



4.



Patient-centered Healthcare

Patients and their Families

4.1. Personalised, attentive and transparent care for patients and their relatives



The Group upholds our determined commitment to enhance the quality of care and clinical safety at our centres, promoting research and innovative solutions to respond to our patients' needs.



In 2017, based on the vision and values of the Quirónsalud Group, progress has continued to be made in the **homogenisation and standardisation of our care procedures for patients and their relatives.**

On the one hand, the achievements of 2016 have been built upon:

- Full implementation of our patient customer care service in all hospitals.
- Standardisation of the handling and analysis of complaints and claims, according to corporate procedure.
- Introduction of our Welcome Guide for hospitalised patients and their companions.
- Introduction of our Guide to Corporate Standards in A&E Care Services.

Simultaneously, progress has been made in the standardisation of new care procedures, specifically in outpatient care. This is reflected in the standardisation of care procedures in Outpatient Clinic and Day Clinic Pro-

cedures, prior to the release of our Guide to Corporate Standards of Care, and the adoption of the standards and good practices contemplated therein.

The prioritisation of these areas is justified because they are the Group's main area of business activity and are the principle gateway to our hospitals for our patients and those accompanying them.

In all these cases, standardisation starts with the defining of homogenised care procedures which contribute to the patients' perception of a unique brand image, regardless of the location of the centre and the individual features of its management strategy, whilst respecting the particularities of each centre.

In 2017, based on the results of the assessment indicators regarding the functioning of the procedure Quirónsalud centres, which were established in 2016, advances were also made towards achieving a system of management, monitoring and benchmarking common to all centres. This contributes to the identification of good practices and on-going improvement, the progress of which is detailed in other sections of this Report.

Similarly, we have continued to develop our Care and Treatment programme, focusing efforts on improving patient treatment by our A&E services.

To this end, a patient focus group was set up, based on the defined patient journey, to identify patient expectations and adapt our services and their treatment by our staff to these. The result of this work is our A&E Care and Treatment Manual, which will serve as the basis for staff training in this area.

We must also highlighting the partnerships with leading organisations at an international level initiated by Quirónsalud in 2017, with regard to patient experience. An agreement was reached with the Cleveland Clinic (an international leader in this field) for their staff to provide support and advice regarding the on-going improvement of patient experience at Quirónsalud hospitals.

As part of this commitment, a Cleveland Clinic team visited some of our company's centres to discover their approach and make recommendations for improvements, based on their experience and the lessons they have learnt.

The Cleveland Clinic, a world leader in scientific visibility of patient experience is, among other aspects, a pioneer in establishing the figure of the Chief Experience Officer and the Patient Experience Department, which represents a fundamental shift in the traditional attitudes to patient care services.

What is more, Quirónsalud also established an agreement with the **Beryl Institute**, a worldwide community with almost 40,000 members and guests, representing more than 50 countries, which is devoted to improving patient experience by means of partnership and the sharing of knowledge.



Staff of the Hospital Quirónsalud Zaragoza

In addition, in **2017** we invested **45 million euros**, in terms of technology and systems, continuing with the deployment and development of projects which contribute to improvements in care procedures and interaction with patients. Amongst these, the following stand out:

INCREASE IN ONLINE INTERACTION WITH PATIENTS



We have increased the number of patients active on our Patient Portal by 56%, and have handled more than 1,400,000 appointments through this portal.

With regard to practically all our centres:

- In 2016, 280,000 patients were active on our Patient Portal; in 2017, we reached a figure of **640,000 patients using the portal**.
- **130 treatment procedures and protocols were initiated online.**
- 57% of users are active and perform some kind of care management via the Patient Portal. We must highlight that **more than 1,400,000 appointments were managed via this channel** in 2017, compared to 160,000 the previous year.
- **8,2 % of appointments were made online.**

Additionally, and with an even greater impact on the change in our healthcare strategy, we have exceeded **5% of online medical activity**, mainly at the 4 public hospitals in Madrid. This includes e-consultations, remote services and consultations avoided through automation, for example automatic information about non-pathological results, 24-hour domiciliary monitoring and follow-up, the advancing of information to doctors and the automatic requesting of tests to be completed before the initial consultation, domiciliary hospitalisation, the connection of residences for access to 24-hour, online hospital care services without the need to attend in person, video

conference consultations, doctor-patient chat service, primary care e-consultations in all specialist fields, advanced tele-dermatology service, two-way sms, etc. These services are now being extended to private centres which refer patients in Torre Vieja and Orihuela and to employees of companies to which we offer services through **Quirónprevención**, our Occupational Risk Prevention service. In this case, an online **medical chat service** has been made available.

