÃO E CONHECIMENTO CIENTÍFICO PARA O FORTALECIMENTO DO SUS



GESTÃO HOSPITALAR SUSTENTÁVEL E TRANSPARENTE



## PROCESSOS GERENCIAIS

Os processos de gerenciamento são usados para medir, monitorar e controlar atividades de negócio. Os processos de gerenciamento garantem que um processo primário ou de suporte atenda às metas operacionais, financeiras, regulatórias e legais.

## PROCESSOS PRIMÁRIOS

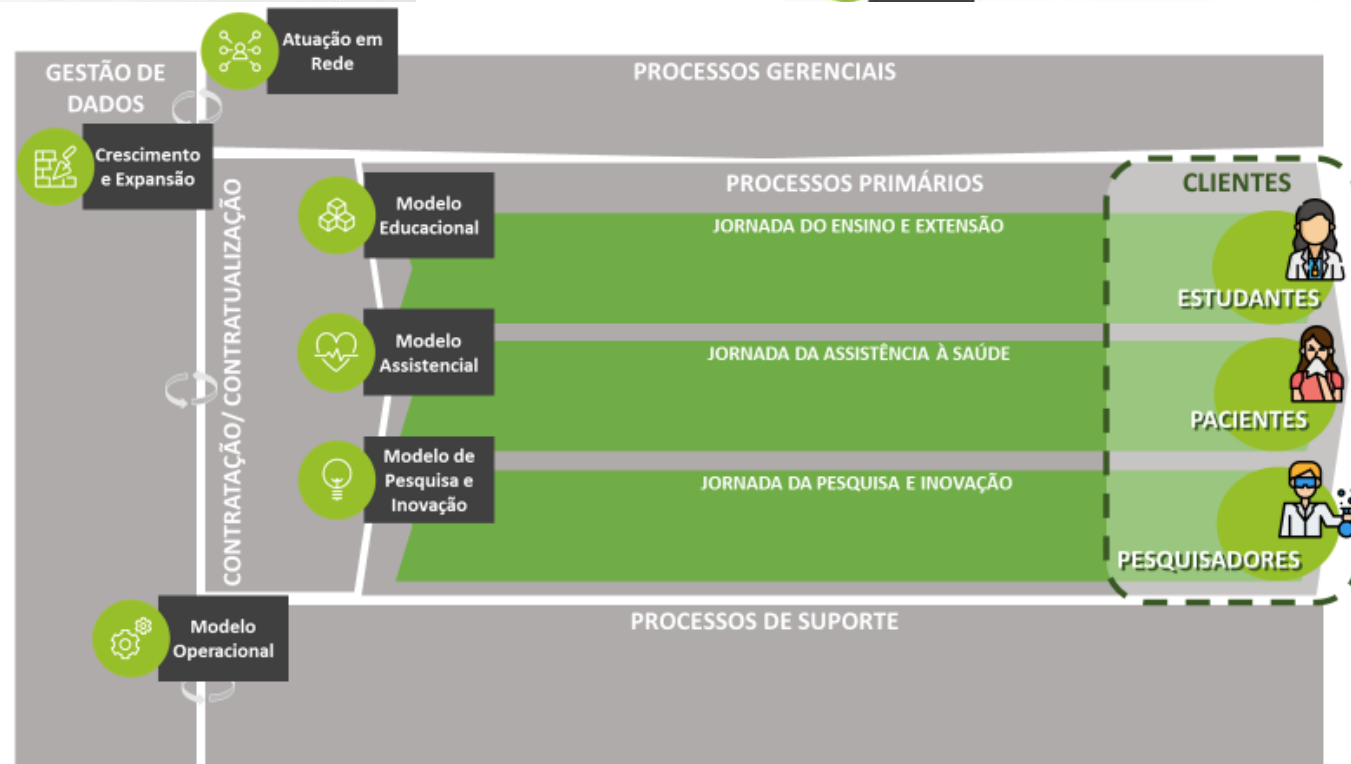
Os processos primários são processos multifuncionais de ponta a ponta, que entregam valor diretamente aos clientes. Os processos primários são geralmente chamados de processos principais, pois representam as atividades essenciais que uma organização executa para cumprir sua missão.

## PROCESSOS DE SUPORTE

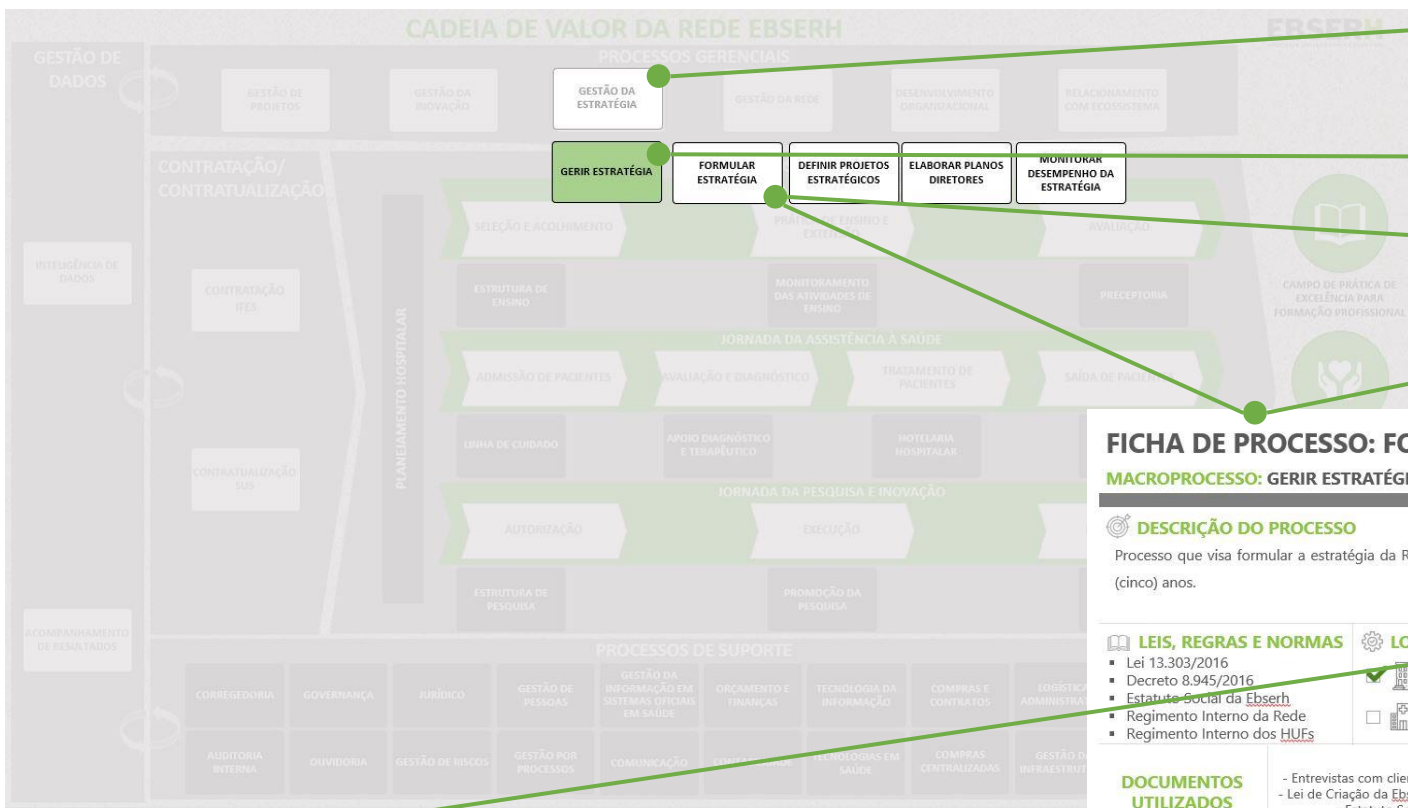
Os processos de suporte são projetados para apoiar os processos primários, geralmente gerenciando recursos e/ou infraestrutura exigidos pelos processos primários. A principal diferença entre os processos de suporte e os processos primários é que os processos de suporte não entregam valor diretamente aos clientes, enquanto os processos primários o fazem. [...] O fato de os processos de suporte não entregarem valor diretamente aos clientes não significa que eles são menos importantes para uma organização. Os processos de suporte podem ser críticos e estratégicos para as organizações, pois influenciam diretamente na capacidade de uma organização em executar efetivamente os processos primários.



O Mapa Estratégico apresenta um conjunto de 6 (seis) direcionadores estratégicos, que representam modelos de atuação são eles: Modelo Assistencial; Modelo Educacional; Modelo de Pesquisa e Inovação; Modelo Operacional; Atuação em Rede e; Crescimento e expansão.



A Cadeia de Valor apresenta uma associação entre os agrupamentos de processos de negócio aos direcionadores estratégicos, trazendo uma relação direta entre a arquitetura de processo e a estratégia da empresa.



**FUNÇÃO DE NEGÓCIO**

**MACROPROCESSO**

**PROCESSO**

**FICHA DE PROCESSO: FORMULAR ESTRATÉGIA**



**MACROPROCESSO: GERIR ESTRATÉGIA**

**DESCRIÇÃO DO PROCESSO**

Processo que visa formular a estratégia da Rede Ebserh, contendo propósito, visão, direcionadores estratégicos, ambições, objetivos estratégicos e valores para os próximos 5 (cinco) anos.

**LEIS, REGRAS E NORMAS**

- Lei 13.303/2016
- Decreto 8.945/2016
- Estatuto Social da Ebserh
- Regimento Interno da Rede
- Regimento Interno dos HUEs

**LOCAL DE EXECUÇÃO**

- Sede
- Hospital Universitário

**ÁREAS PARTICIPANTES**

- Serviço de Estratégia
- Setor de Governança Corporativa
- Administradores (membros do Conselho de Administração e da Diretoria Executiva)
- Representantes/gestores das Diretorias e dos Hospitais
- Cientes (Universidades, Usuários SUS e Estudantes)

**FERRAMENTAS E SISTEMAS**

- MS Teams
- MS Project
- Planner
- Outlook

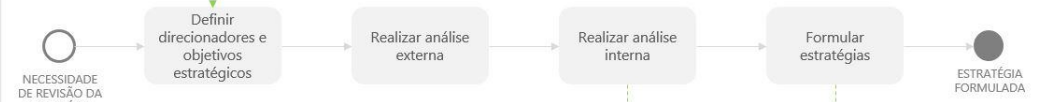
**INDICADORES**

- Percentual de colaboradores participantes no processo de formulação da estratégia
- Nº de administradores participantes no processo
- Nº de gestores dos hospitais participantes no processo
- Nº de reitores entrevistados
- Nº de estudantes/usuários sus entrevistados

**DOCUMENTOS UTILIZADOS**

- Entrevistas com clientes
- Lei de Criação da Ebserh
- Estatuto Social

**MACROATIVIDADES DO PROCESSO**



**DOCUMENTOS GERADOS**

- Matriz SWOT
- Mapa de riscos estratégicos
- Mapa estratégico

**PAPÉIS**

Para cada processo foi elaborada uma ficha onde foi identificado quem é o Guardião, representado pelo símbolo e o Responsável pela execução do processo, representado pelo símbolo . Quando a unidade funcional é guardião e Responsável pela execução, o processo apresenta os dois símbolos na associação de processos às unidades funcionais

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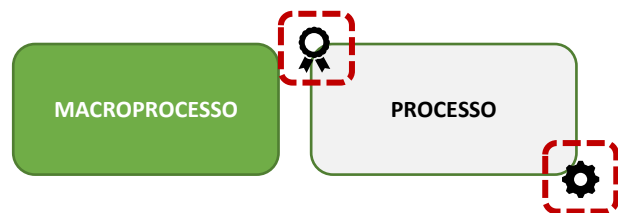
VINCULAÇÃO DOS PROCESSOS - HOSPITAIS



**GUARDIÃO DO PROCESSO:** Responsável pela definição das diretrizes acerca da execução do processo



**EXECUTOR DO PROCESSO:** Responsável pela execução do processo

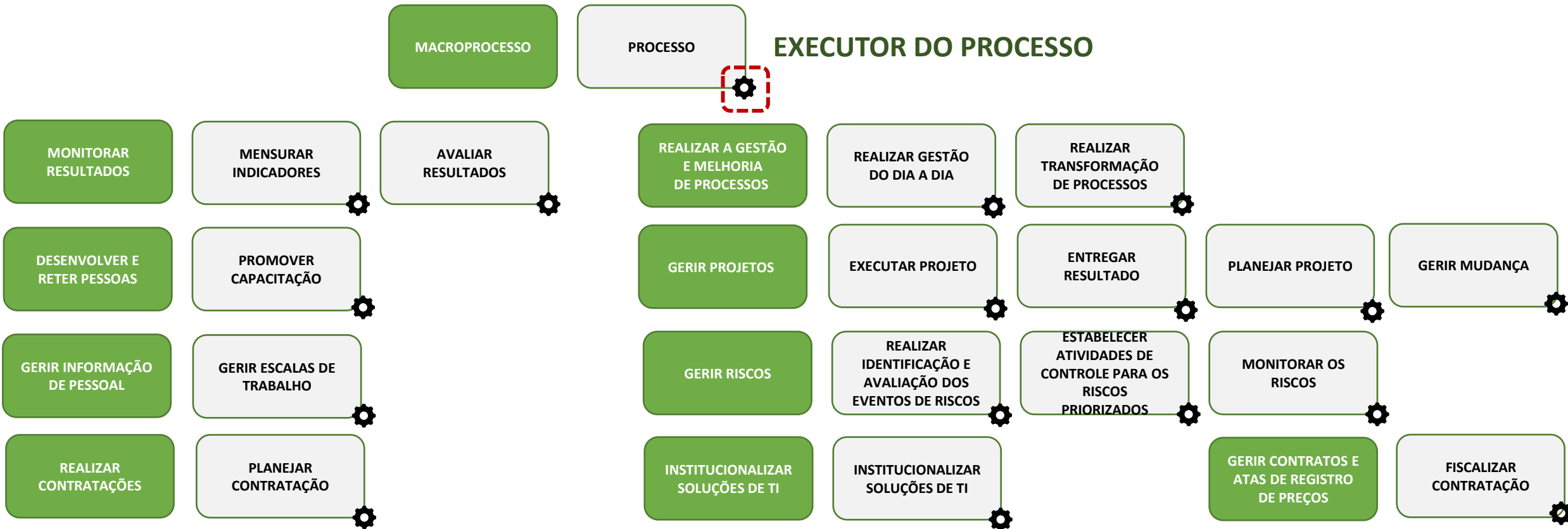


**GUARDIÃO E EXECUTOR DO PROCESSO:** Responsável pela definição das diretrizes acerca da execução do processo, bem como a sua execução no âmbito da sede



# GUARDIÃO DO PROCESSO





PAPÉIS – PROCESSOS QUE O EXECUTOR TAMBÉM PRECISA EXECUTAR

# ESTRUTURA DO DOCUMENTO

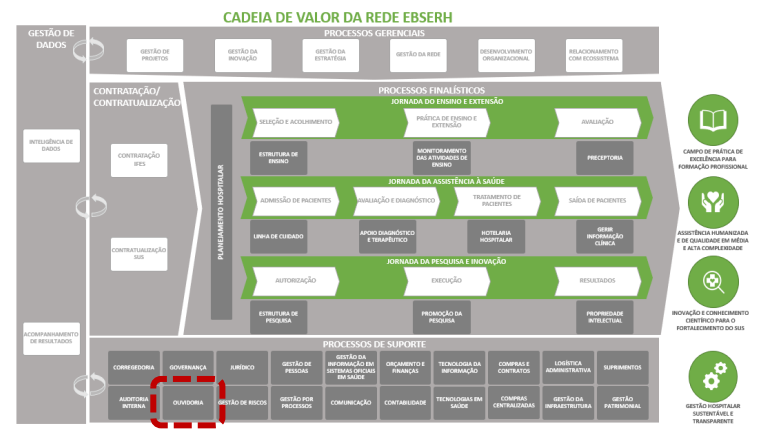
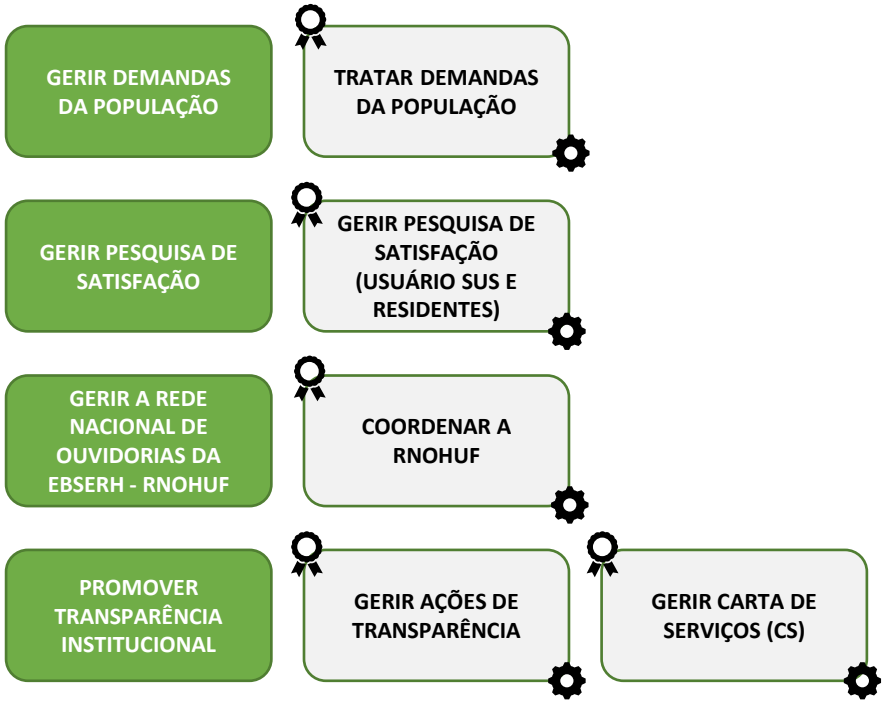
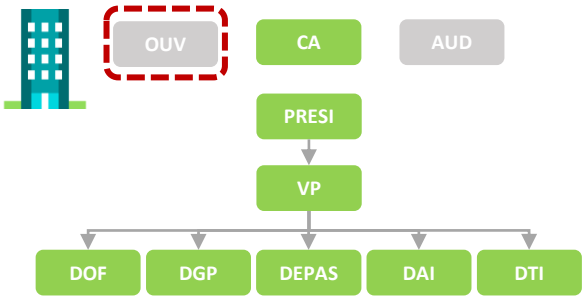
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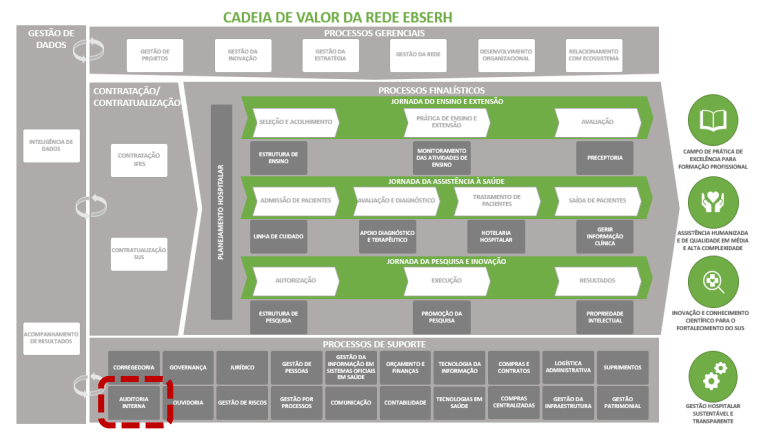
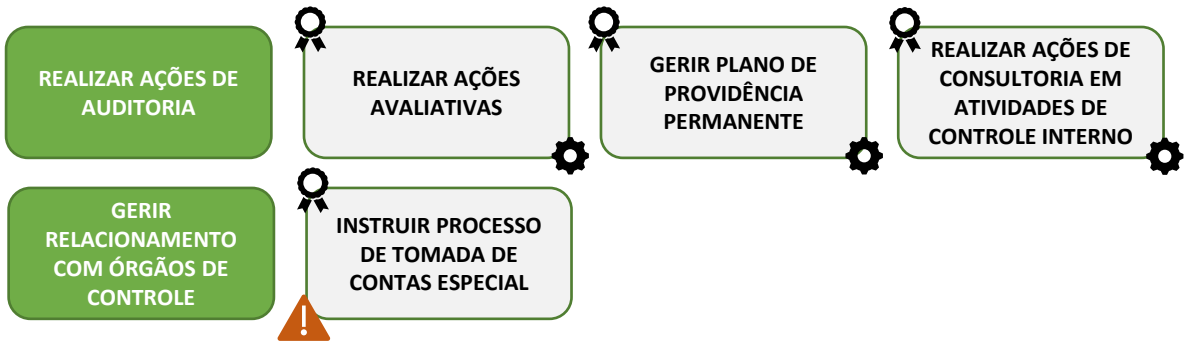
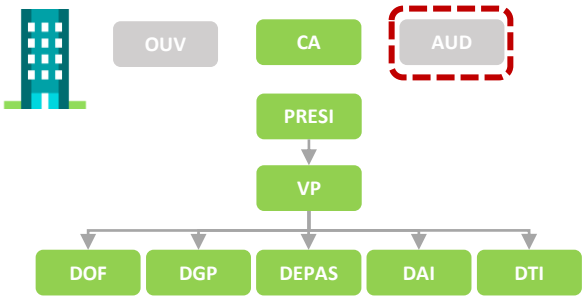
CADEIA DE VALOR

PAPÉIS - LEGENDA

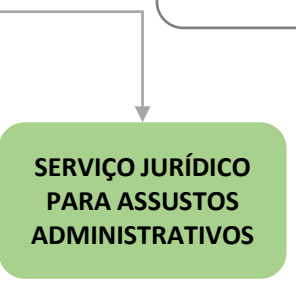
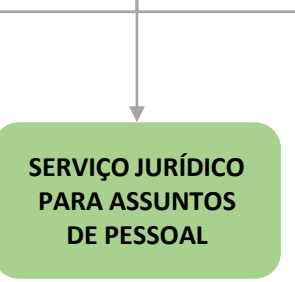
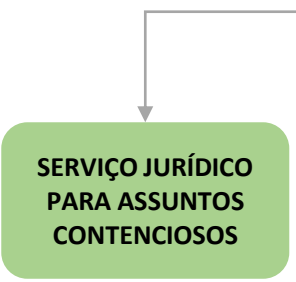
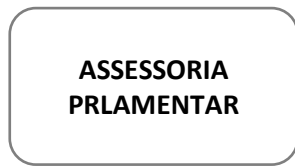
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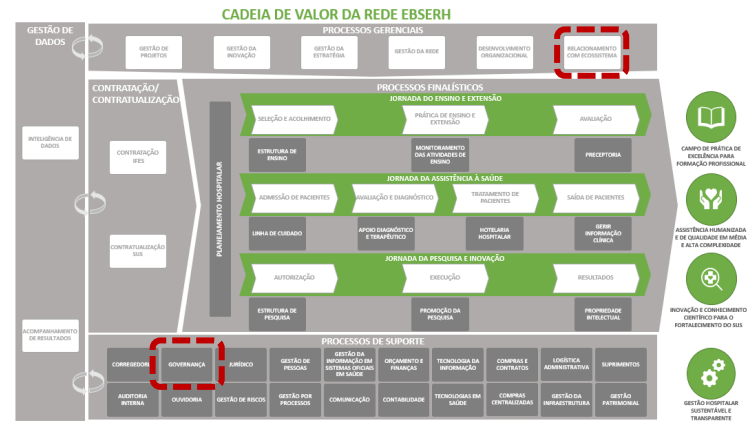
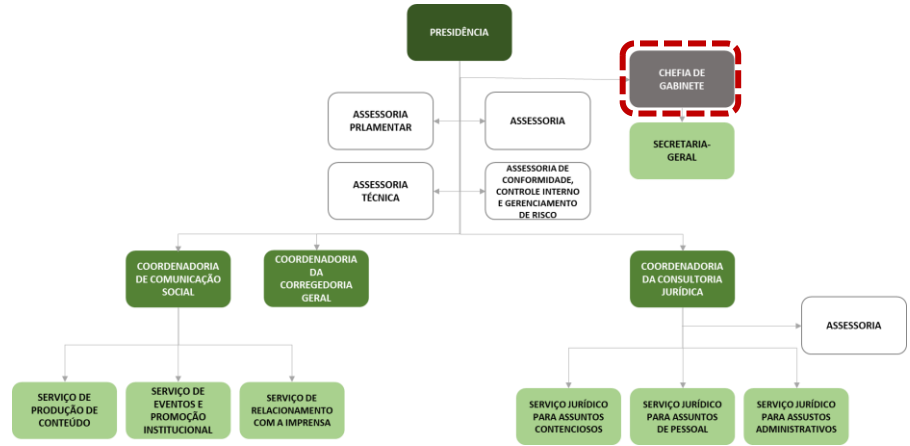
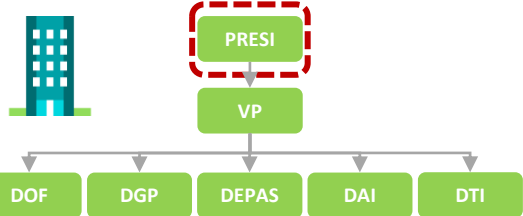
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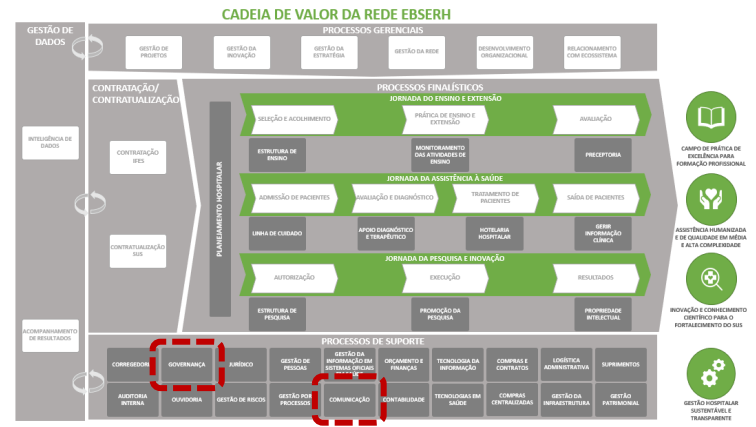
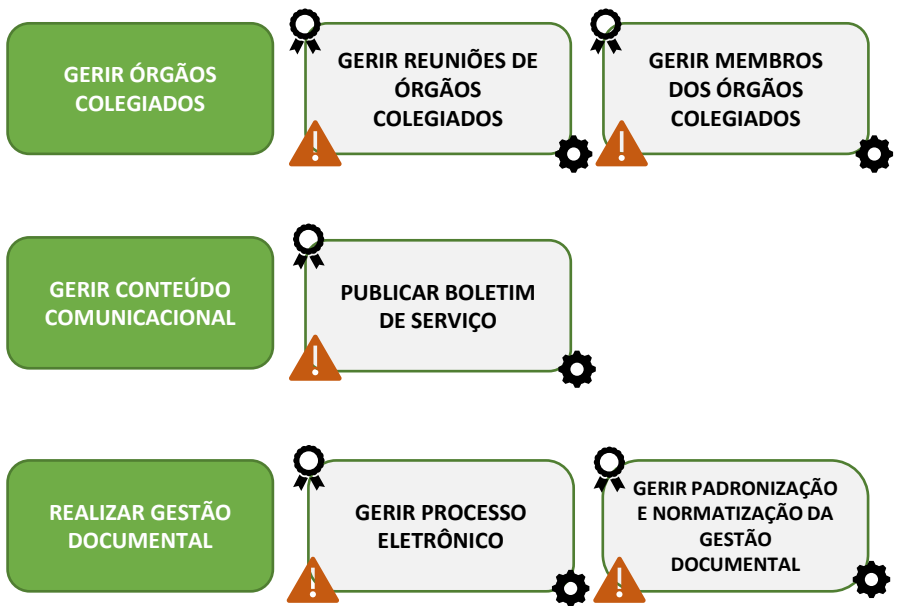
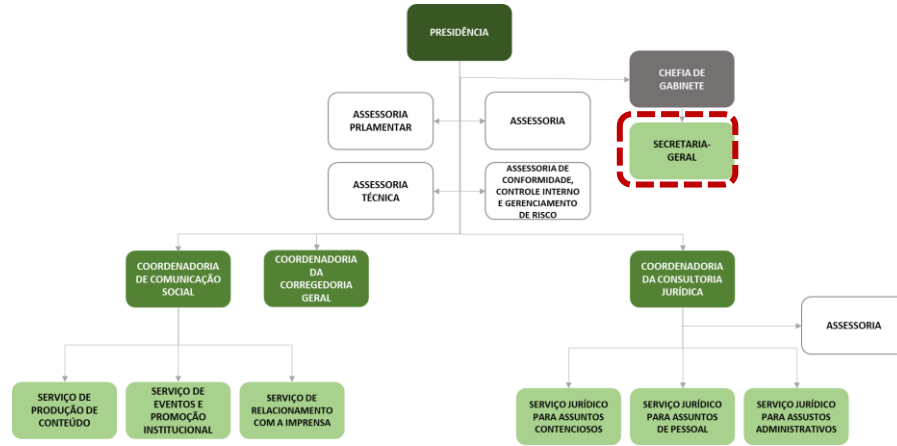
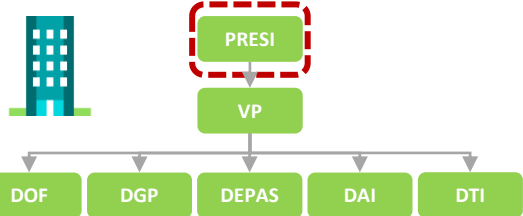


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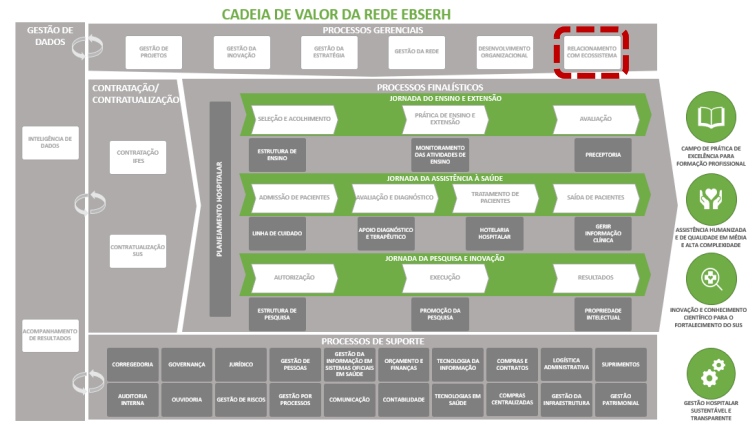
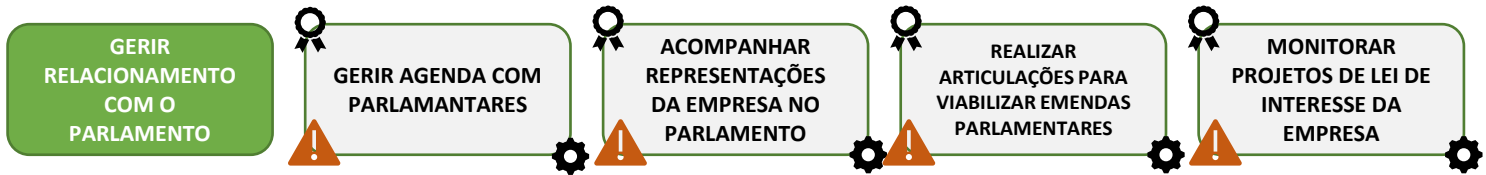
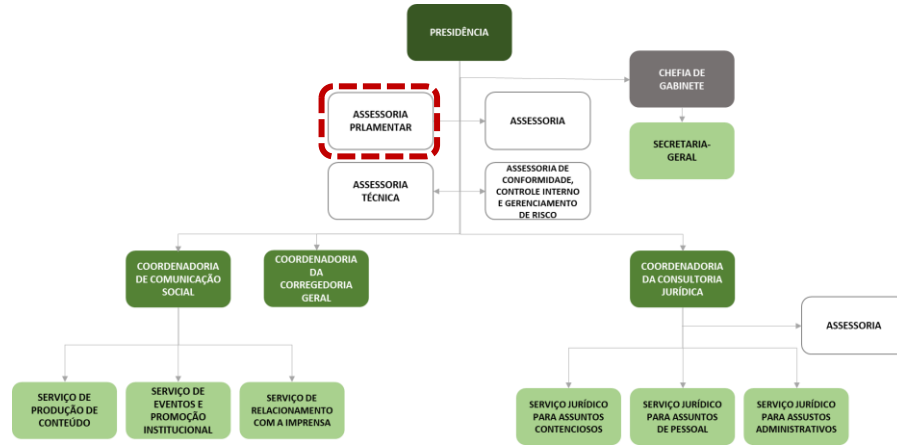
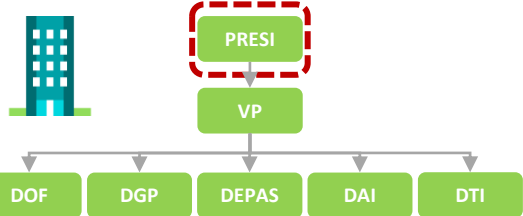




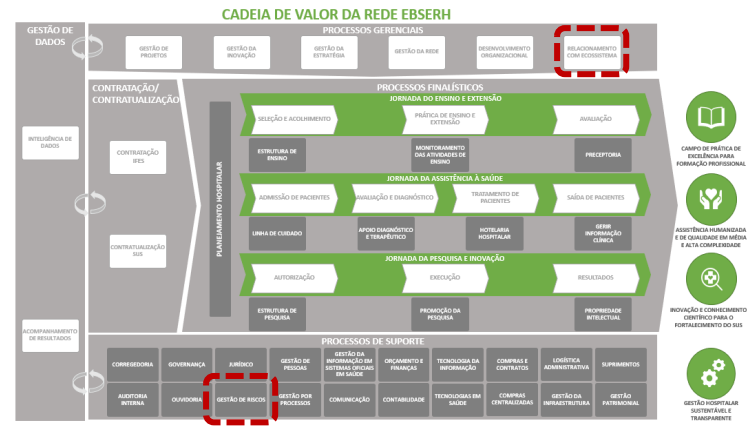
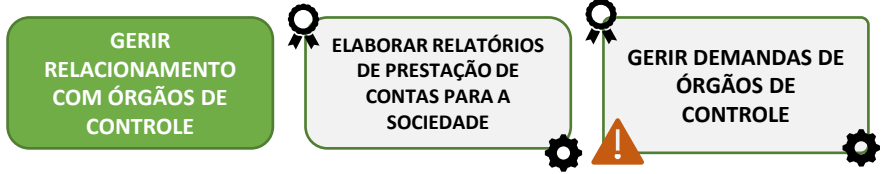
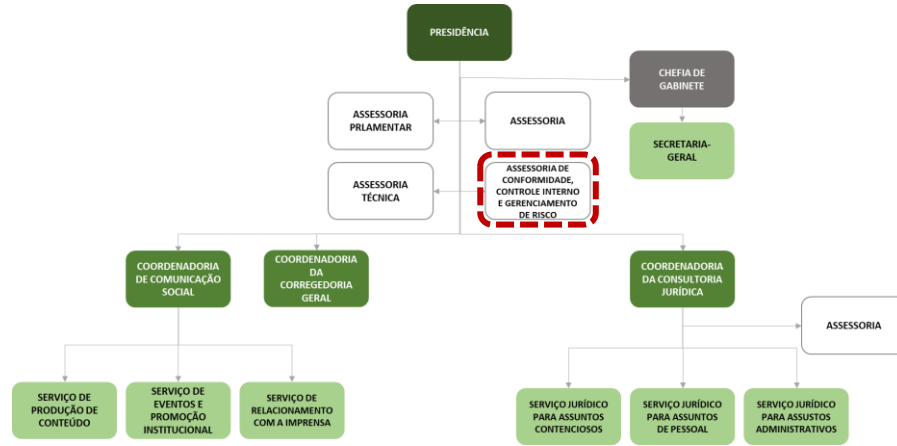
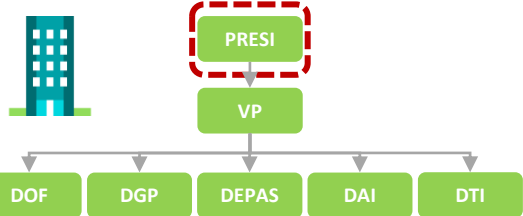
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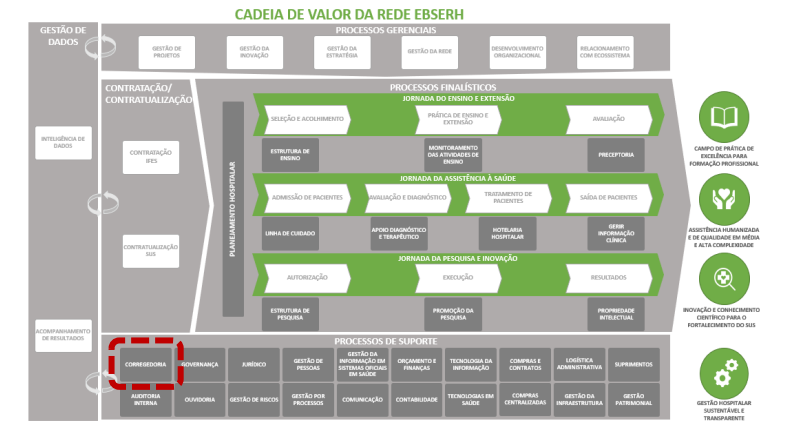
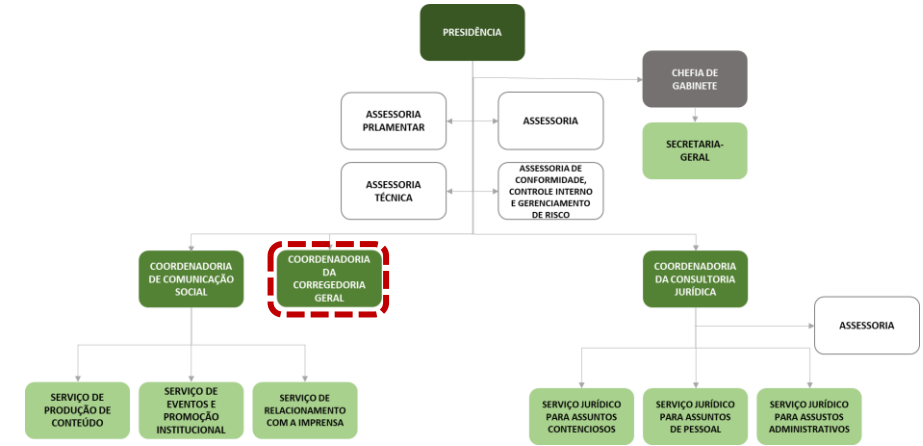
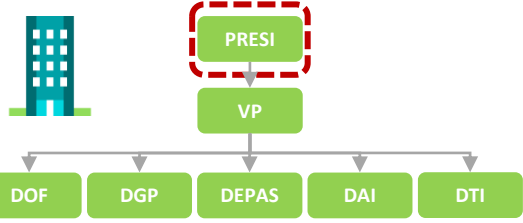
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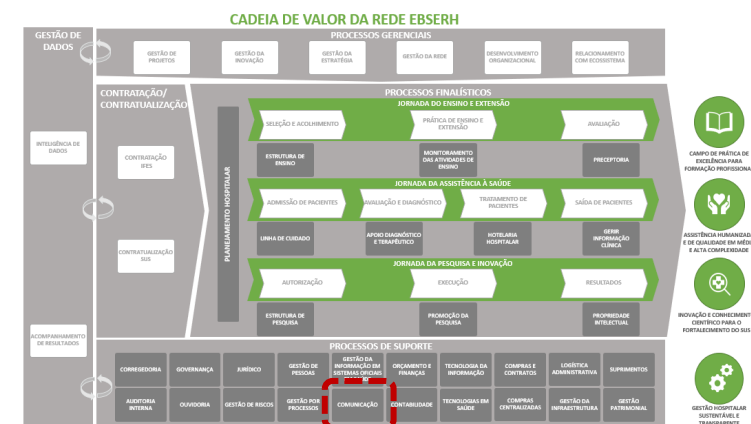
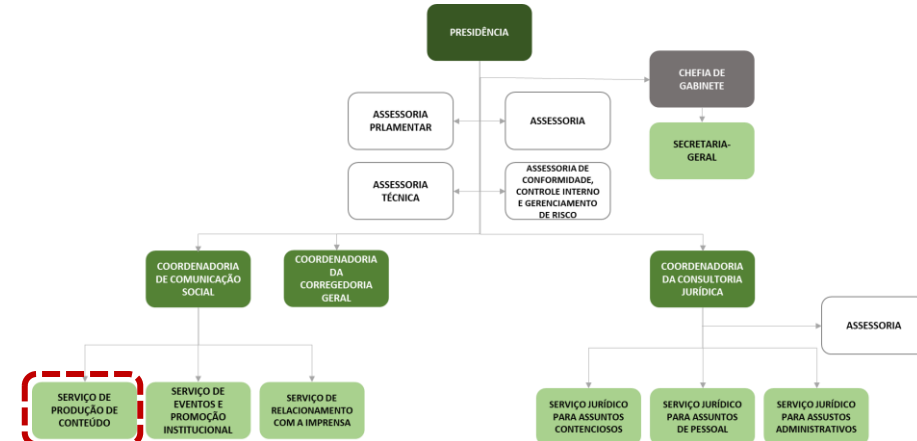
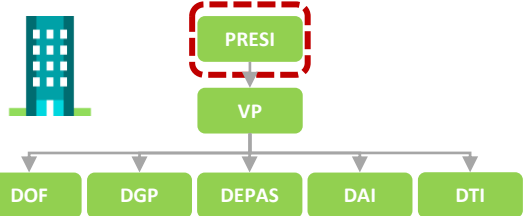


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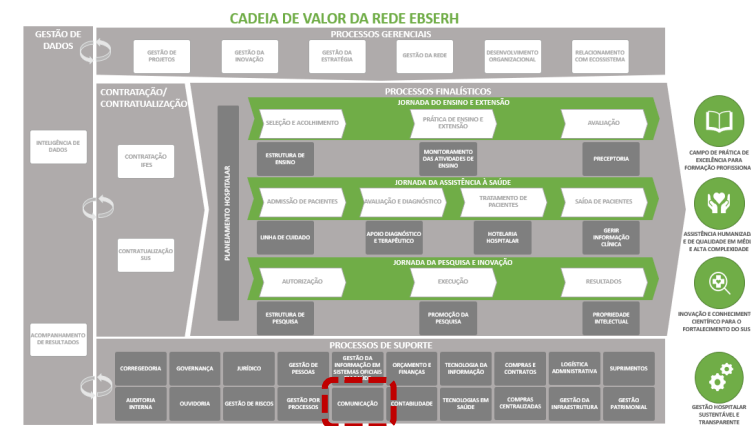
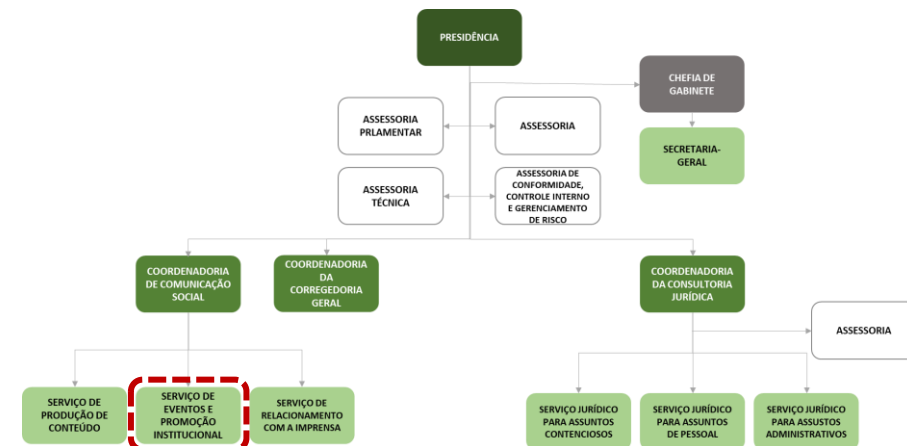
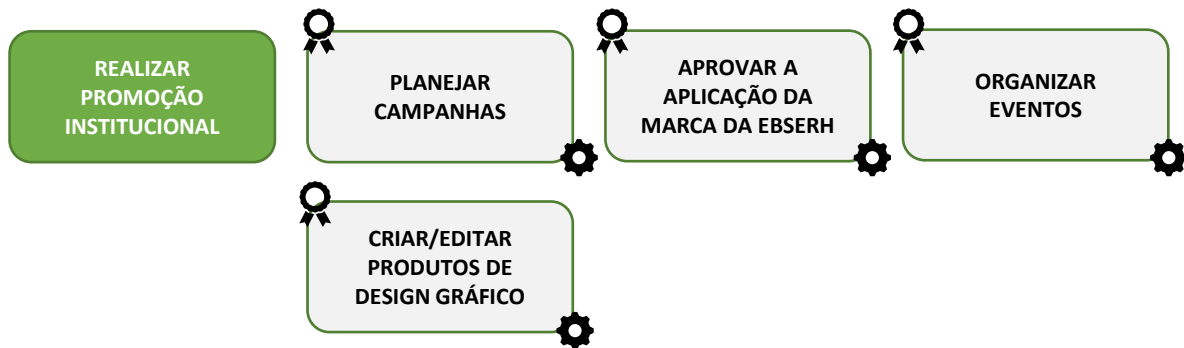
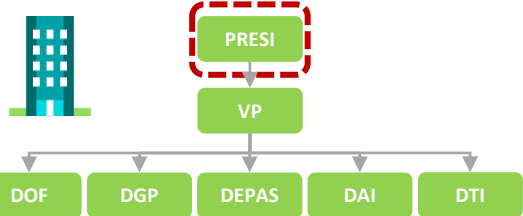


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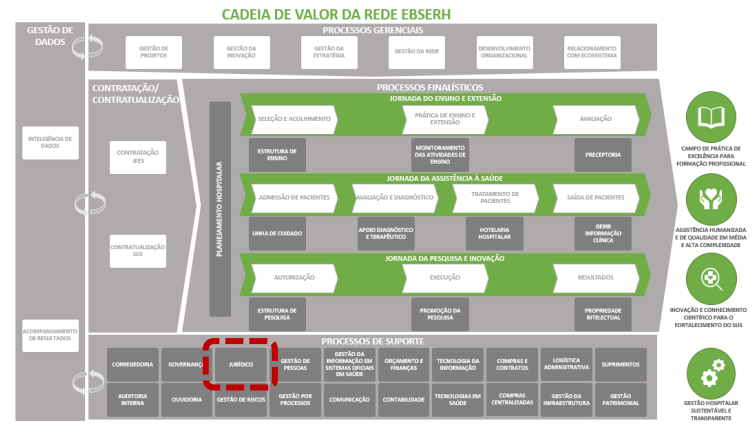
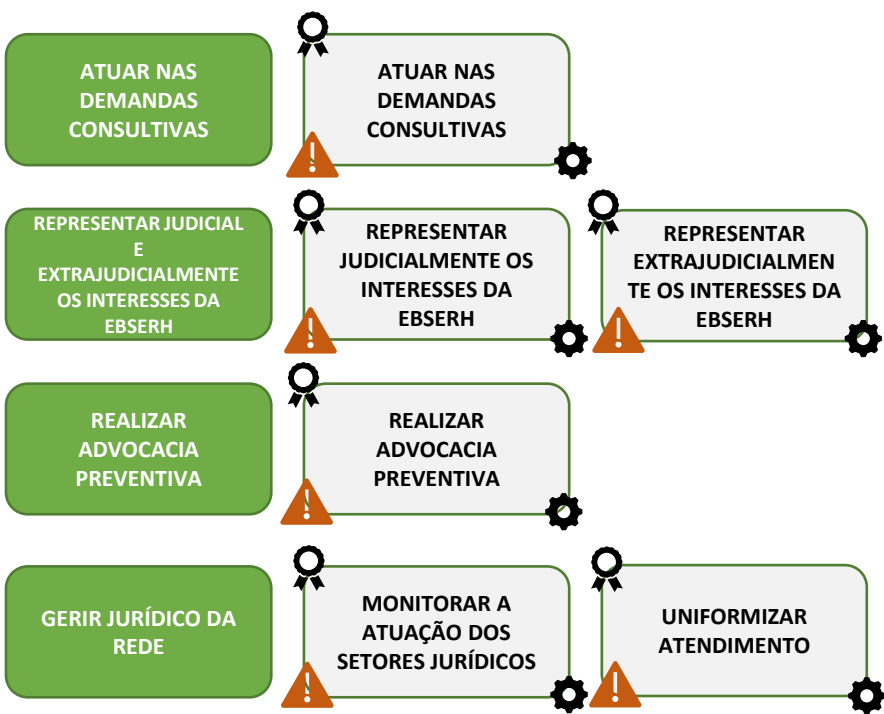
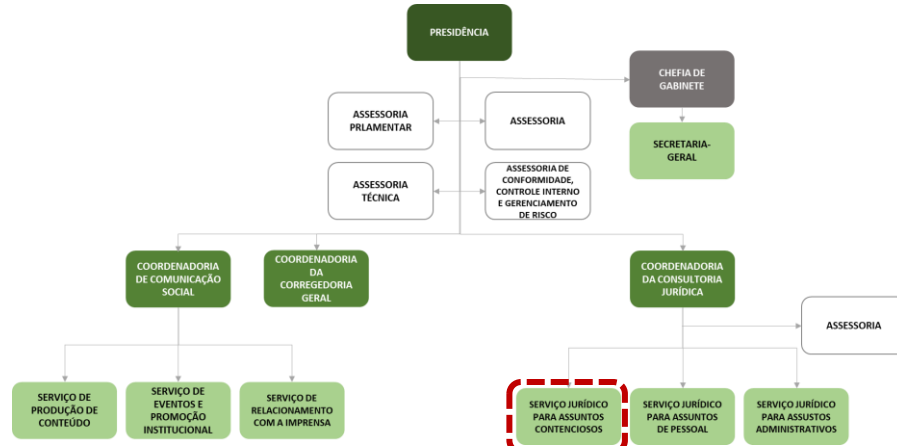
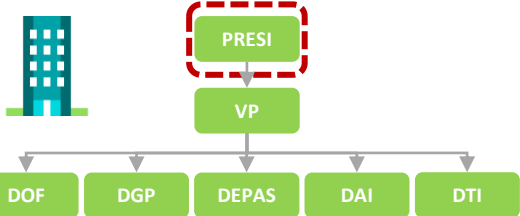




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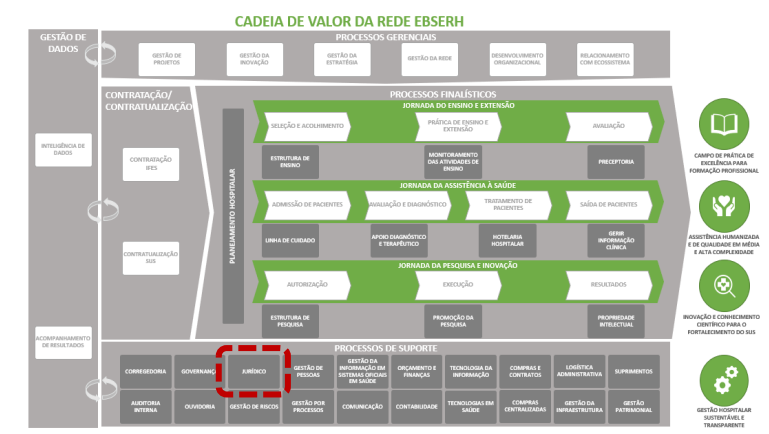
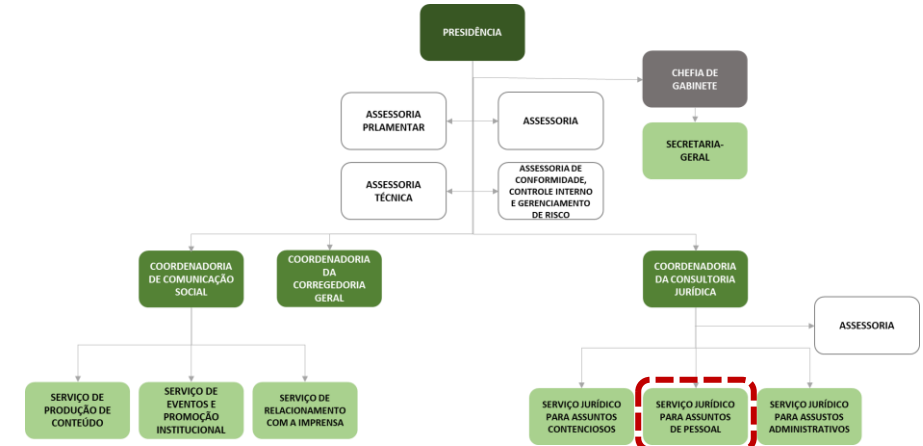
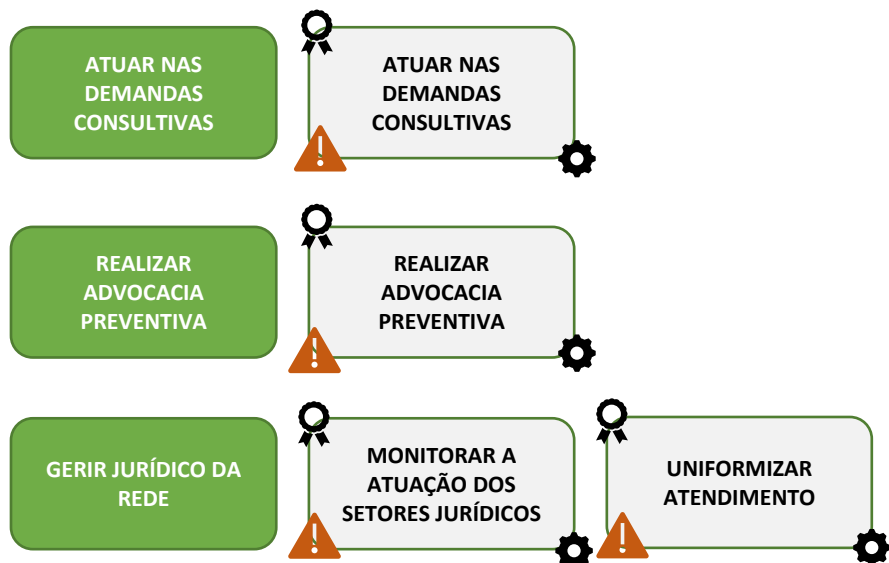
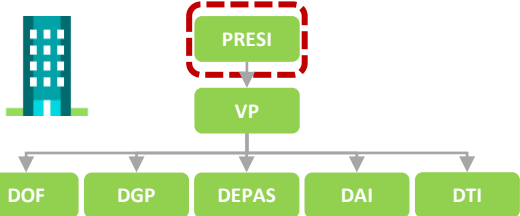




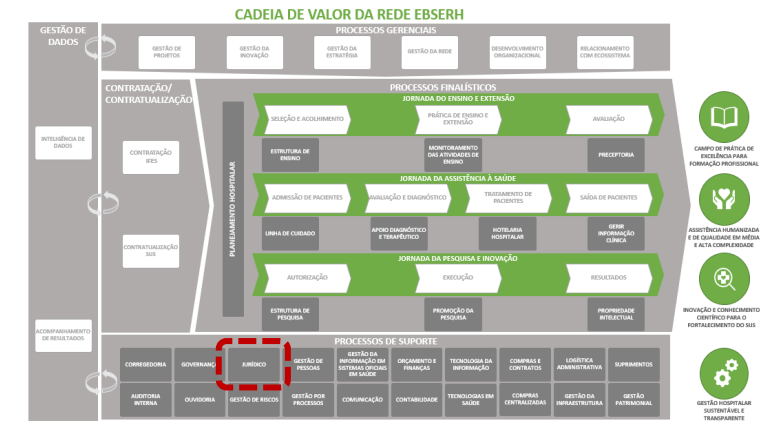
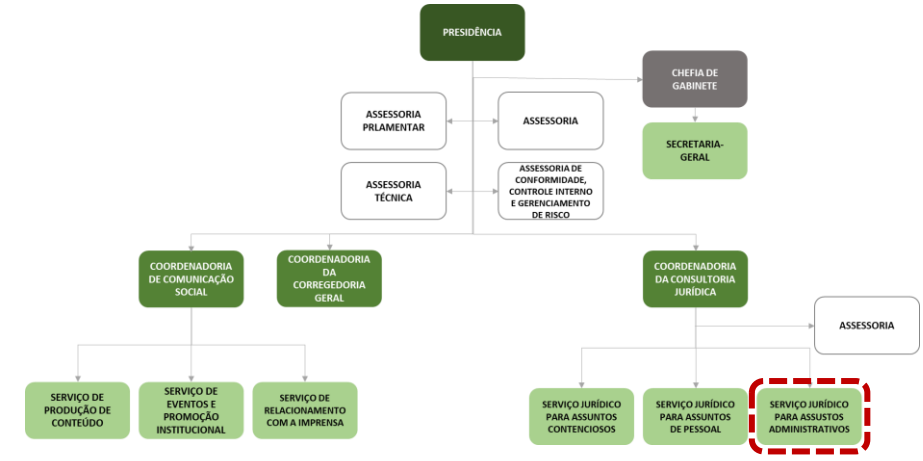
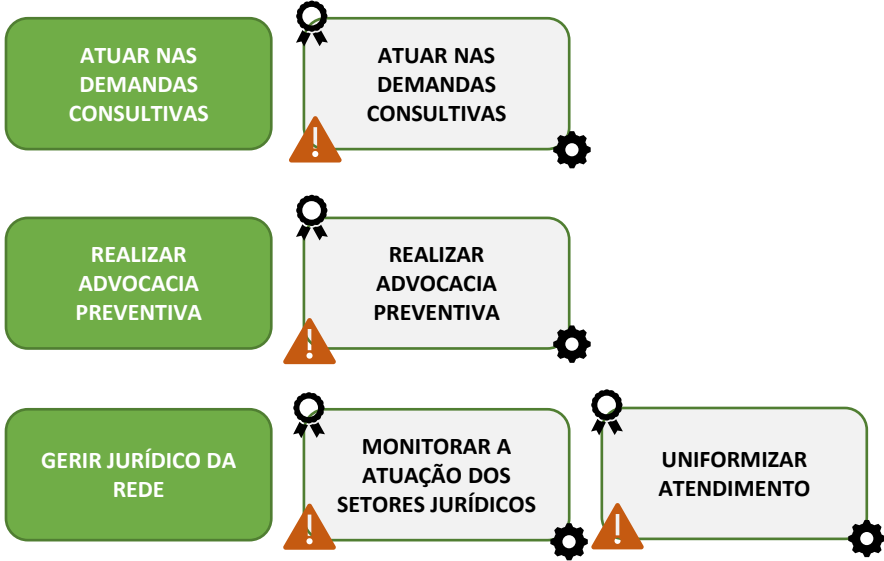
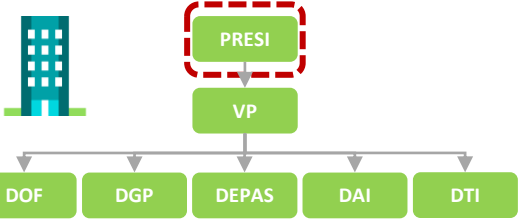


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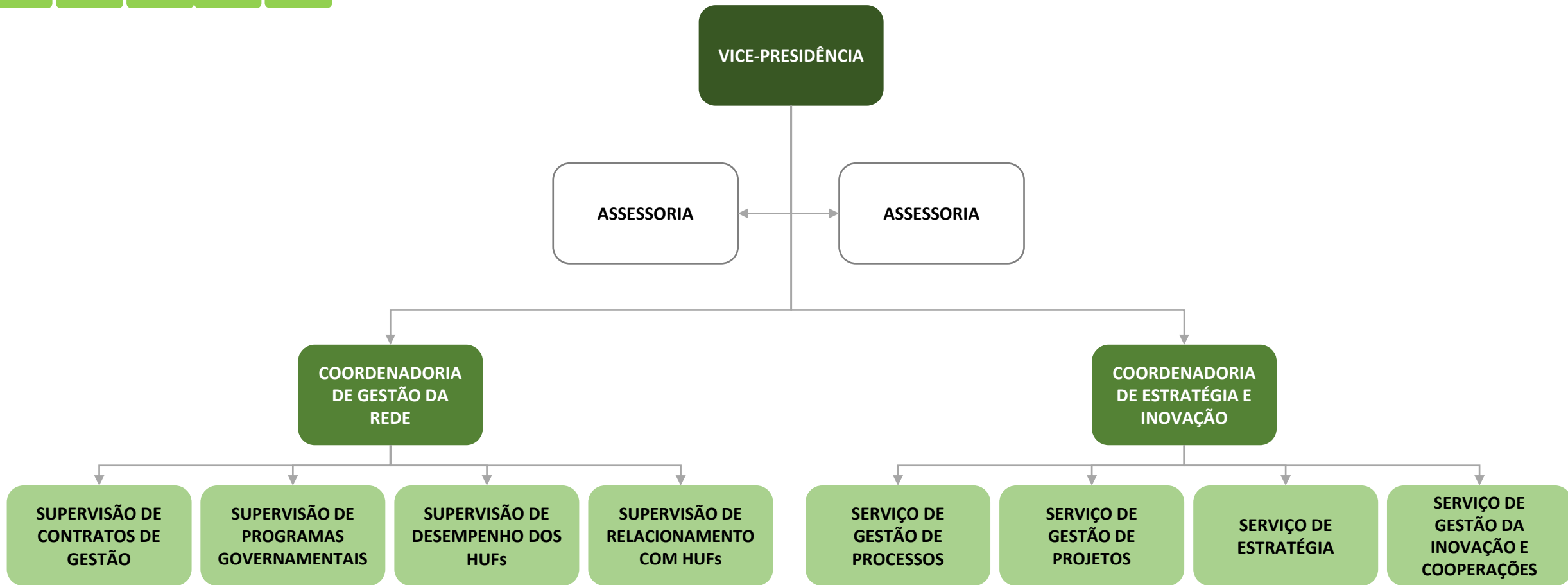
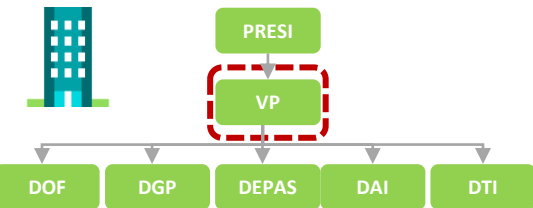
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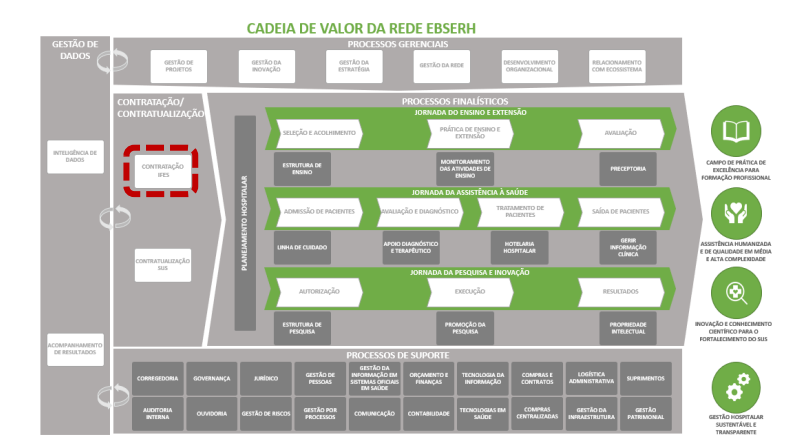
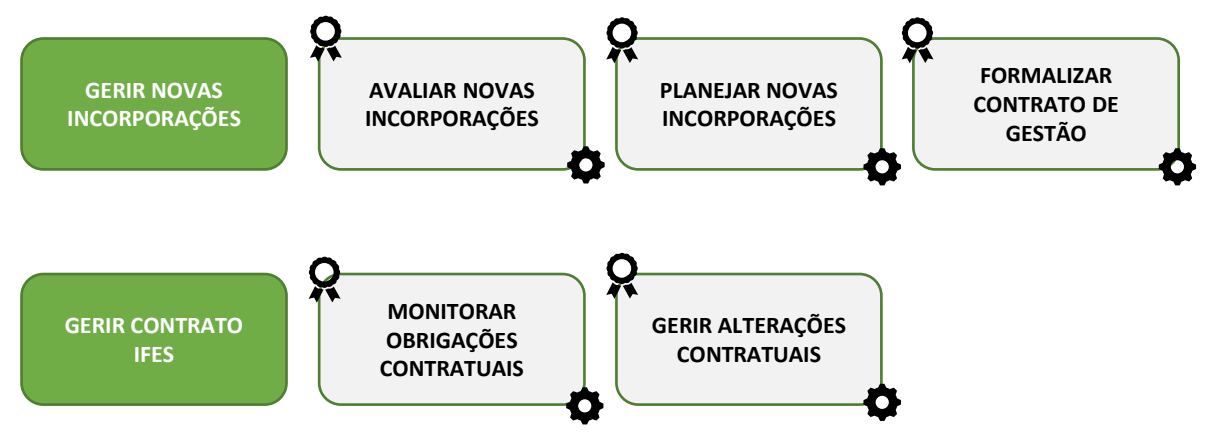
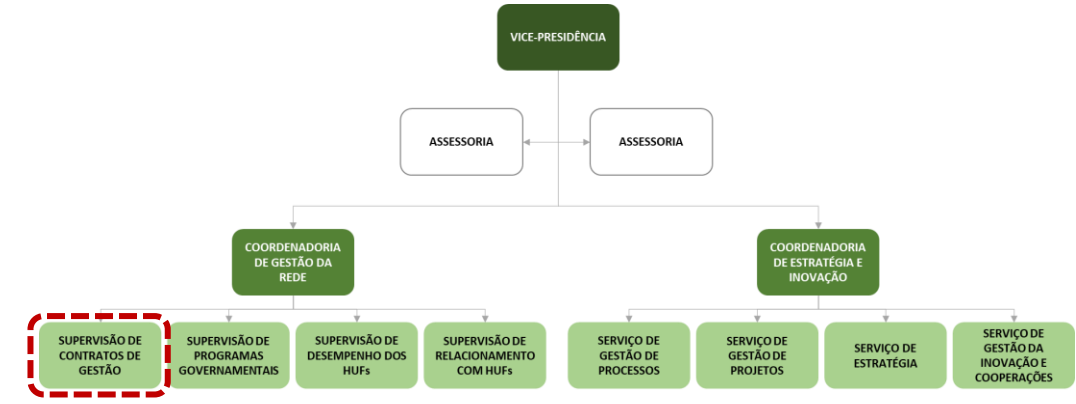
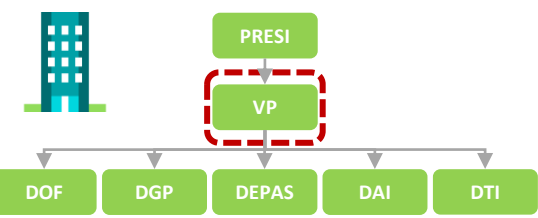


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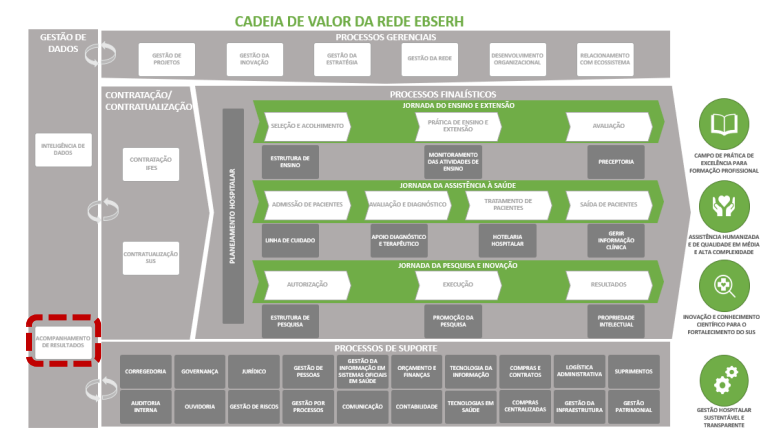
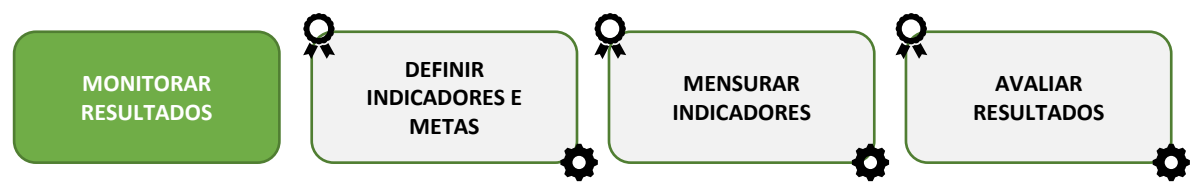
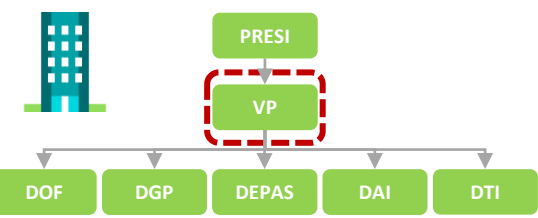
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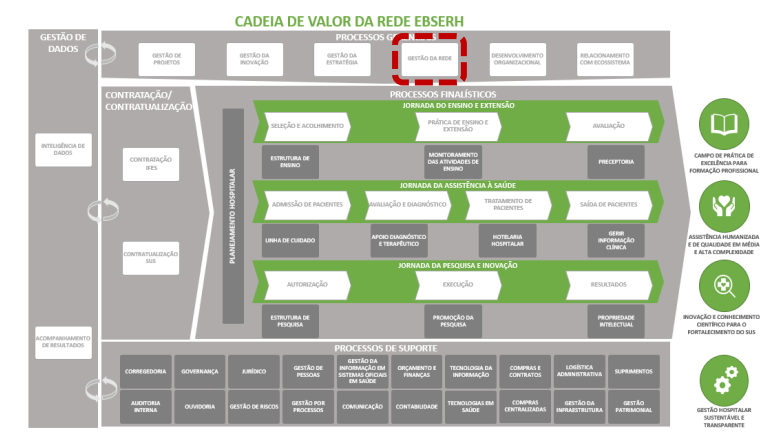
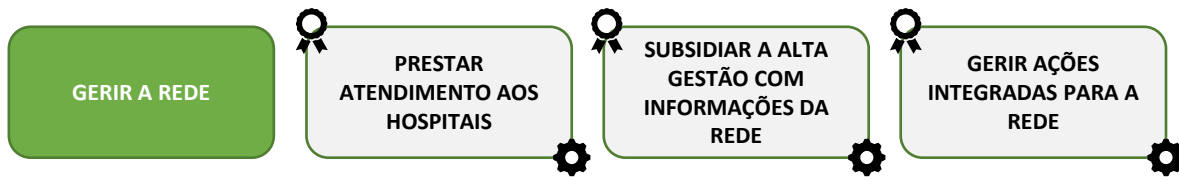
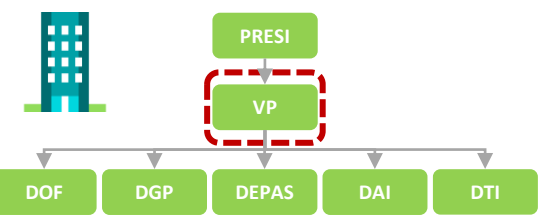




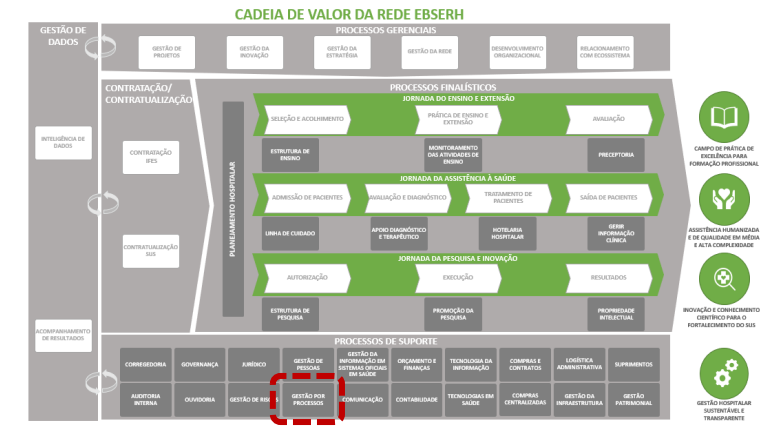
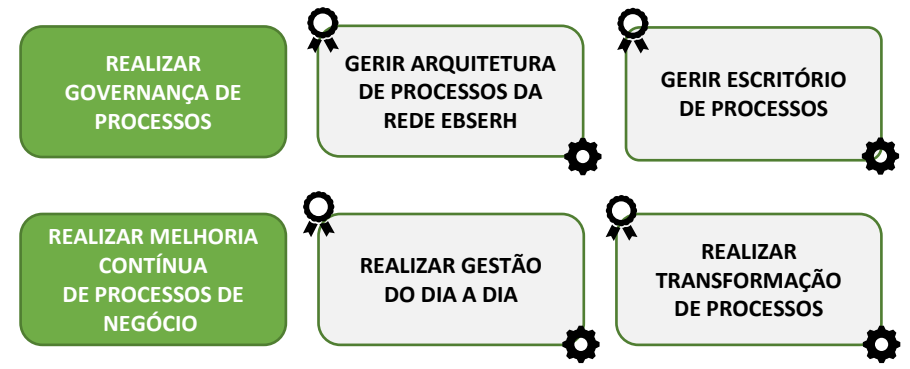
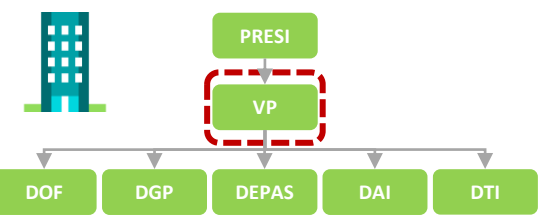
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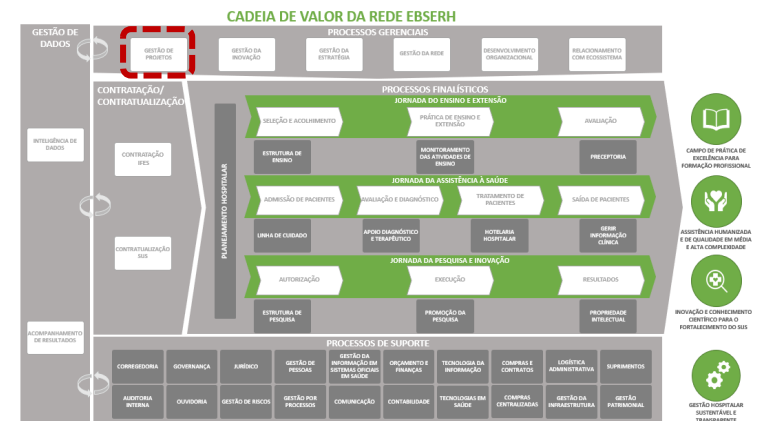
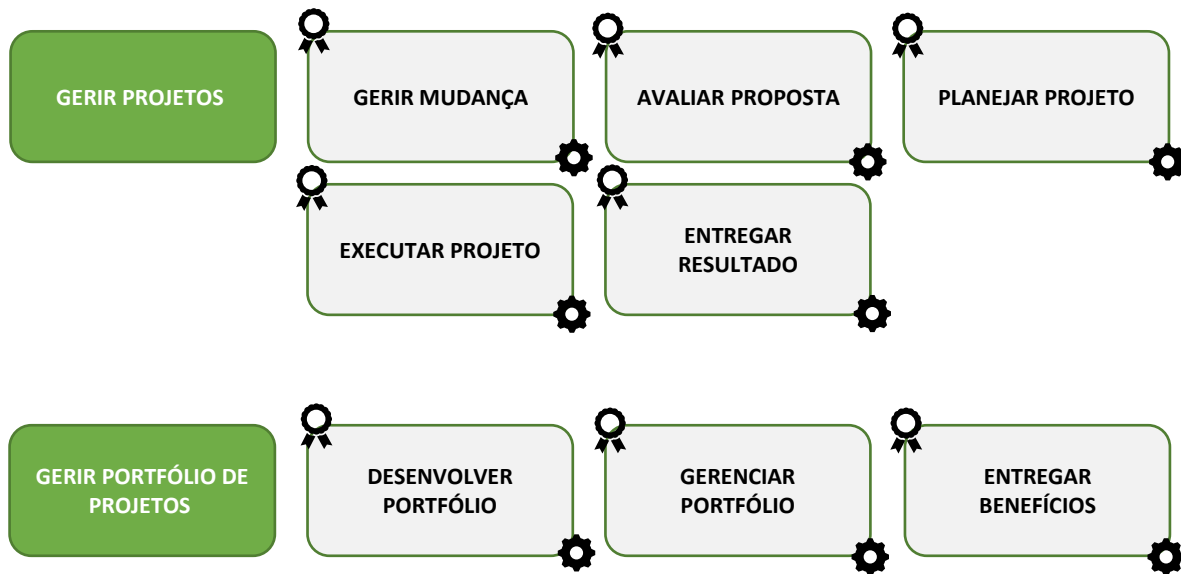
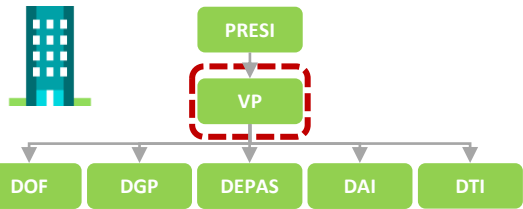




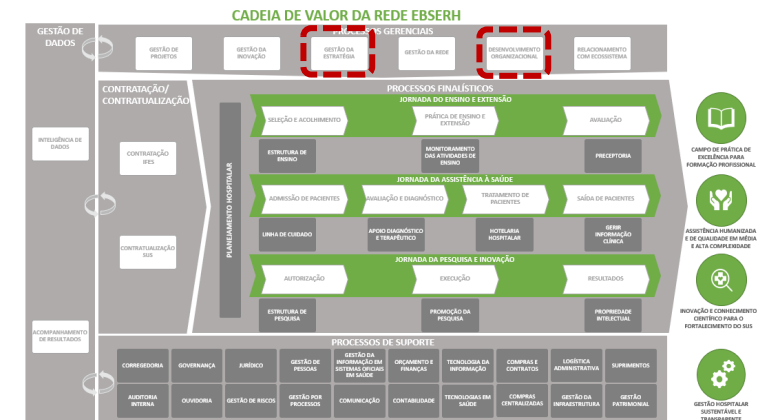
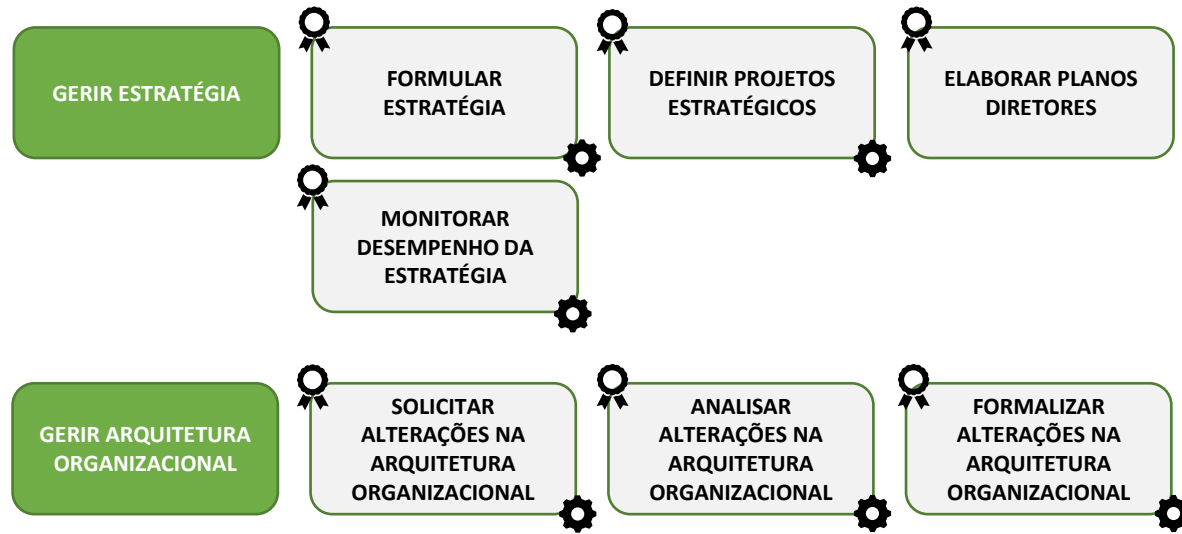
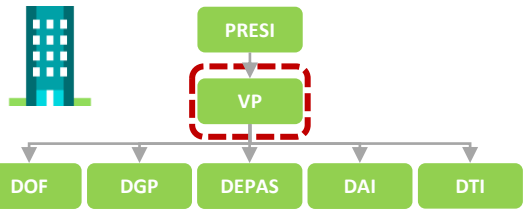


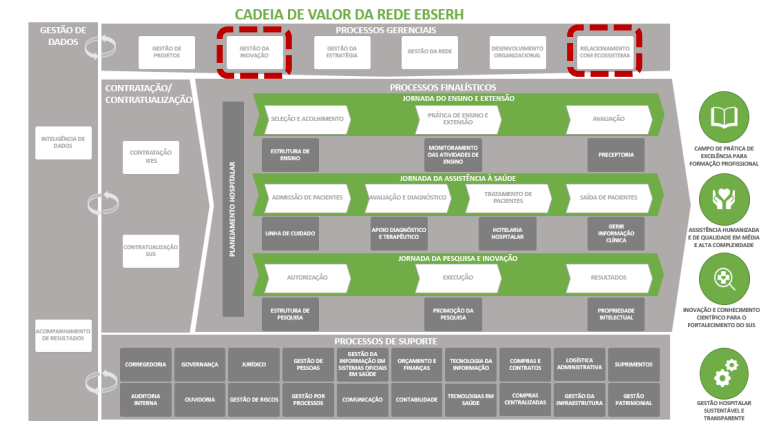
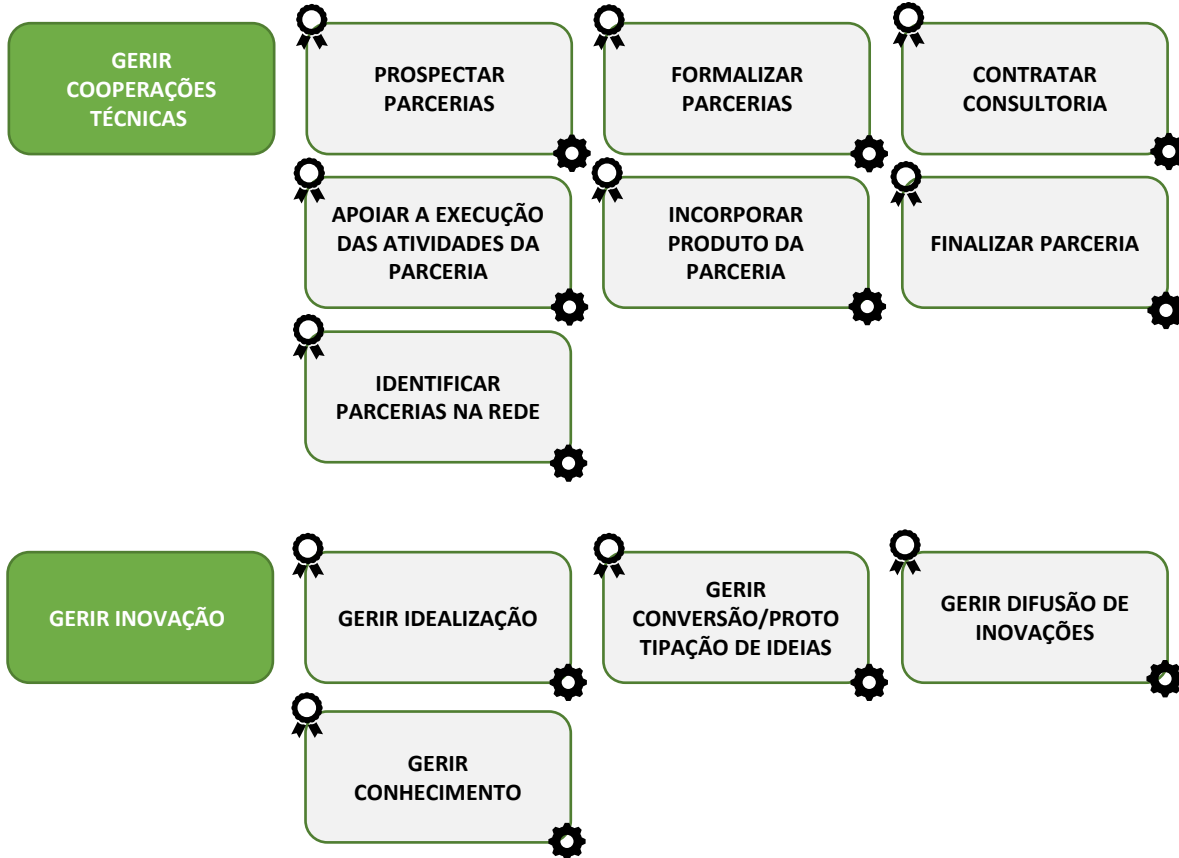
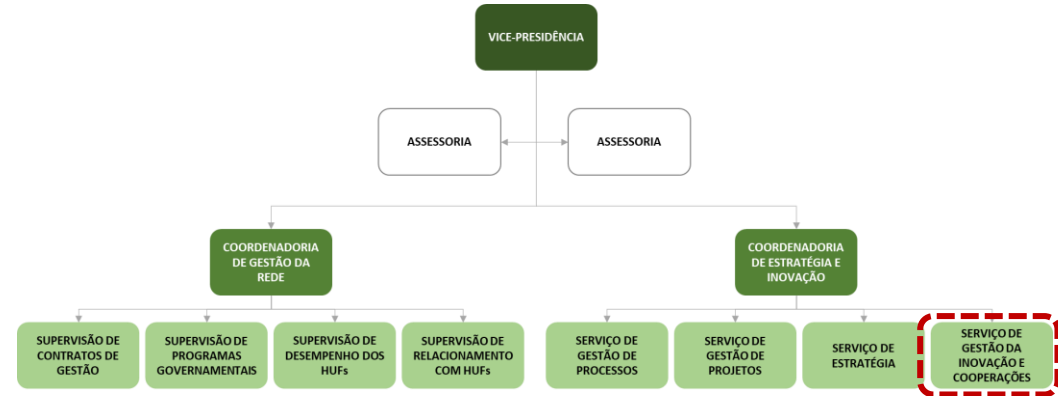
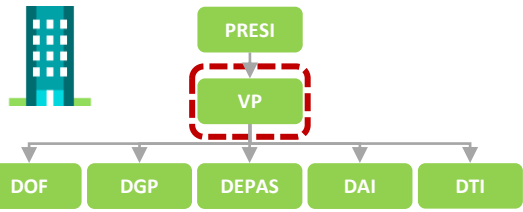
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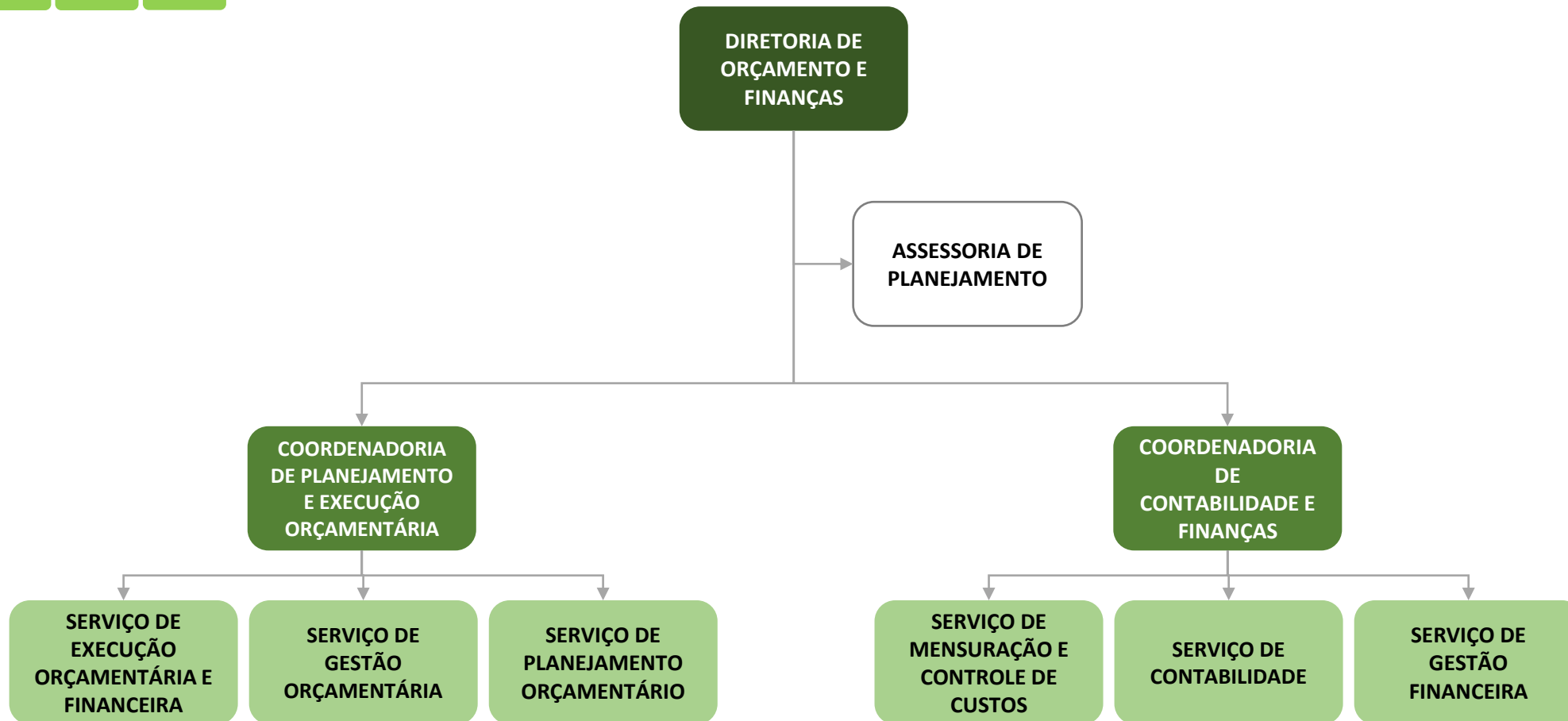
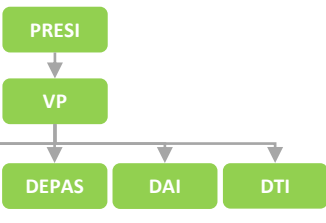


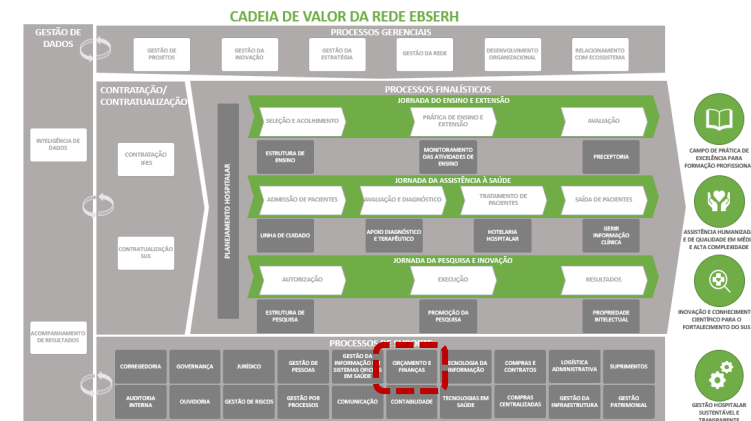
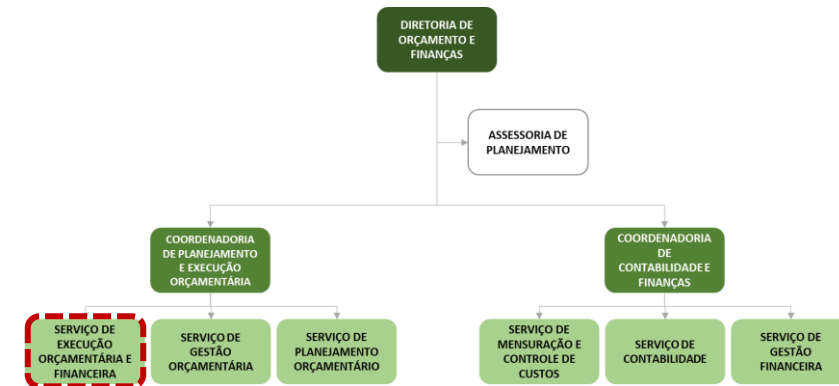
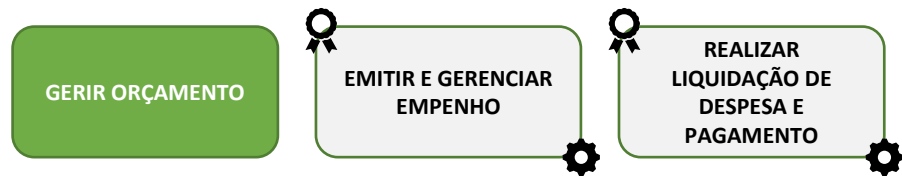
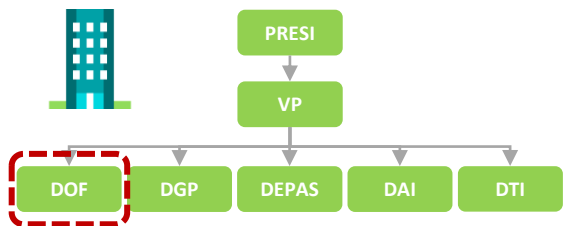


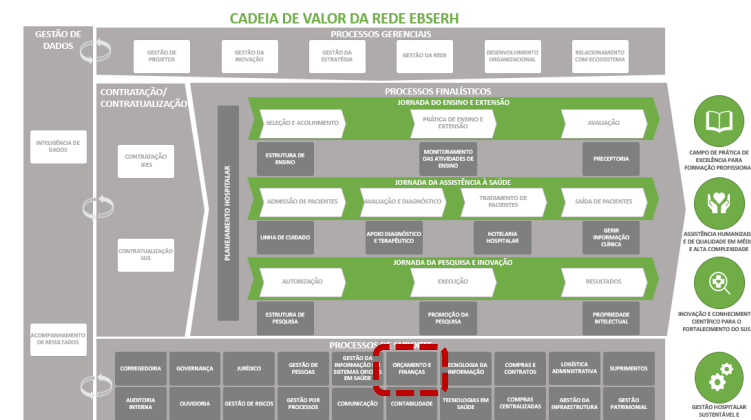
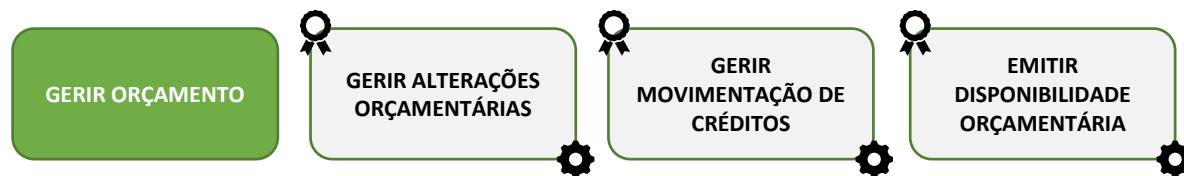
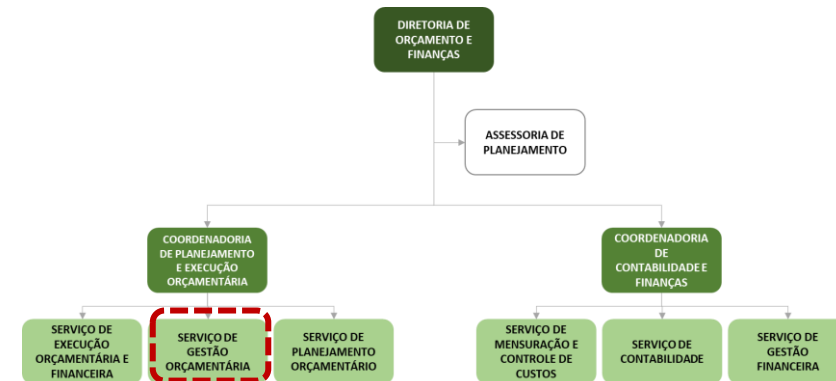
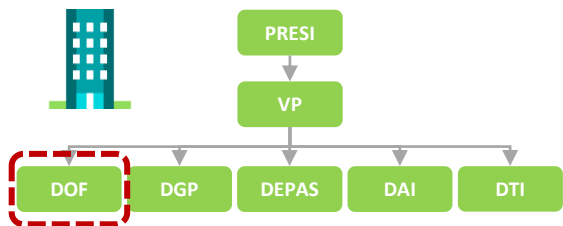
# SERVIÇO DE GESTÃO DE PROJETOS

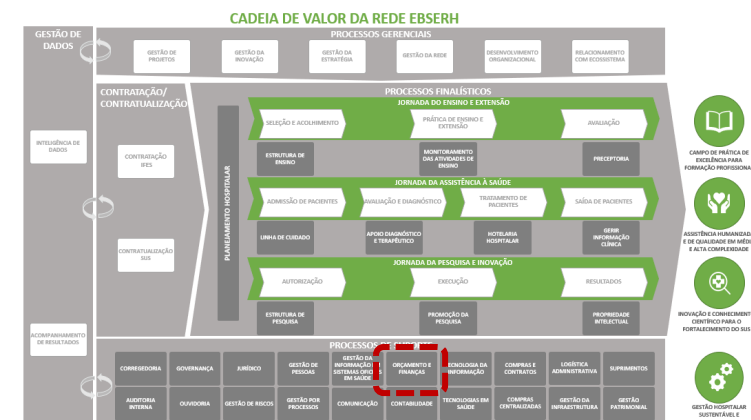
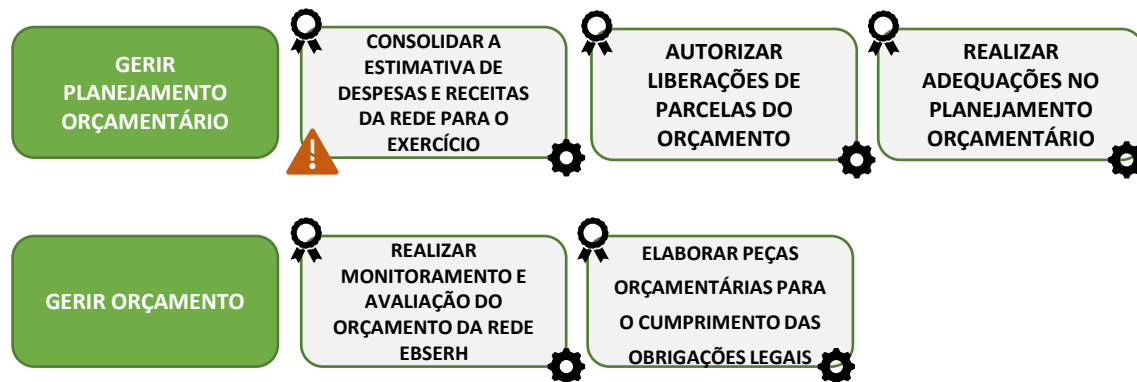
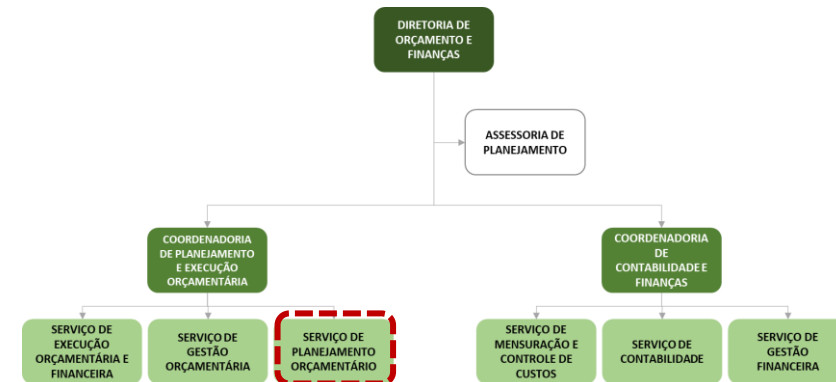
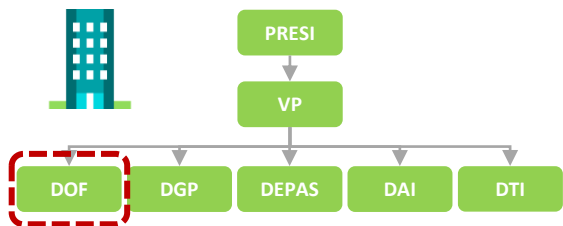