Two-way communication channels with patients via SMS, and chat have also been made generally available.

WE CONTINUE TO MAKE ADVANCES IN OUR CASIOPEA PROJECT

This project allows the patient to have a single Medical Record for all centres within the Quirónsalud Hospital Group. Through Casiopea, medical information is shared during treatment procedures, offering staff a 360° view of the patient's case history and thus ensuring the transversality of their care.

In 2017 we developed the patient management and billing module (Casiopea 3) which constitutes a single **Electronic Medical Record and treatment management** product, which will unify all the Group's hospitals as of 2018, the trial phase of which has already commenced.

The **Casiopea Electronic Medical Record** project has been adapted for use in **Quirónprevención** medical examination centres: the development of mobility platforms (monitoring of vulnerable patients and entry into operating theatres), apps for nursing staff, auxiliaries, cleaning and maintenance staff, and clinical routes and automation, with regard to Casiopea.

In 2017, Casiopea Electronic Medical Records were also introduced at new centres including the Hospital Ruber International and the Hospital Sagrado Corazón.

OTHER PROJECTS

- Centralised version of our acknowledgements and claims management App and its centralised extension to the whole group.
- New corporate notification and incident management App (adverse events).
- Implementation of our corporate, multi-channel Contact Centre manager.
- Introduction of compartments in the private sector to improve the admission and registration of patients in Hospital la Luz, Hospital Sur, Ciudad Real, Hospital General de Catalunya.
- Online authorisations from the moment tests are prescribed to reduce administrative procedures and improve interaction with patients and care continuity in our centres. Introduction of electronic invoicing for companies.
- Consolidation of Communication Infrastructures and CPD's. Transfer of all fundamental services (medical records, laboratory, patient management, waiting list management, HR and ERP) to the corporate Data Centre, unification of Quirónprevención Data Centres and reorganisation of our user support service, including a new contact centre.
- Consolidation of the ICD-10 coding project, including coding assistance and automation, introduction of the BI platform for personal use and analysis of BMDS of the Quirónsalud Group, a new self-service information service, IQI indicators, introduction of HD and purchase analysis, analysis of non face-to-face services, progress of the Patient Portal, individual doctor and service performance analysis, company structure and outpatient clinic performance.

4.2. Infrastructures, Advanced Technologies and Innovative Solutions



INFRASTRUCTURES

During 2017, the goals set for improving our hospital network have been faithfully met, both by the creation of new services, as well as the expansion of existing ones, and the renovation and updating of infrastructures and equipment.

Our activity in terms of infrastructures has been undertaken in accordance with our Interior Design Manual, approved at group level. Its purpose is that all centres have similar aesthetics and are designed to enhance the patient's experience and safety, as well as staff comfort and safety: clean, warm surfaces and led lighting, carefully designed to create comfortable, welcoming interiors, with natural light whenever possible; the use of images, ambient lighting and music in highly technical areas, to help reduce patient anxiety in the face of complex procedures and examinations. Our interior design incorporates furnishing standards oriented towards achieving maximum comfort for our

patients and those accompanying them, as well as for our staff.

In this regard, in the field of hospitalisation, we must highlight:

- The extensions to the Villalba General Hospital (29 rooms), the Hospital Rey Juan Carlos (18 rooms), the Hospital Quirónsalud Málaga (16 rooms) and the Hospital Quirónsalud Sagrado Corazón (5 rooms). The new VIP hospitalisation unit at the Hospital General de Catalunya (6 rooms).
- Comprehensive renovation of hospitalisation units at the Clínica Rotger (22 rooms), the Hospital Miguel Domínguez (18 rooms), the Hospital Ruber Juan Bravo (25 rooms), the Hospital Quirónsalud Valencia (13 rooms), the Hospital Quirónsalud Miguel Domínguez and the Hospital Ruber Internacional.