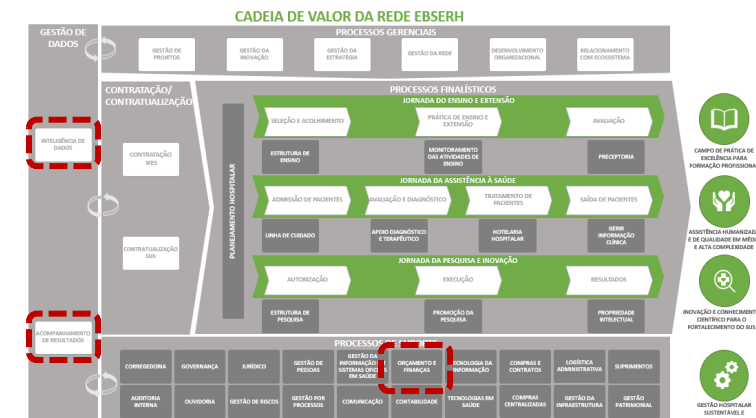
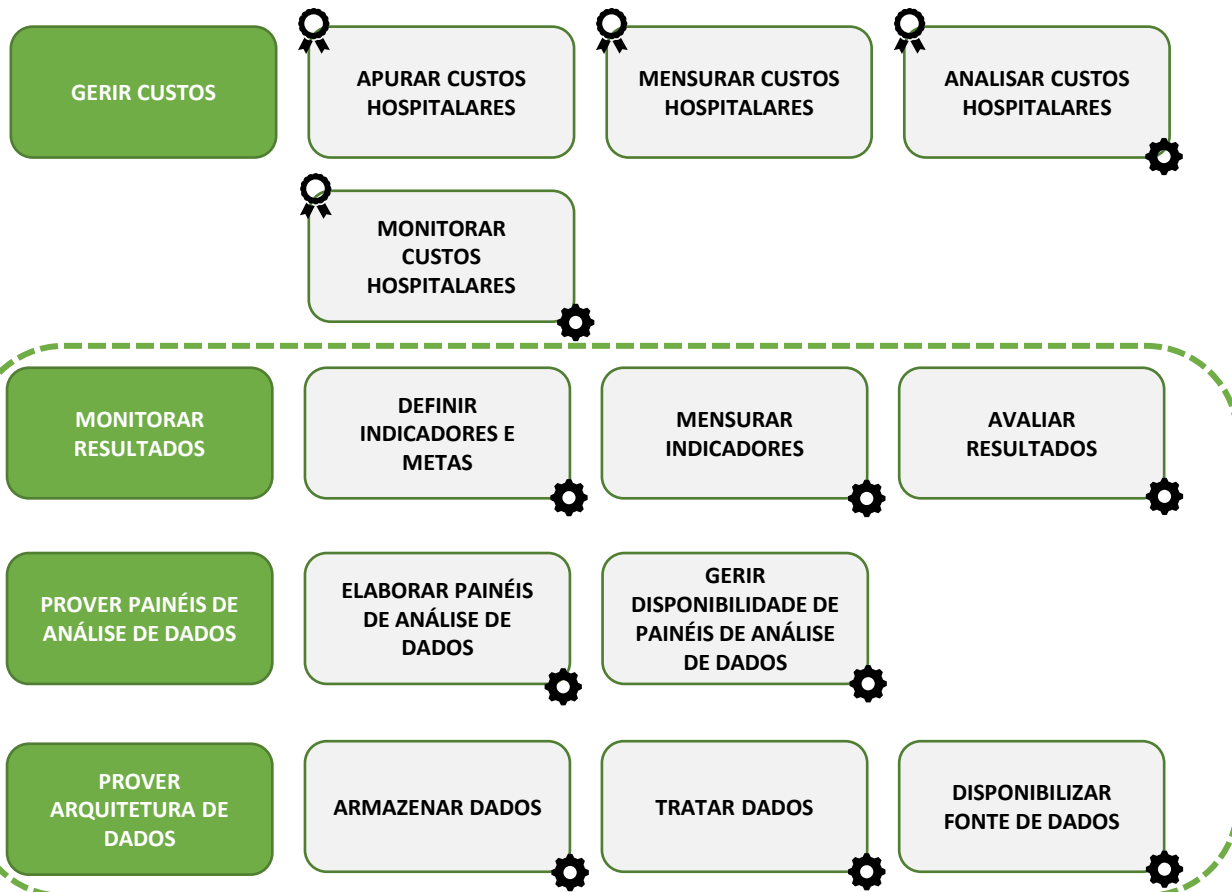
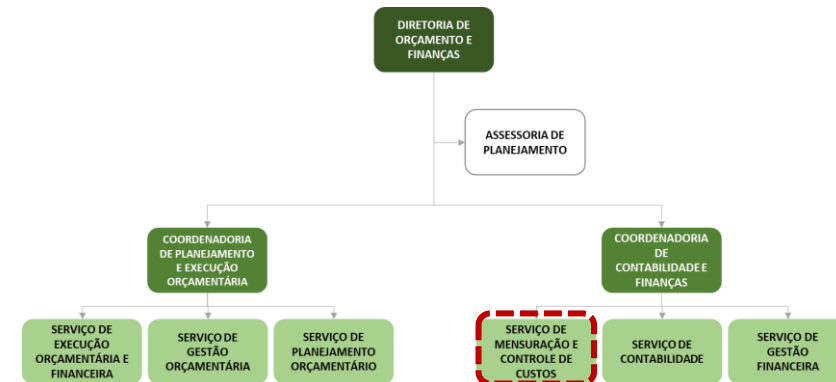
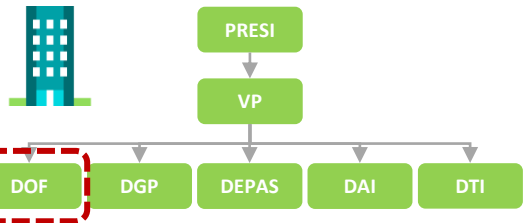




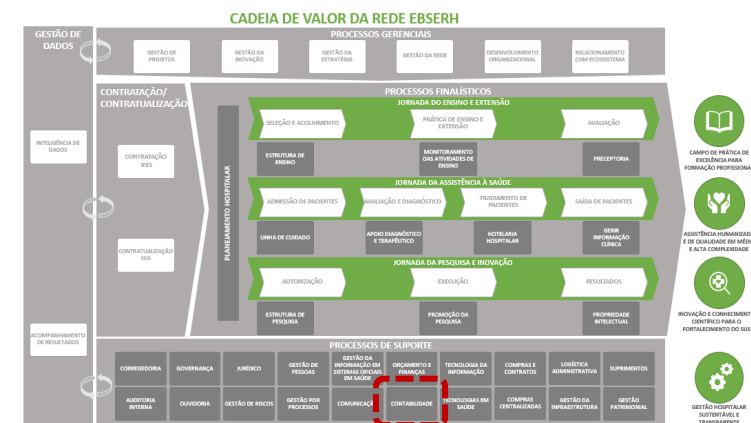
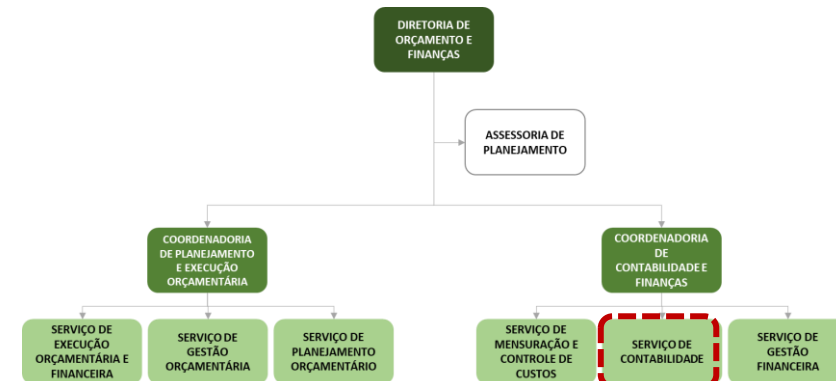
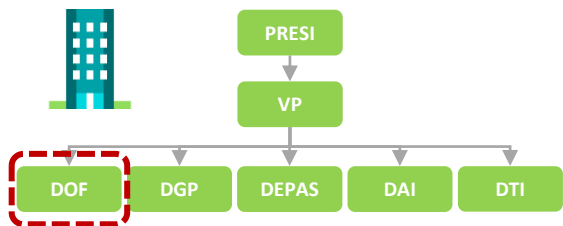


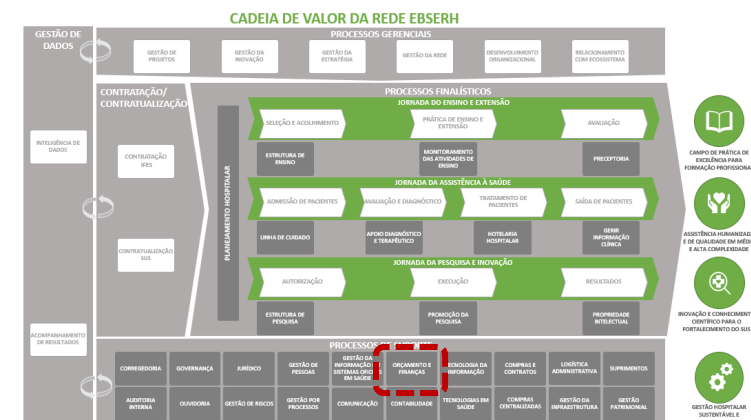
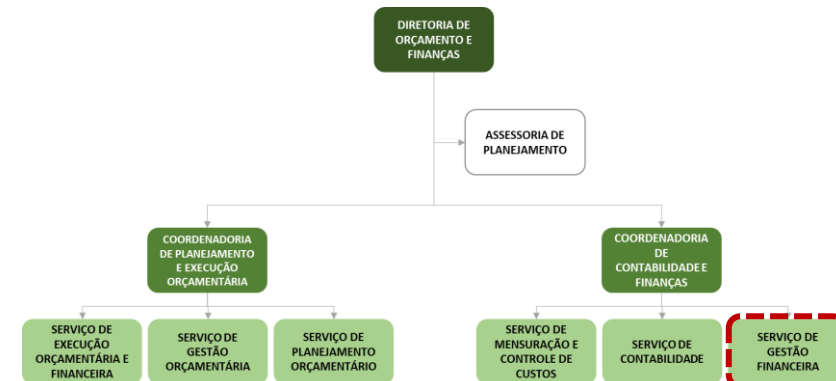
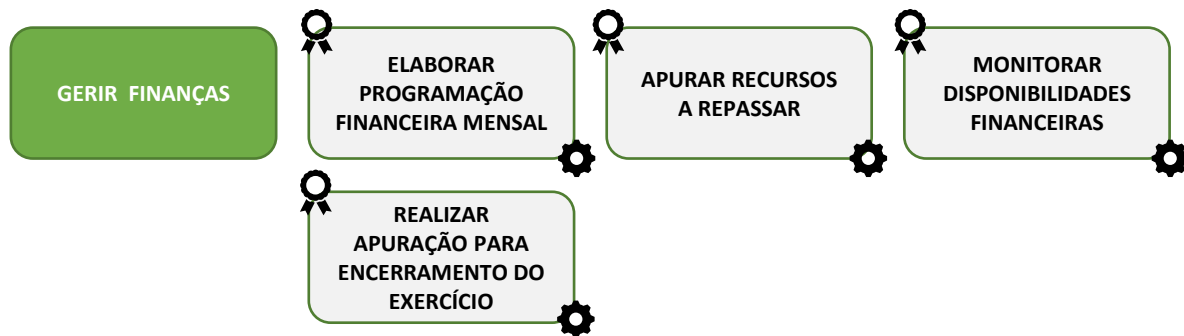
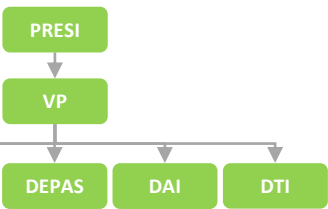


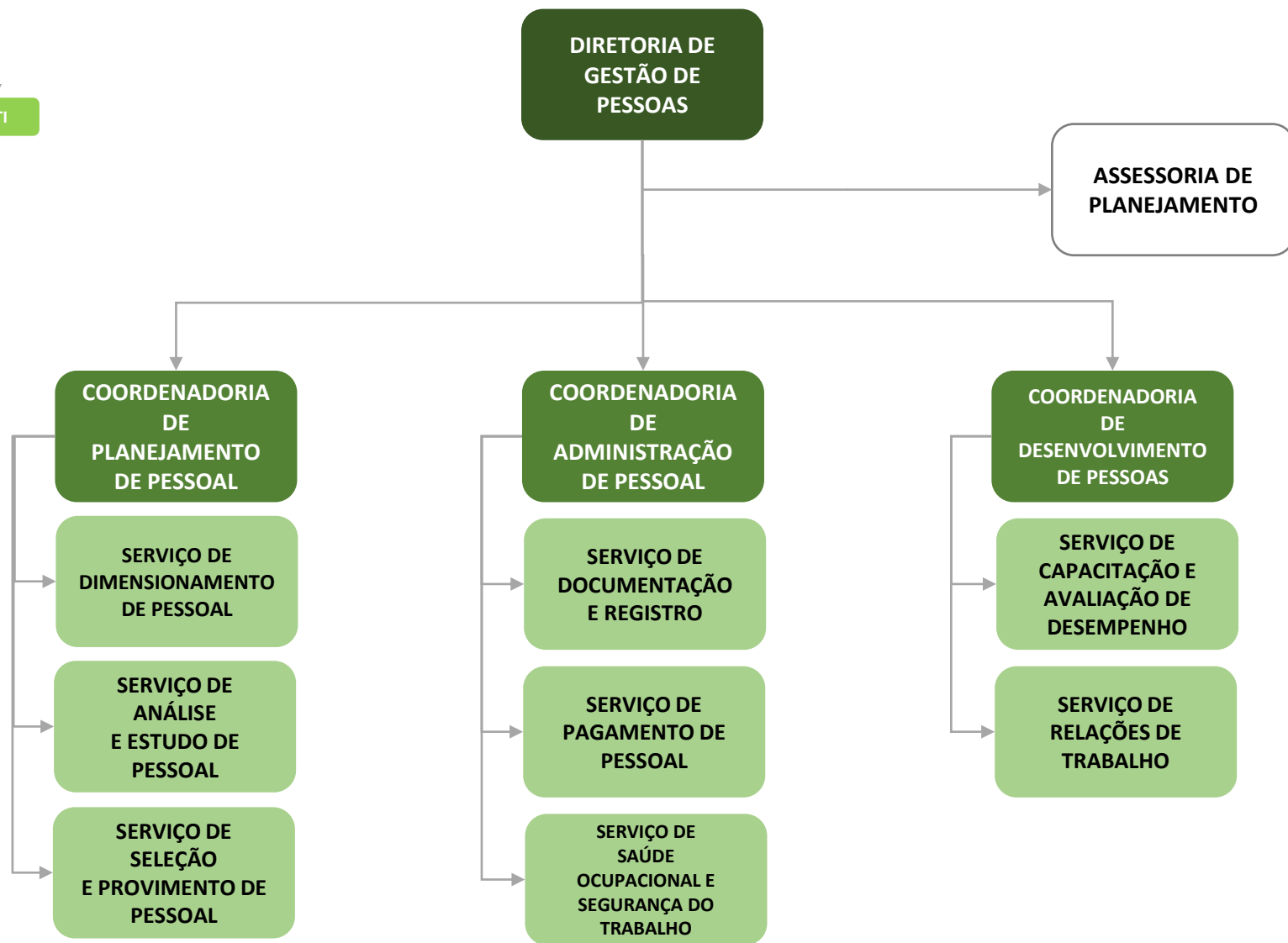
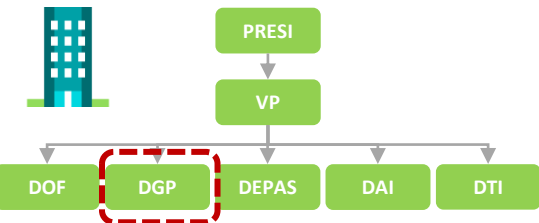
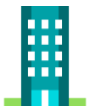
**! FICHA EM CONSTRUÇÃO**



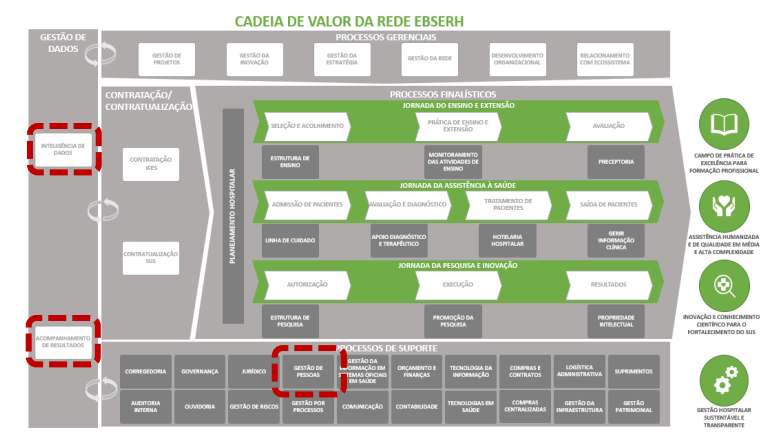
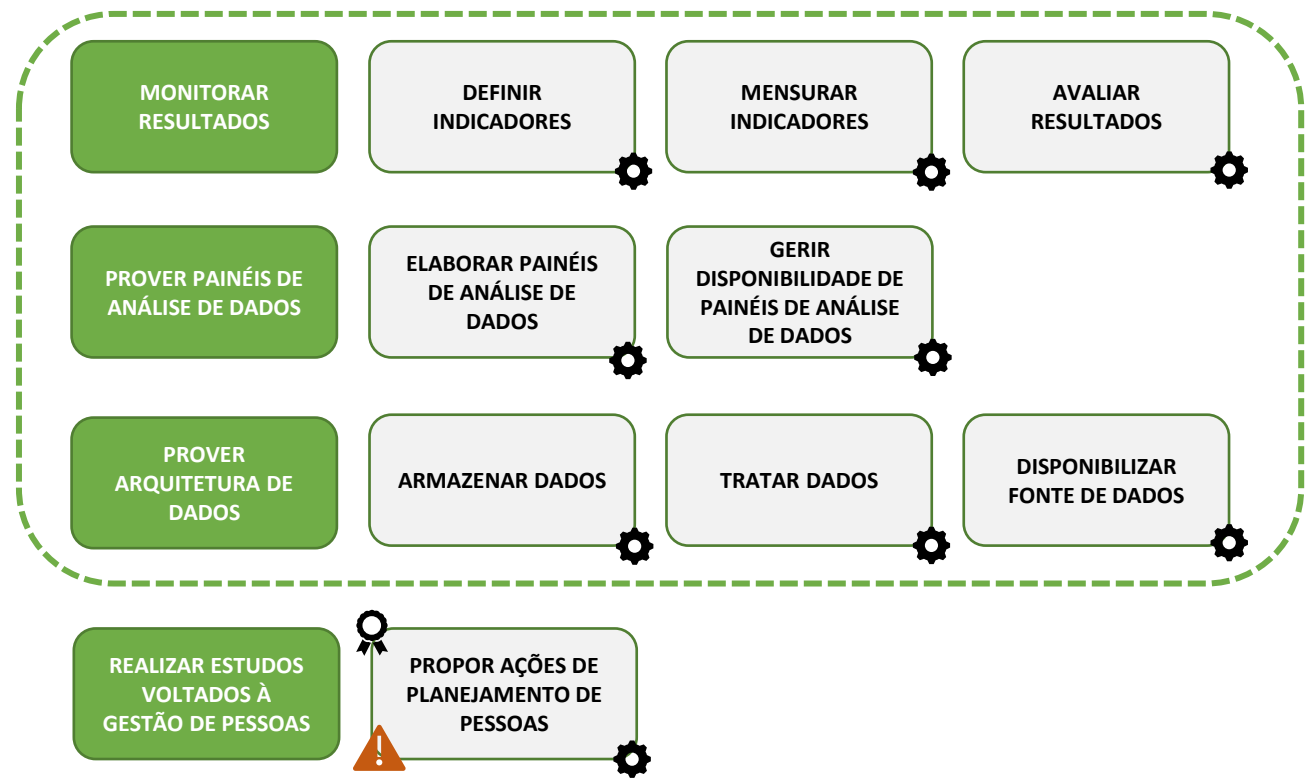
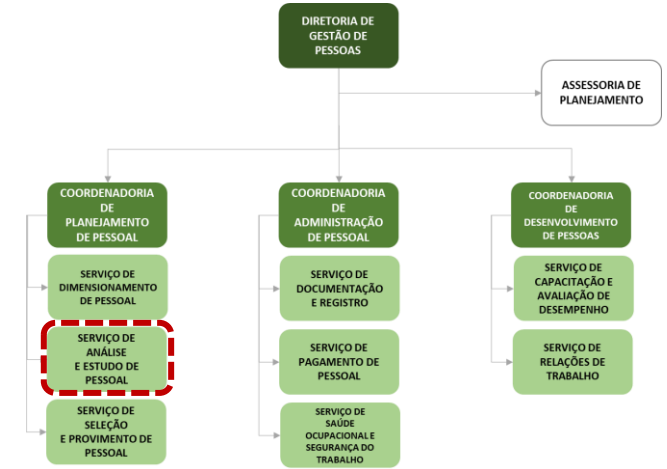
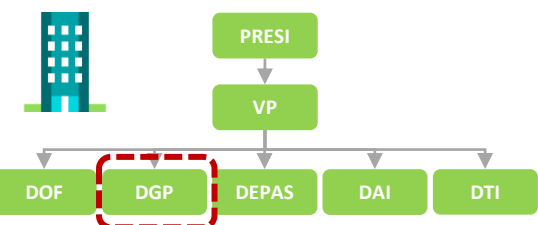
# Serviço de Mensuração e Controle de Custos



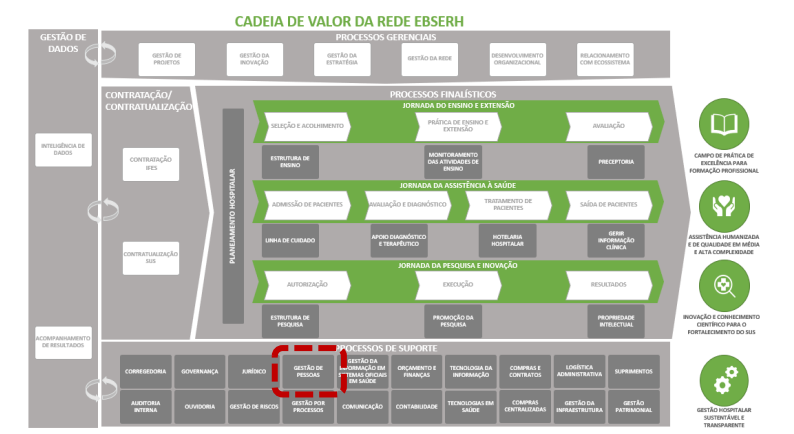
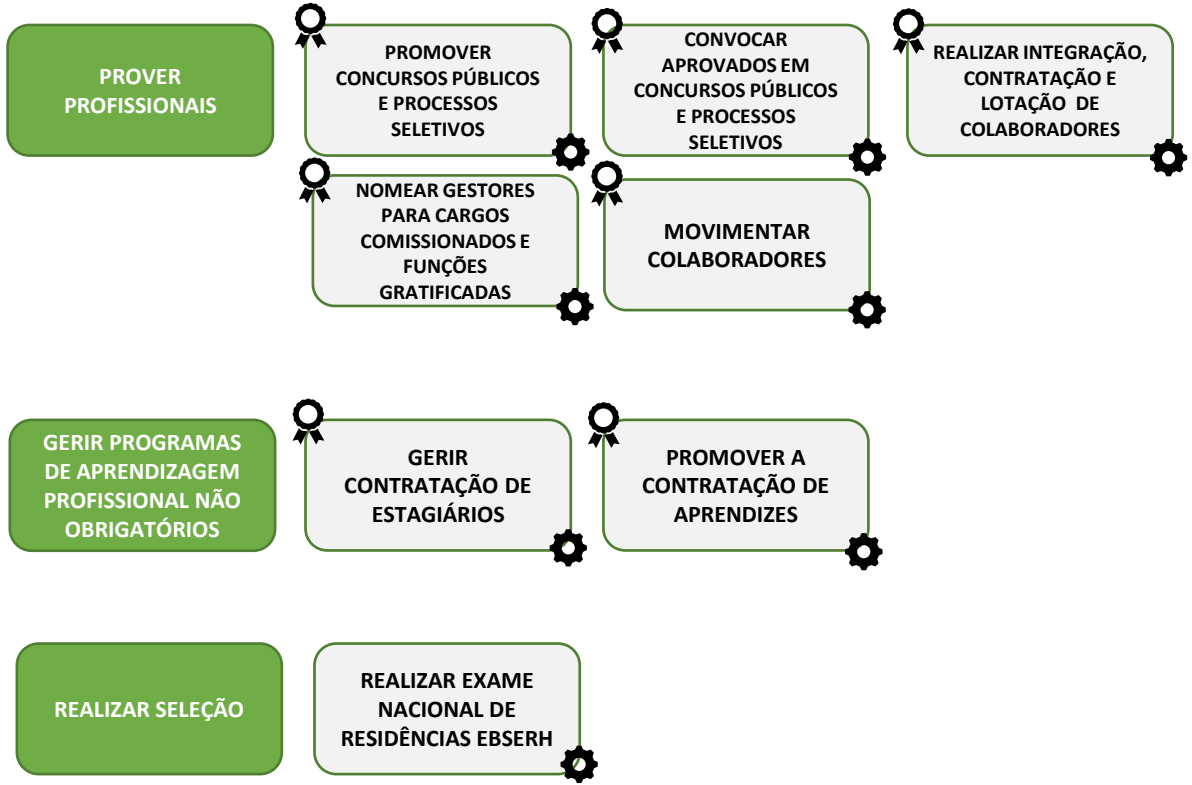
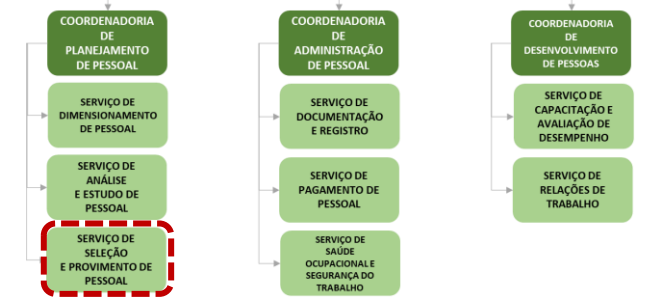
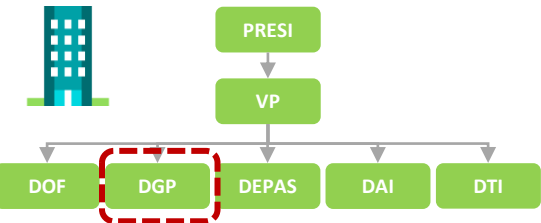


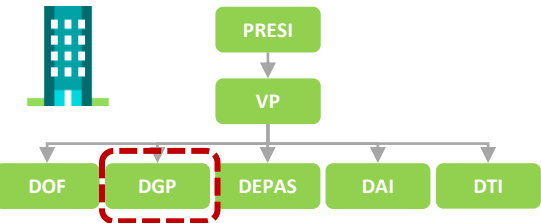






**⚠ FICHA EM CONSTRUÇÃO**

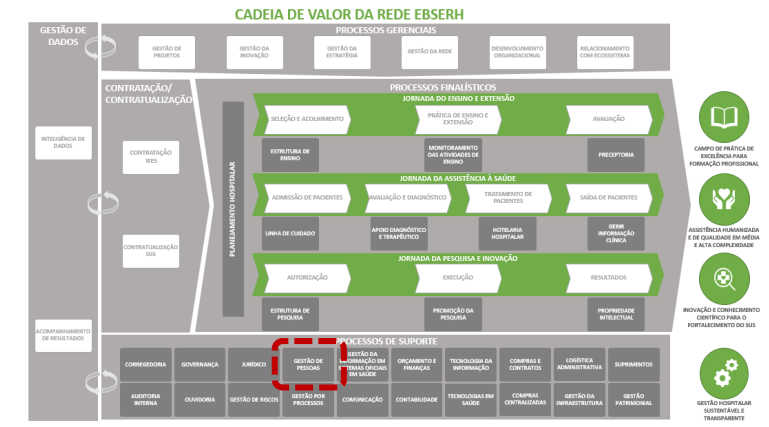
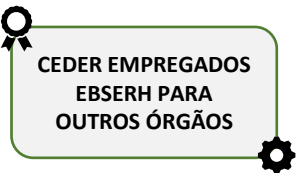


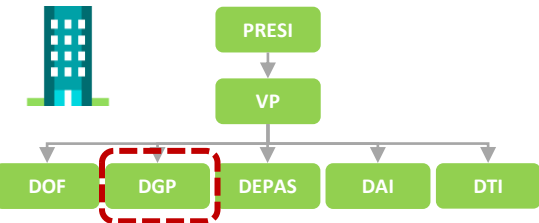


**GERIR INFORMAÇÃO DE PESSOAL**



**PROVER PROFISSIONAIS**

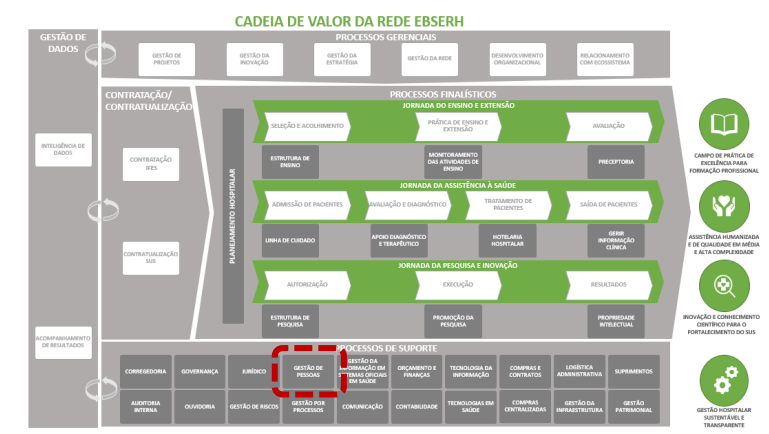


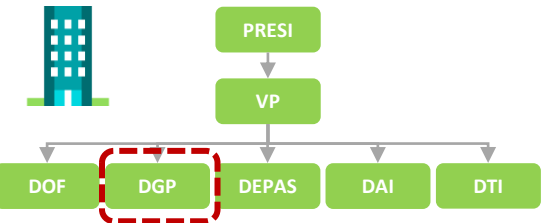


GERIR REMUNERAÇÃO, BENEFÍCIOS E DIREITOS DE COLABORADORES

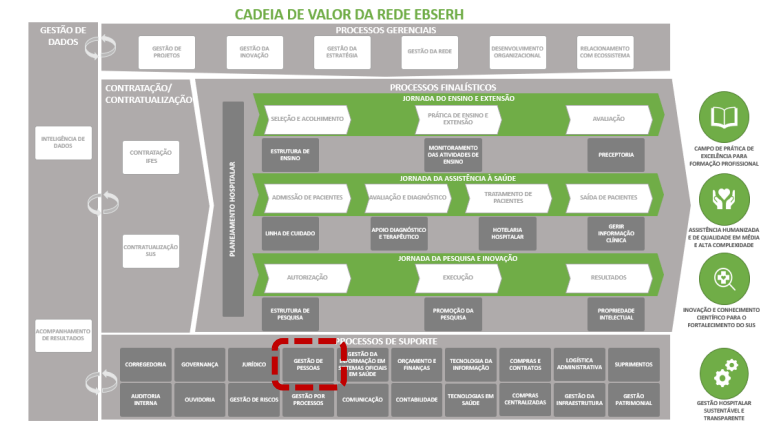
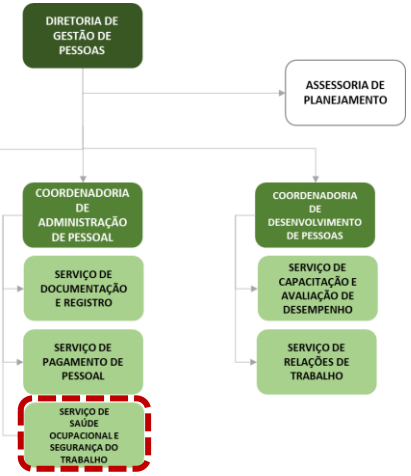


GERIR DESLIGAMENTO DE COLABORADORES

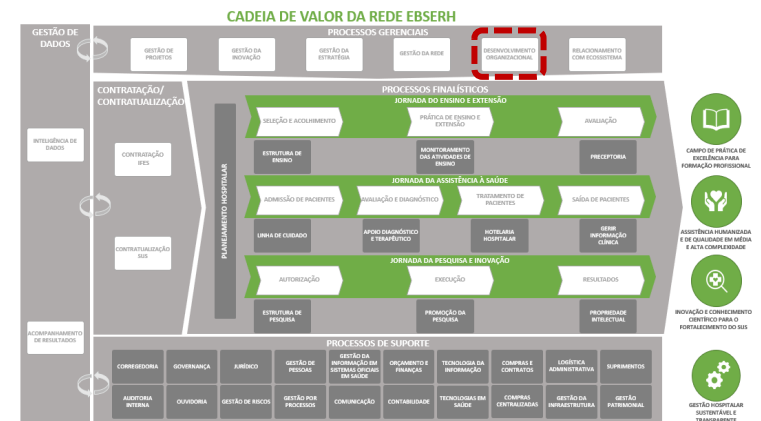
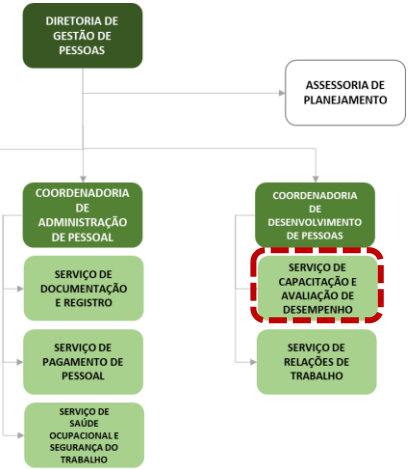
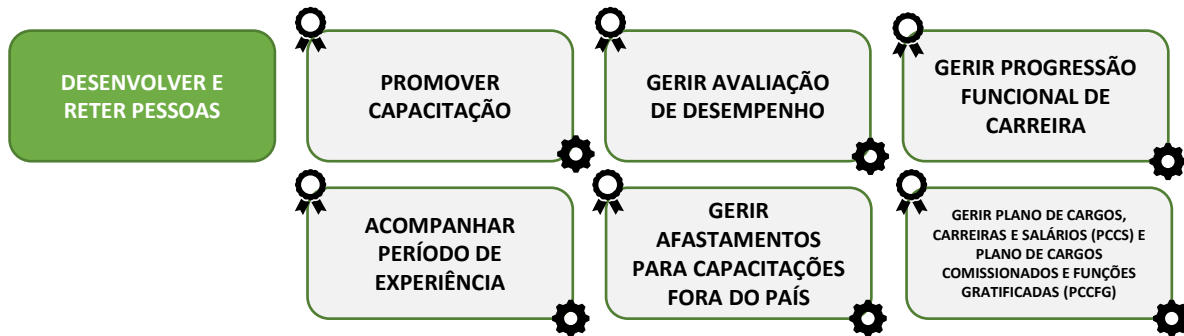
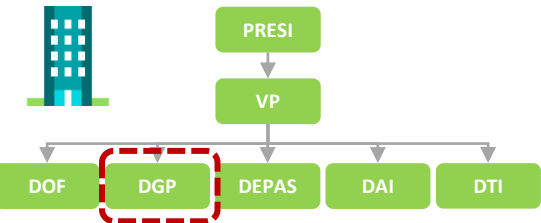


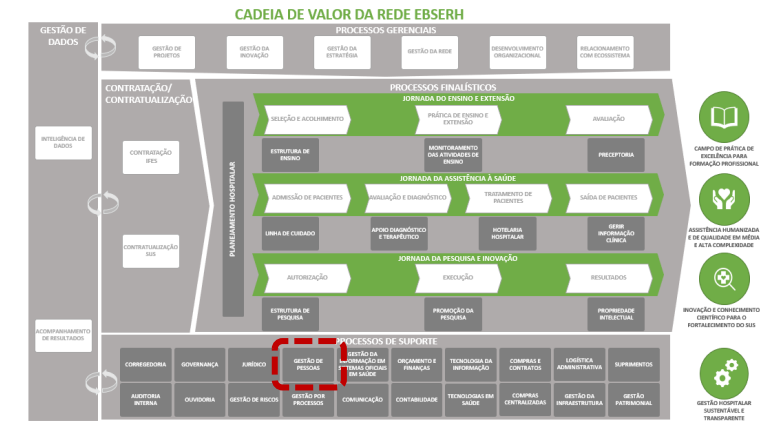
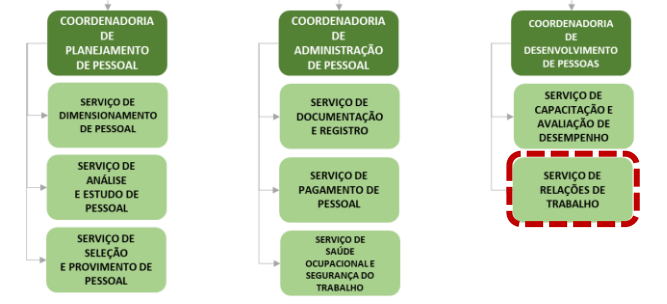
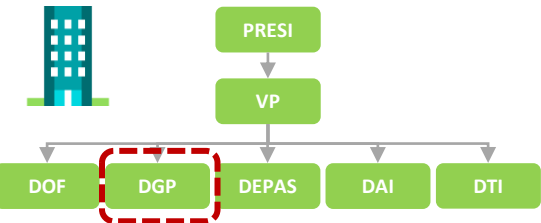


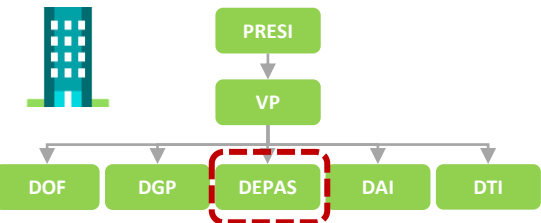
PROMOVER  
SEGURANÇA E  
SAÚDE DOS  
TRABALHADORES



# SERVIÇO DE SAÚDE OCUPACIONAL E SEGURANÇA DO TRABALHO

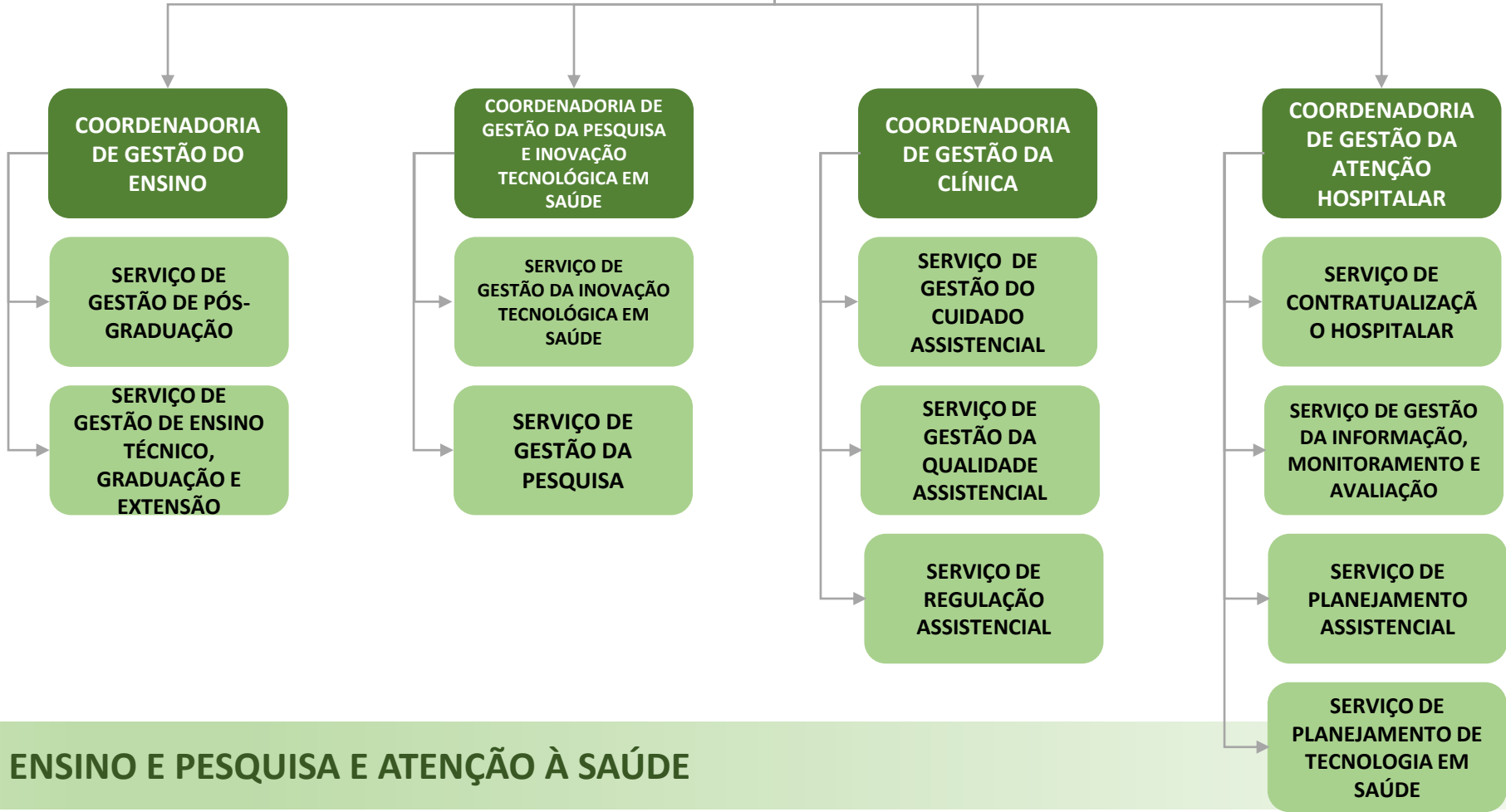




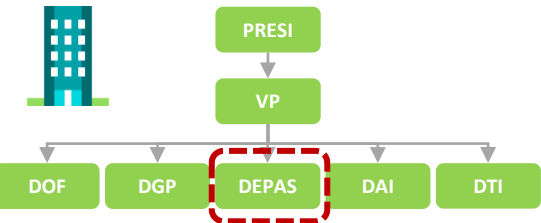


## DIRETORIA DE ENSINO E PESQUISA E ATENÇÃO À SAÚDE

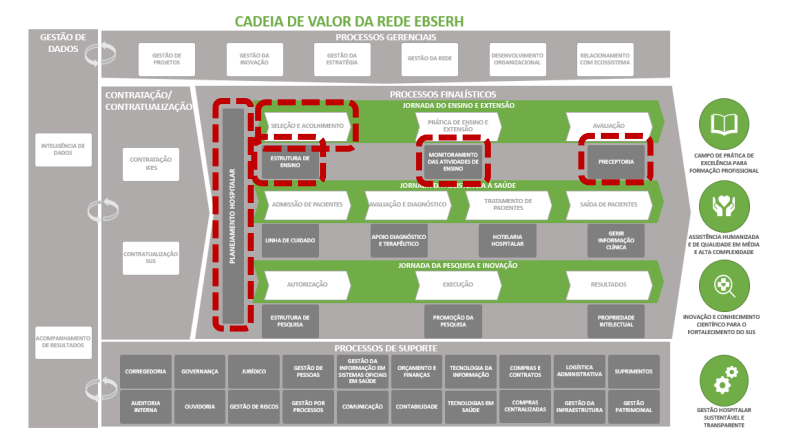
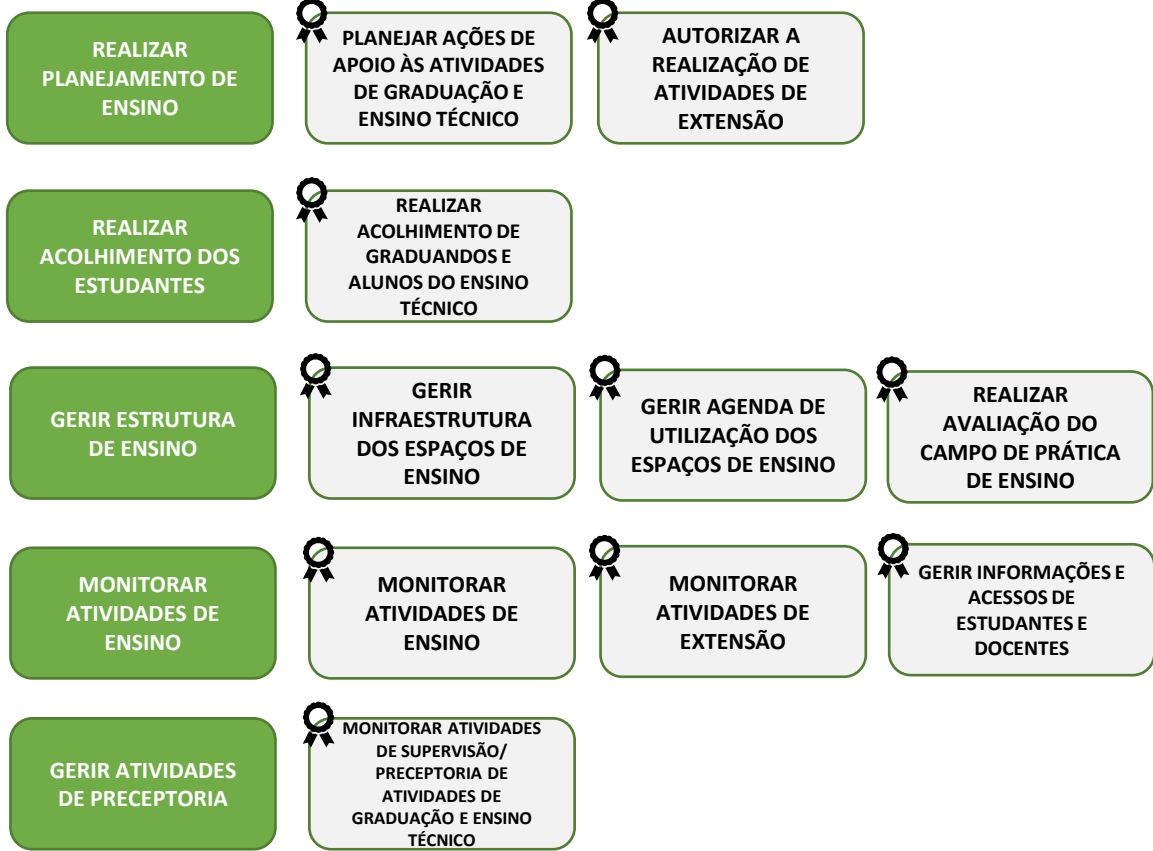
ASSESSORIA DE PLANEJAMENTO



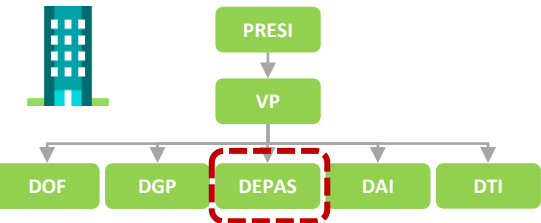




DIRETORIA DE ENSINO E PESQUISA E ATENÇÃO À SAÚDE



# SERVIÇO DE GESTÃO DE ENSINO TÉCNICO, GRADUAÇÃO E EXTENSÃO



AVALIAR  
TECNOLOGIAS EM  
SAÚDE

REALIZAR  
AVALIAÇÃO DE  
TECNOLOGIAS EM  
SAÚDE (ATS)

GERIR  
PROPRIEDADE INTEL  
ECTUAL NA  
REDE EBSERH

GERIR COMITÉ  
GESTOR DA  
PROPRIEDADE INTEL  
ECTUAL DA  
REDE EBSERH

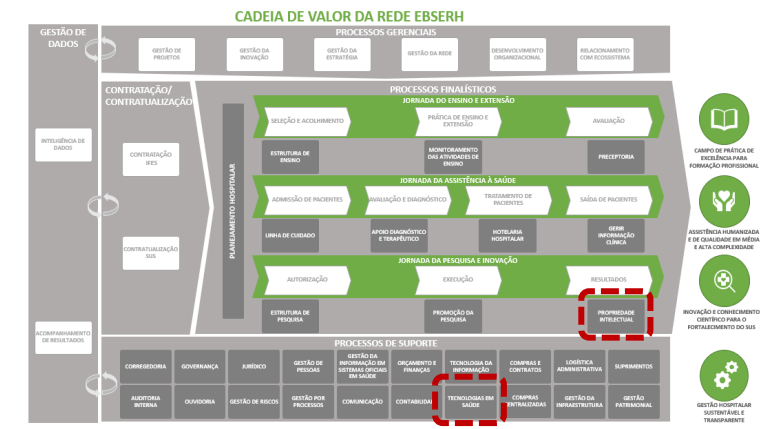
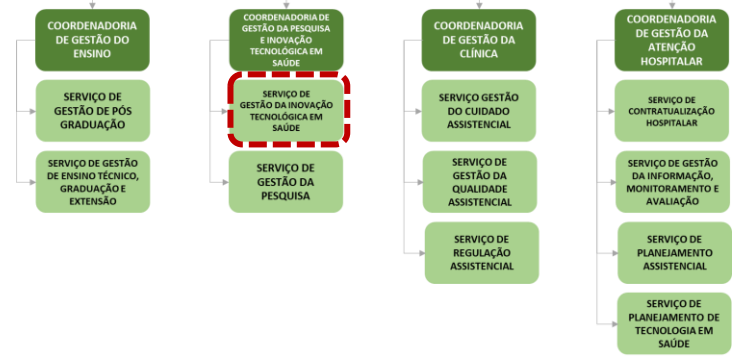
REALIZAR REGISTRO  
DE PROPRIEDADE  
INTELLECTUAL

GERIR e-SAÚDE

GERIR e-SAÚDE

DIRETORIA DE  
ENSINO E  
PESQUISA E  
ATENÇÃO À SAÚDE

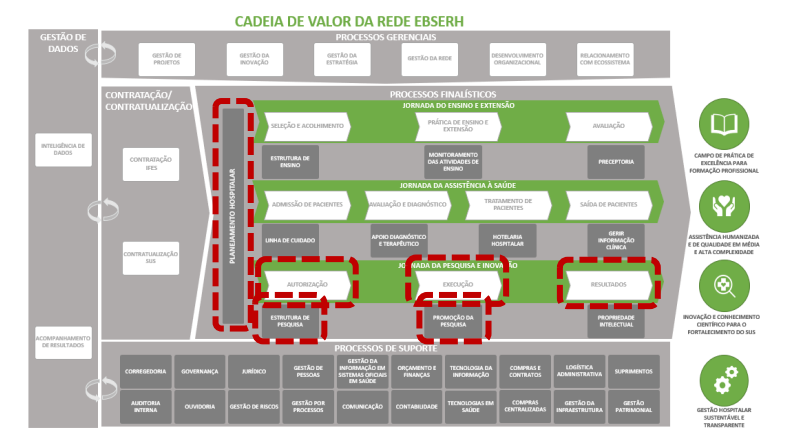
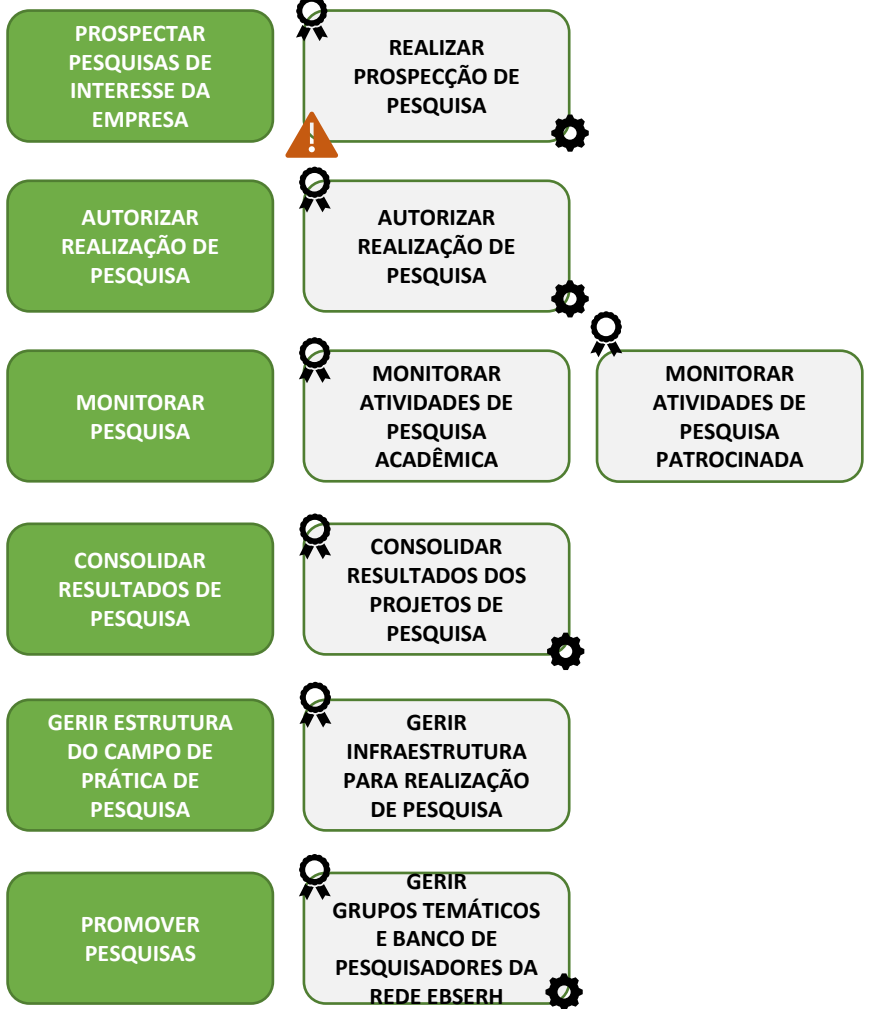
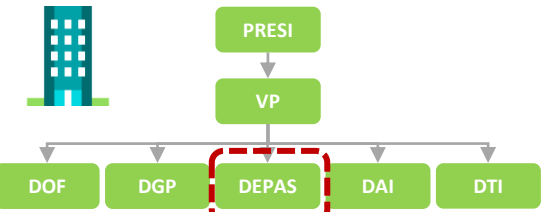
ASSESSORIA DE  
PLANEAMENTO



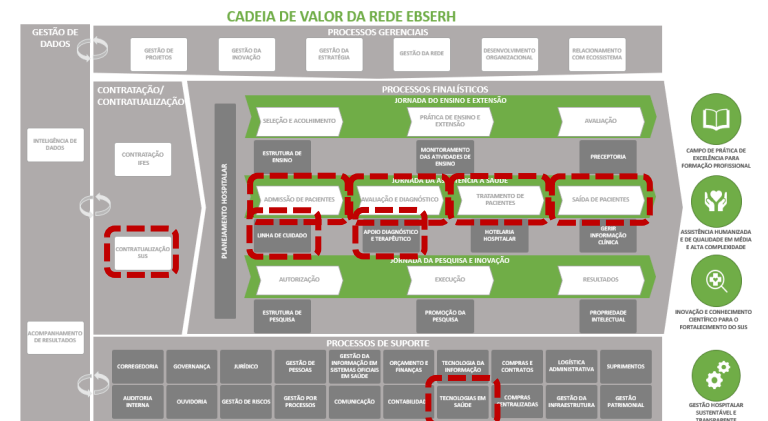
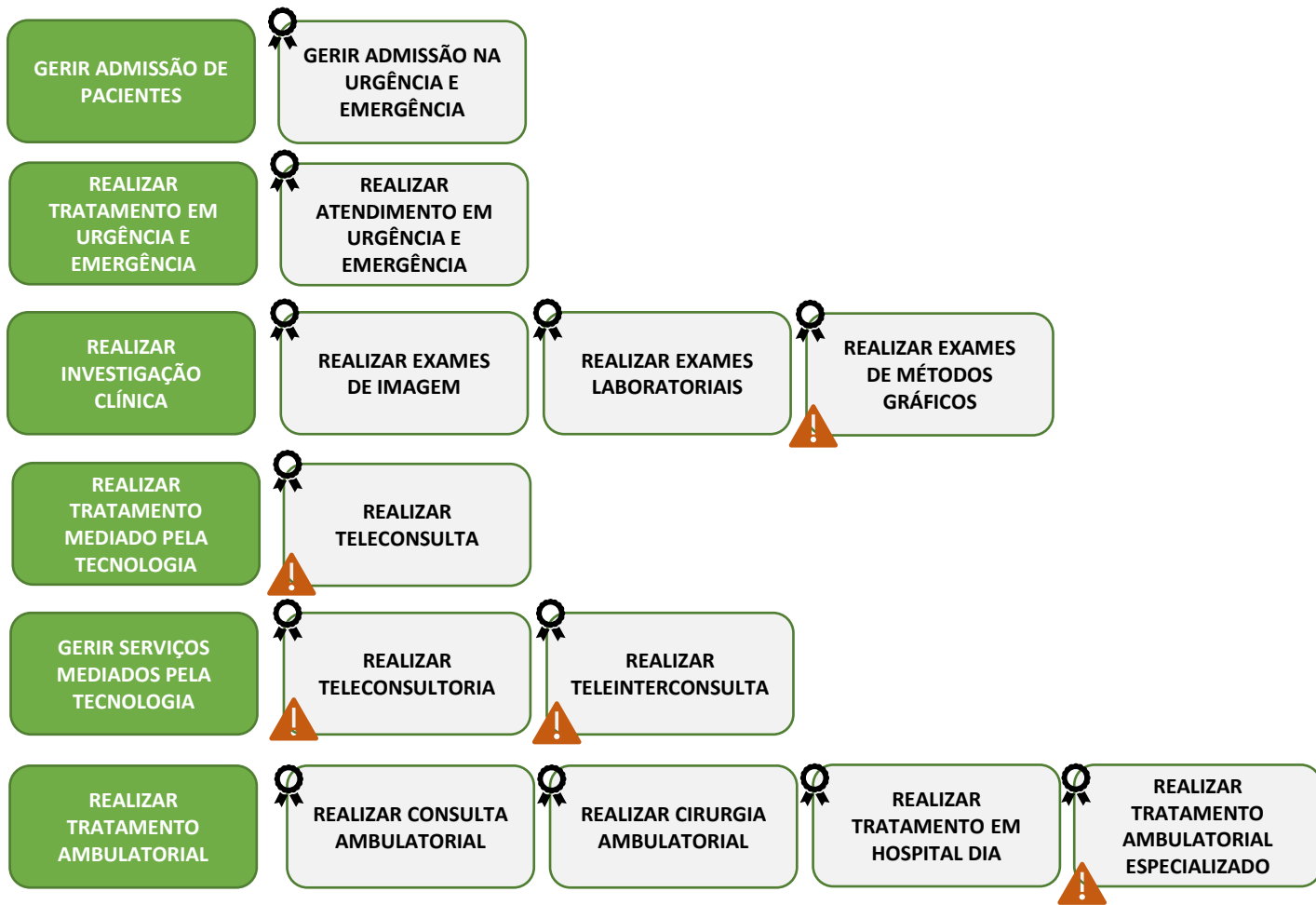
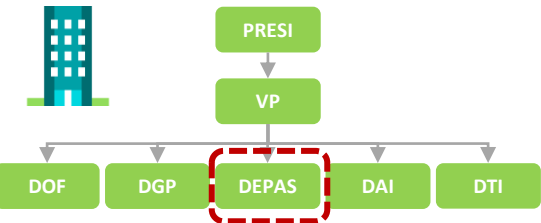
FICHA EM CONSTRUÇÃO

SERVIÇO DE GESTÃO DA INOVAÇÃO TECNOLÓGICA EM SAÚDE

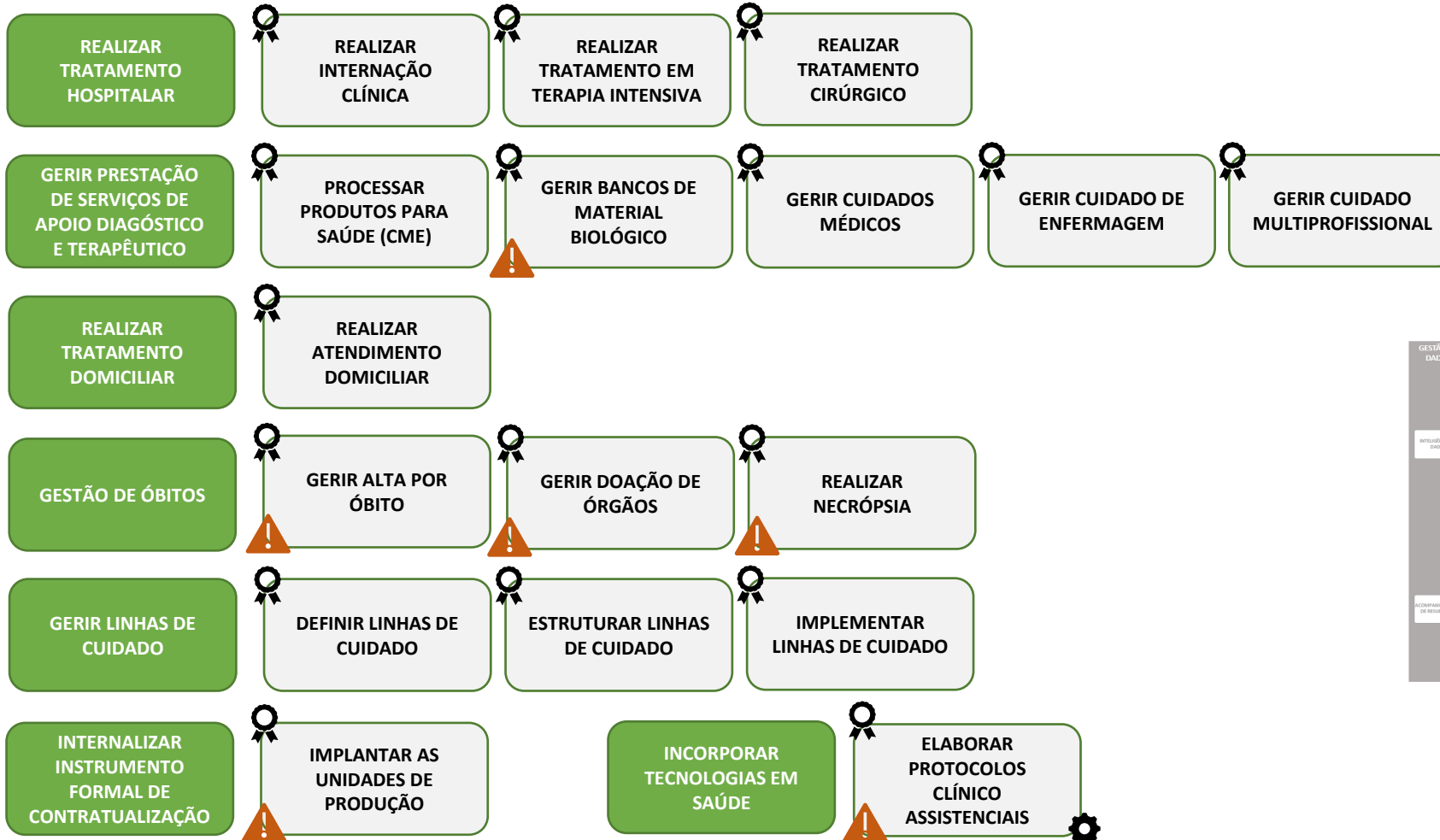
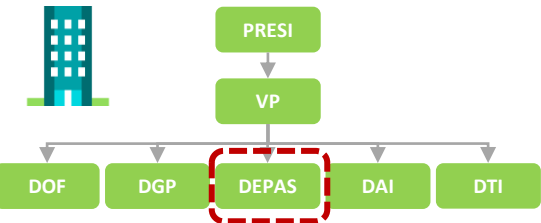
**EBSERH**  
HOSPITAIS UNIVERSITÁRIOS FEDERAIS



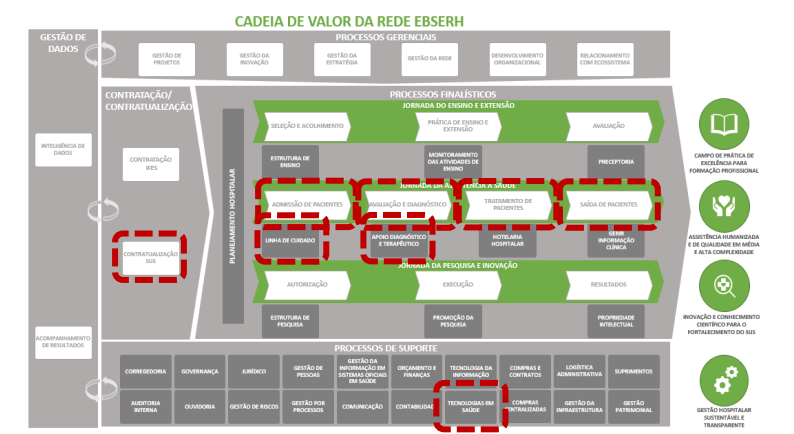
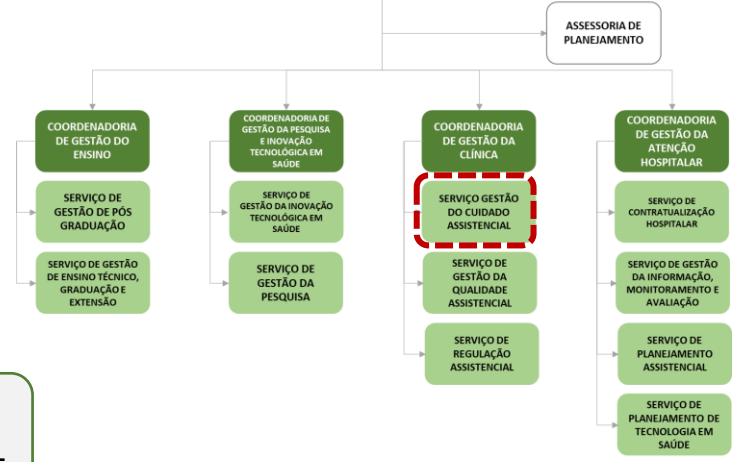
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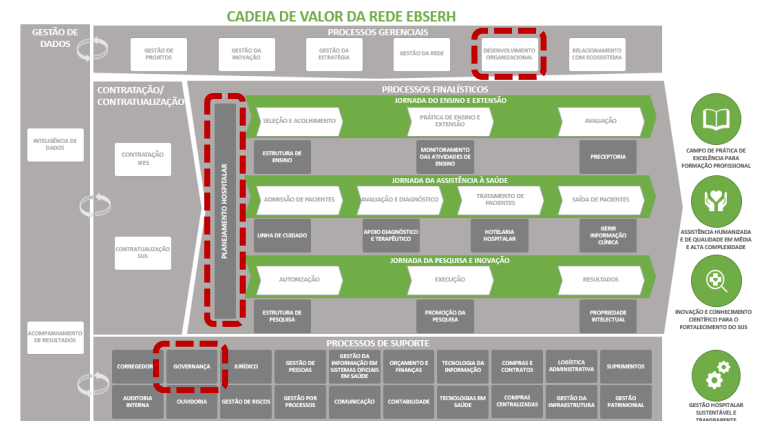
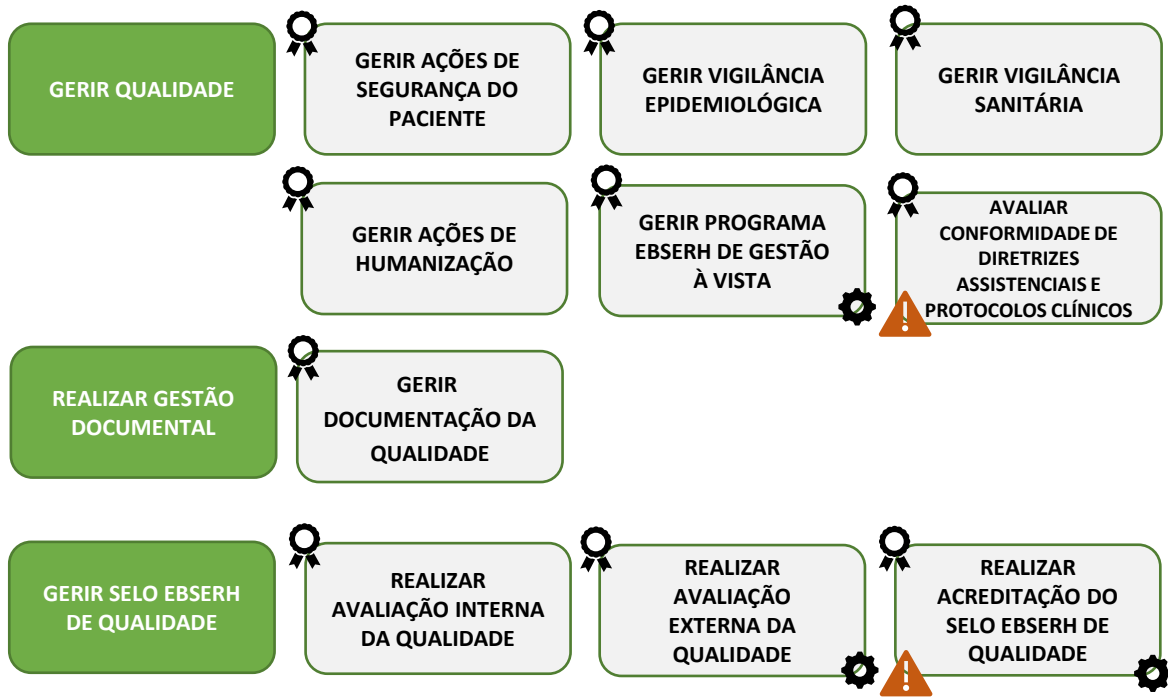
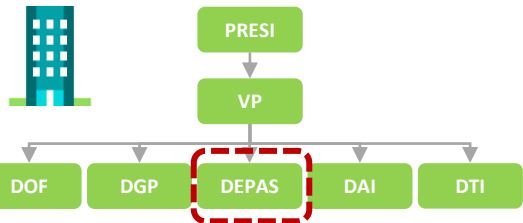
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DIRETORIA DE ENSINO E PESQUISA E ATENÇÃO À SAÚDE

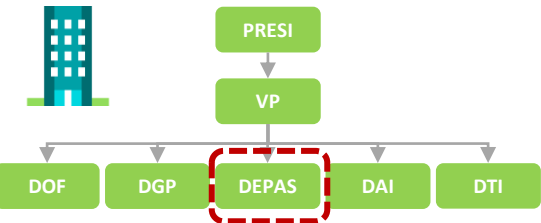


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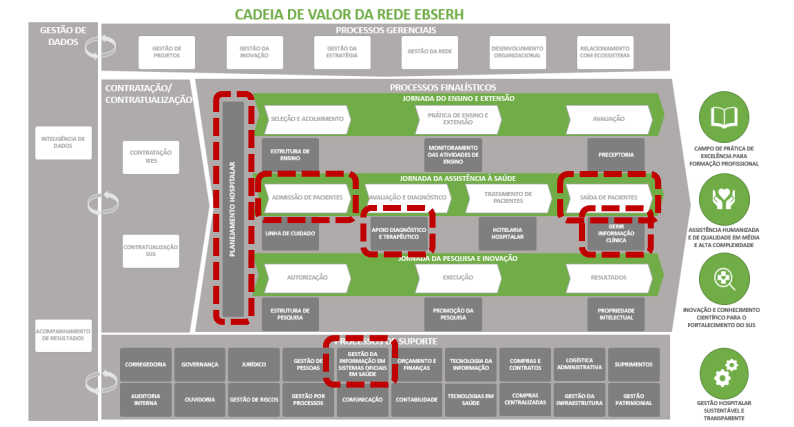
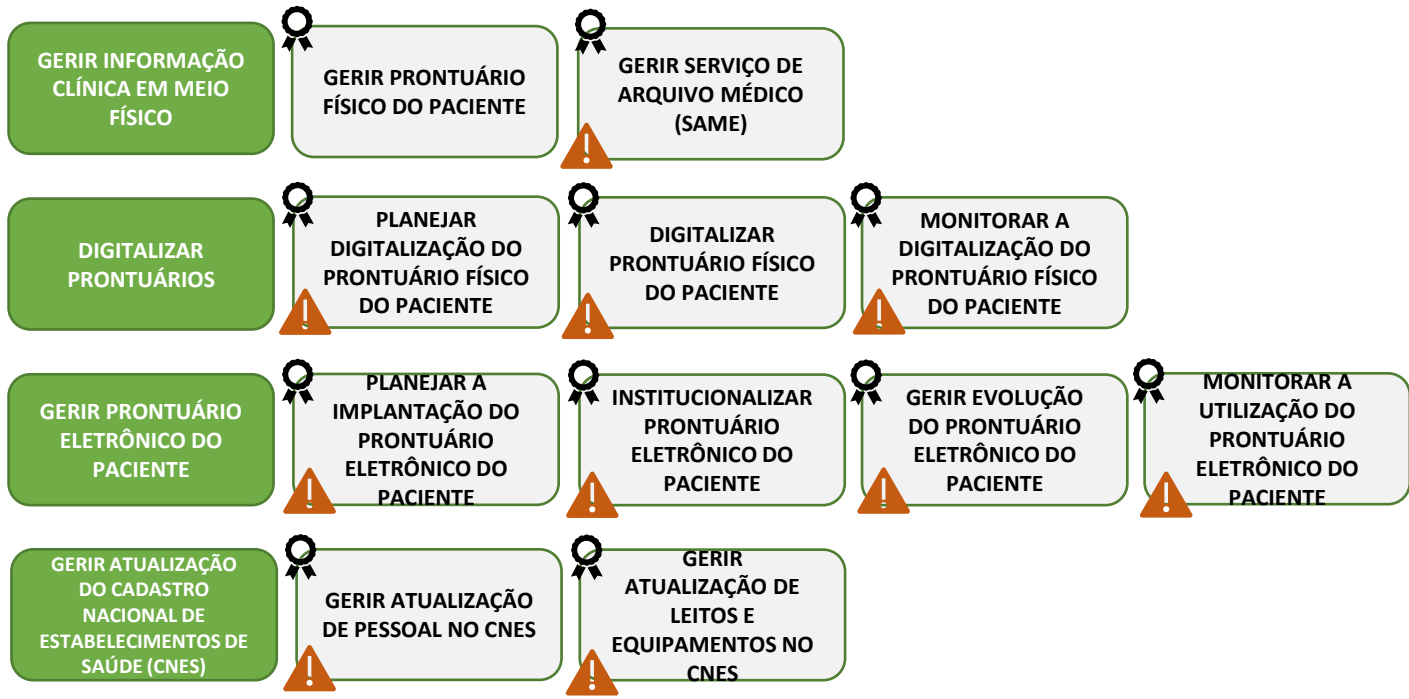


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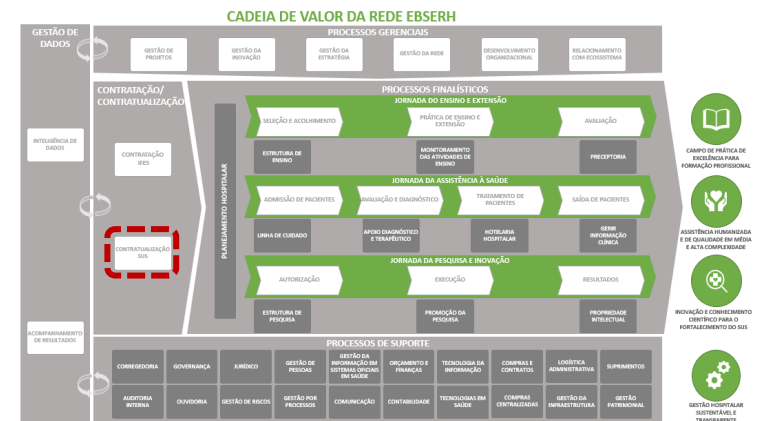
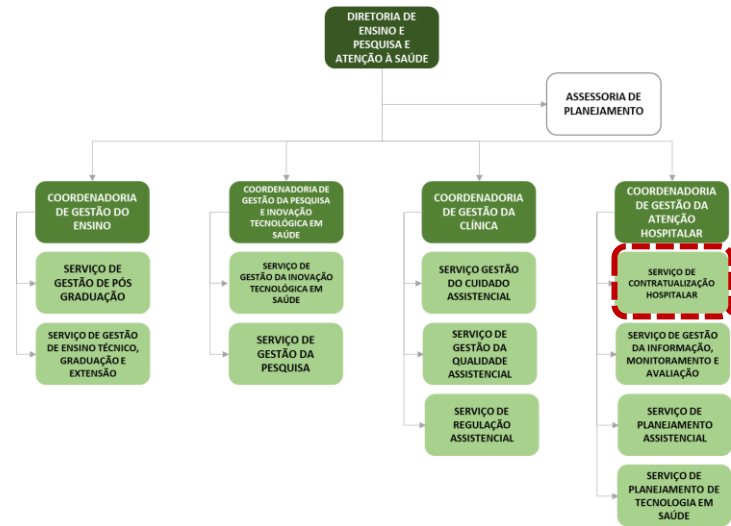
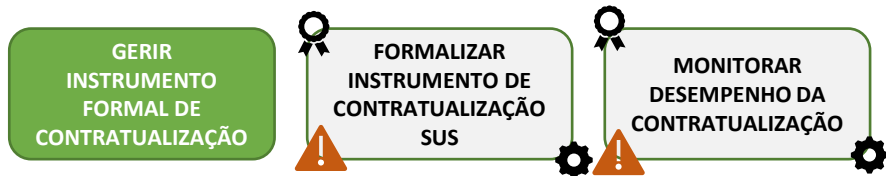
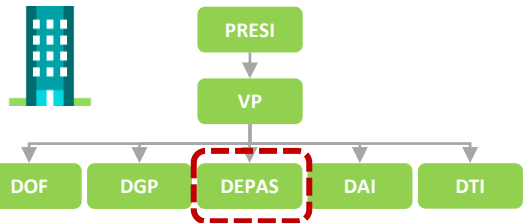




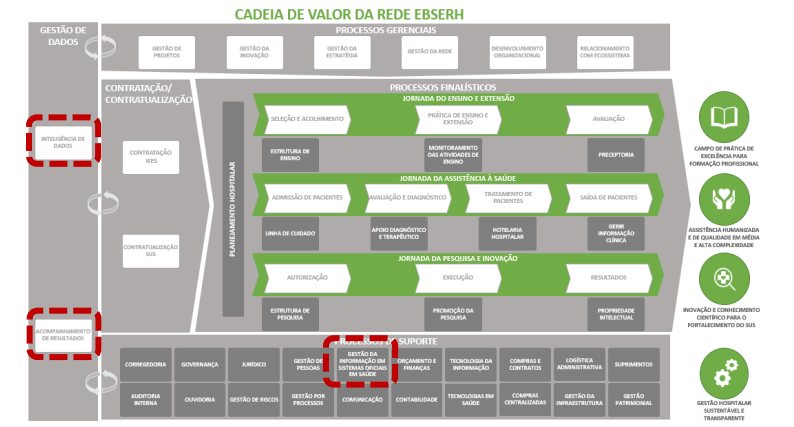
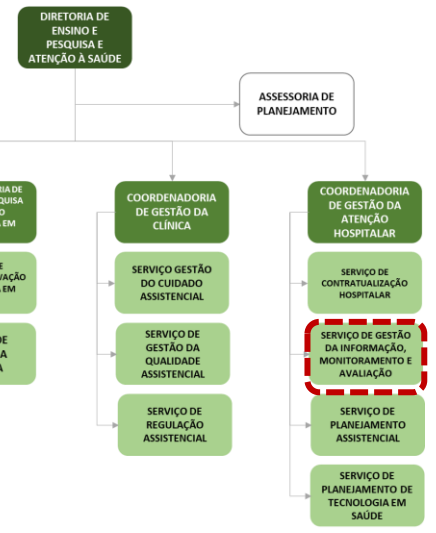
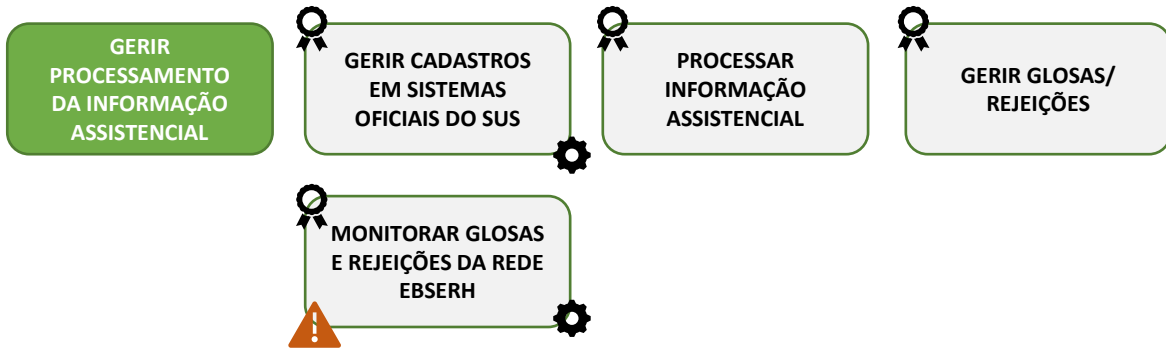
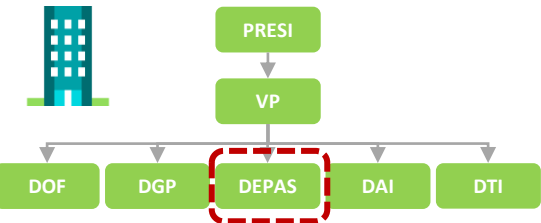
DIRETORIA DE ENSINO E PESQUISA E ATENÇÃO À SAÚDE



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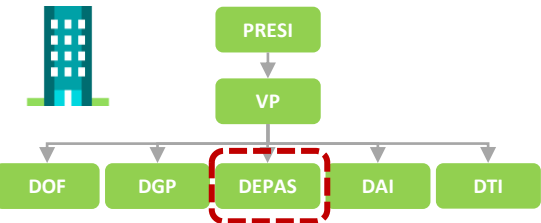
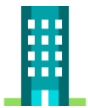


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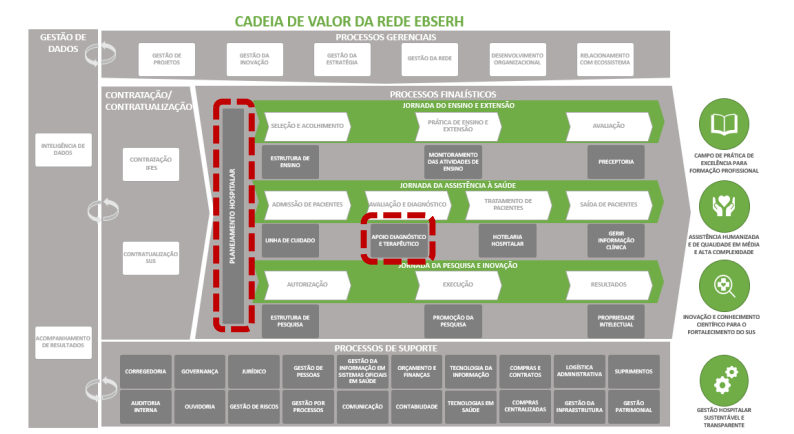


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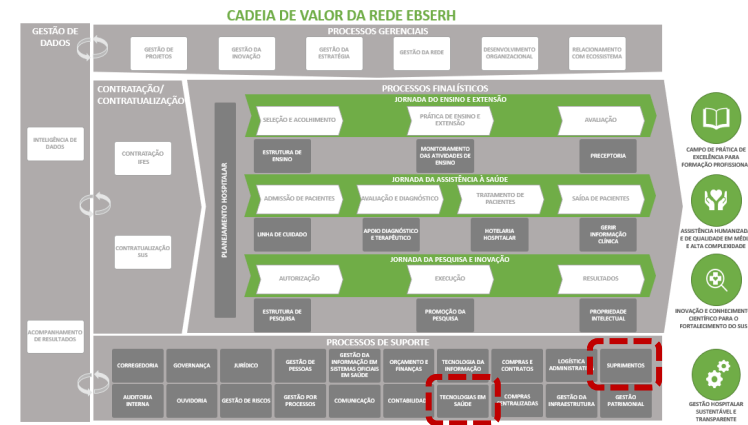
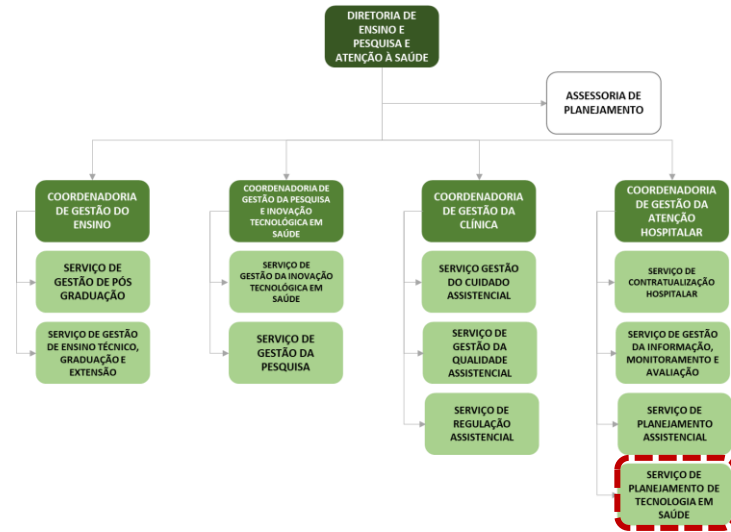
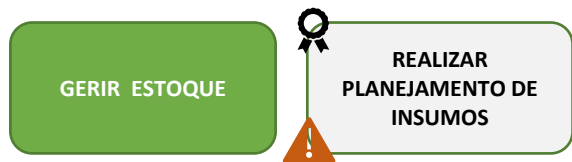
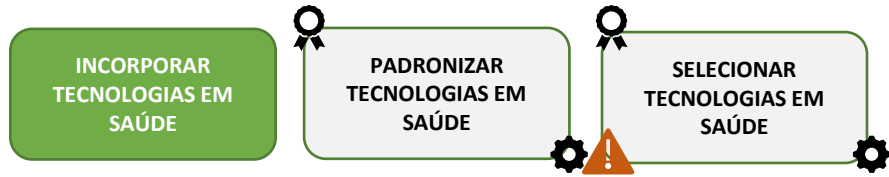
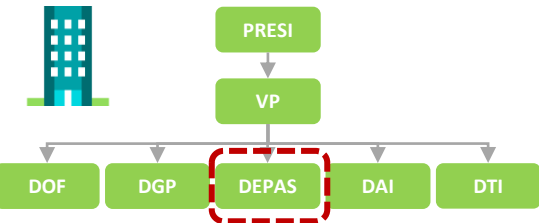
# SERVIÇO DE GESTÃO DA INFORMAÇÃO, MONITORAMENTO E AVALIAÇÃO



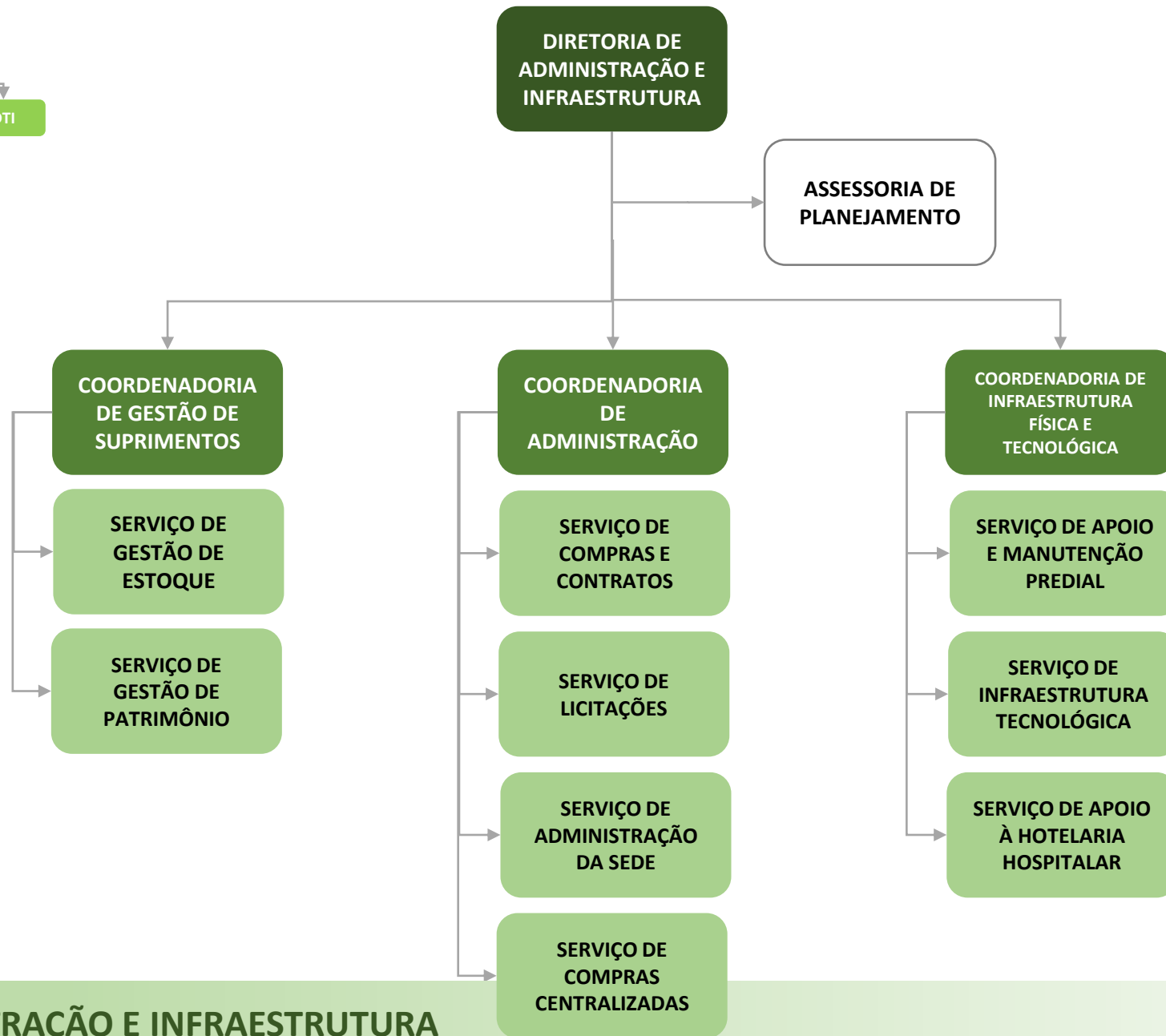
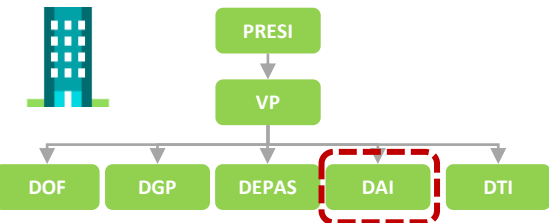
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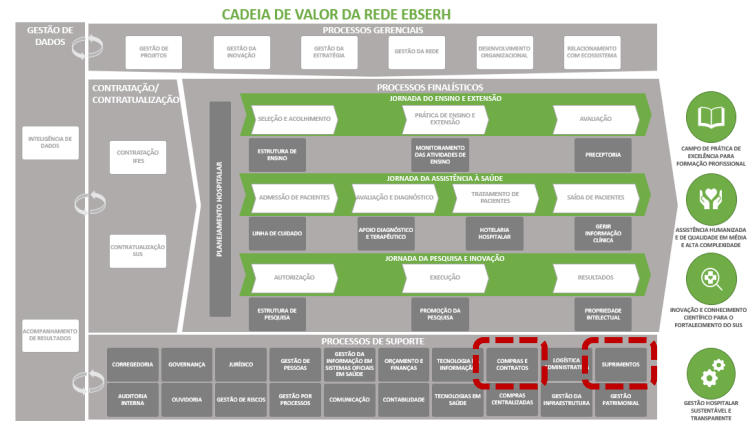
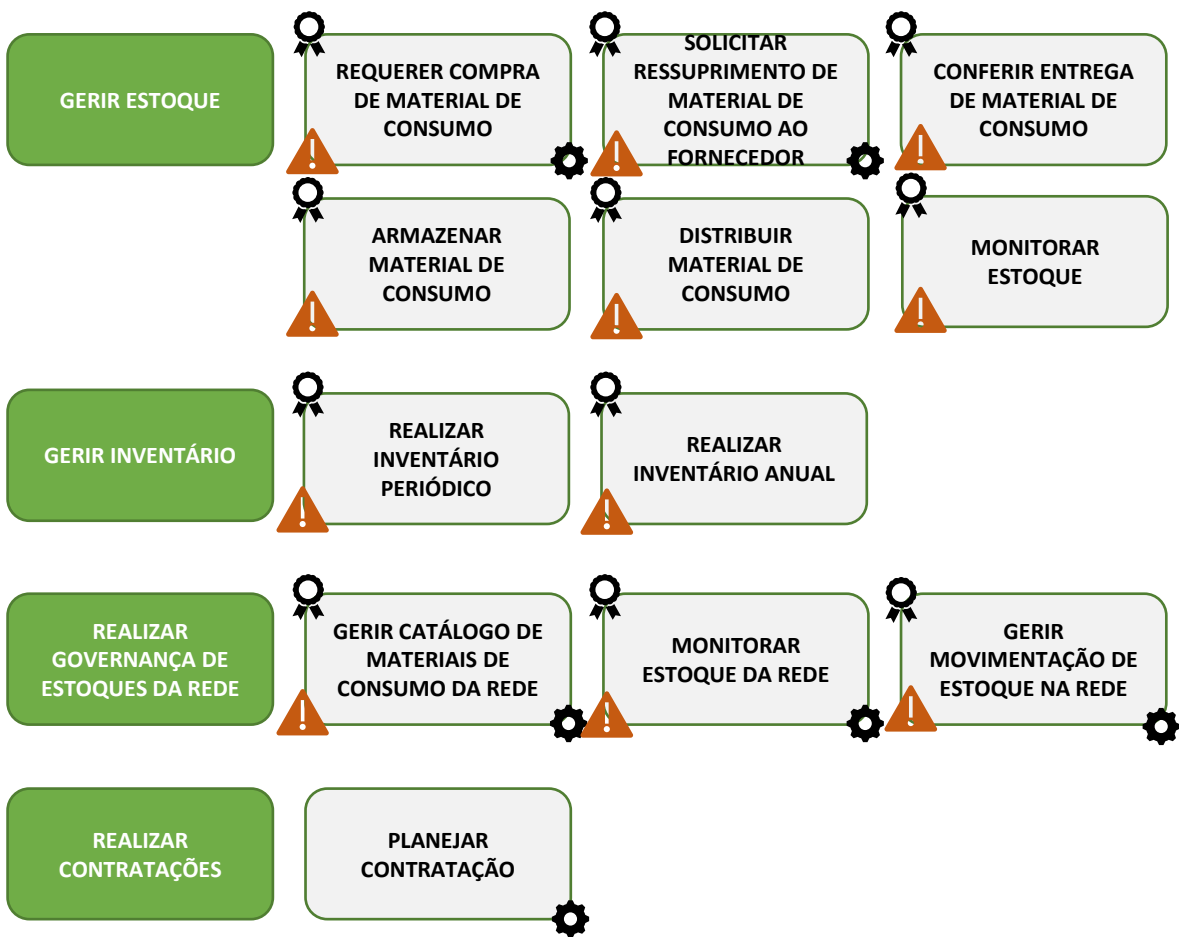
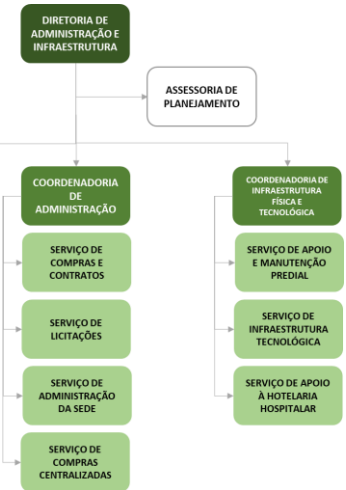
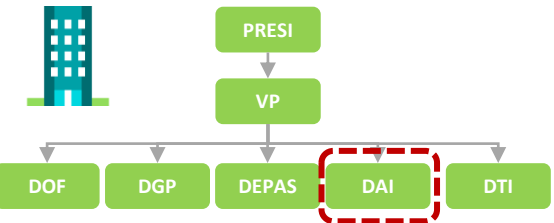


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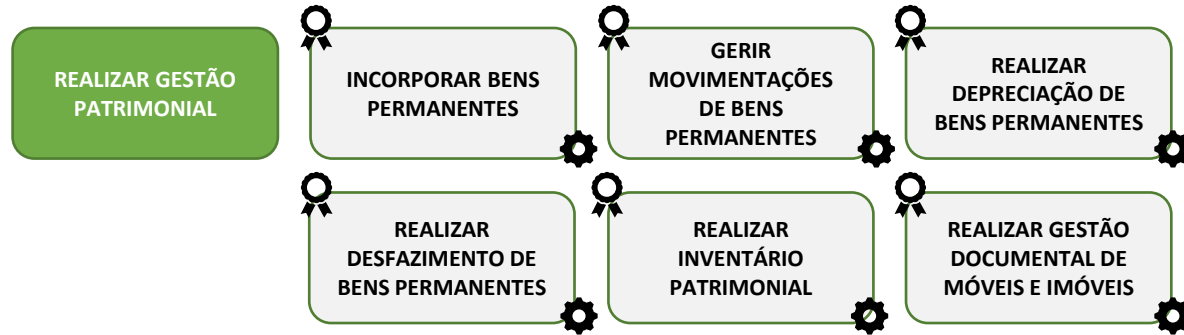
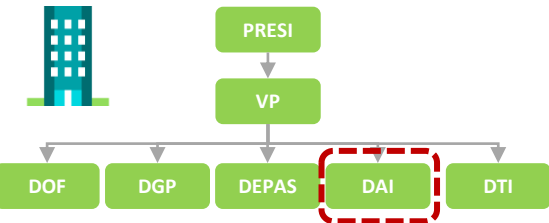


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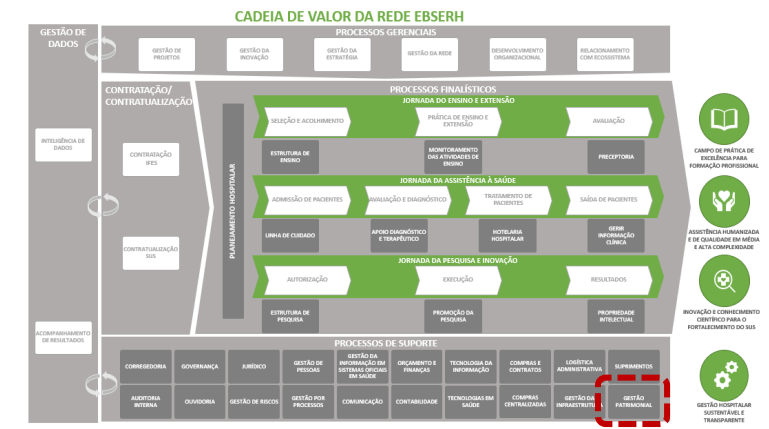
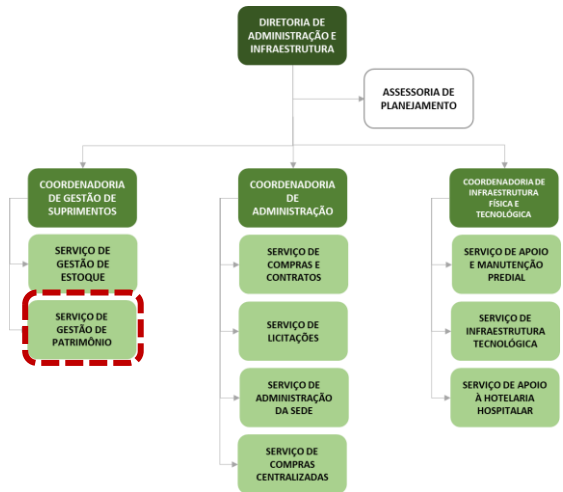