EXPANSION OF OUR HOSPITAL NETWORK

At the same time, significant renovation and extension of medical services was carried out. Each of these is carefully designed to incorporate new technologies and extend the resources and spaces available. Research was carried out to improve treatment procedures in all areas, aimed at improving the service we offer to patients.

- The new Fundación Jiménez Díaz Pathological Anatomy Service, the implementation of which coincided with an image digitalisation project, which will lead to more reliable diagnosis. This will also result in an improvement in patient safety, greater medical specialisation and concentration of cases, which, in addition to favouring the above, will also lead to greater efficiency in the use of resources.
- Advance in the Fundación Jiménez Díaz Management Plan: during the early months of 2017 our new Outpatient Hospital was opened, which is spacious and offers optimum levels of service. The renovation of the surgical unit went ahead, with the construction of 9 highly specialised, new operating theatres and an Intensive Care Unit, with more places and better equipment. Natural lighting for our patients is also one of the greatest achievements here.
- The new Neonatal Intensive Care Unit at the Hospital University General Universitari General de Catalunya, accompanied by new Paediatrics, Gynaecology and Obstetrics Surgeries.
- Expansion of the Major Operation Day Unit, the Endoscopy Unit, the Obstetrics A&E and Obstetrics Units, with the creation of a natural birth unit, at the Hospital Universitari Dexeus
- The new Intensive Care Unit at the Hospital Quirónsalud Tenerife

- Renovation and expansion of the Hospital Quirónsalud Coruña.

Finally, we must mention our investments in facilities and adaptations in order to meet with regulations, highlighting the improvements in electrical networks, air conditioning, fire protection and elevators.

As in the previous year, our expansion process in Spain continued with the acquisition of several centres, amongst which the **Clinic Balearic group** is particularly noteworthy: a new hospital, **Quirónsalud Son Verí, has been incorporated as well as 13 new peripheral centres**, with a total of 18,000 m² added to our healthcare network. We must highlight our new centre in Zaragoza, with 17 surgeries, and Parque Litoral in **Malaga**, with 40 surgeries.

Similarly, **international expansion** has continued with the opening of an **Ophthalmological Medical Centre in Dubai**.

In 2017, the construction of the New Hospital Quirónsalud Córdoba went ahead, the expansion of the Hospital Universitario Quirónsalud Madrid began and the research projects for the construction of a New Hospital in Alcalá de Henares and the Torre Vida Sports Medicine Centre have been completed.

Without wishing to minimise our other achievements, the greatest innovation undertaken by Quirónsalud in 2017 was the approval, and consequent commissioning, of the project that will culminate in 2019 with the opening of the **First Proton Therapy Centre in Spain**, to be located in Madrid (Pozuelo de Alarcón). For this purpose, land was acquired, an avant-garde architectural project commissioned and equipment acquired from the leader in this field, IBA. By the end of 2017, the work was well under way.

MEDICAL SPECIALISATION

Our investment in equipment and high technology has led to the acquisition of equipment from around 50 different suppliers in the areas of high technology (radio diagnosis, nuclear medicine and radiotherapy), technology media, electro-medical equipment and other equipment (instruments and tools).

Among other items, the following equipment was acquired:

- High technology equipment to improve diagnostic accuracy:
 - Three new electro-magnetic scanners, (one of them 3T) and upgrading of two others.
 - Two new, 128-slice CT scans, with advanced applications for non-invasive cardiovascular diagnosis.
- Equipment designed to improve diagnosis and treatment in oncological procedures: Five state-of-the-art, digital mammography machines and a modern prone table for performing biopsies in the case of suspected breast cancer; updating of a linear accelerator and a gamma knife (the only equipment of its type in Spain).
- Equipment to improve surgical precision: four high-level surgical microscopes and two **neuro-navigators**.
- In 2017, Quirónsalud installed the first cutting-edge hybrid operating room at the Teknon Medical Centre, as the first stage of an excellence project in the cardiology field that will be carried out at this hospital in the first quarter of 2018.