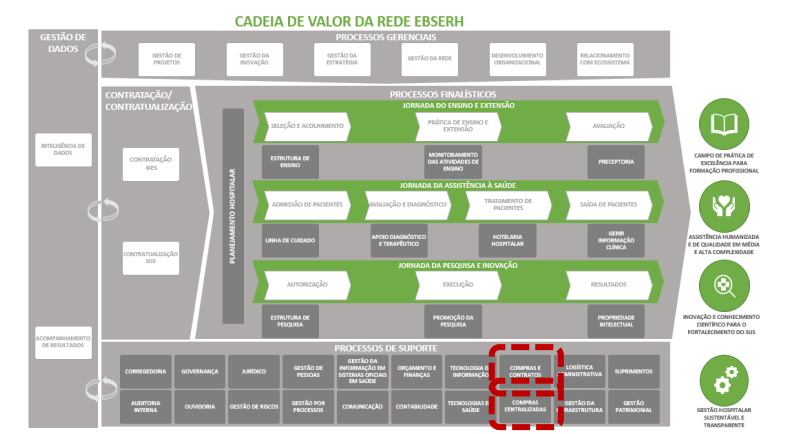
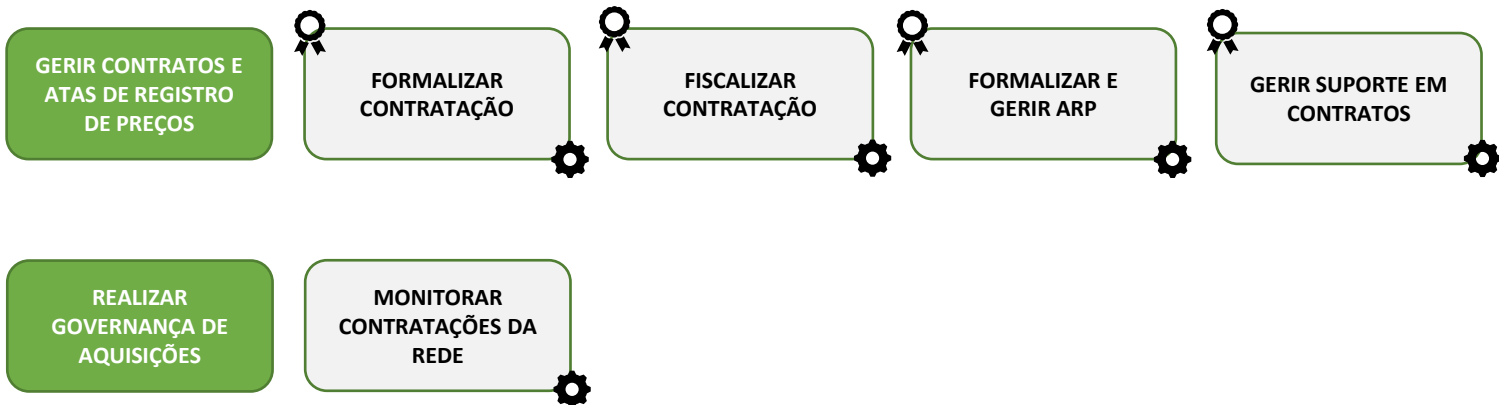
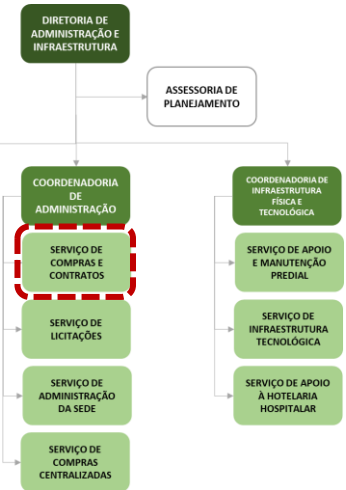
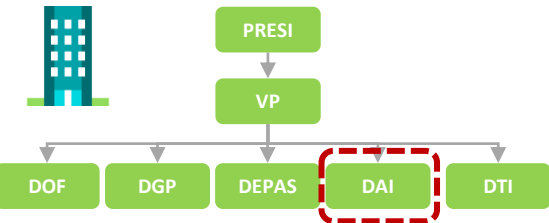


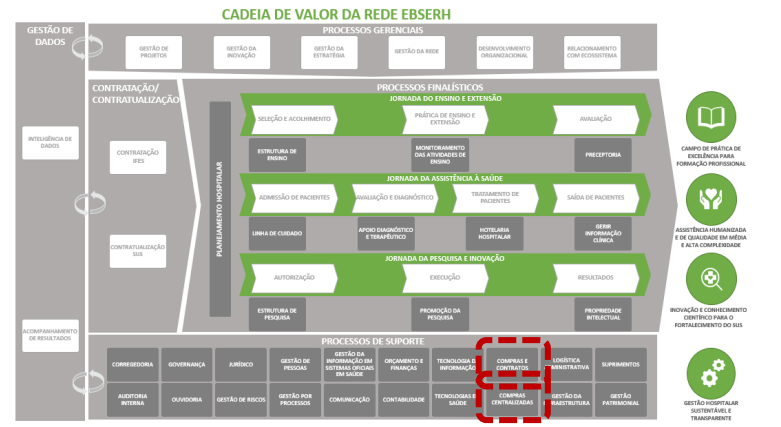
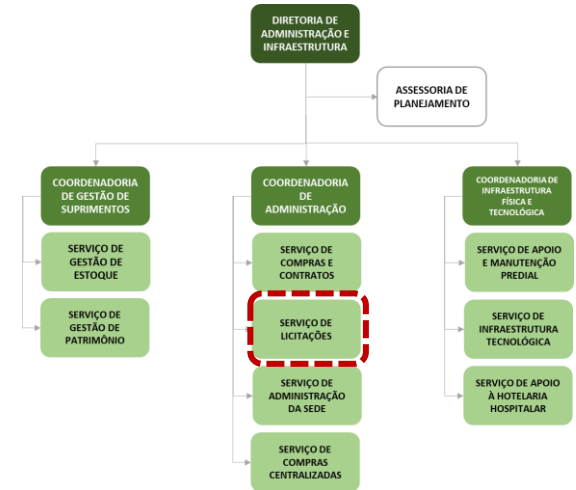
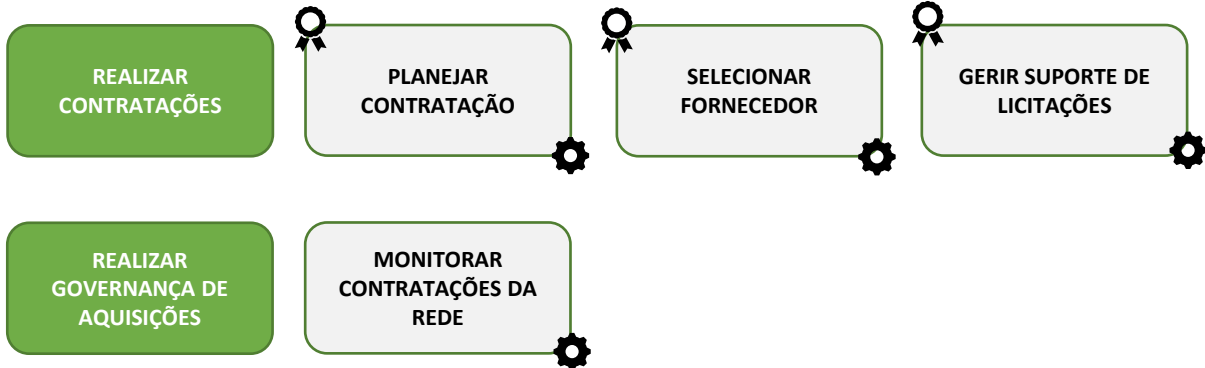
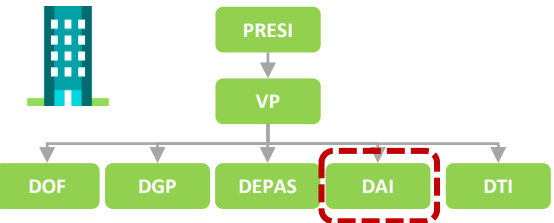
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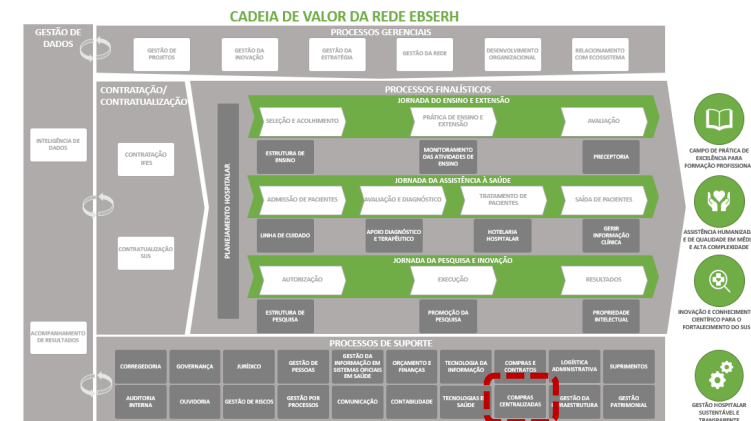
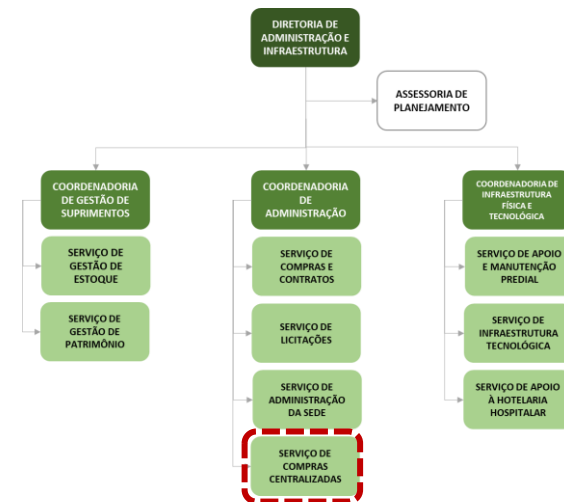
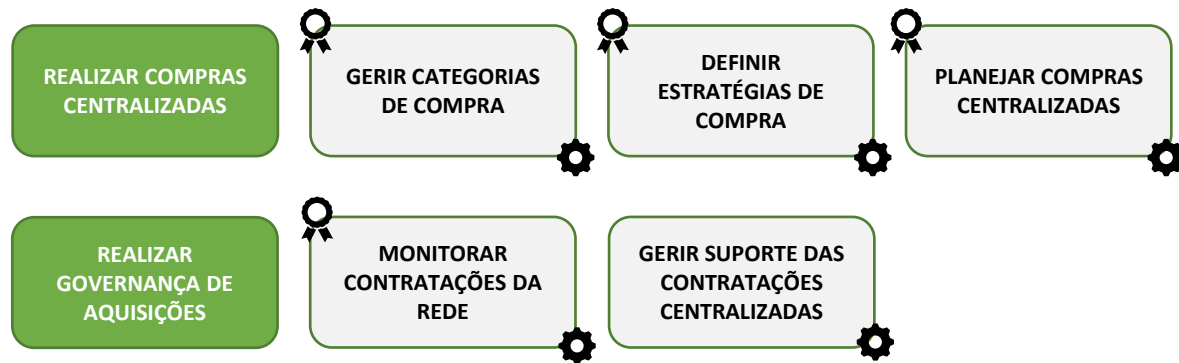
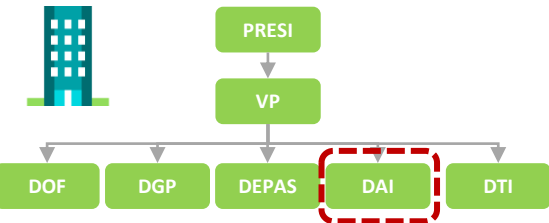
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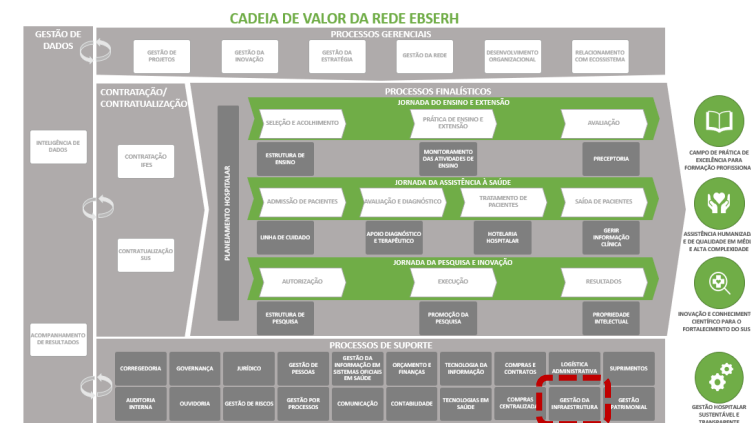
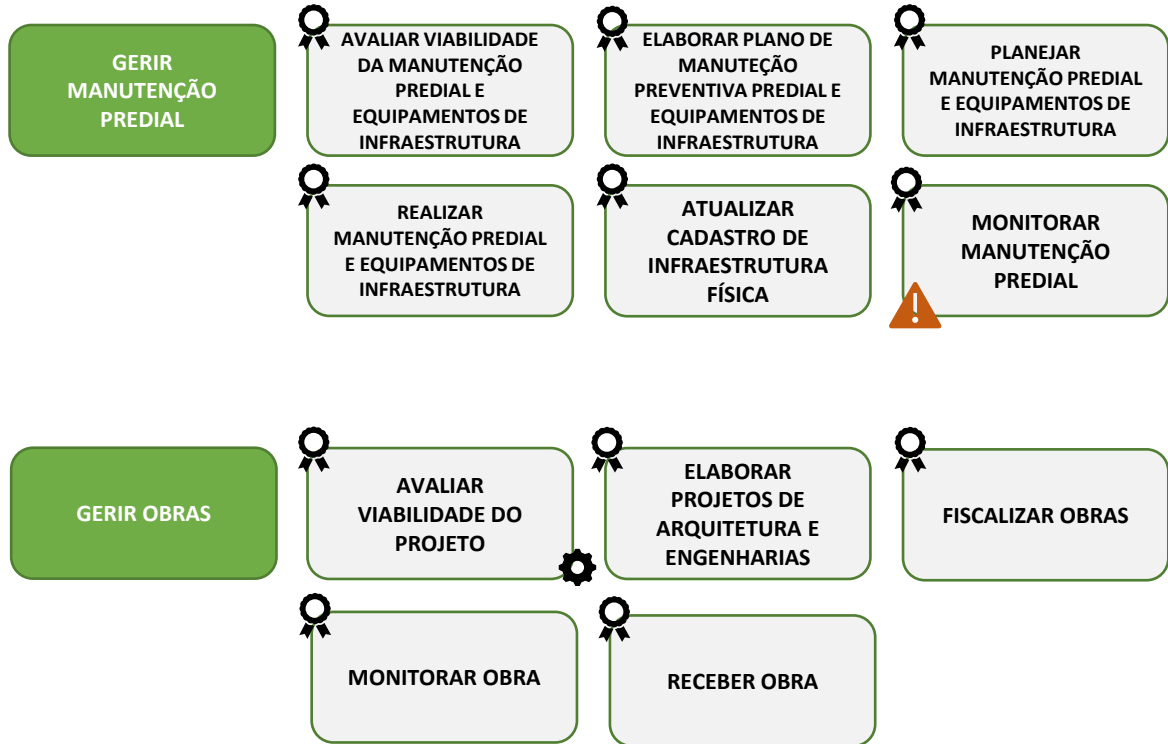
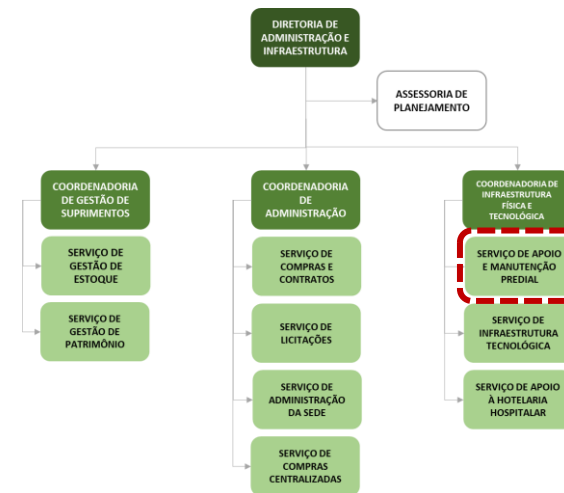
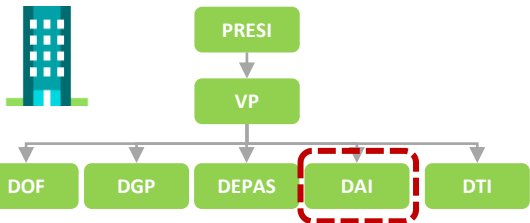




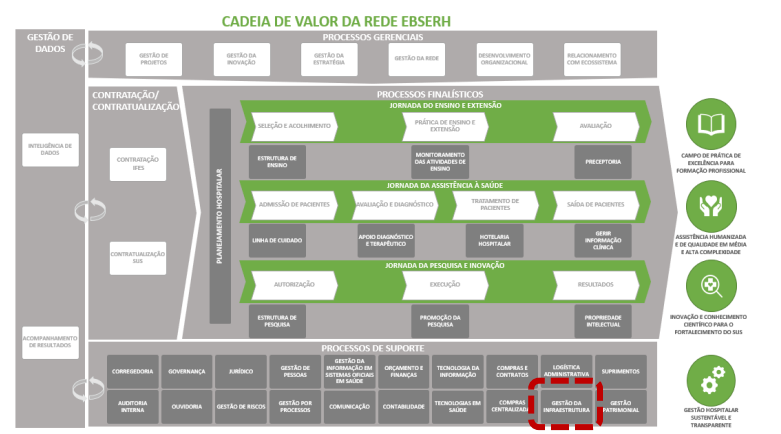
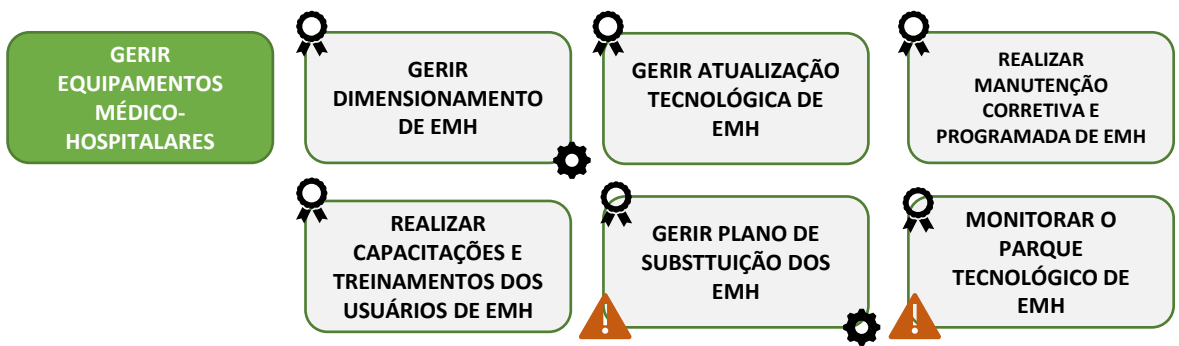
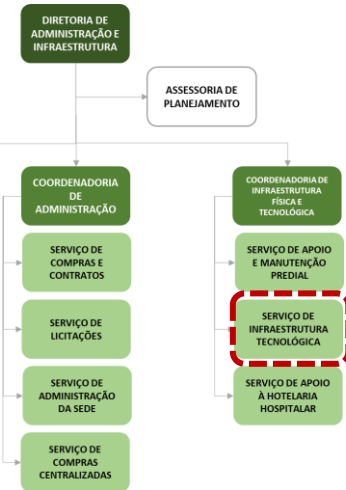
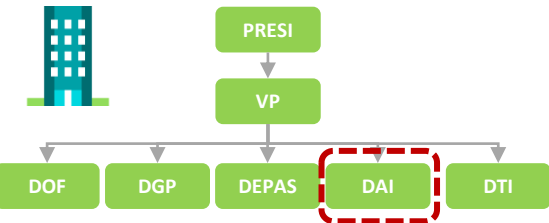




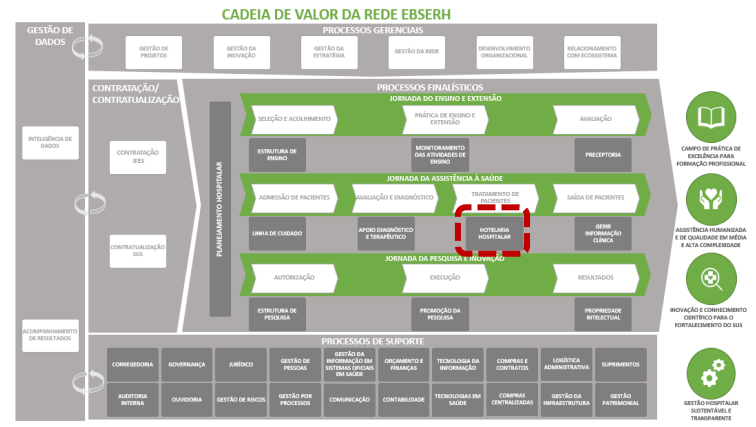
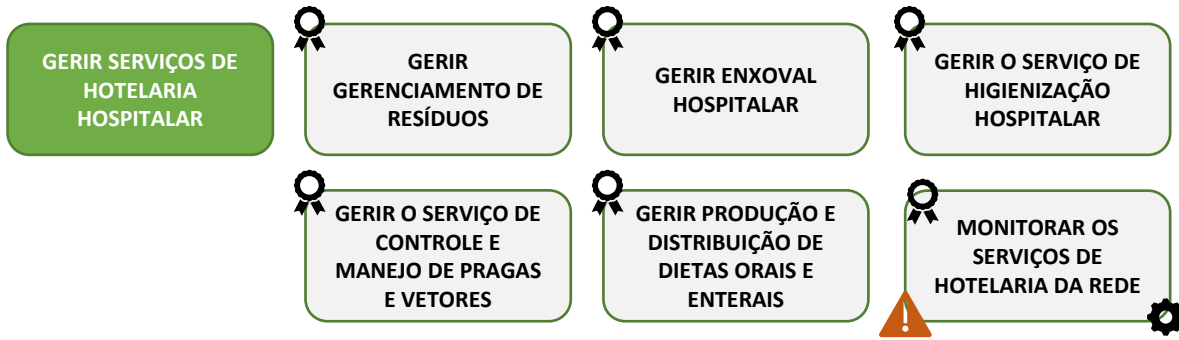
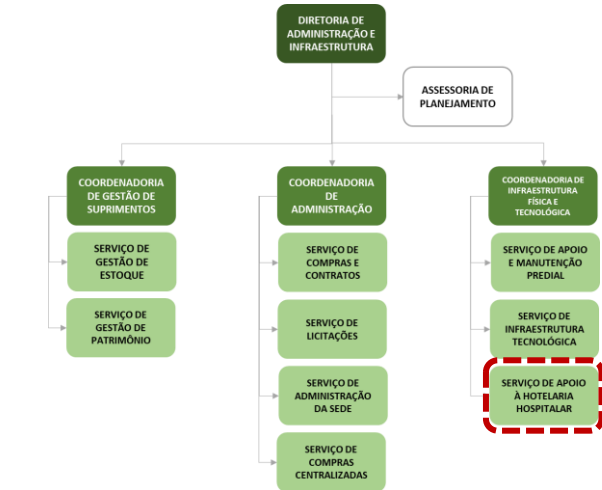
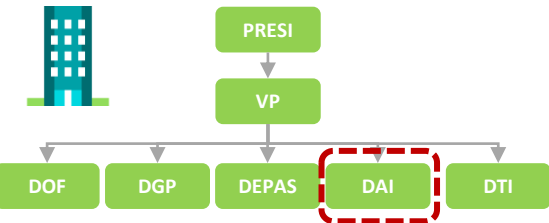




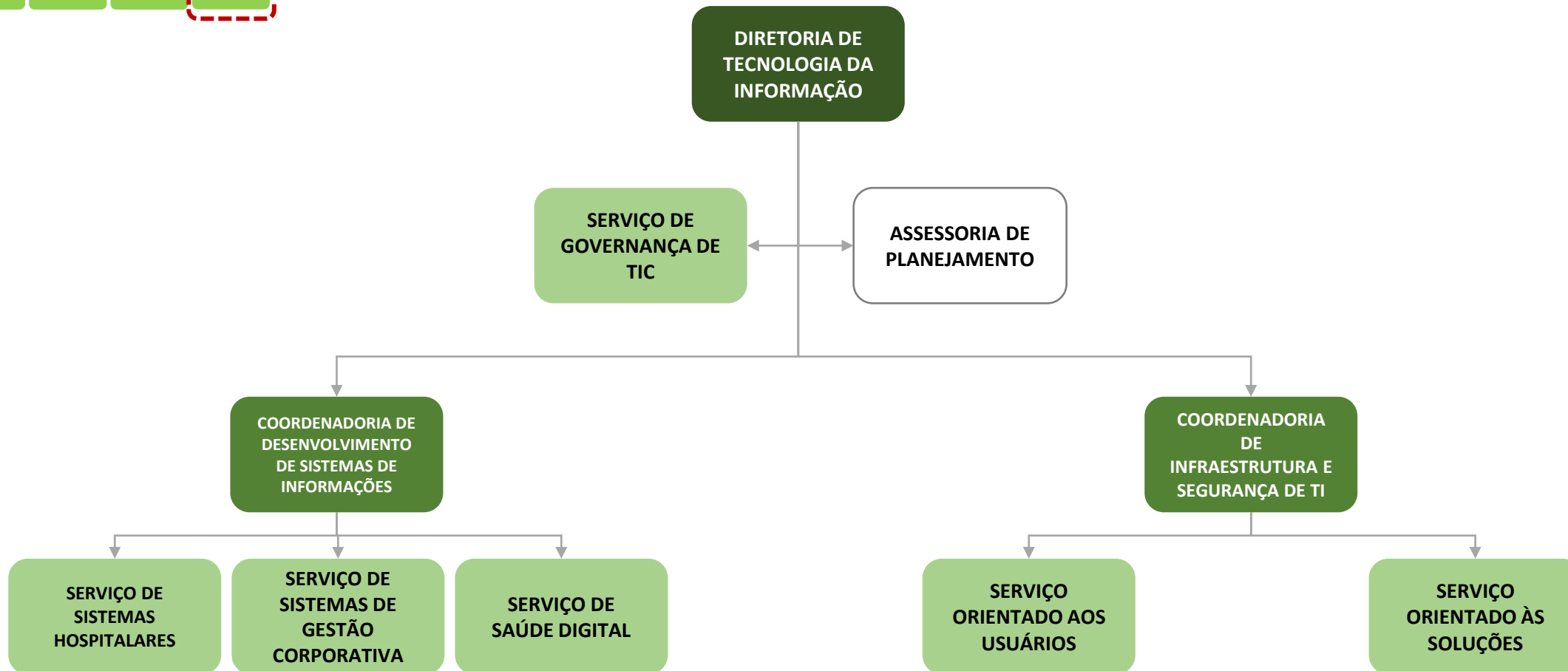
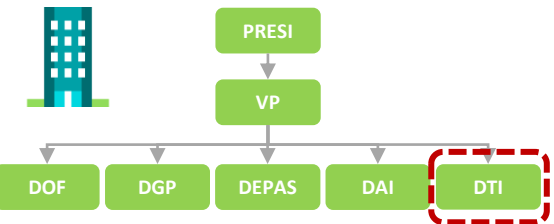
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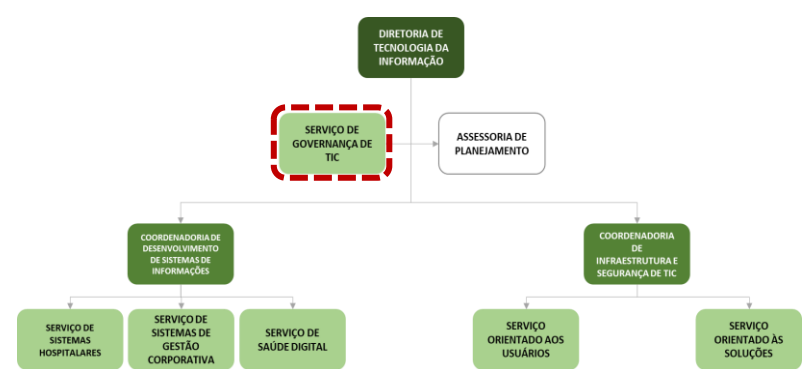
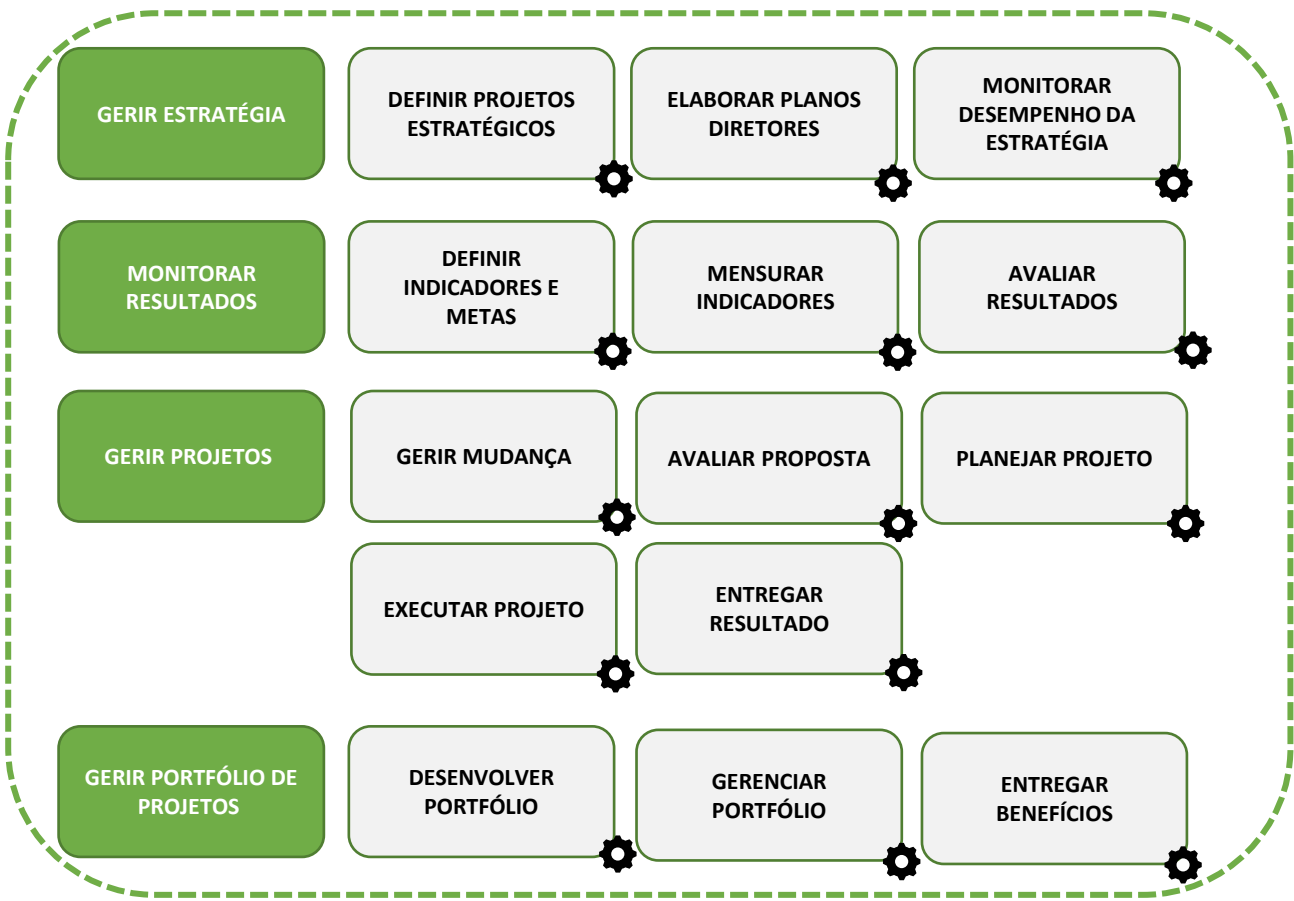
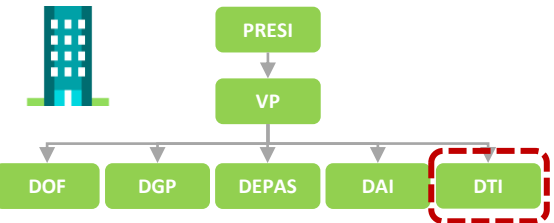


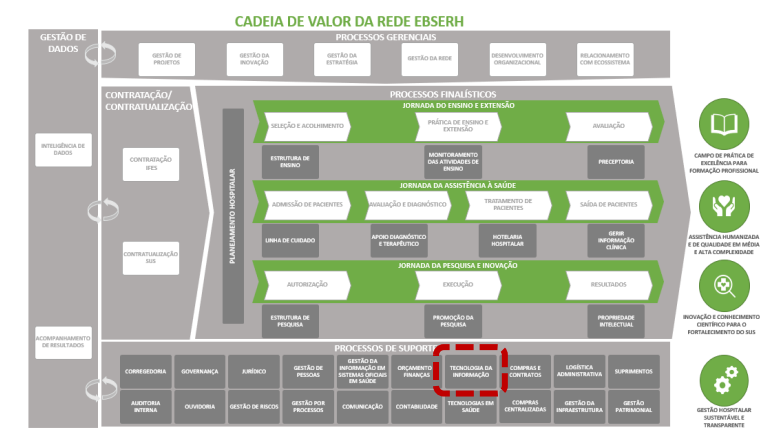
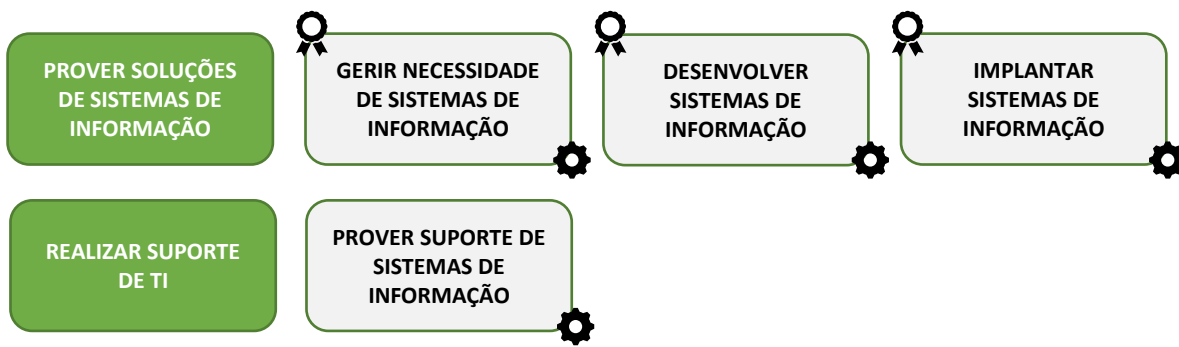
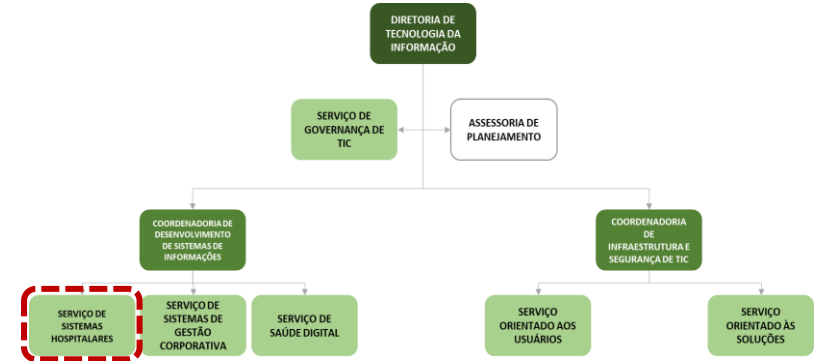
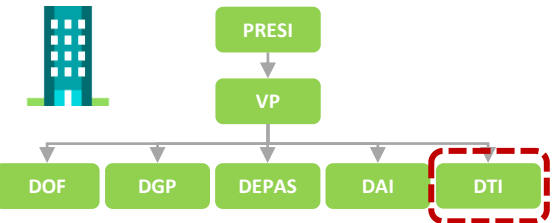
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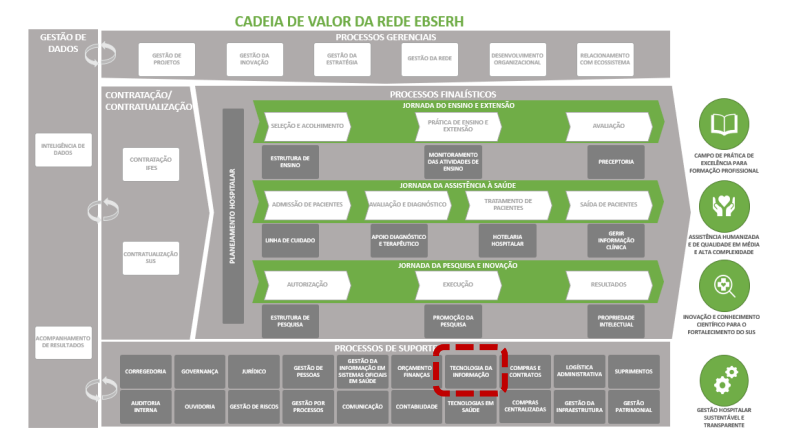
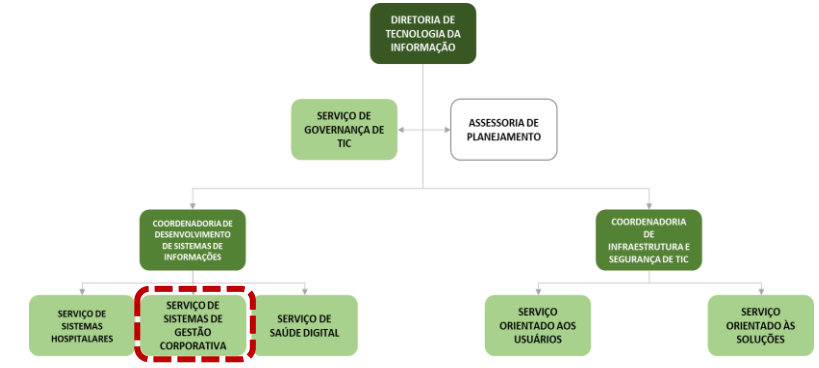
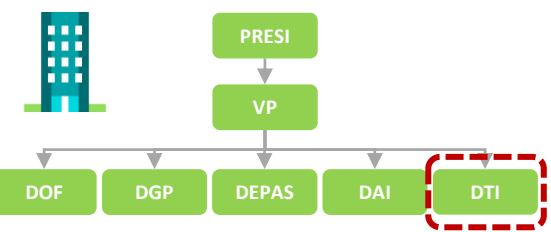


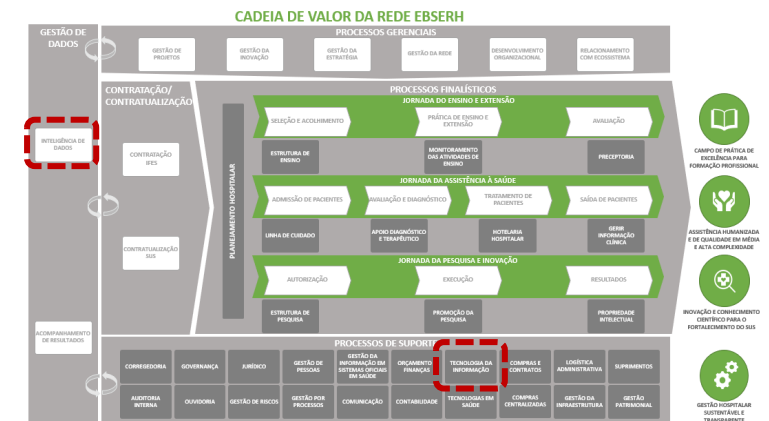
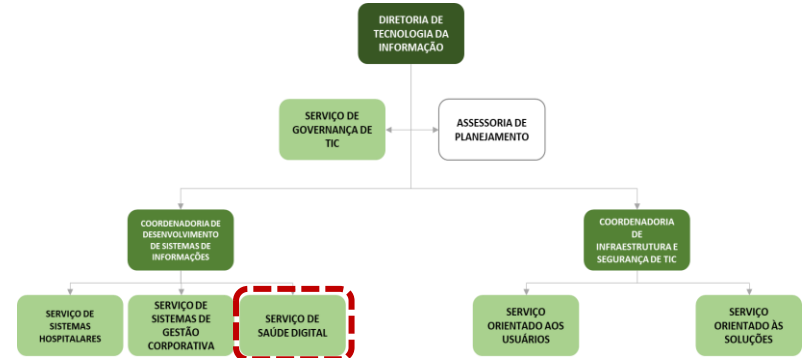
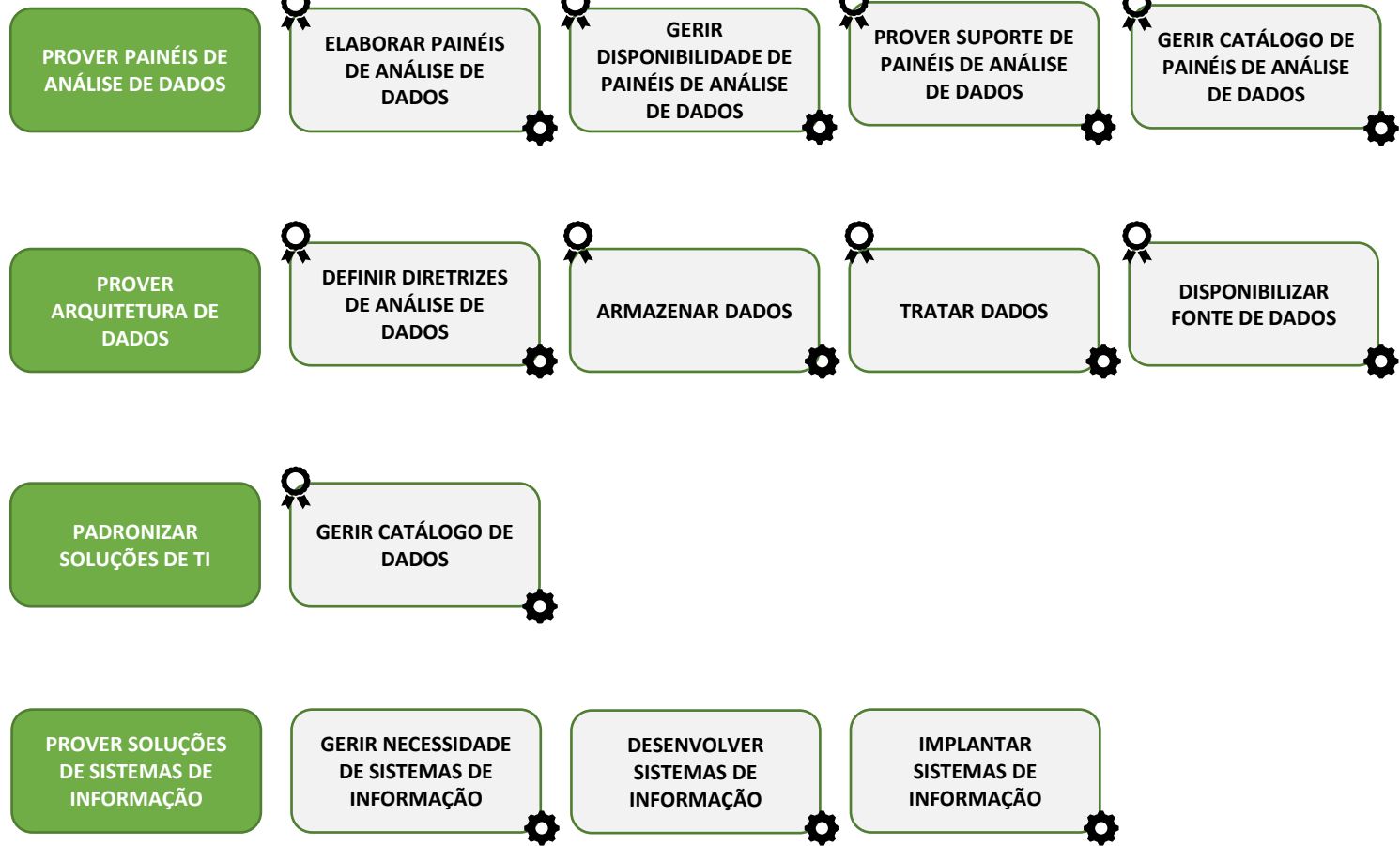
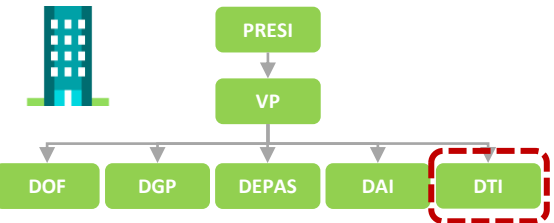
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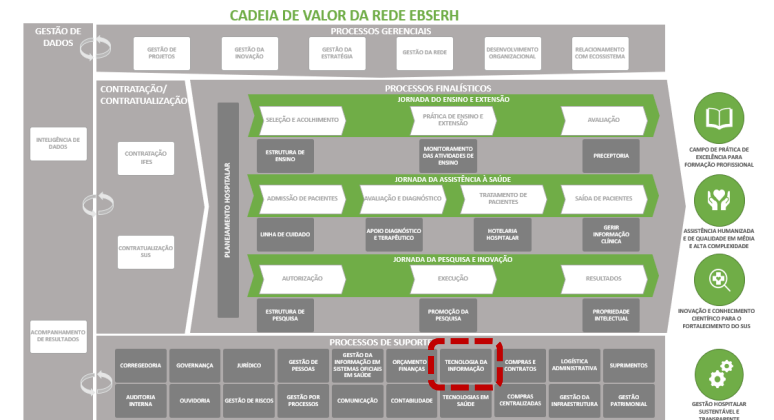
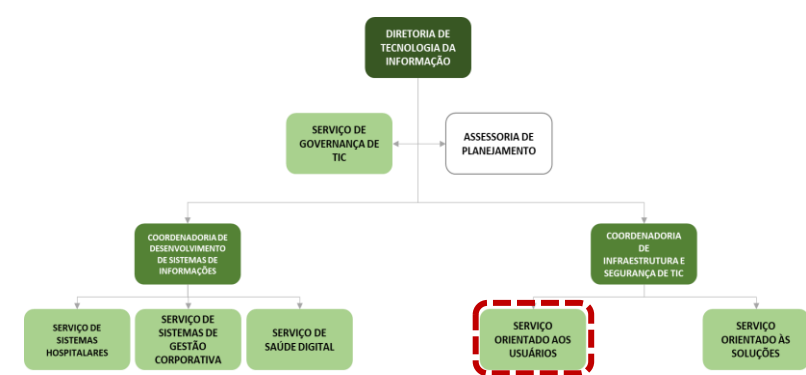
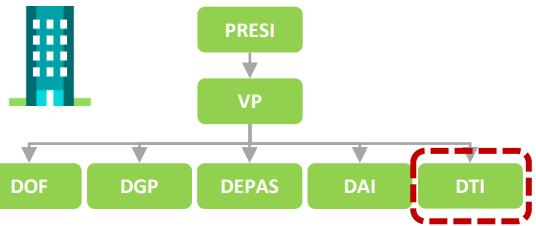


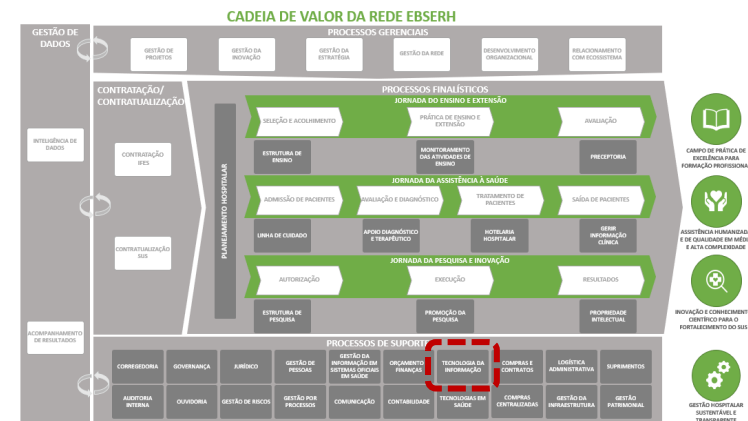
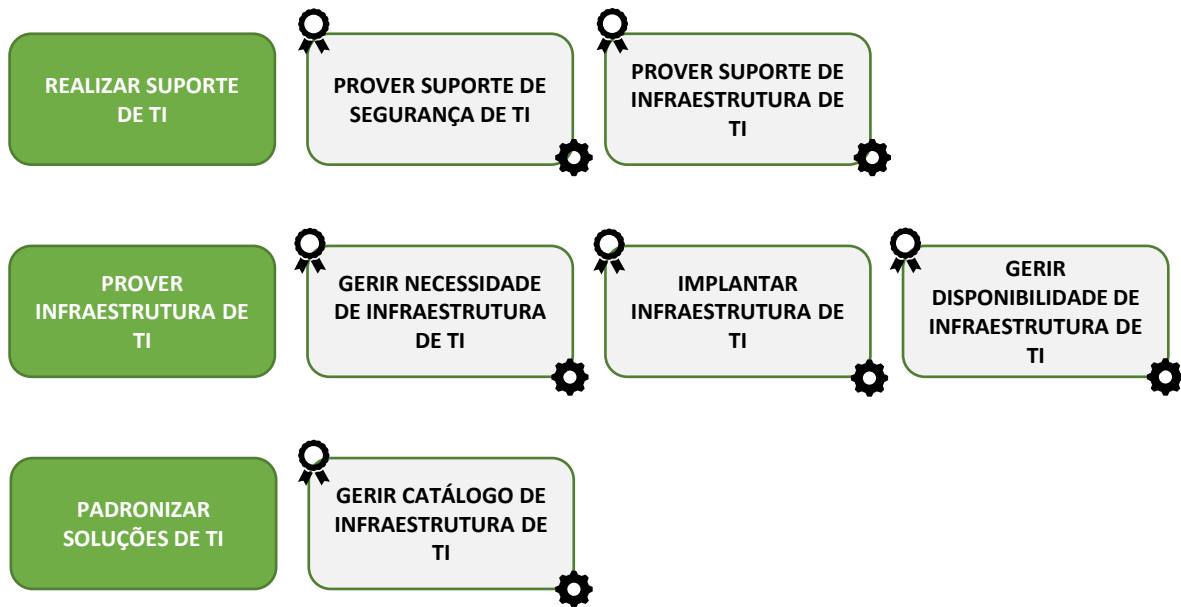
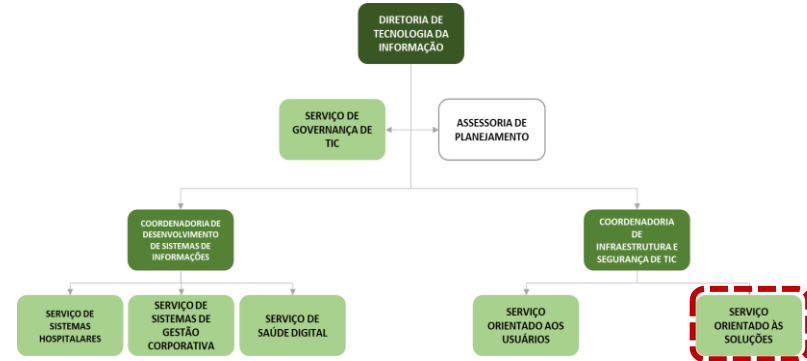
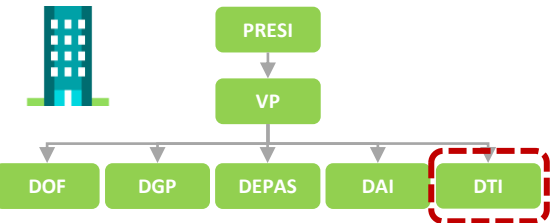












# ESTRUTURA DO DOCUMENTO

CONTEXTUALIZAÇÃO

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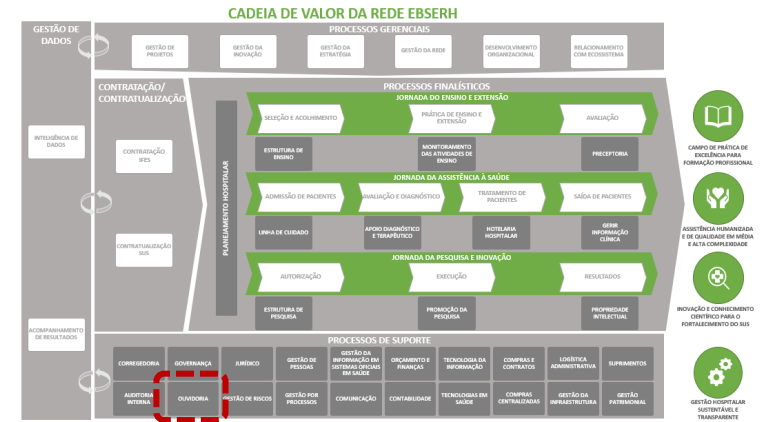
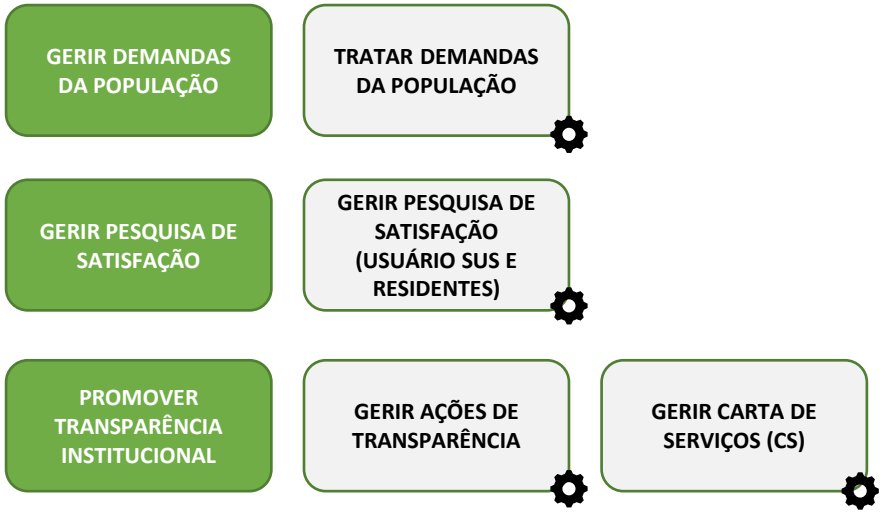
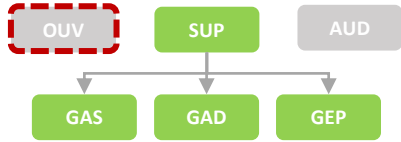
PAPÉIS - LEGENDA

VINCULAÇÃO DOS PROCESSOS - SEDE

VINCULAÇÃO DOS PROCESSOS - HOSPITAIS

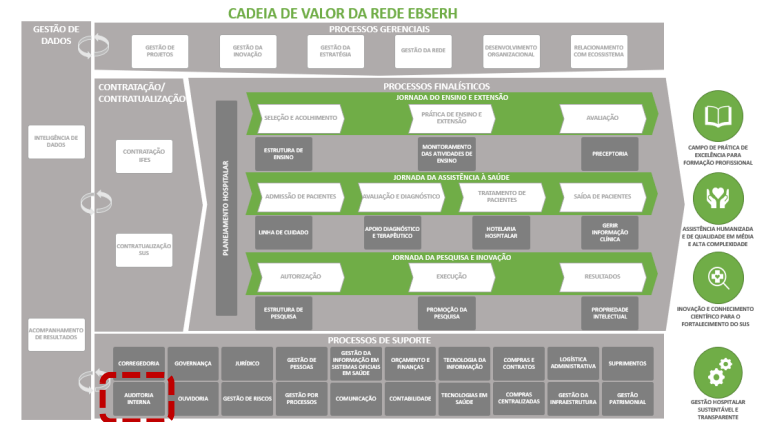
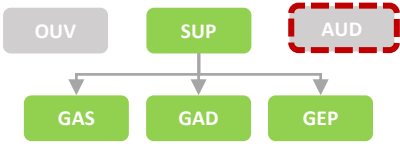


# Tipo I



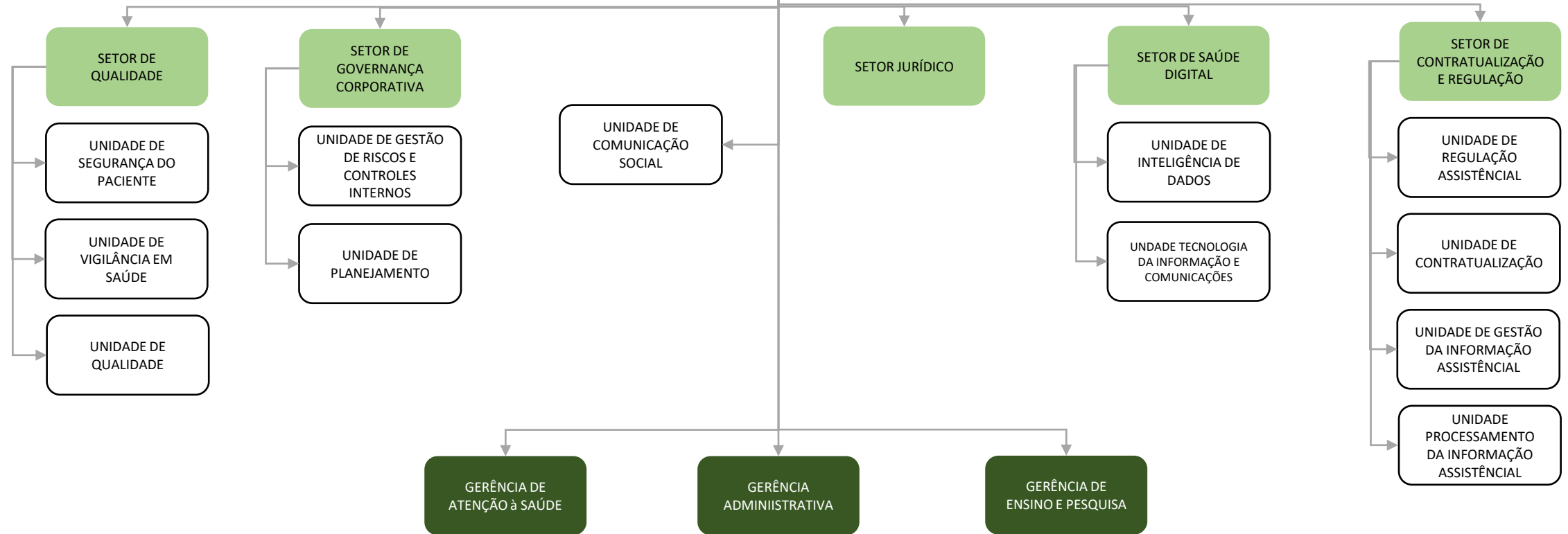
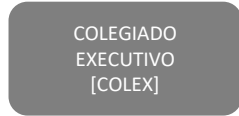
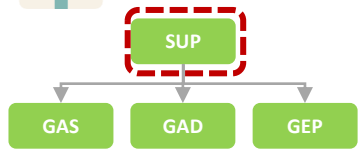


Tipo I



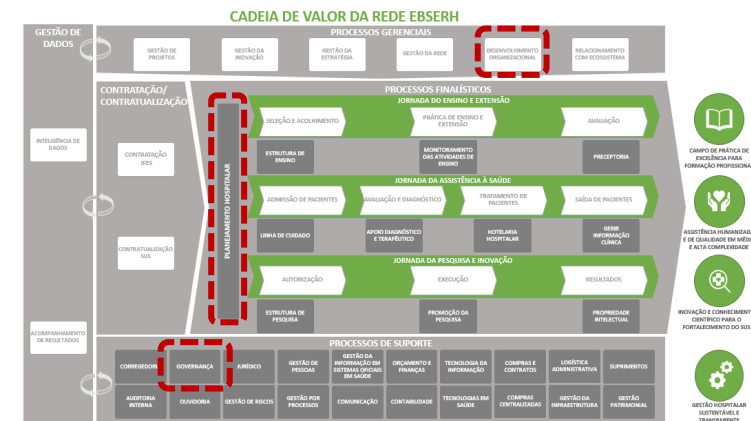
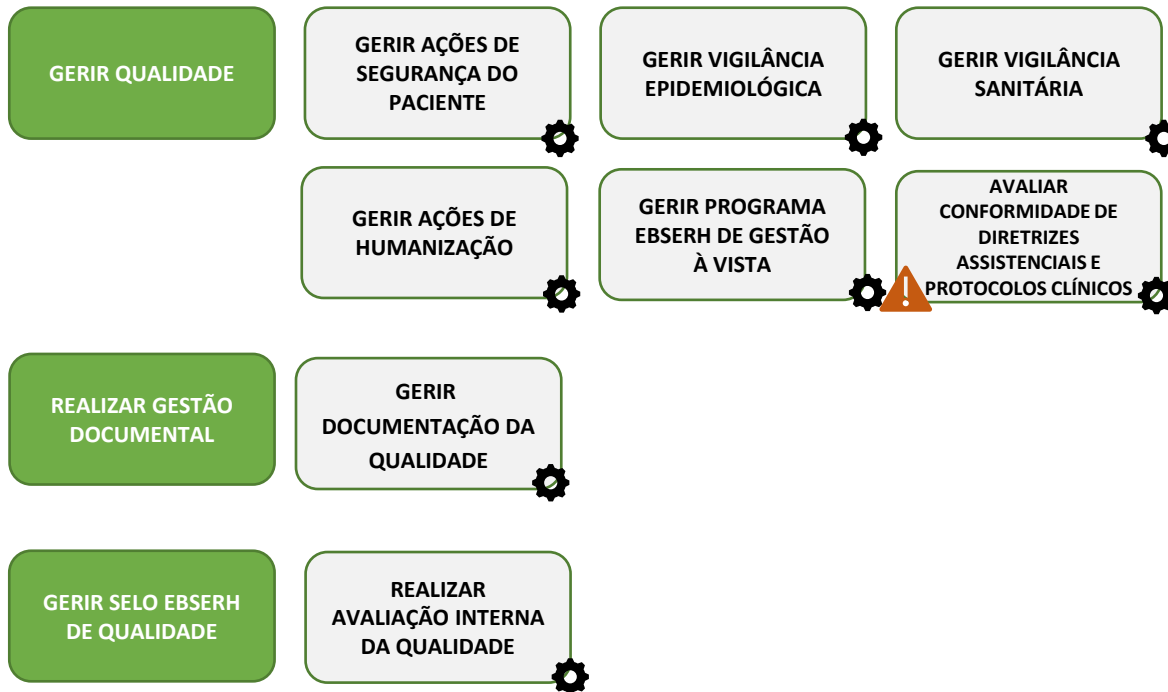
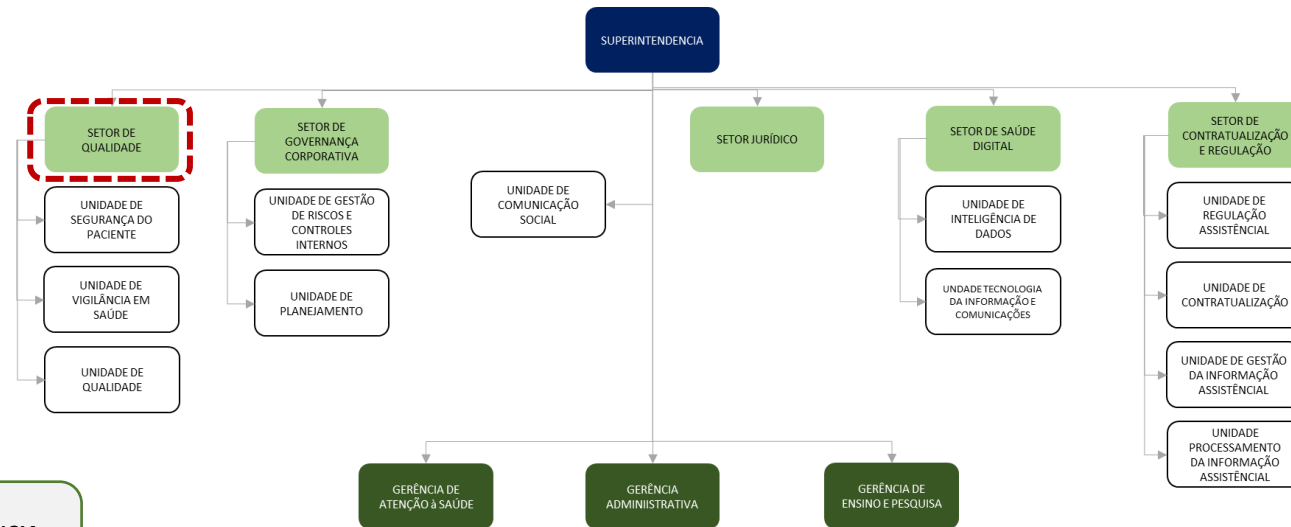
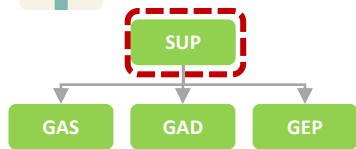


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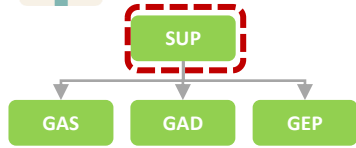
Tipo I



FICHA EM CONSTRUÇÃO



Tipo I



GERIR RELACIONAMENTO COM ÓRGÃOS DE CONTROLE

ELABORAR RELATÓRIOS DE PRESTAÇÃO DE CONTAS PARA A SOCIEDADE

GERIR DEMANDAS DE ÓRGÃOS DE CONTROLE

GERIR RISCOS

REALIZAR IDENTIFICAÇÃO E AVALIAÇÃO DOS EVENTOS DE RISCOS

ESTABELECEER ATIVIDADES DE CONTROLE PARA OS RISCOS PRIORIZADOS

MONITORAR OS RISCOS

REALIZAR MELHORIA CONTÍNUA DE PROCESSOS DE NEGÓCIO

REALIZAR GESTÃO DO DIA A DIA

REALIZAR TRANSFORMAÇÃO DE PROCESSOS

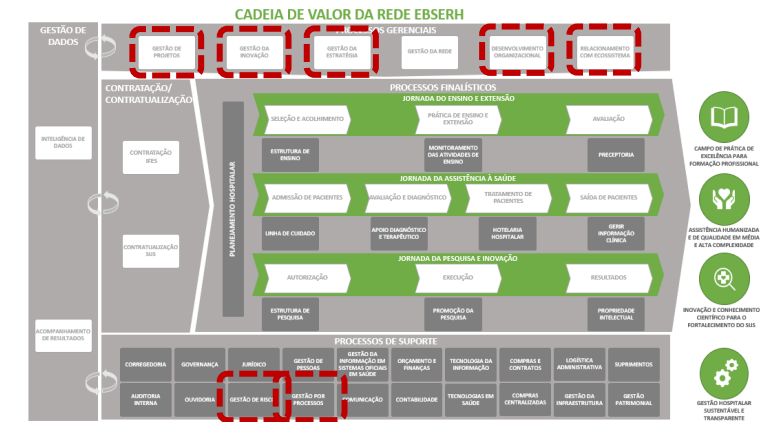
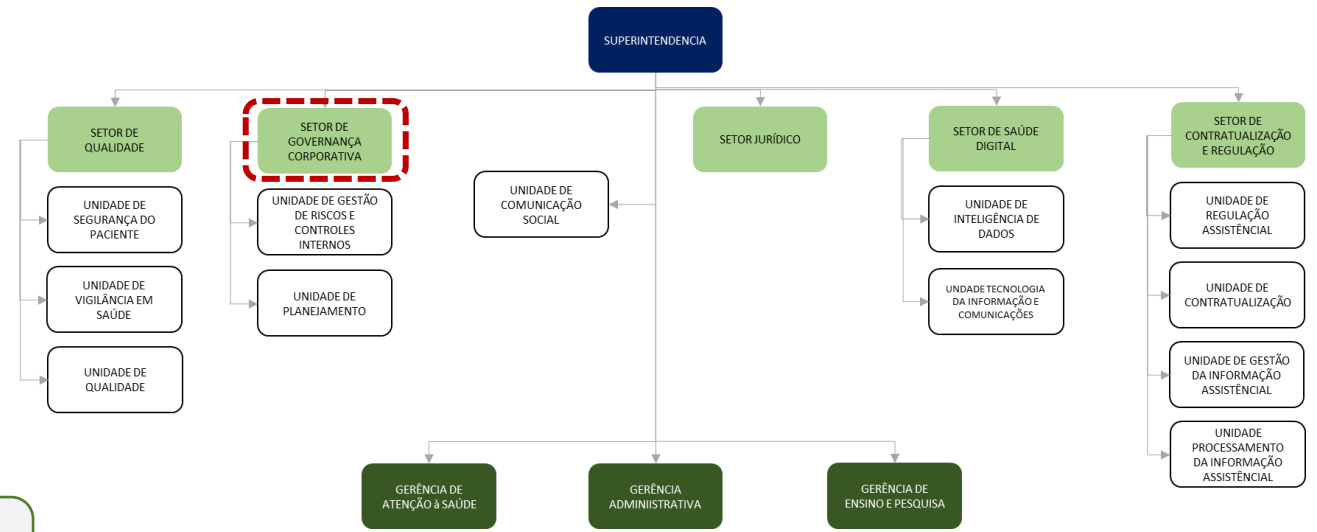
REALIZAR GOVERNANÇA DE PROCESSOS

GERIR ESCRITÓRIO DE PROCESSOS

GERIR ESTRATÉGIA

ELABORAR PLANOS DIRETORES

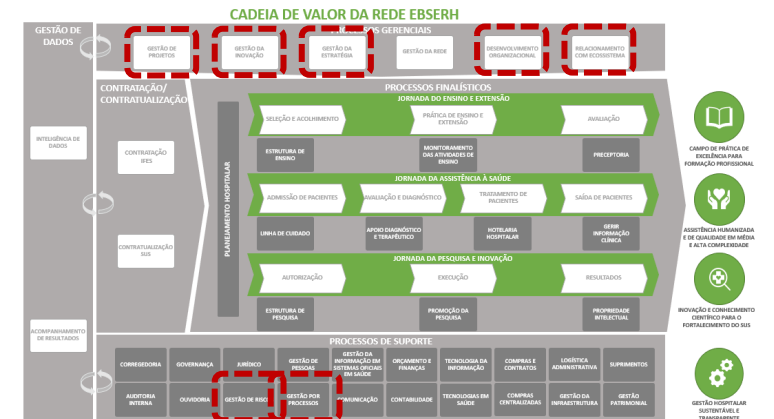
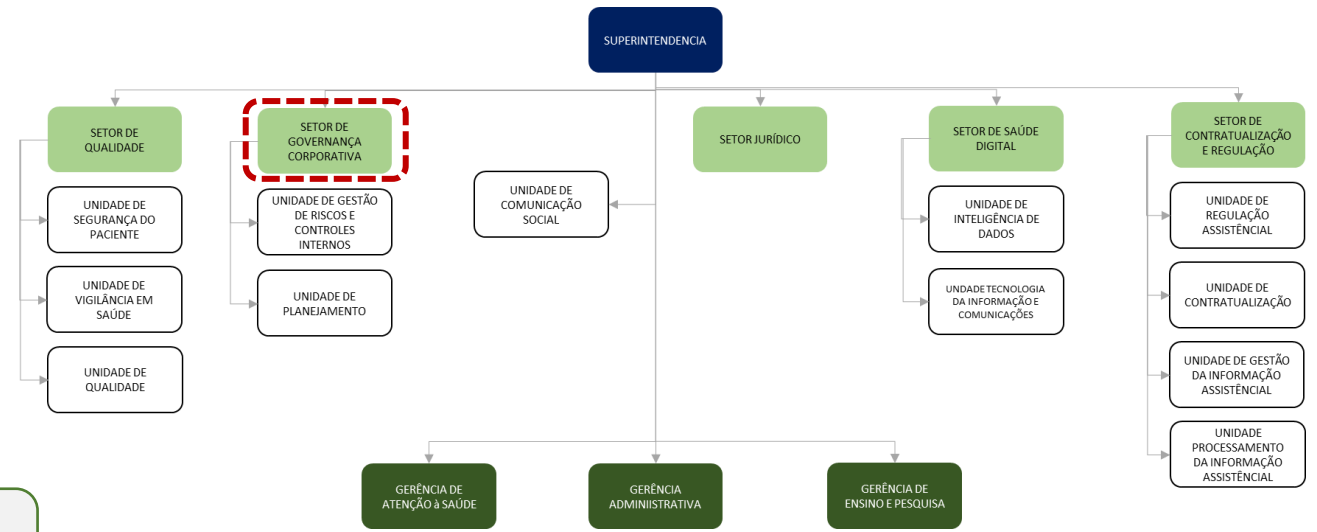
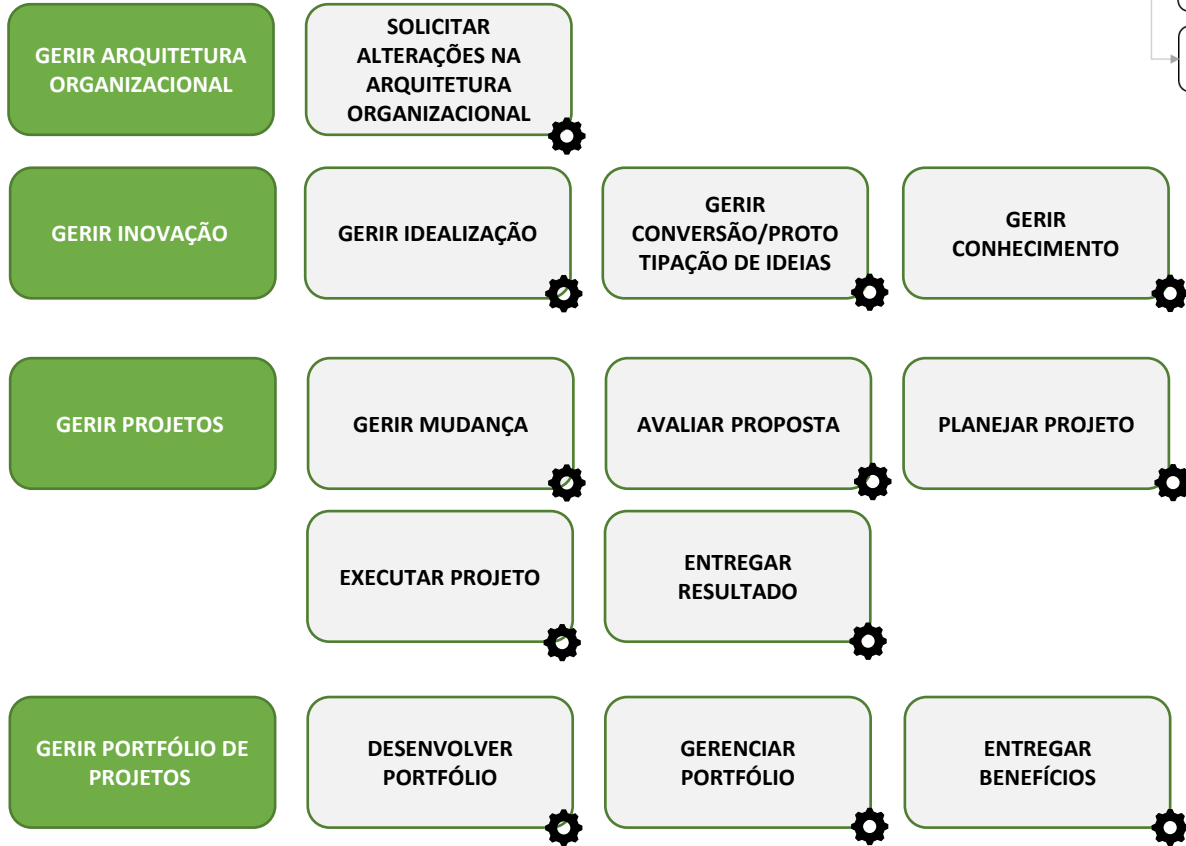
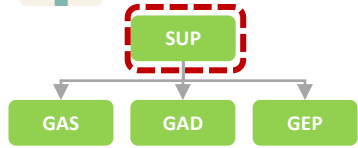
MONITORAR DESEMPENHO DA ESTRATÉGIA



FICHA EM CONSTRUÇÃO

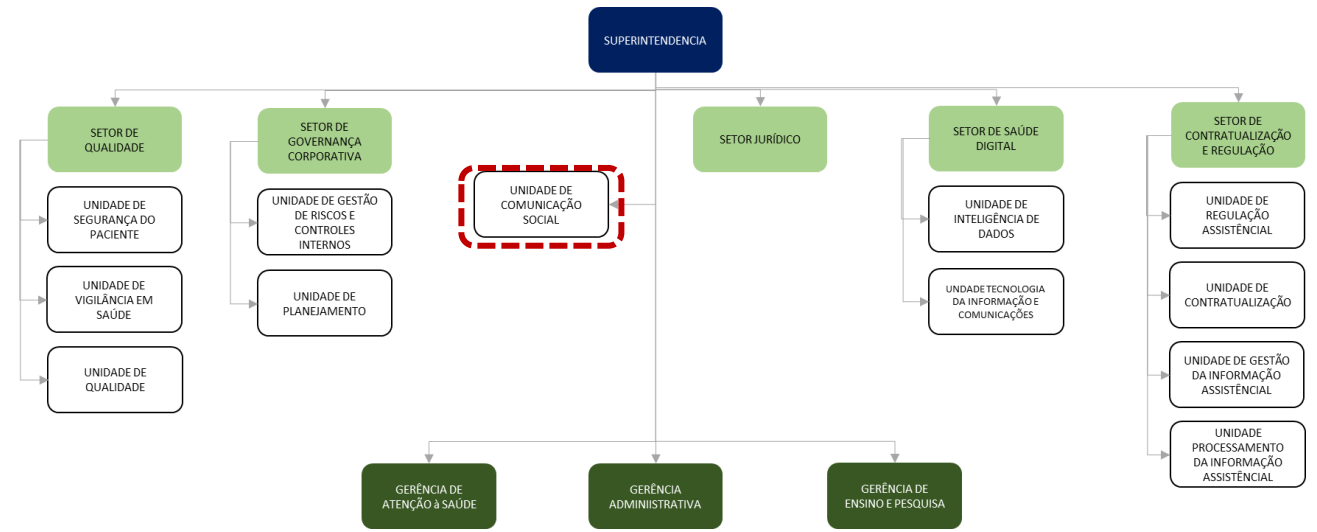
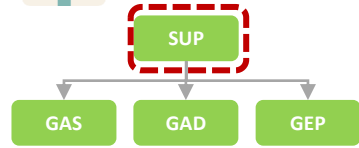


Tipo I





Tipo I



GERIR RELACIONAMENTO COM A IMPRENSA

ATENDER DEMANDAS DA IMPRENSA

PRODUZIR SUGESTÃO DE PAUTA PARA A IMPRENSA

MONITORAR INFORMAÇÕES NA MÍDIA

REALIZAR PROMOÇÃO INSTITUCIONAL

PLANEJAR CAMPANHAS

APROVAR A APLICAÇÃO DA MARCA DA EBSEERH

ORGANIZAR EVENTOS

CRIAR/EDITAR PRODUTOS DE DESIGN GRÁFICO

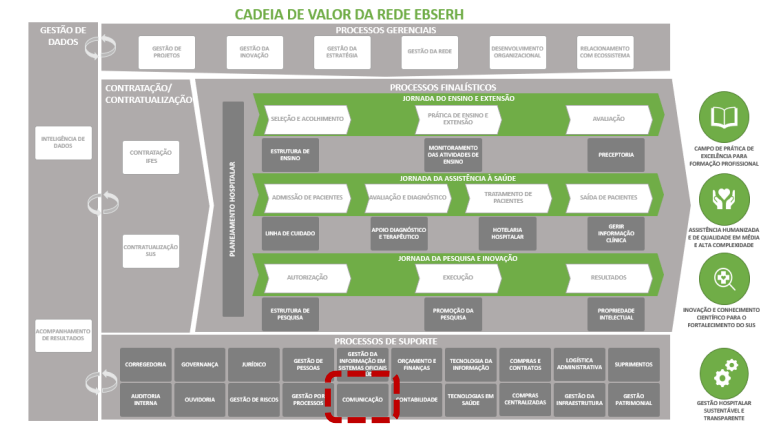
GERIR CONTEÚDO COMUNICACIONAL

PRODUZIR MATÉRIA JORNALÍSTICA E COMUNICADOS

GERIR MÍDIAS E PORTAIS DA INTERNET E INTRANET

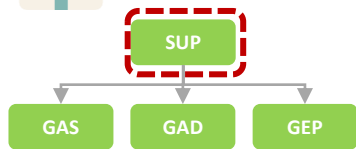
REALIZAR PRODUÇÃO AUDIOVISUAL

GERIR REDES SOCIAIS





Tipo I



ATUAR NAS DEMANDAS CONSULTIVAS

ATUAR NAS DEMANDAS CONSULTIVAS

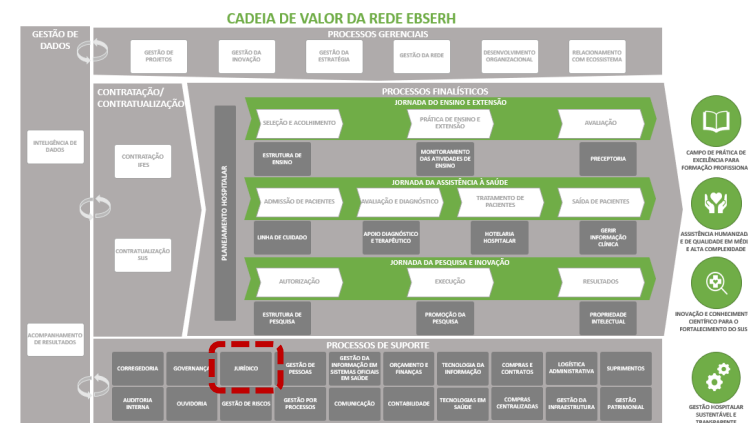
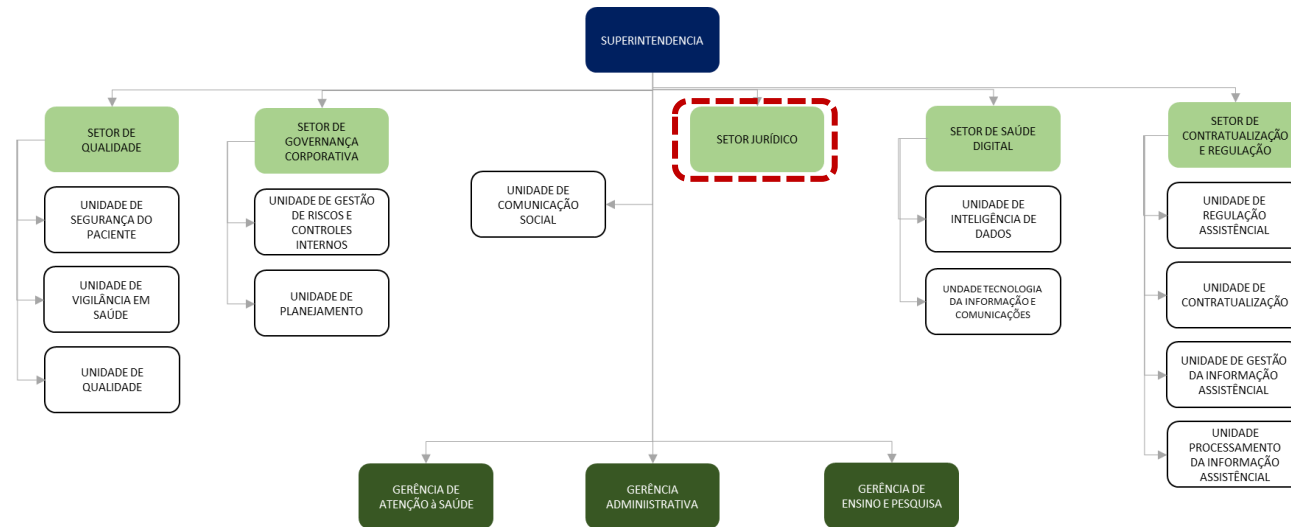
REPRESENTAR JUDICIAL E EXTRAJUDICIALMENTE OS INTERESSES DA EBSERH

REPRESENTAR JUDICIALMENTE OS INTERESSES DA EBSERH

REPRESENTAR EXTRAJUDICIALMENTE OS INTERESSES DA EBSERH

REALIZAR ADVOCACIA PREVENTIVA

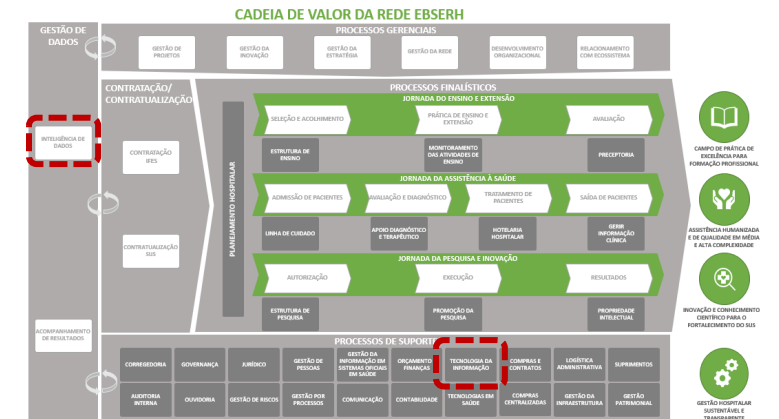
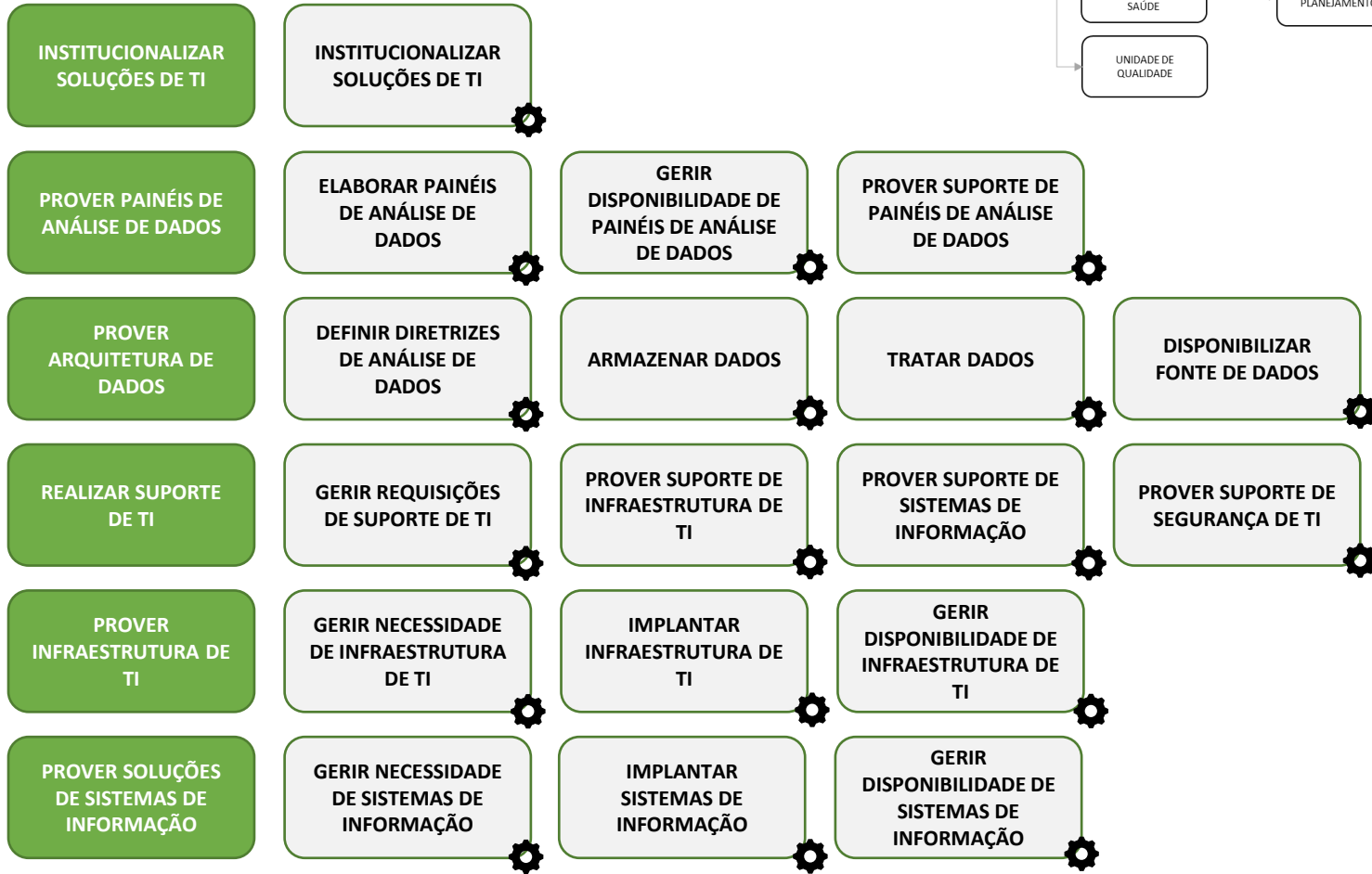
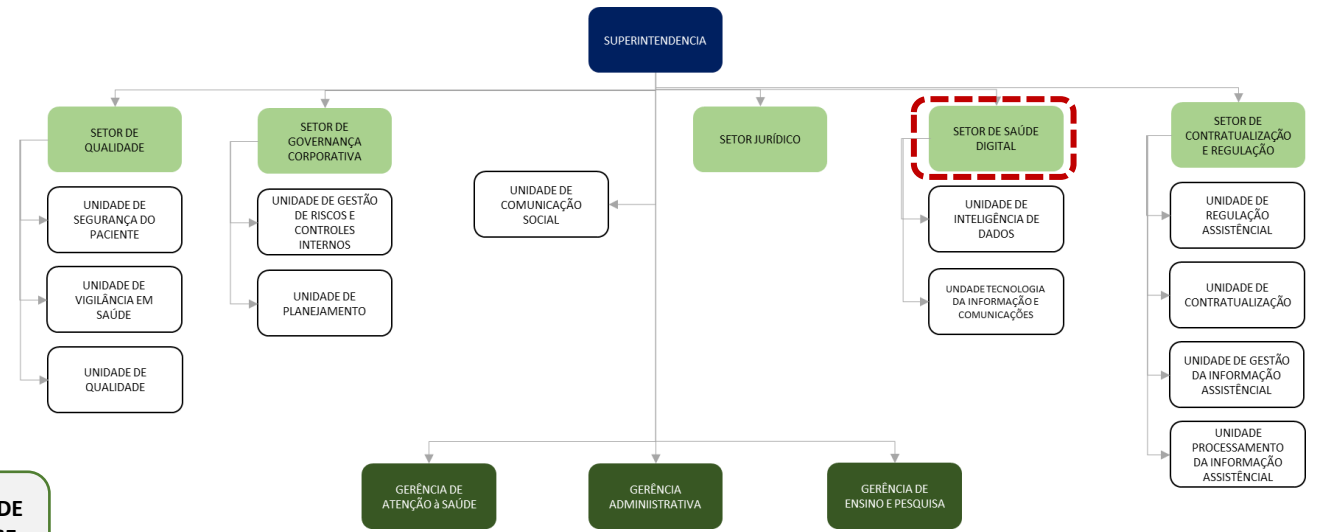
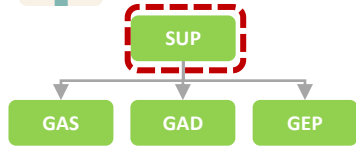
REALIZAR ADVOCACIA PREVENTIVA



FICHA EM CONSTRUÇÃO

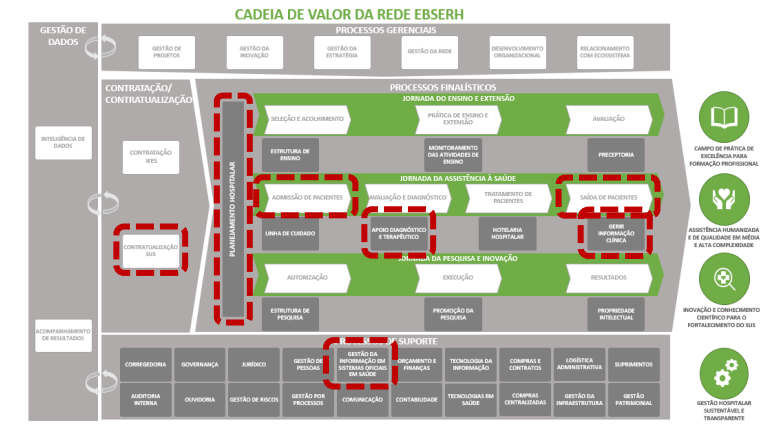
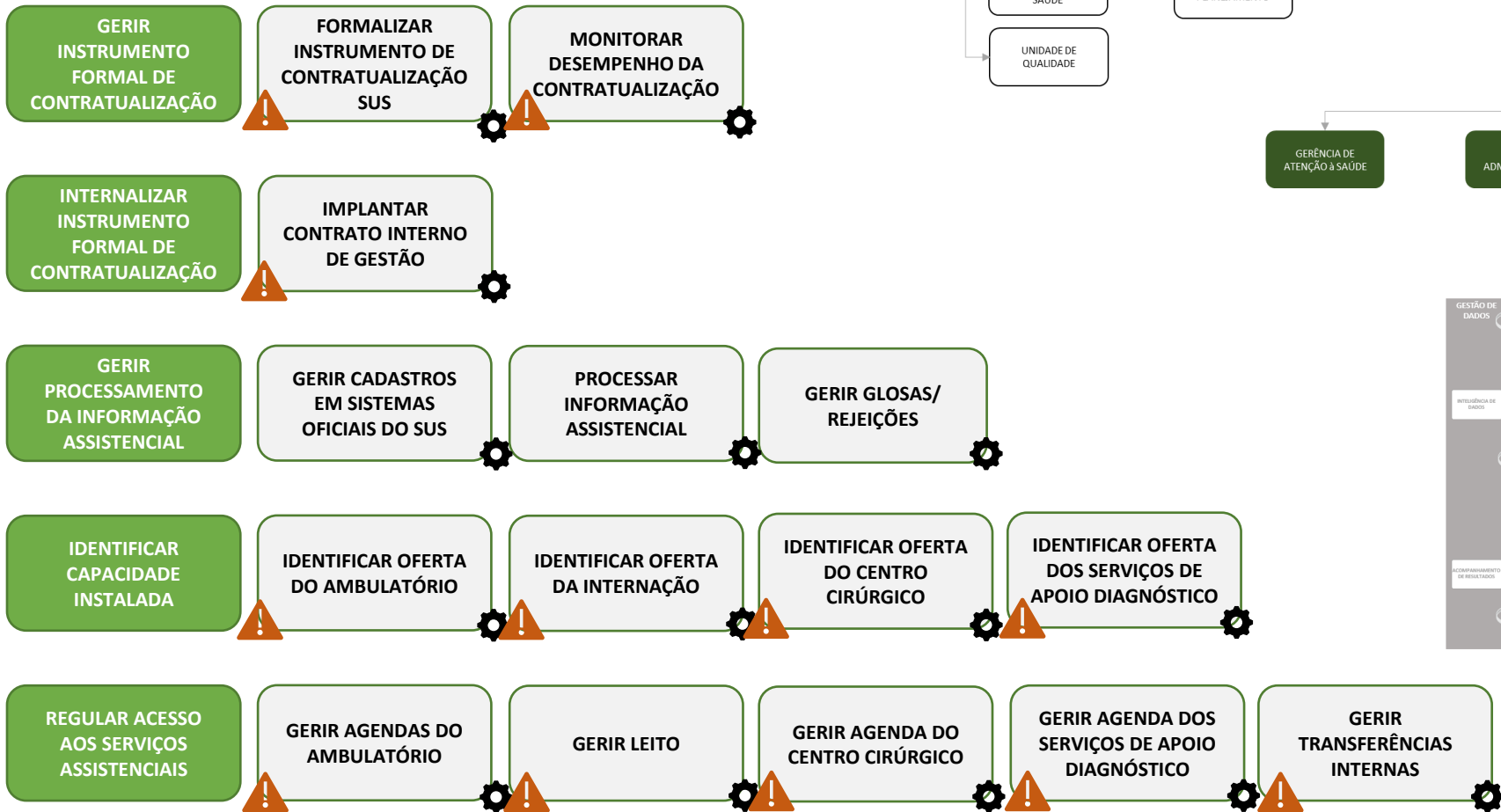
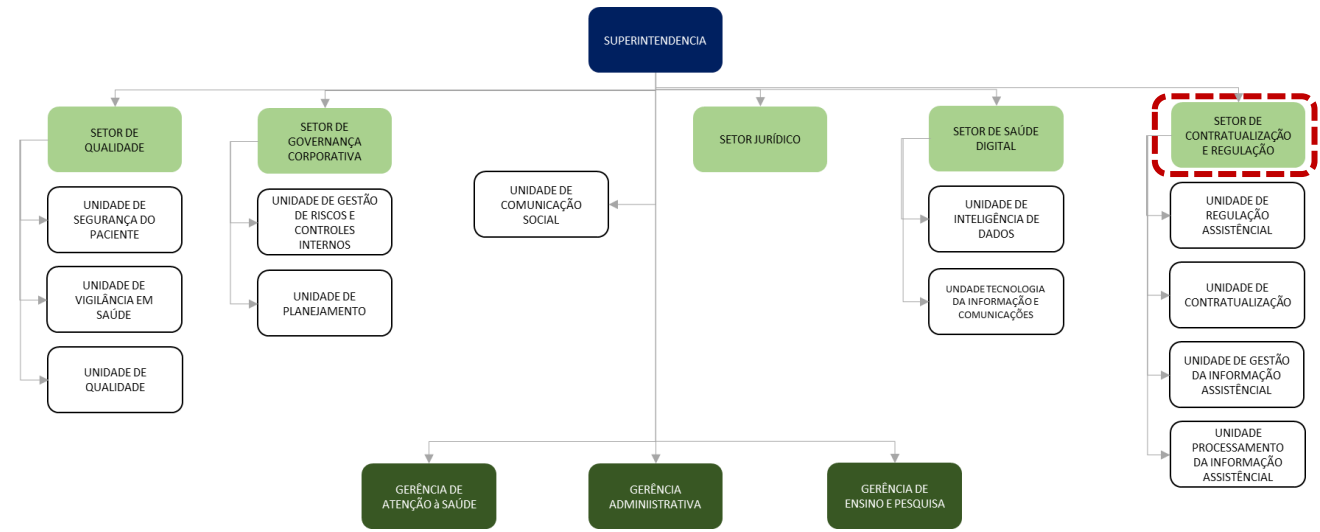
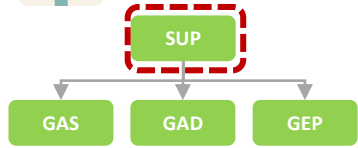