In 2017, along with the increase and renovation of our top technology equipment, our renewal of fundamental technology has continued with the acquisition, among other items, of:



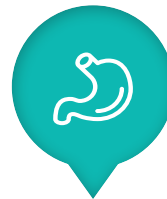
72
ECOGRAPHYS



32
RADIOLOGY
EQUIPMENT



100
OPHTHALMOLOGY
EQUIPMENT



22
ENDOSCOPY
TOWERS/
LAPAROSCOPY



55
RESPIRATORS AND
ANAESTHESIA
EQUIPMENT



174
MONITORS



2
EQUIPMENT FOR
CARDIAC SURGERY



55
EQUIPMENT FOR
CARDIOLOGY



32
SURGICAL
ENGINES



21
EQUIPMENT FOR
NEONATOLOGY

RESEARCH AND INNOVATION



Bringing together new technological advances and the experience of our staff, and the collaboration of our patients, guarantees value for our Spanish healthcare system.

Our healthcare research is aimed at the implementation of personalised medical care and the introduction of new technologies, with the individual, the citizen and our patients as the central focus. Europe is a leader of great initiatives for the benefit of patients, and Quirónsalud puts its hospital network at the head of scientific and medical advances channelling our efforts into supporting our staff so that they are at the forefront of clinical research.

Our clinical areas with the highest number of research projects are oncology and haematology, neurology, pneumology and metabolic diseases, ophthalmology, along with gynaecology and paediatrics.

The Group's research activity has increased significantly, both at the **Fundación Jiménez Díaz Health Research Institute (IISFJD for its Spanish initials), the only accredited private research institute in Spain**, made up of the Fundación Jiménez Díaz (FJD) and the Universidad Autónoma de Madrid (UAM), and at the other Group hospitals. During 2017, the structure of the IIS-FJD focused on five priority thematic areas of research and two transversal areas, to which 21 research groups and around 600 researchers (including our own and associates) were assigned. Amongst the most outstanding of these are: cancer; infectious, inflammatory and chronic diseases; genetics and genomics; neuroscience; kidney, metabolic and cardiovascular diseases; and healthcare technology and innovation. Additionally, nine associated groups were in operation, amongst which advanced therapies, regenerative medicine and tissue engineering stand out, amongst other fields. In addition to the IIS-FJD, other Group hospitals have important research

departments and scientific output, such as the Hospital Universitario Quirón Madrid and the Hospital Universitari Dexeus, with strong lines in oncology, neurology, pneumology, cardiology and diagnostic imaging, amongst others. The increase in scientific output at the Hospital Quirónsalud Barcelona, the Hospital general de Catalunya, the Hospital Quirónsalud Infanta Luisa, the Teknon Medical Centre and the Hospital Quirónsalud Valencia was also significant.



The assisted Reproduction Unit at the Hospital Quirónsalud A Coruña

OUR SCIENTIFIC OUTPUT IN 2017 WAS RECORDED IN:

1,066 SCIENTIFIC PUBLICATIONS

The main areas of publication correspond to the specialist fields of nephrology, neurology, allergy, oncology, internal medicine, pathology, dermatology and paediatrics, all of them with more than 70 publications each. The publications ranking was headed up once again this year by the IIS-FJD, with 634 articles. Regarding the impact factor (IF), a total of 920 indexed publications were published, showing an **Accumulated IF of 4,225.68, and an Average IF of 4.59.**

4 SPANISH PATENT APPLICATIONS

From our portfolio of patent applications, 4 patents have been extended to an international level; one patent was granted by the OEPM, and this is added to the eight patents and one utility model granted in previous years. In addition to all this, a patent license and a know-how license were processed, and two joint-development

agreements were reached, based on these licenses, one of which is in the process of being signed.

1,630 RESEARCH PROJECTS

Including clinical trials instigated by the pharmaceutical industry. In addition to those undertaken in the IIS-FJD, projects were also carried out at the Hospital Universitario Quirónsalud Madrid, the Hospital Ruber Internacional, the Hospital Universitari Dexeus, the Hospital Universitari General de Catalunya, the Hospital Quirónsalud Barcelona, the Teknon Medical Centre, the Hospital Quirónsalud Infanta Luisa and the Hospital Quirónsalud Valencia, as well as at other Group hospitals. The projects focused on: oncology (30.9%), neurology (13.2%), pneumology (7.4%), haematology (7.0%), ophthalmology (5.8%), endocrine (4.5%), and, to a lesser extent, on other specialist fields. The application of genetics, genomics and other omics, together with the development of new applications for nano materials and nanotechnology, helped to provide the foundation for achieving advances towards personalised medicine, in line with the European guidelines for research and innovation in Healthcare.

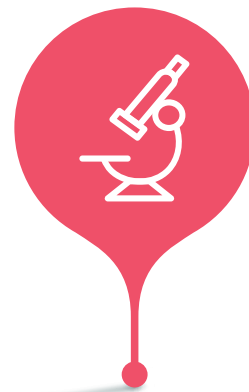


In addition to the research work carried out at the hospitals themselves, the Quirónsalud Group has promoted the undertaking of innovation projects, focused on the improvement of procedures and the application of new information technologies, to benefit patient care using tools such as bioengineering, or translational research. These projects have permitted the introduction of non-face-to-face solutions in doctor-patient-hospital relationships, through the application of advanced data processing systems and the integration of applications to support medical decision-making.

- **Digital Anatomic Pathology:** New Anatomic Pathology digitalisation project at 4 hospitals: Fundación Jiménez Díaz, Hospital Universitario Rey Juan Carlos, Hospital Universitario Infanta Elena and Villalba General Hospital, and the implementation of the infrastructure to incorporate other Group hospitals into this system. This project permits all physical samples to be scanned and the image flow to be automatically distributed for on-screen diagnosis, using computer applications instead of microscopes. In this way, samples may be analysed regardless of where the pathologist accesses the information.

- **Centralisation of medical imaging:** We have continued with the implementation of Digital Medical Imaging in 8 hospitals: Hospital Universitario Fundación Jiménez Díaz, Hospital Universitario Rey Juan Carlos, Hospital Universitario Infanta Elena, Hospital Ruber Juan Bravo, San José, San Camilo, Teknon and Hospital Ruber Internacional.

Finally, and in relation to innovation projects financed by external entities, the Quirónsalud Group has participated in 7 competitive projects, at national and European level, with topics related to the development and validation of new information technologies to improve security, among others.



4.3. Information regarding Medical Services

With respect to information about medical services, in 2017 the Unified Registry of Quirónsalud Centres (RUCQ) continued to be the only source of information about the healthcare centres in our hospital network which offers up-to-date information about our structure, allocation of resources and portfolio of services.

Since 2016, and throughout 2017, work has been undertaken on the standardisation of the **Group's catalogue of services**.



Staff of the Quirónsalud Hospital, Albacete

GENERAL DATA ABOUT ACTIVITY AND RESOURCES IN OUR HEALTHCARE NETWORK

	2015	2016	2017
Number of Beds available	6,257	6,558	6,688
Number of Operating Theatres	372	374	383
ICU/PICU/NICU	466	471	515
Number of Delivery rooms/UTPR	93	95	89
Number of Consultations	6,664,793	7,414,619	8,226,334
Number of Emergencies attended	2,174,625	2,347,655	2,507,122
Number of Hospital admissions	313,174	330,379	340,649
Number of Surgeries with admission	141,835	152,126	161,435
Number of Day clinic surgeries	214,378	220,441	227,731
Number of Research projects undertaken	--	1,104	1,630
Number of Scientific publications	--	932	1,066

4.4. Patient Health & Safety

The preparation, during 2017, of our **Corporate Patient Safety Strategy 2018-2020** responds to this commitment and sets out our corporate objectives with the aim of offering our patients safe, excellent healthcare. This is consistent with the principle national and international strategies and lines of action and positions Quirónsalud as the benchmark organisation in the sector. This three-year strategy is made up of seven strategic lines and a total of 75 indicators for the evaluation of its deployment.

In February 2017, our **Corporate Patient Safety** Commission was established, thanks to which important advances have been achieved in the development of corporate policies to improve clinical safety and practice. It is a consultative body, made up of 26 experts, who represent hospitals and corporate services and, by virtue of their training and roles in the Group, cover all Quirónsalud's areas activities directly related to Patient Safety. Its fundamental lines of work are:

- Advising on the implementation and monitoring of our Patient Safety strategy.
- Promoting the dissemination of our safety culture.
- Drawing up action protocols for the development of good practices.
- Supporting and promoting all actions established at a company level, in terms of security.