Tipo I





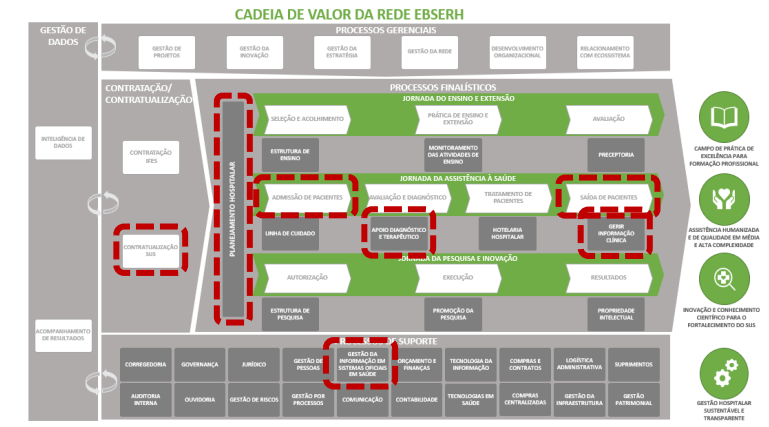
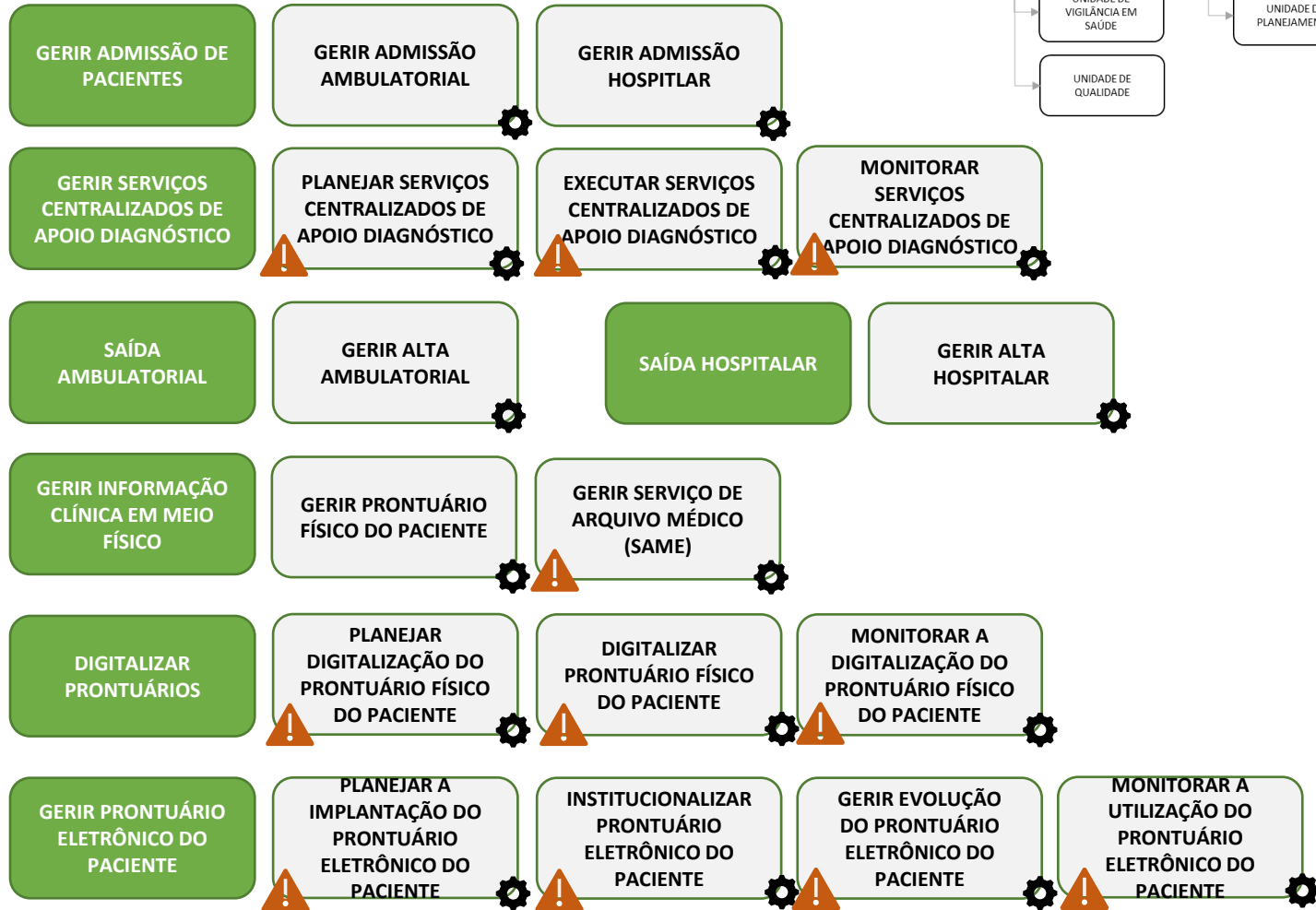
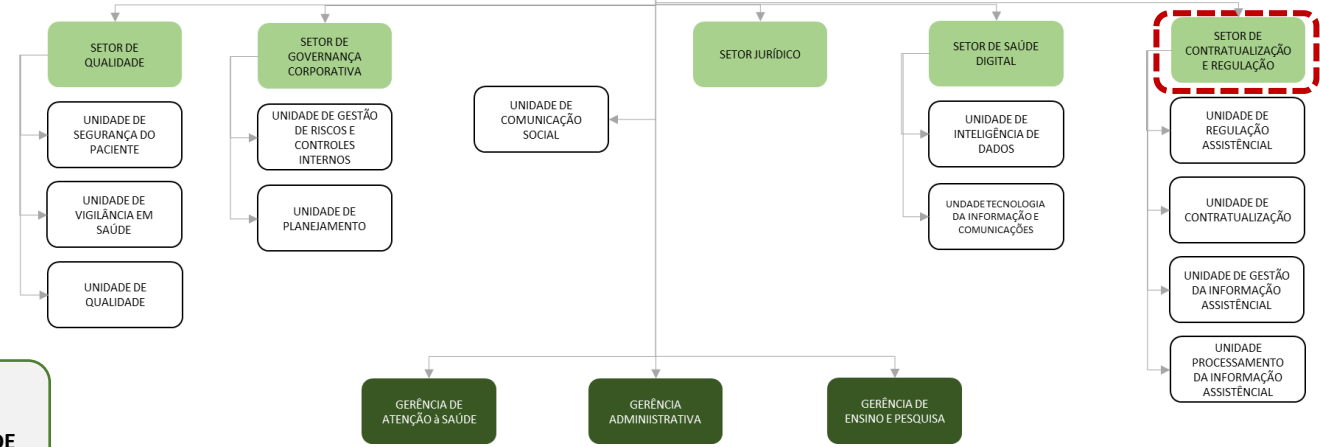
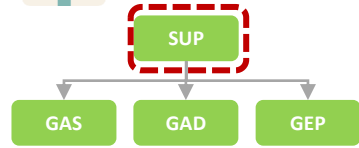
Tipo I



**FICHA EM CONSTRUÇÃO**



# Tipo I



FICHA EM CONSTRUÇÃO



Tipo I

SUP

GAS

GAD

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GERÊNCIA DE ATENÇÃO À SAÚDE

DIVISÃO MÉDICA

DIVISÃO DE APOIO  
DIAGNÓSTICO E  
TERAPÊUTICO

DIVISÃO DE  
GESTÃO DO  
CUIDADO

DIVISÃO DE  
ENFERMAGEM

SETOR DE  
FARMÁCIA

SETOR

SETOR

UNIDADE DE  
DISPENSAÇÃO  
FARMACÊUTICA

UNIDADE DE  
FARMÁCIA  
CLÍNICA

UNIDADE

UNIDADE



Tipo I

SUP

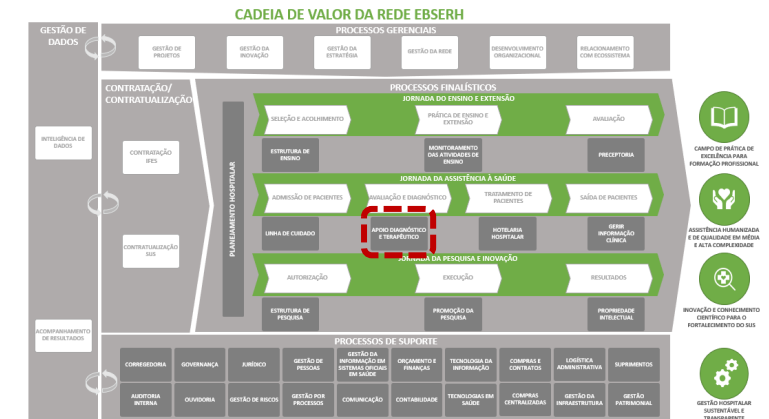
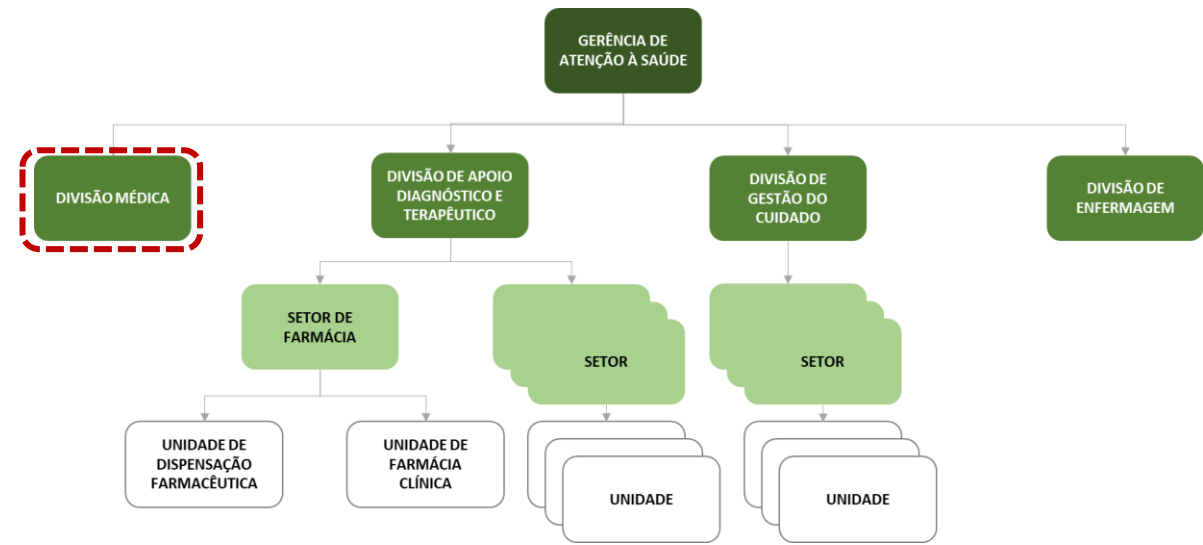
GAS

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GERIR PRESTAÇÃO DE SERVIÇOS DE APOIO DIAGNÓSTICO E TERAPÊUTICO

GERIR CUIDADOS MÉDICOS





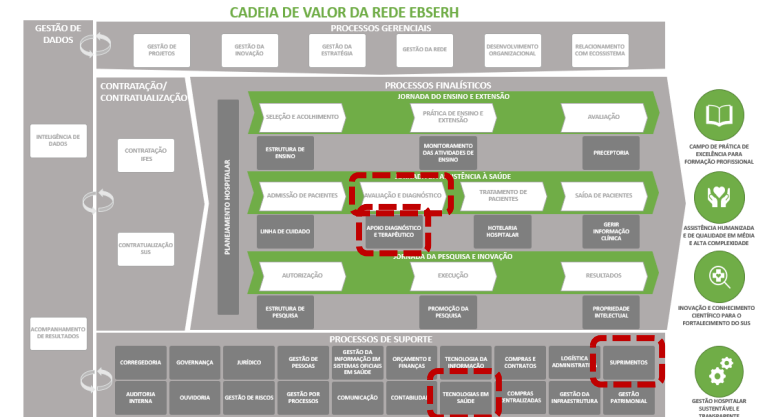
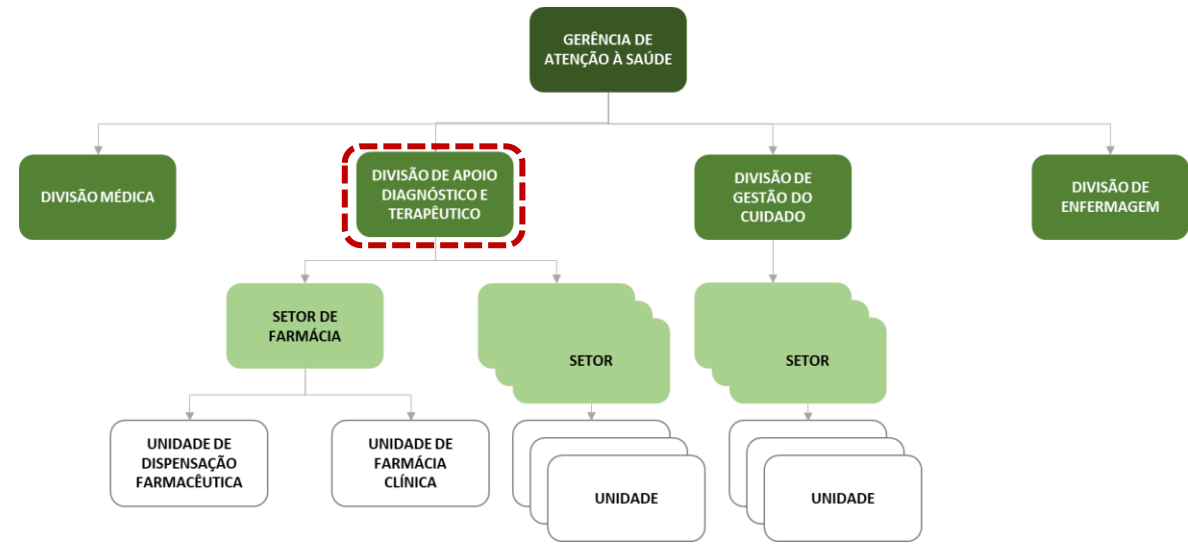
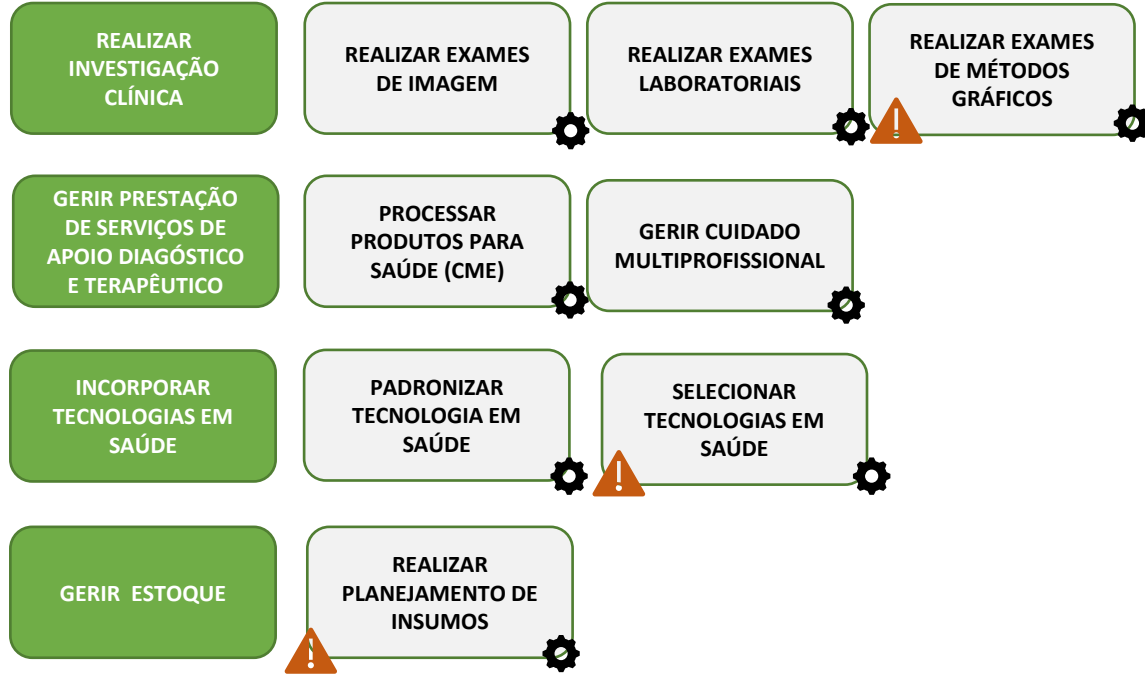
Tipo I

SUP

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FICHA EM CONSTRUÇÃO



# Tipo I

SUP

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GERIR ADMISSÃO DE PACIENTES

GERIR ADMISSÃO NA URGÊNCIA E EMERGÊNCIA

REALIZAR TRATAMENTO EM URGÊNCIA E EMERGÊNCIA

REALIZAR ATENDIMENTO EM URGÊNCIA E EMERGÊNCIA

REALIZAR TRATAMENTO MEDIADO PELA TECNOLOGIA

REALIZAR TELECONSULTA

GERIR SERVIÇOS MEDIADOS PELA TECNOLOGIA

REALIZAR TELECONSULTORIA

REALIZAR TELEINTERCONSULTA

REALIZAR TRATAMENTO AMBULATORIAL

REALIZAR CONSULTA AMBULATORIAL

REALIZAR CIRURGIA AMBULATORIAL

REALIZAR TRATAMENTO EM HOSPITAL DIA

REALIZAR TRATAMENTO AMBULATORIAL ESPECIALIZADO

REALIZAR TRATAMENTO HOSPITALAR

REALIZAR INTERNAÇÃO CLÍNICA

REALIZAR TRATAMENTO EM TERAPIA INTENSIVA

REALIZAR TRATAMENTO CIRÚRGICO

## GERÊNCIA DE ATENÇÃO À SAÚDE

DIVISÃO MÉDICA

DIVISÃO DE APOIO DIAGNÓSTICO E TERAPÊUTICO

DIVISÃO DE GESTÃO DO CUIDADO

DIVISÃO DE ENFERMAGEM

SETOR DE FARMÁCIA

SETOR

SETOR

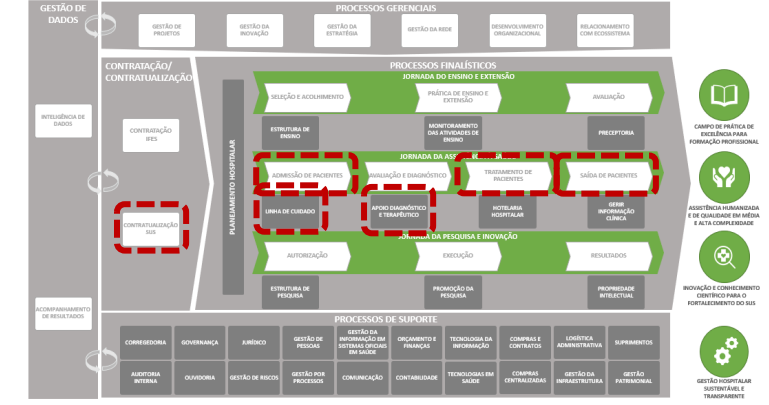
UNIDADE DE DISPENSAÇÃO FARMACÊUTICA

UNIDADE DE FARMÁCIA CLÍNICA

UNIDADE

UNIDADE

### CADEIA DE VALOR DA REDE EBSERH



FICHA EM CONSTRUÇÃO



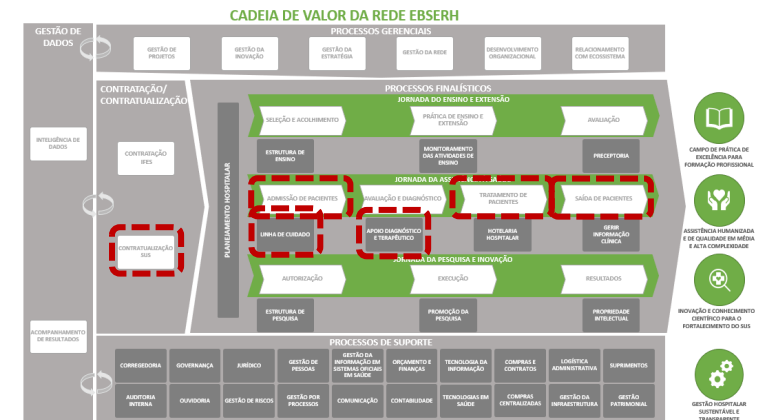
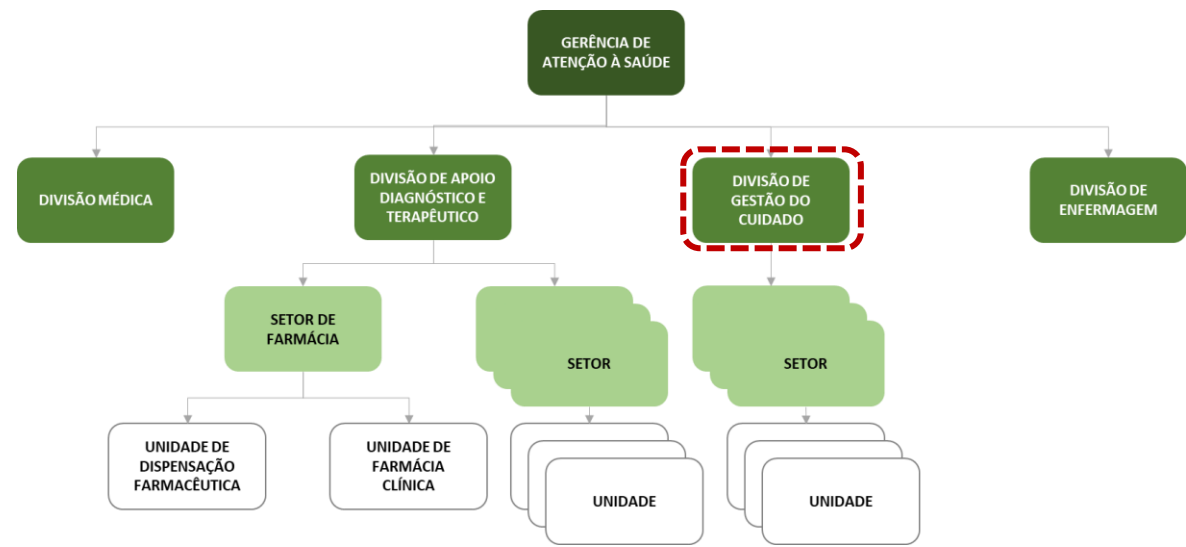
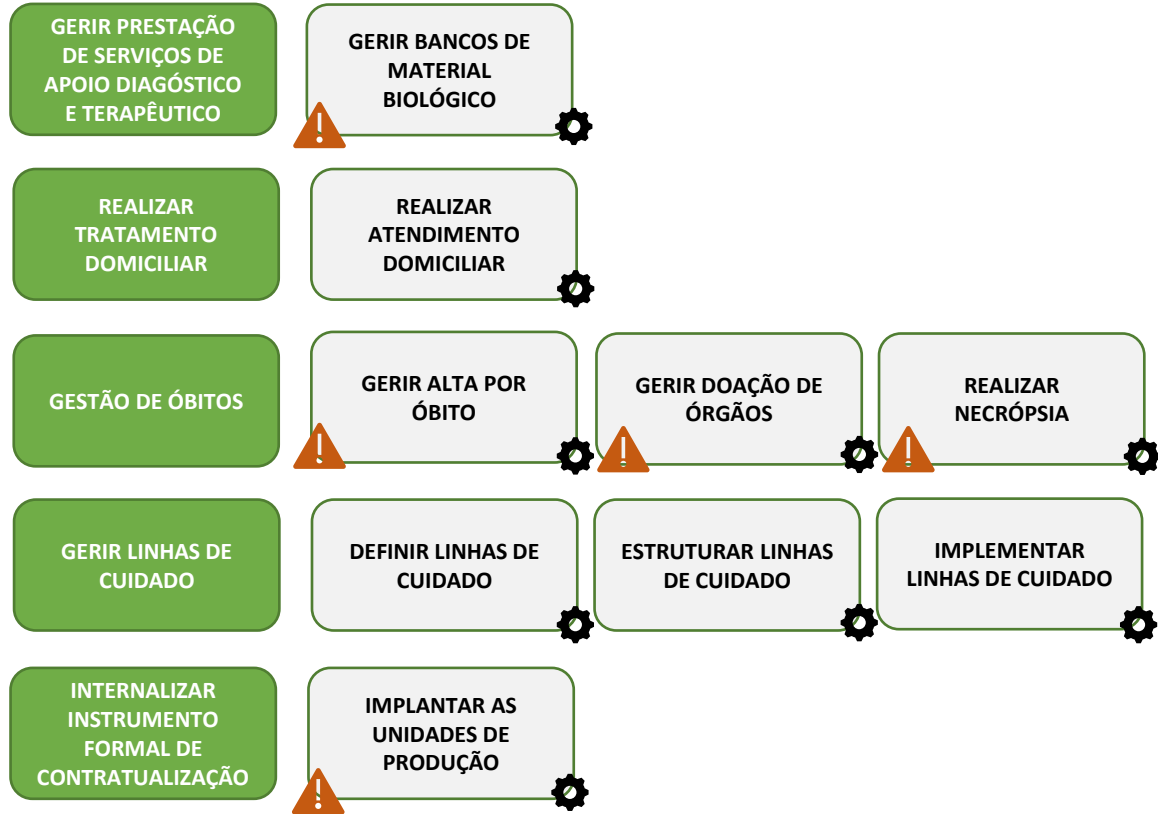
### Tipo I

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FICHA EM CONSTRUÇÃO



Tipo I

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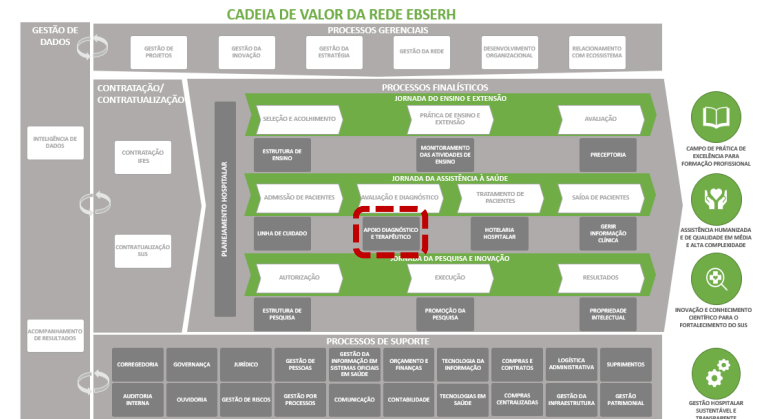
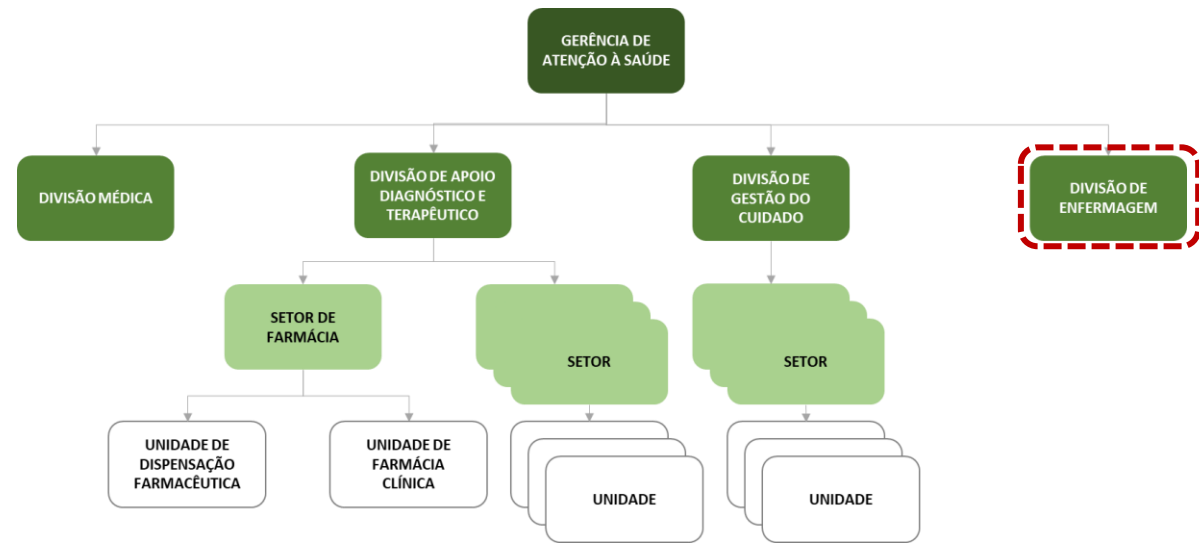
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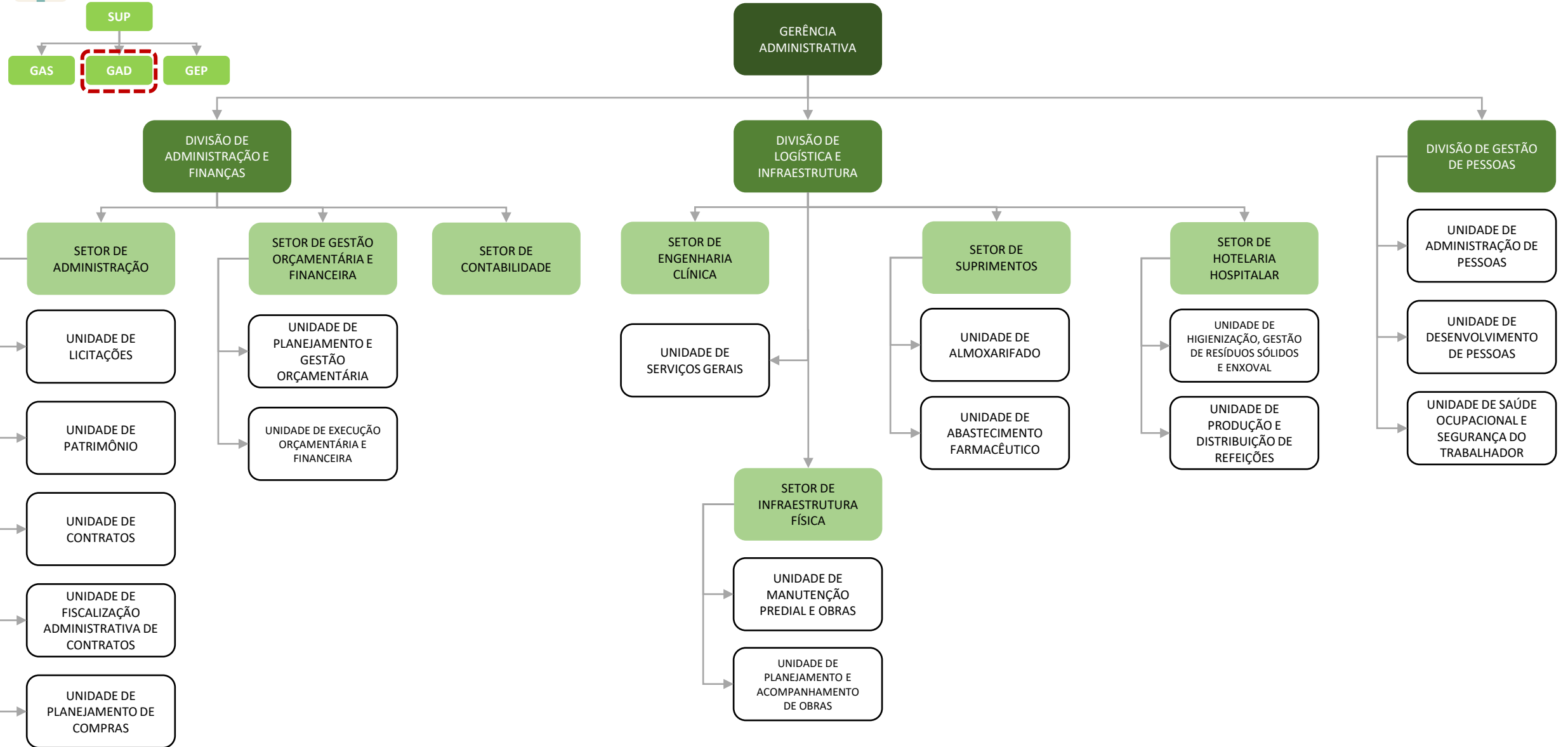
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GERIR CUIDADO DE ENFERMAGEM



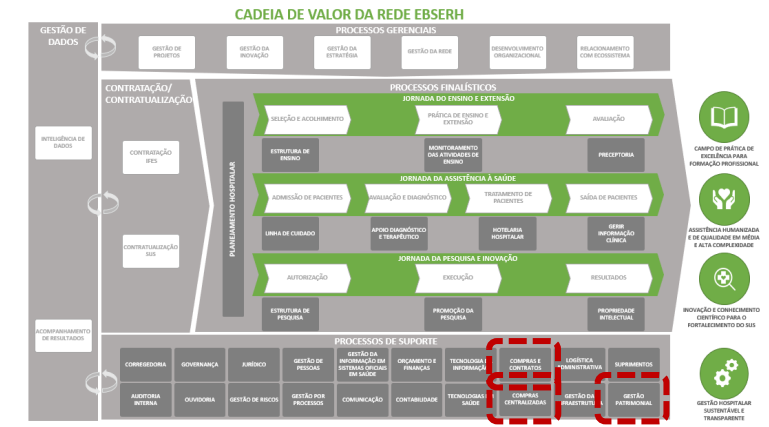
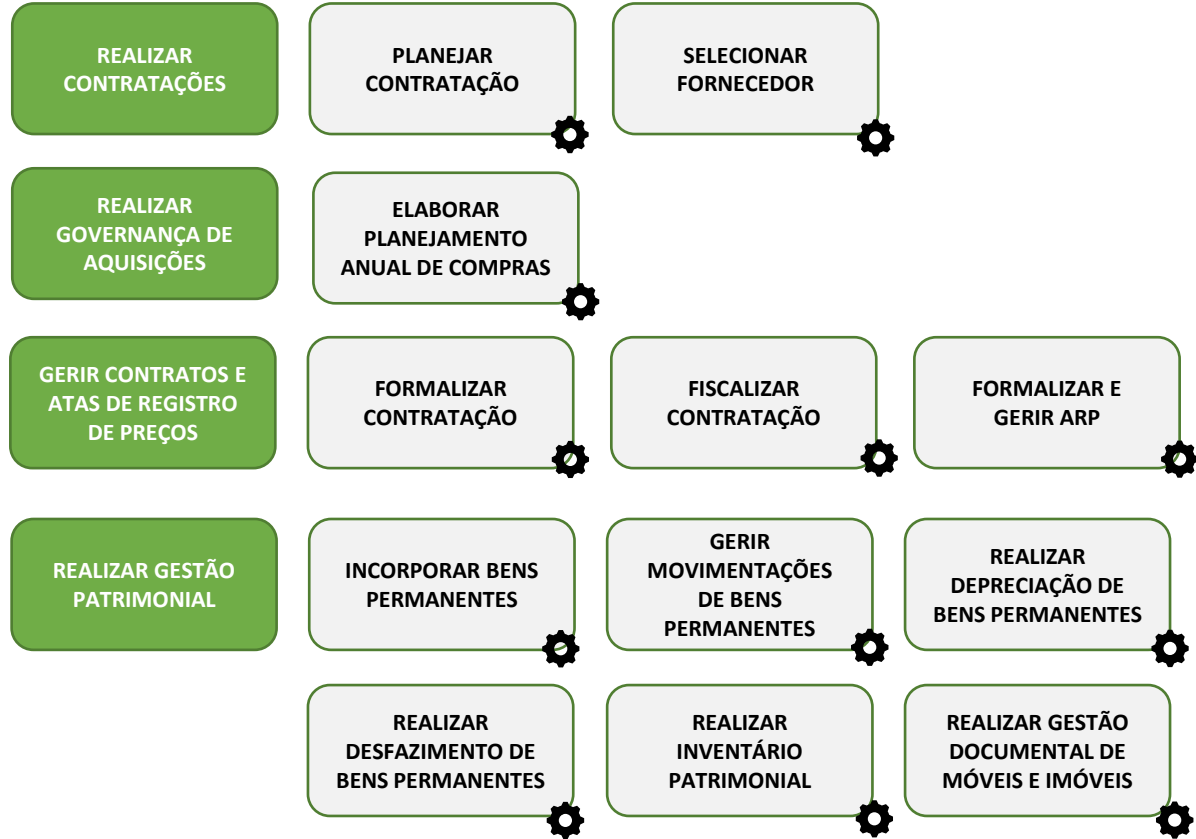
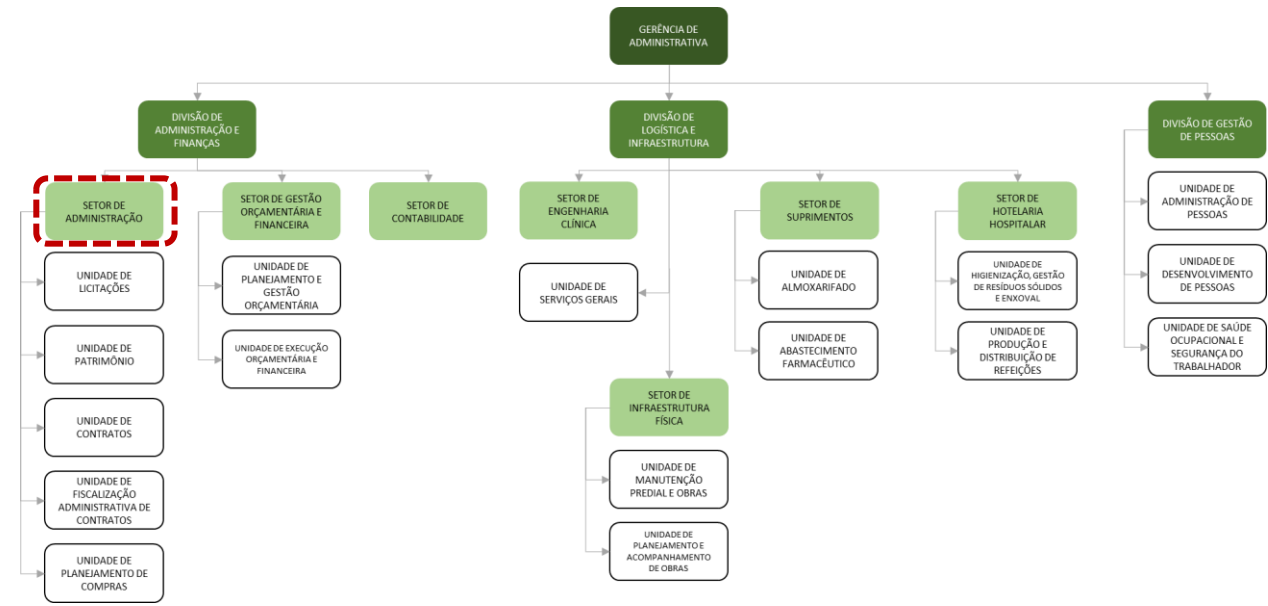
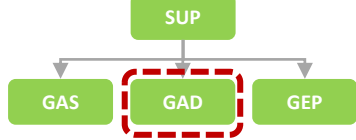


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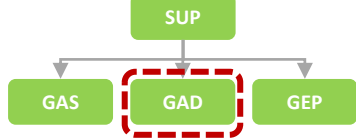


Tipo I





Tipo I



GERIR PLANEJAMENTO ORÇAMENTÁRIO

GERIR ORÇAMENTO

GERIR FINANÇAS

**CONSOLIDAR A ESTIMATIVA DE RECEITAS E DESPESAS DO HU PARA O EXERCÍCIO**

EMITIR E GERENCIAR EMPENHO

GERIR MOVIMENTAÇÃO DE CRÉDITOS

ELABORAR PROGRAMAÇÃO FINANCEIRA MENSAL

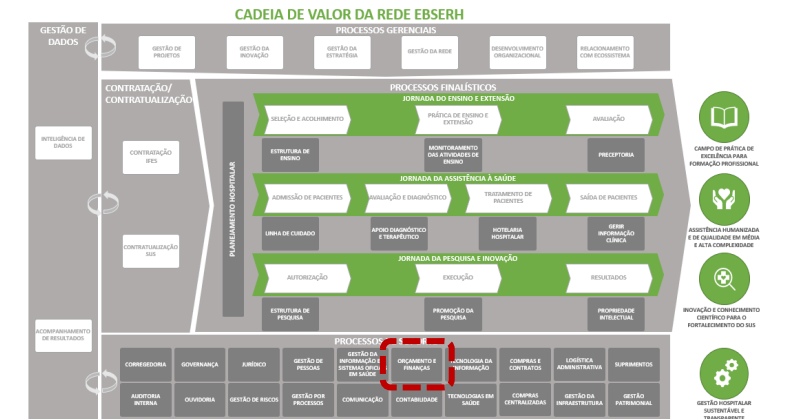
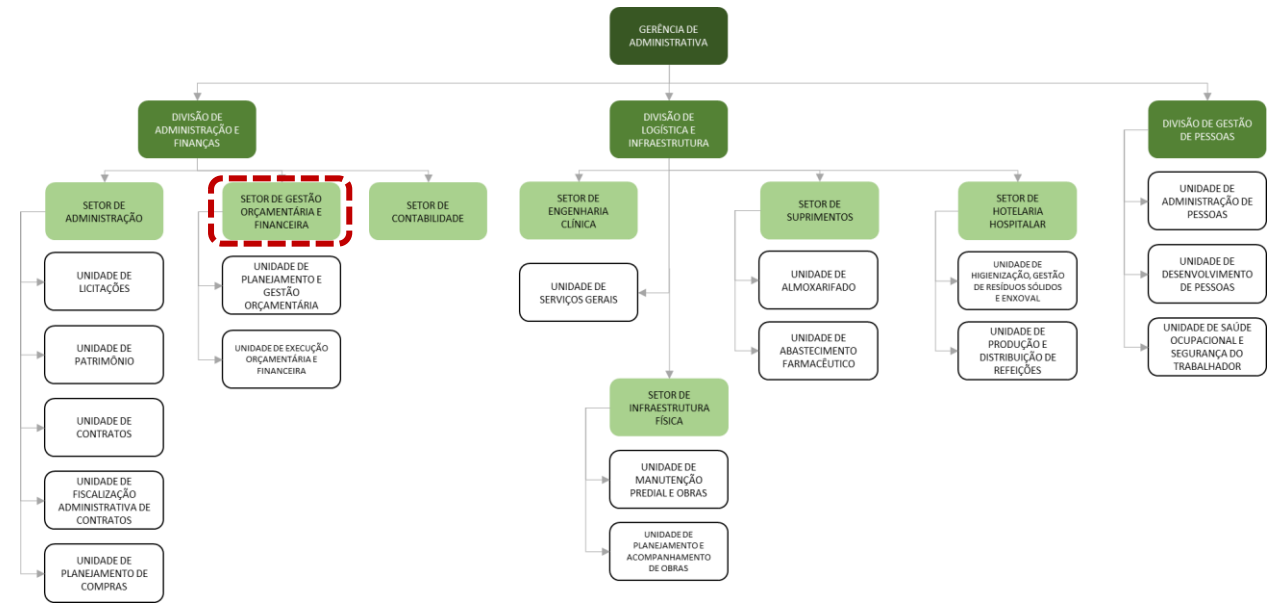
REALIZAR LIQUIDAÇÃO DE DESPESA E PAGAMENTO

EMITIR DISPONIBILIDADE ORÇAMENTÁRIA

MONITORAR DISPONIBILIDADES FINANCEIRAS

GERIR ALTERAÇÕES ORÇAMENTÁRIAS

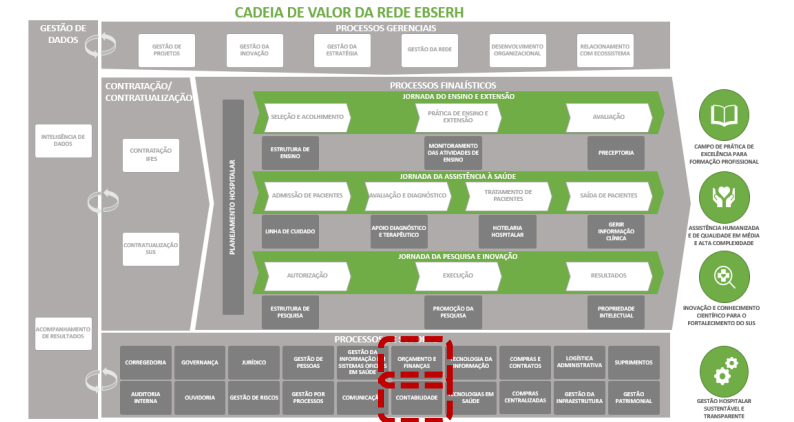
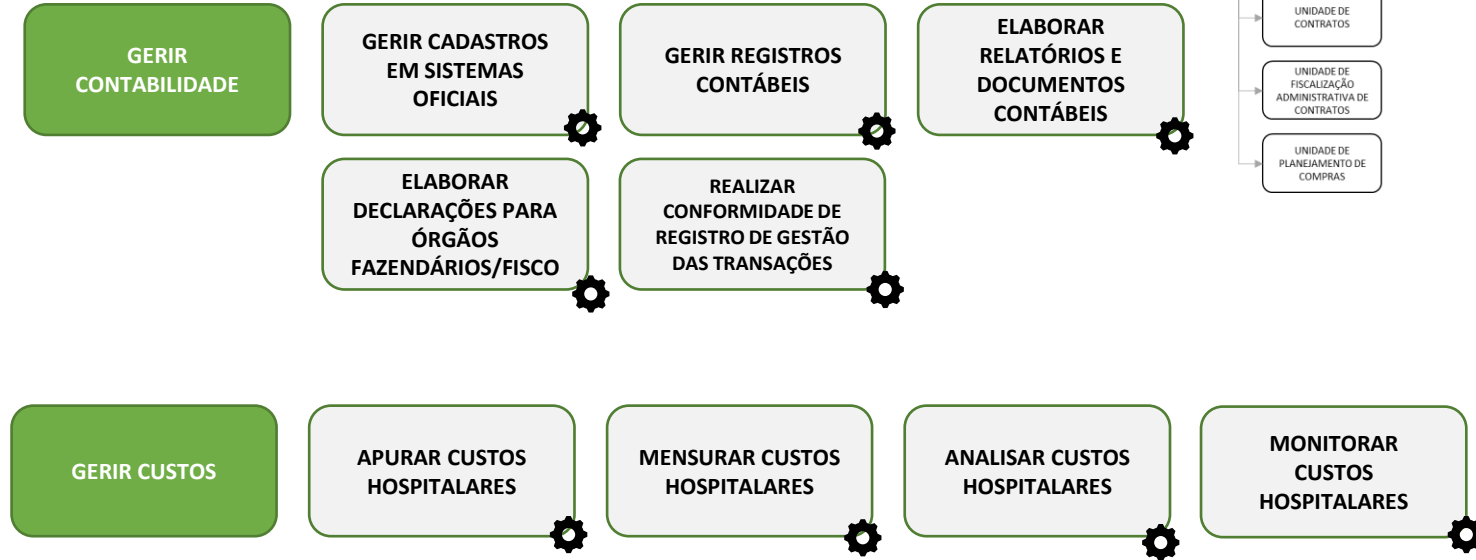
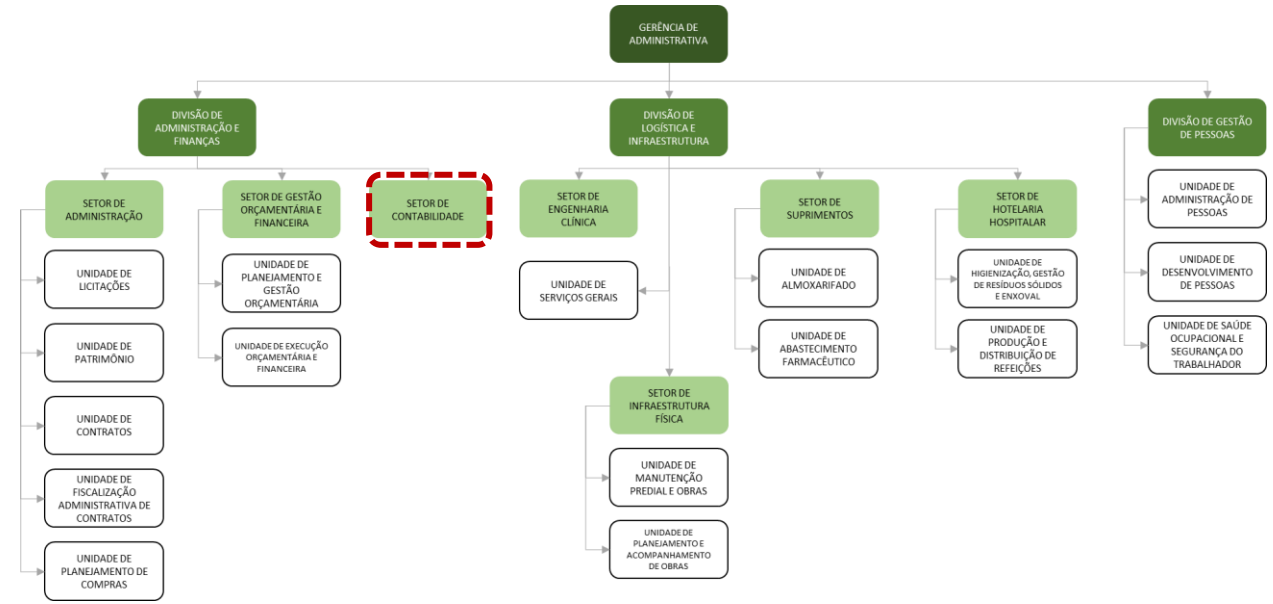
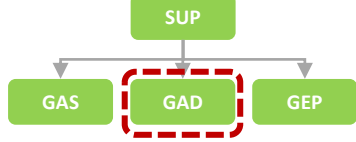
REALIZAR APURAÇÃO PARA ENCERRAMENTO DO EXERCÍCIO