During the year 2017, the hospital benchmarking begun in previous years has been further enhanced, based on the monitoring of a series of indicators. This allows hospitals to compare themselves with each other, with other



Patient safety is a key feature of high-quality care and a priority for Quirónsalud, and we uphold a firm commitment to clinical excellence.

similar Group hospitals, and with national and international standards.

Within the framework of the merger with the Fresenius group, the Helios Group's hospitalisation quality indicators (IQI) have been incorporated into the company's quality strategy. These IQIs, initially based on the hospitalisation quality indicators of the Agency for Healthcare Research and Quality (AHRQ), focus on volume and mortality indicators in diagnostics and relevant procedures. They are a set of indicators used in more than 500 hospitals in Germany (representing 40% of all hospitalisation periods) and are the basis of the quality indicator system in Switzerland and Austria.

The adaptation of these IQIs to the Quirónsalud group has required a process of redefining of the original indicators, based on the official coding systems in Spain (ICD 10 Spanish clinical modification for diagnoses and procedures). This adaptation process was carried out over a period of six months, with the participation of German doctors and experts from 3M Germany (selection of procedures) and the Quirónsalud Care and Quality Department (selection of diagnostics).

These indicators will allow us to compare the results of each of our centres with all the hospitals in the Helios group, through total of 46 clinical indicators which will allow us to monitor 39% of the casuistry attended to in hospitalisation regimes.

In November 2017, all Quirónsalud hospitals (except the Ricardo Palma Clinic, which could not be integrated in this model as it has no BMDS), received the first results of these indicators, which has been updated in February 2018, with the closing of the year 2017. These indicators will be published quarterly, when each period's BMDS is consolidated.

Under Quirónsalud's quality programme, all hospitals must self-assess their clinical practice for those quality indicators in which they deviate from the standard. This self-assessment, carried out by each hospital, will be completed with a Peer Review process in those centres where no improvement in results is observed. It serves as an instrument for analysis of the quality of care, based on the exchange of information amongst healthcare professionals. Patient care procedures are analysed systematically through specific indicators, to identify potential problems and to establish corrective measures. At the heart of this procedure is the protocolised face-to-face discussion of cases between the team of reviewers and doctors in charge at the hospital.

As a starting-point, and as part of this quality model, the first Peer Review was carried out in 2017 at Teknon Medical Centre. This was aimed at improving the care of patients with hip fractures, operated on within 48 hours, in line with the international best practices.

For the undertaking of the Peer Review we counted on the inestimable collaboration of Prof. Dr. Med. Josef Zacher, Leader of the Specialist Group of Orthopaedic and Trauma Surgeons of the HELIOS Kliniken Gruppe and of Kim Lagoda, Director of Helios International. In addition

to carrying out the initial training of the reviewers, they are attending all the reviews and making contributions to improve the procedure. During the year 2017, an audit process on medical records at the Group's hospitals was initiated, with the aim of improving the quality of clinical and care information recorded in Quirónsalud hospitals' BMDS. This procedure aims to identify the strengths and weaknesses of the information currently available, and analyse its impact, both on the allocation of the DRG and in obtaining specific clinical indicators. The final objective is to provide our hospitals with specific BMDS quality parameters, which serve as recognition of the work performed in the coding and stimulus units to continue improving quality, by analysing those aspects in which a greater degree of room for improvement has been identified.

Over the course of the year, two audits were carried out, one at the Hospital Quirónsalud Madrid and the other at Hospital Quirónsalud Sur. The conclusions of these audits have been discussed with the managers of these centres, and a series of training activities have been decided upon to improve their codification and reliability of their indicators. During 2018, audits are planned for three other health centres.

Amongst other initiatives undertaken in 2017, it is worth highlighting the **update of our corporate tool for the prevention and management of risks which affect Patient Safety**. New functionalities have been added to optimise its use and thus allow the identification, classification and analysis of risks in a more effective and immediate way.

In order to continue promoting our safety culture, an extensive safety training programme has also been developed for all the Group's hospitals, with the aim of reinforcing the knowledge of those concepts and methodologies which permit detection and implementation of actions to improve Patient Safety.