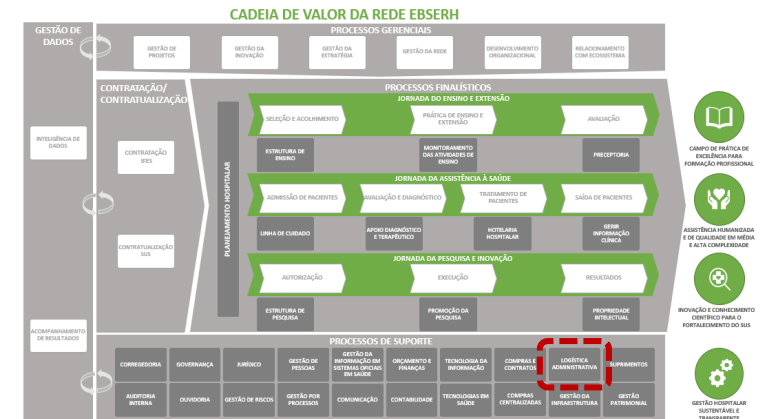
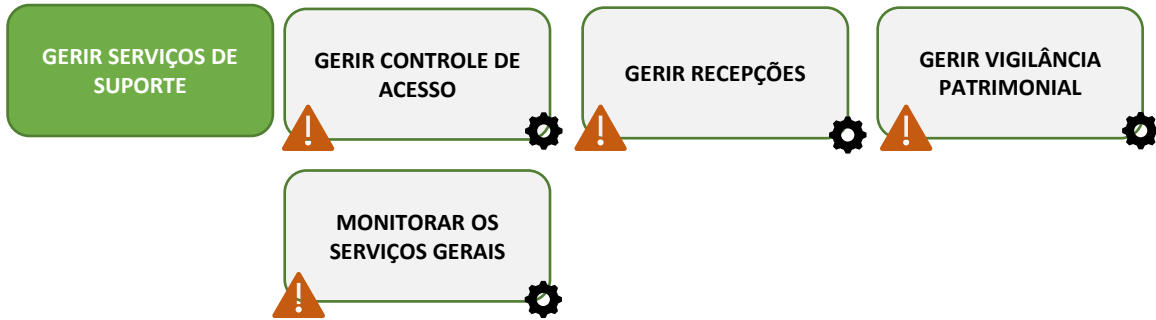
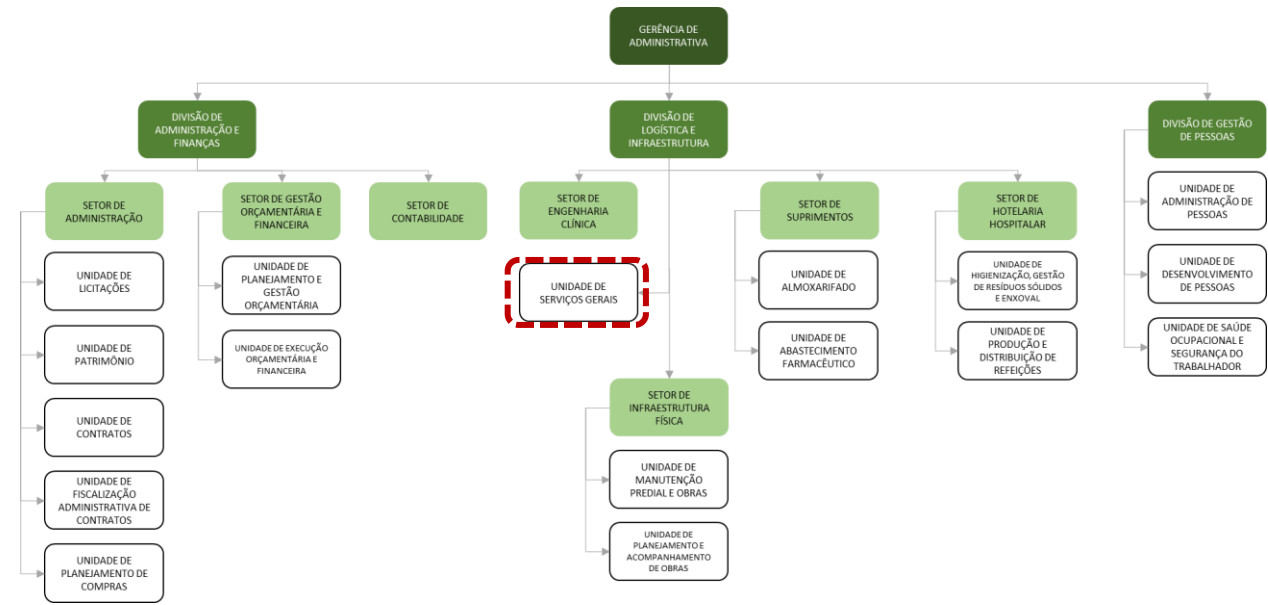
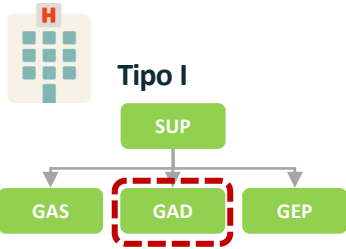
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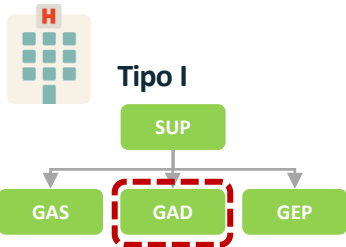
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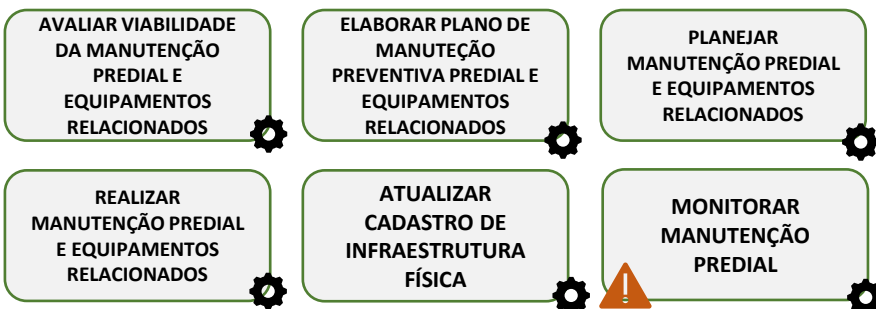




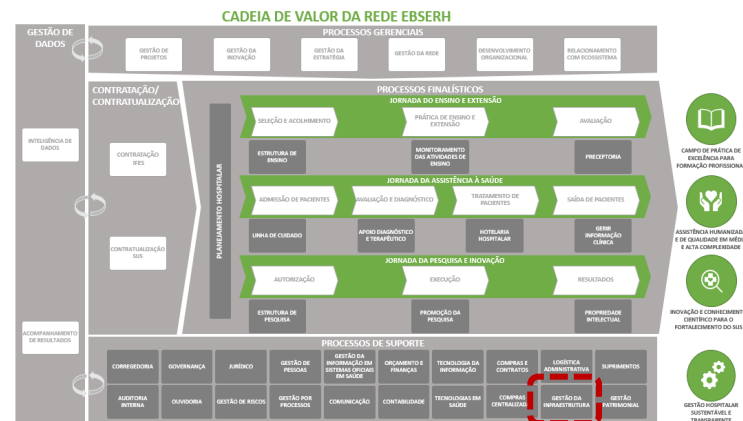
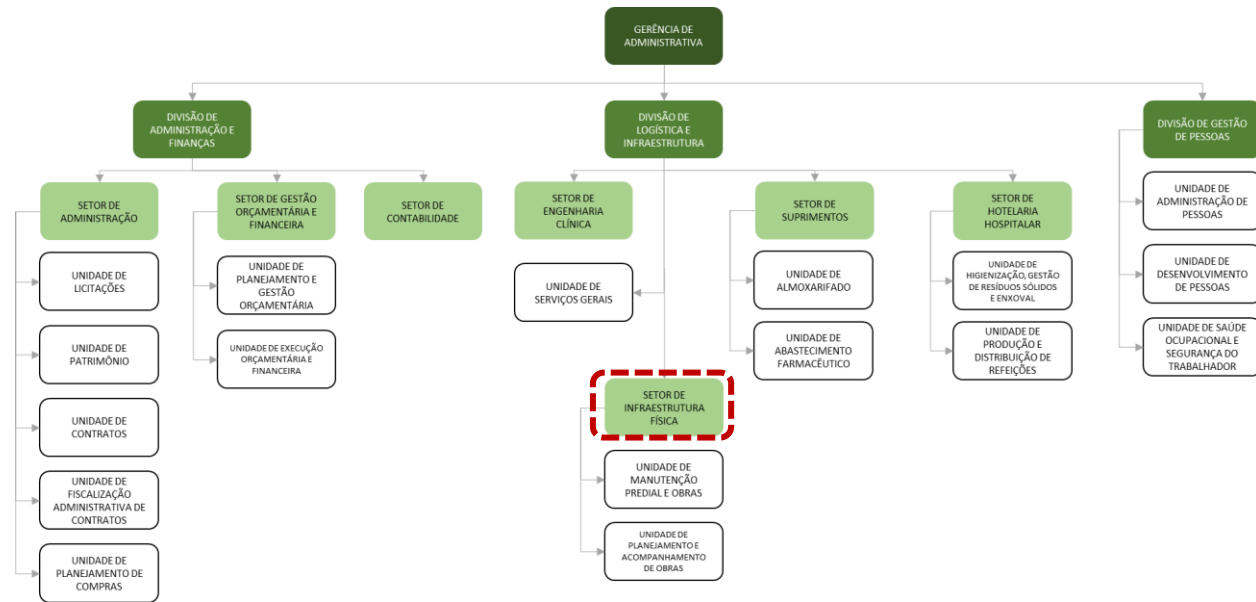
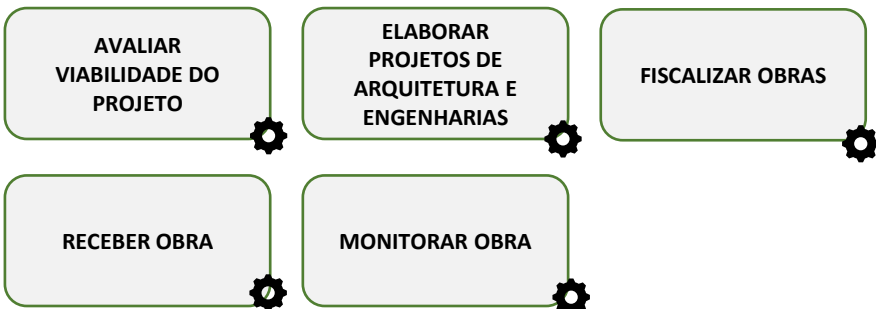
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**GERIR MANUTENÇÃO PREDIAL**



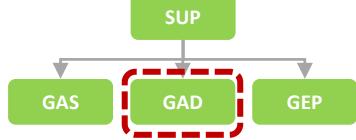
**GERIR OBRAS**



**! FICHA EM CONSTRUÇÃO**



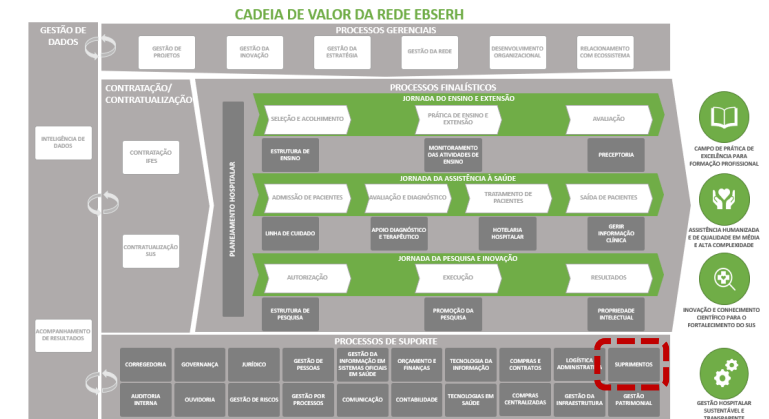
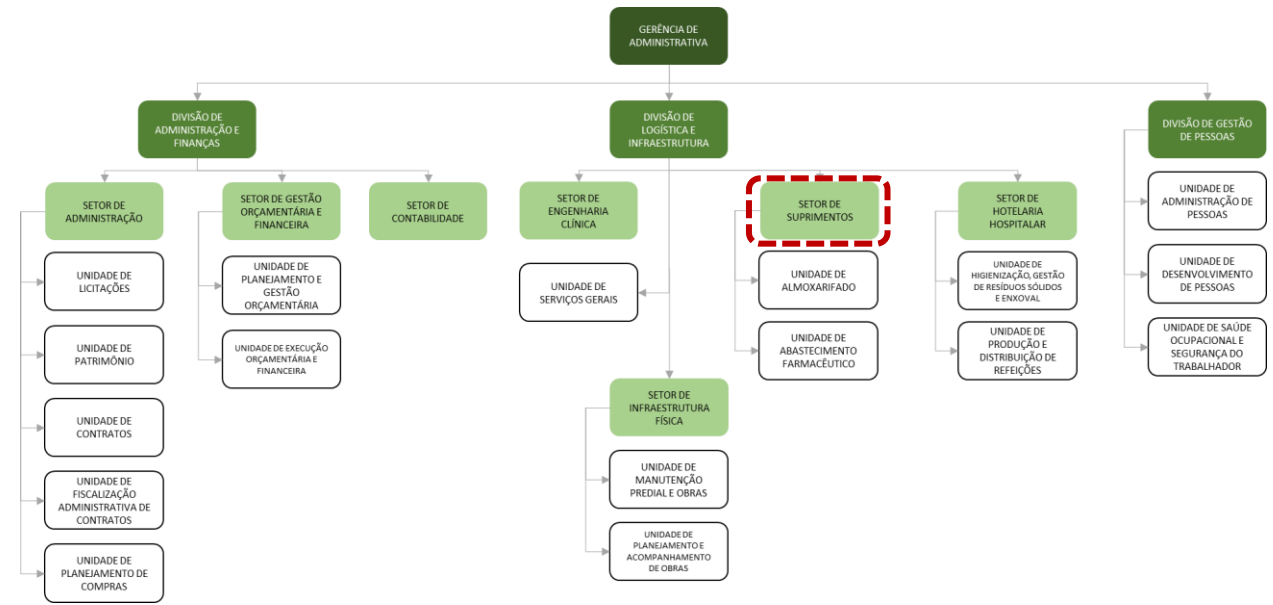
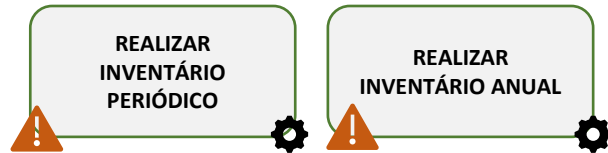
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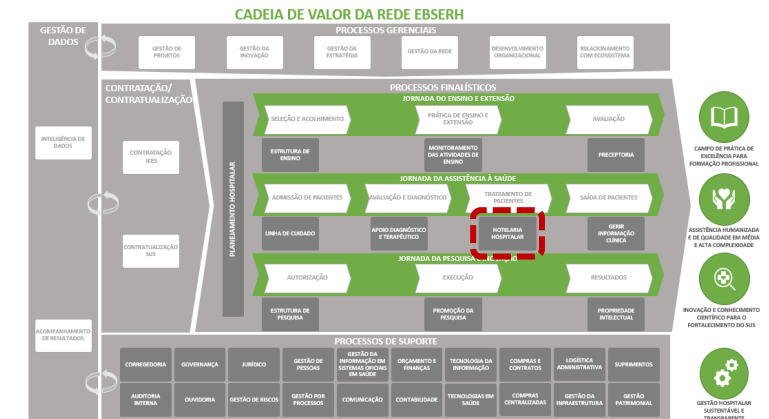
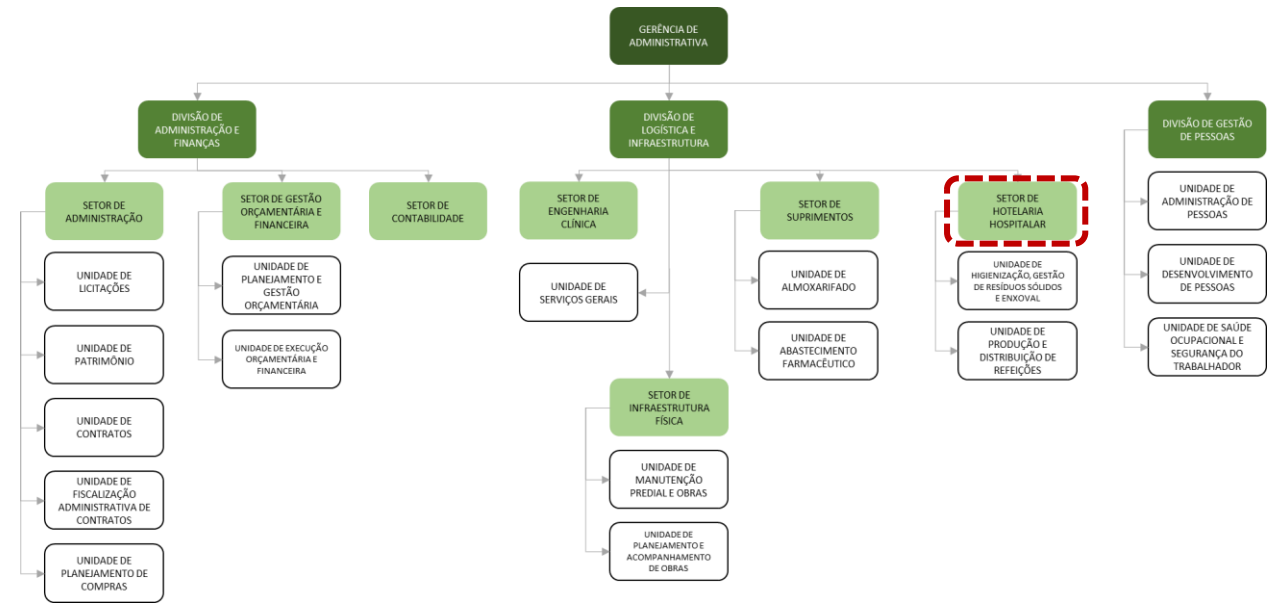
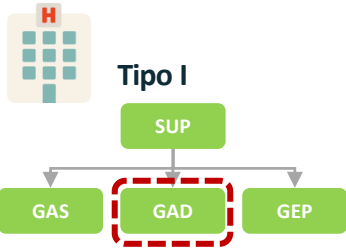
GERIR ESTOQUE



GERIR INVENTÁRIO

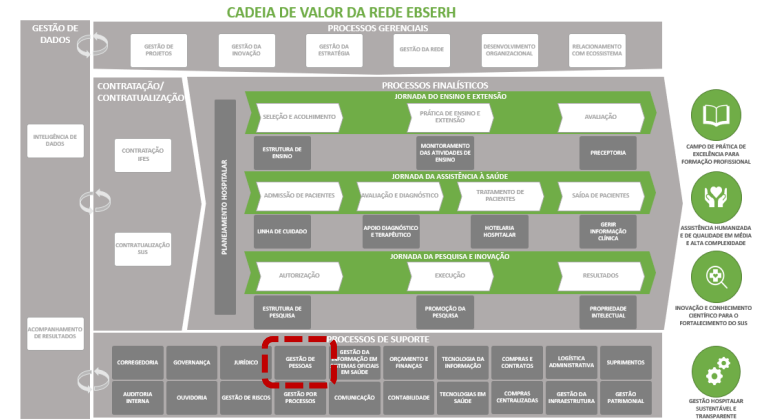
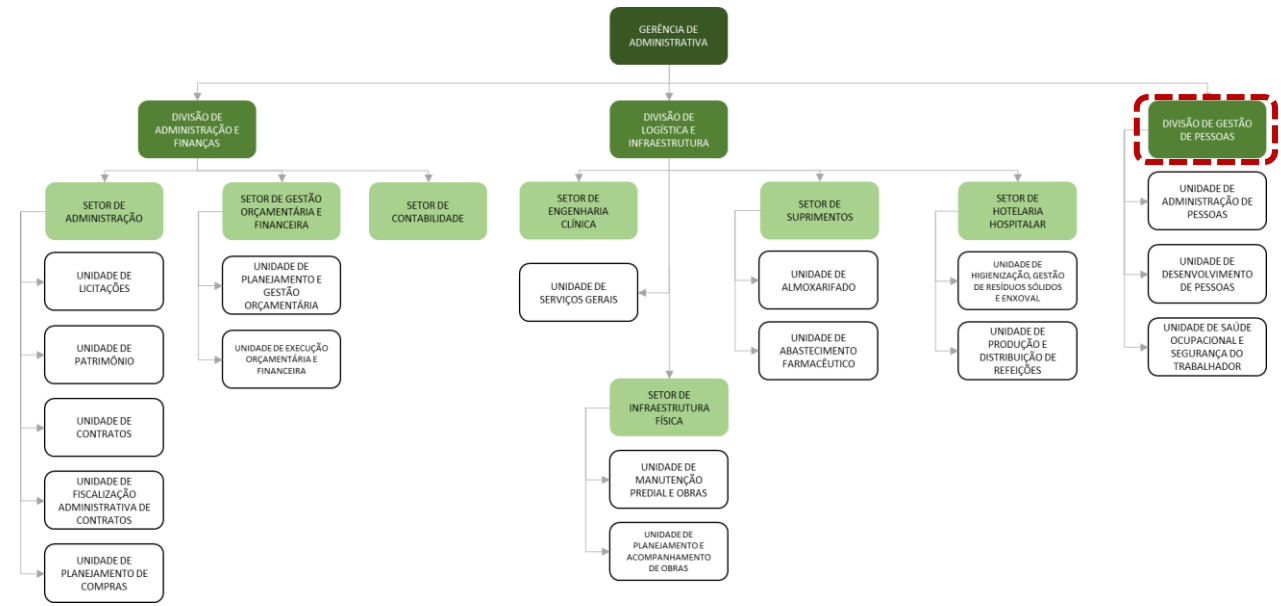
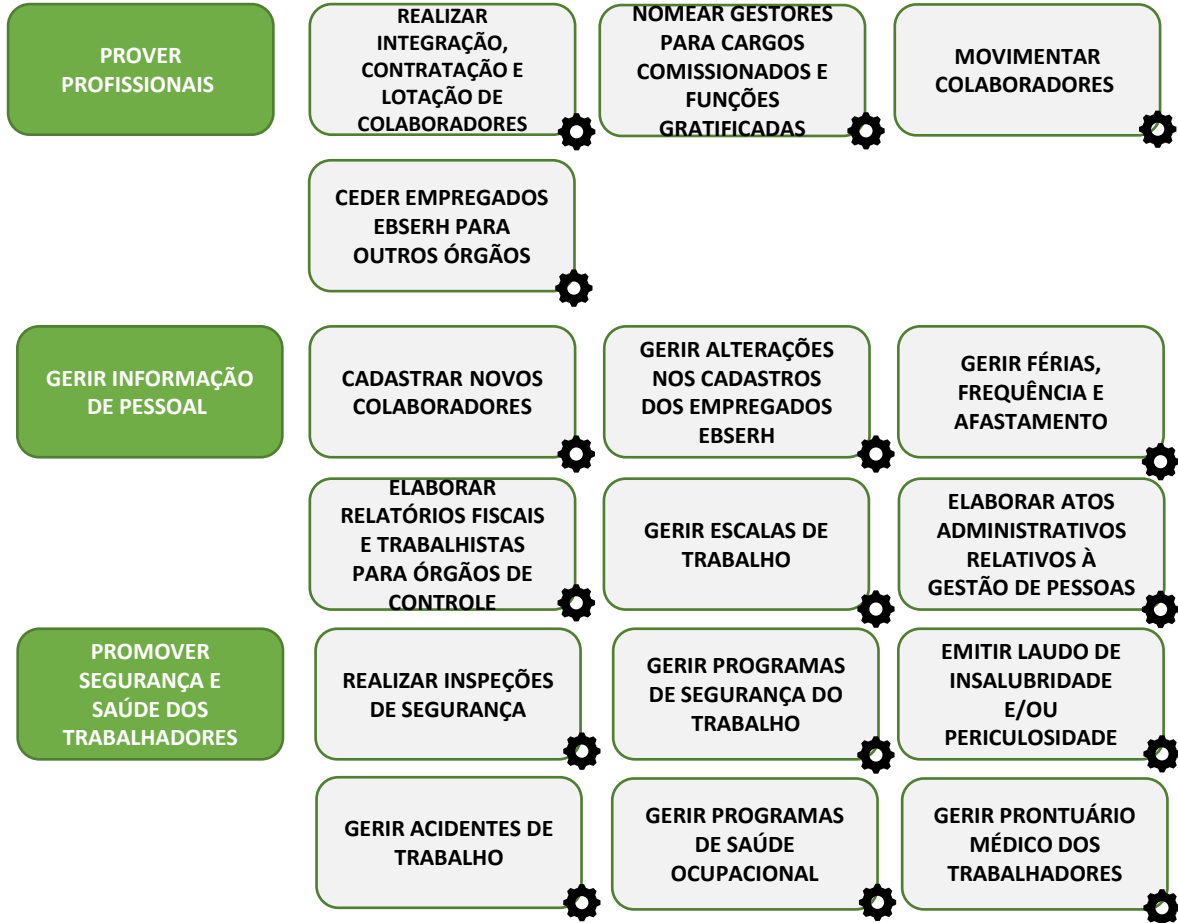
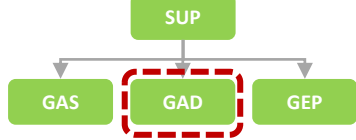


FICHA EM CONSTRUÇÃO



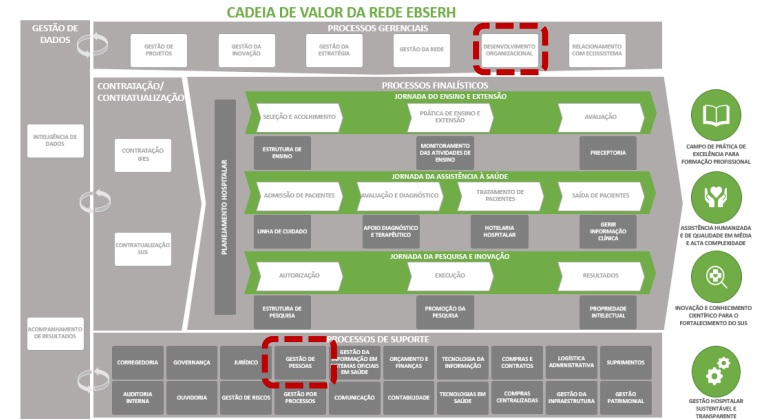
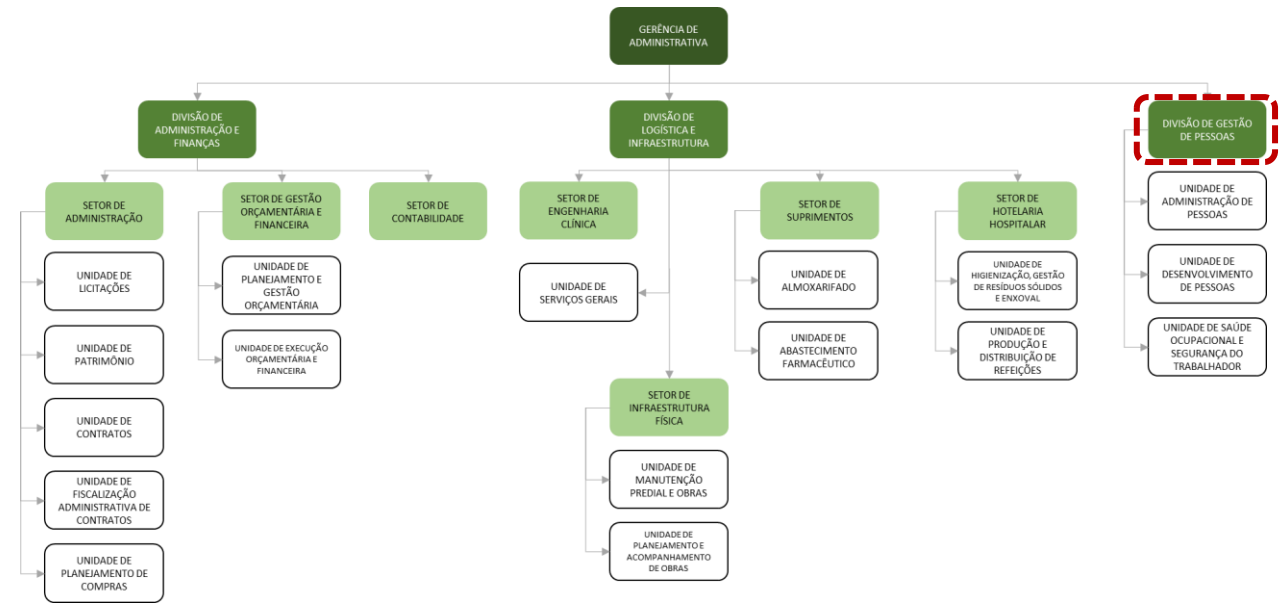
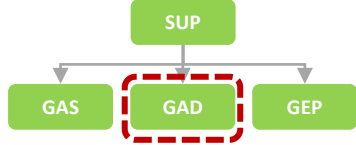


# Tipo I





Tipo I





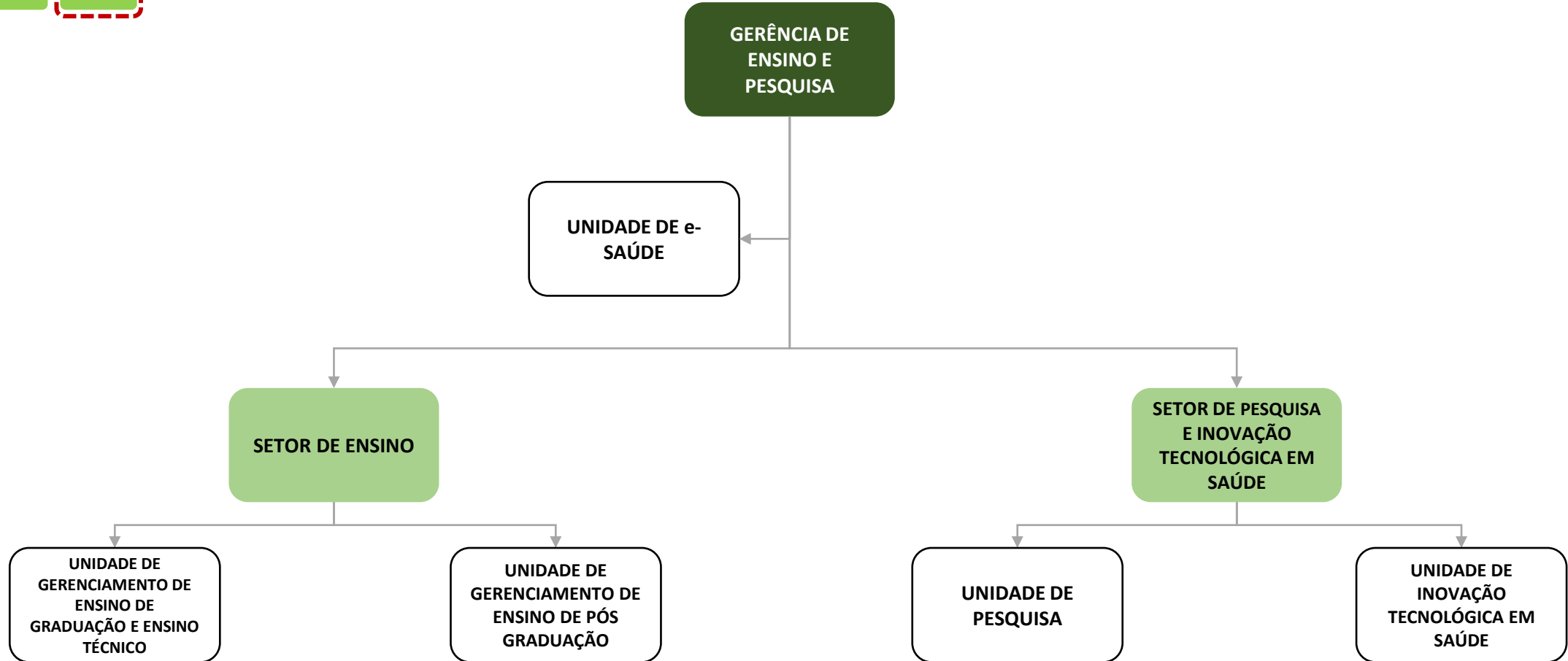
Tipo I

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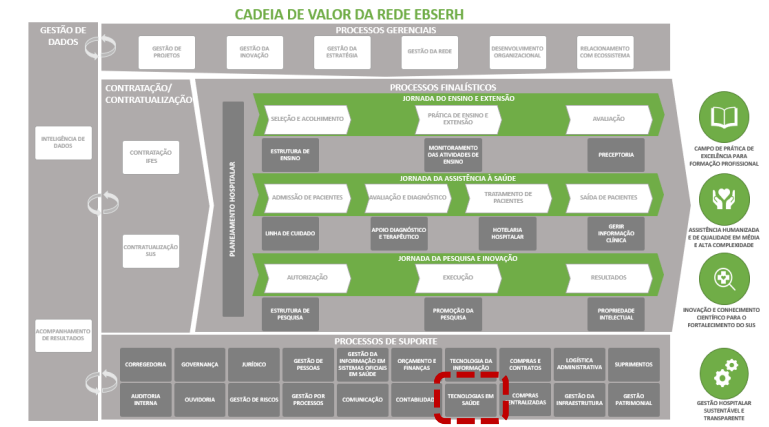
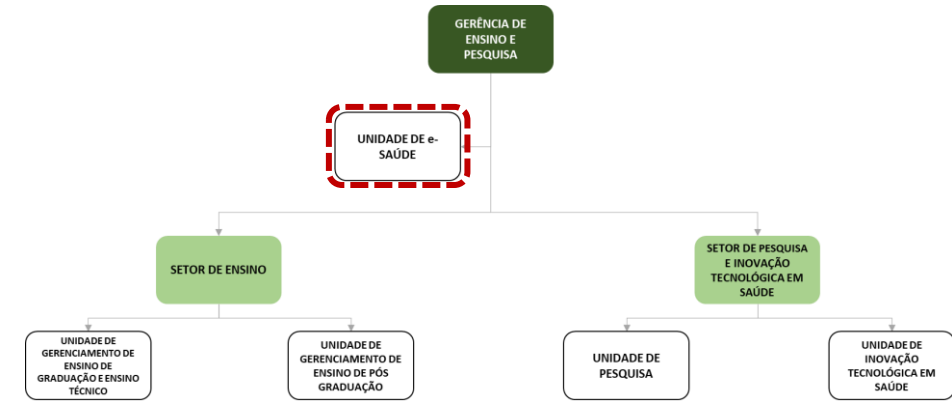
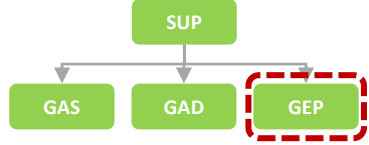
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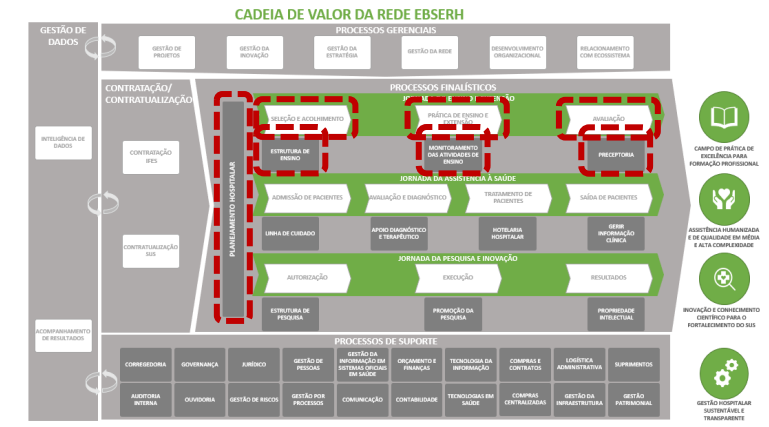
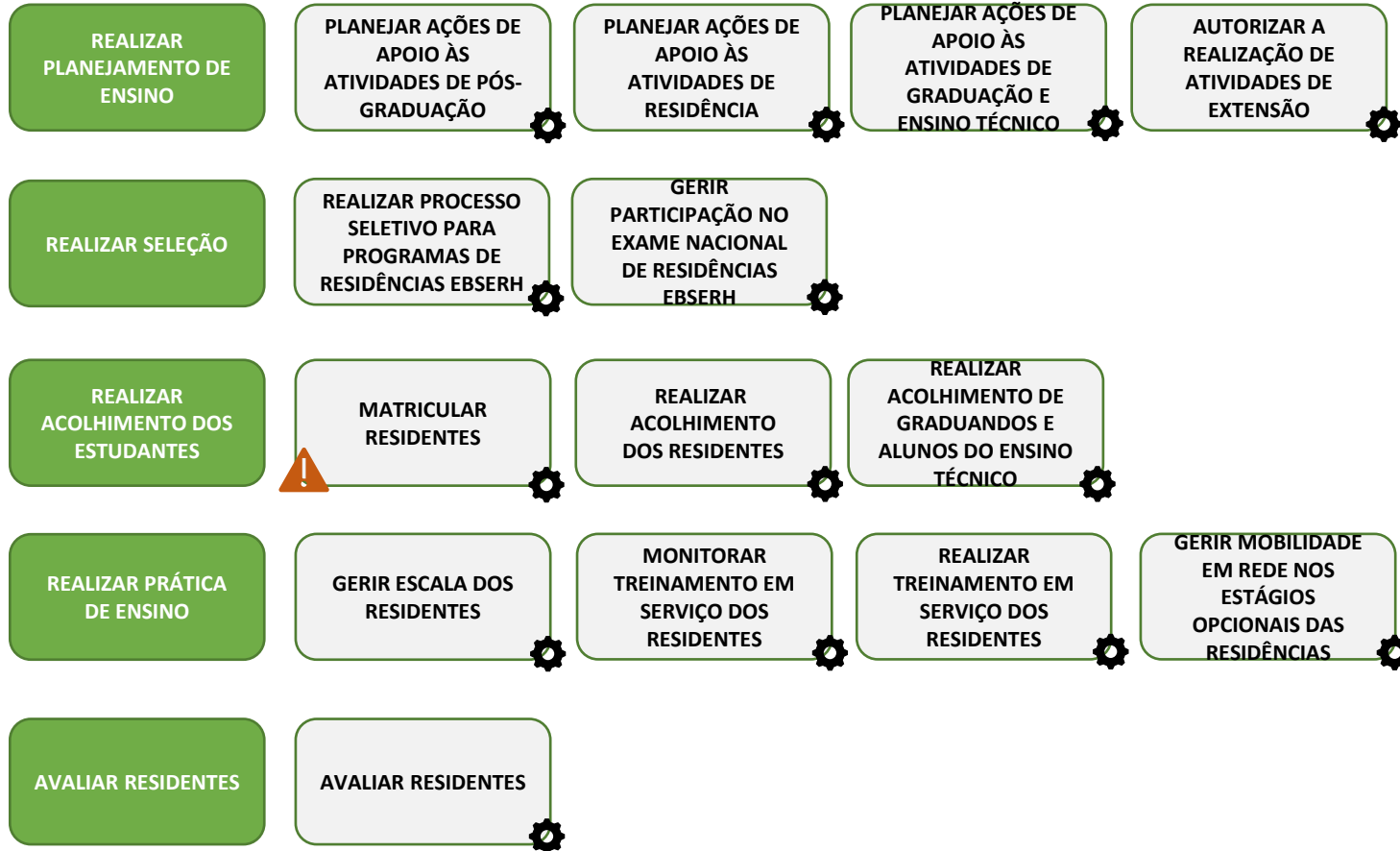
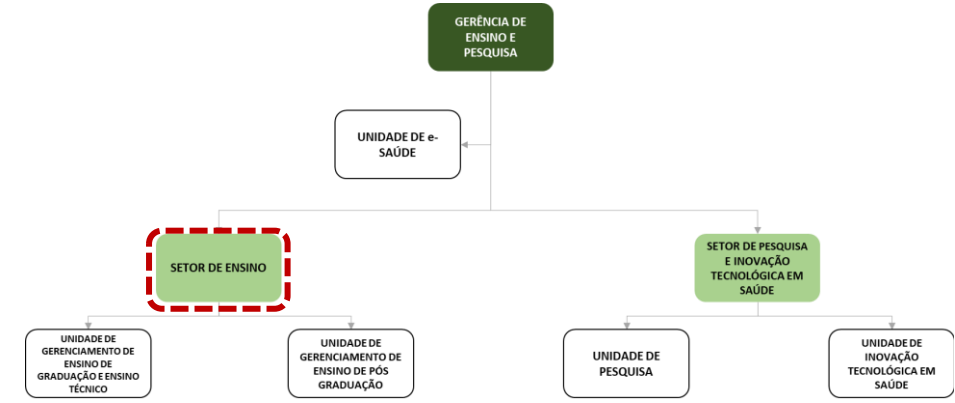
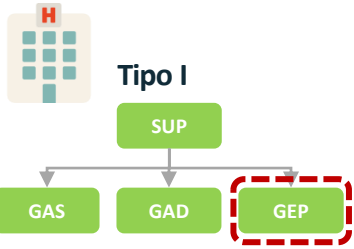




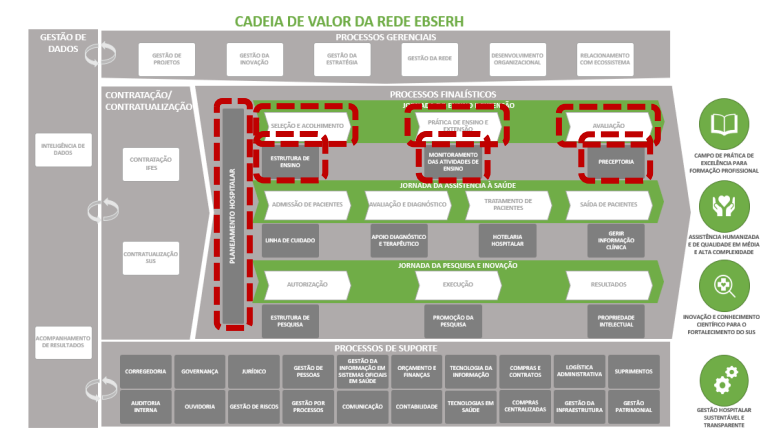
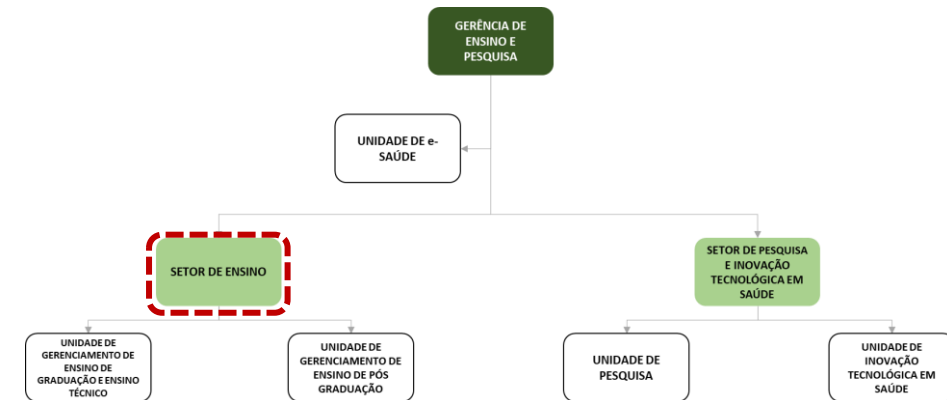
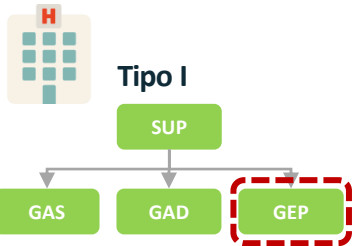
Tipo I



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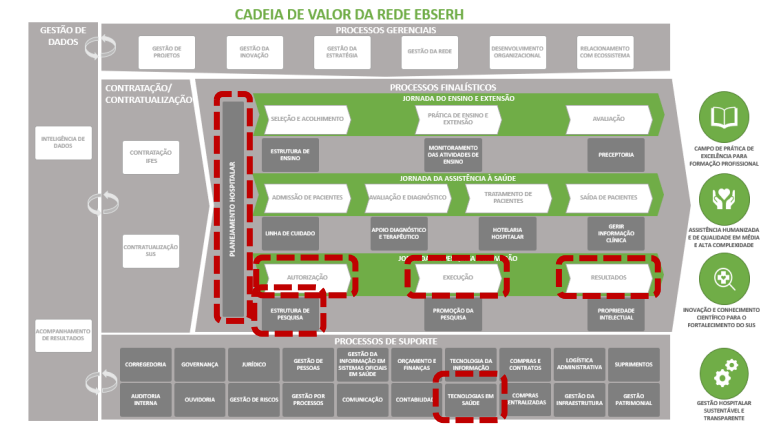
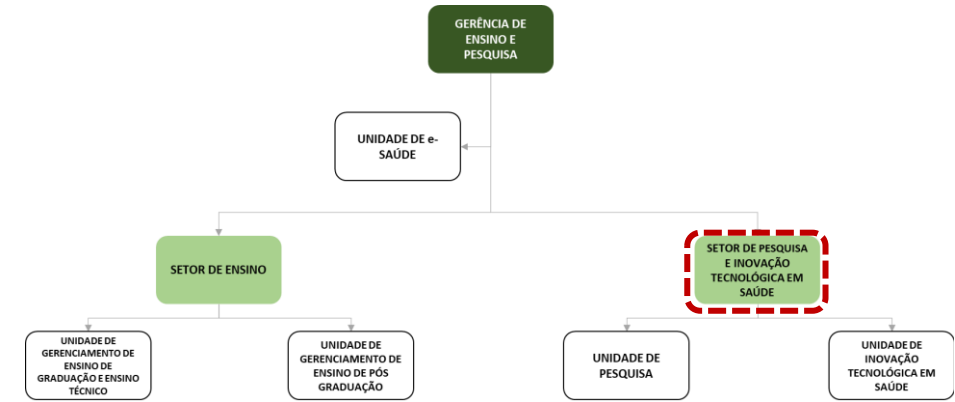
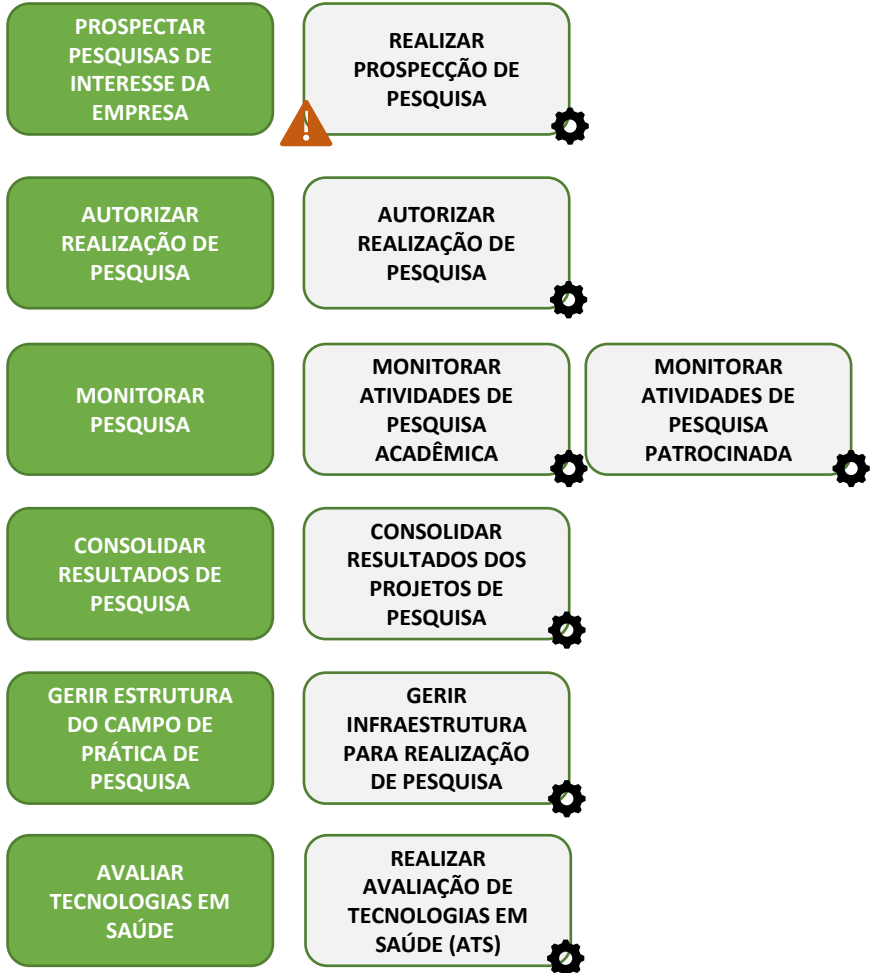
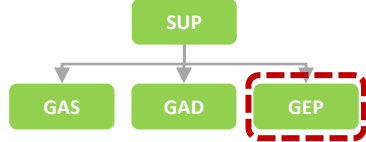
**FICHA EM CONSTRUÇÃO**



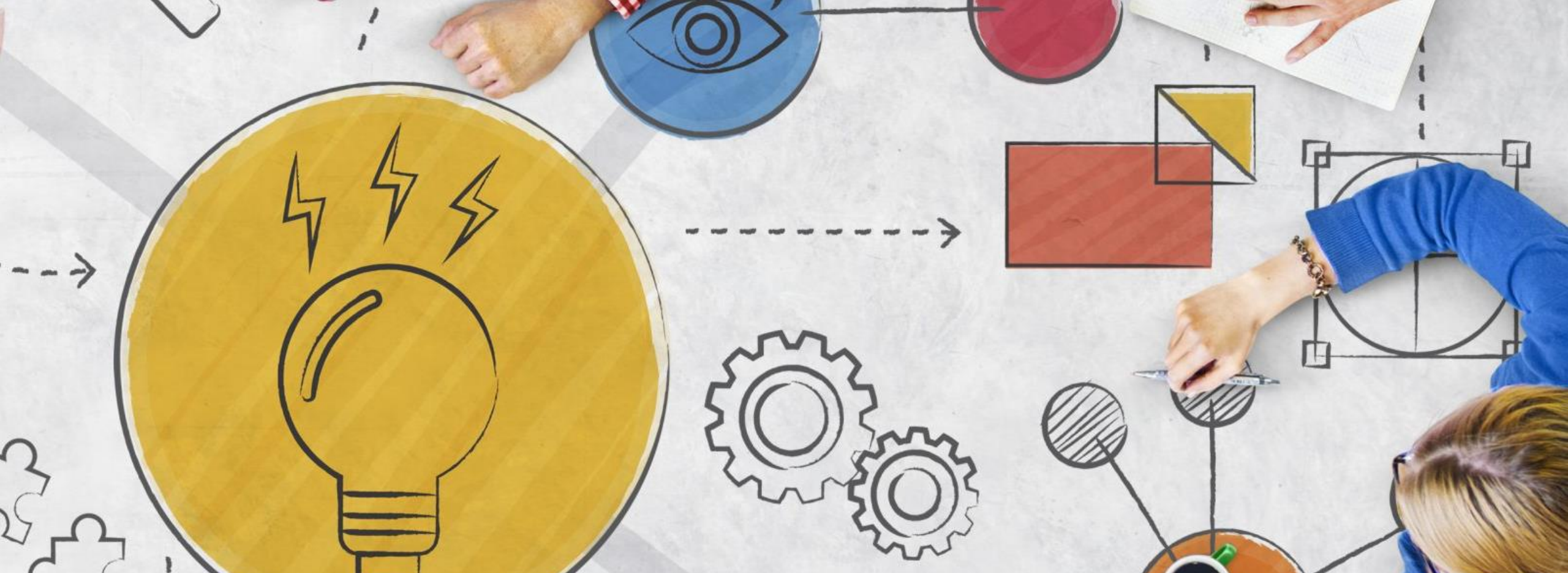
**! FICHA EM CONSTRUÇÃO**



Tipo I



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**Coordenadoria de Estratégia e Inovação**

**Vice-Presidência**