4.5. Excellence and Quality in the Provision of Services

Basic principles of the **corporate quality strategy of the Quirónsalud Group:**

- Commitment to the improvement and promotion of quality by the Management Committee.
- Quantifying of the quality of the performance of all the services/activities.
- Incorporation of quality objectives into our Hospitals' annual objectives, on the same level as our financial objectives.

- Impact of compliance with quality objectives in the assessment of performance.

Since 2016, we have upheld an integrated management policy which includes quality, environmental management, energy efficiency and occupational health and safety requirements.



Electro-Magnetic Scanner 3 Teslas. Hospital Universitari Dexeus







This map relates strategic organisational procedures and care and non-care support procedures, with operational procedures and those directly related to health and social care.

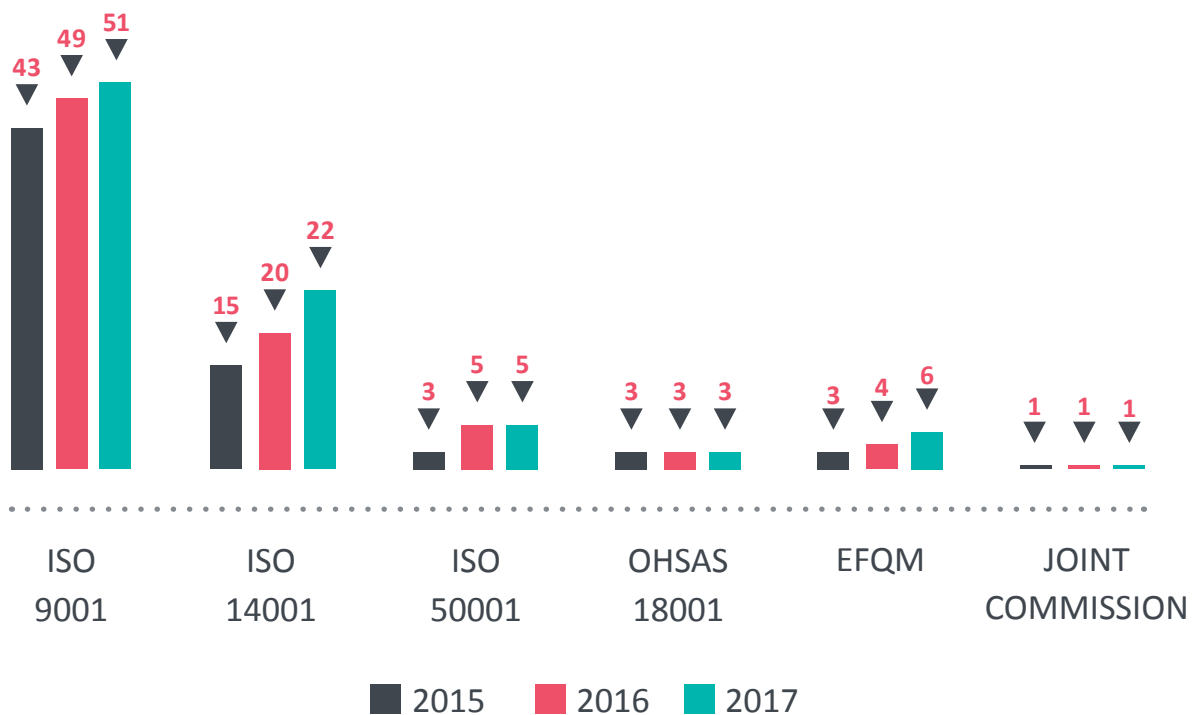
All Quirónsalud's centres circumscribe the corporate procedure map, adapting it to the procedures each one performs, and according to the services they offer in their portfolio. In this way, management policies are deployed throughout the organisation.

CERTIFICATIONS AND ACCREDITATIONS

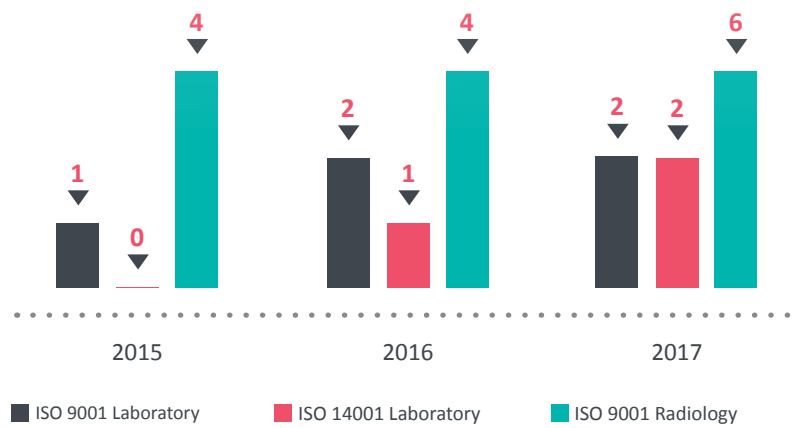
- **Certificate in Quality Management** based on the **UNE-EN-ISO 9001:2015** standard:
 - 41 Hospitals.
 - 3 Day Hospitals.
 - 3 social healthcare residential centres.
 - The provision of non-care support services through the Group's company "Services, People, Health, S.L.", in 13 centres.
 - The central Health Diagnostic laboratories located at the Fundación Jiménez Díaz and at the Hospital Universitari General de Catalunya.
 - The management and provision of Diagnostic Imaging and of Health Diagnostic Nuclear Medicine services at 6 centres.
- Certificates in **Risk Management for Patient Safety** based on the **UNE 179003:2013** standard, at the Hospital Universitario Rey Juan Carlos and Teknon Medical Centre.
- Certificate in Systems of **surveillance, prevention and control of infections related to healthcare** at the hospitals **UNE 179006: 2013** at the Teknon Medical Centre.

- Certificate in Systems of **quality management** for assisted reproduction laboratories, **UNE 179007:2013** at the Hospital Quirónsalud Zaragoza and Hospital Universitario Jiménez Díaz.
- Certificate in System of **Environmental Management ISO 14001:2015** at 21 hospitals, and the central Health Diagnostic laboratory, located in the Fundación Jiménez Díaz.
- Certificate in Systems of **Energy Management UNE-EN-ISO 50001:2011** at 5 hospitals.
- Certificate in Systems of **Occupational Health and Safety Management OHSAS 18001** at 3 hospitals: Hospital Universitario Infanta Elena, Hospital Universitario Rey Juan Carlos and Villalba General Hospital.
- Certificate in **Management of residential centres and services for the promotion of individual independence, UNE 158001**, at 2 residential centres.
- **Joint International Commission** Accreditation at the Teknon Medical Centre.
- Accreditation in the **European EFQM model of excellence** at 3 hospitals: Hospital Universitario Infanta Elena, Fundación Jiménez Díaz and Hospital Universitario Sagrat Cor. The A&E service at the Hospital Universitario Rey Juan Carlos is also accredited by the Ad Qualitatem model, which is based on the EFQM criteria and performs EFQM self-assessments of the whole hospital every 3 years.

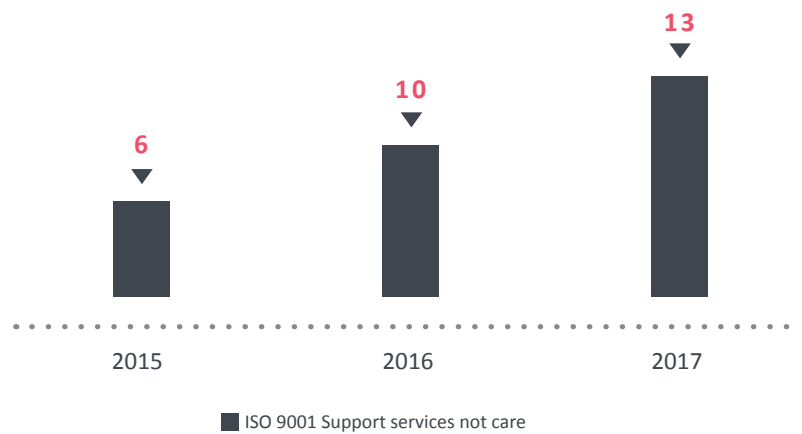
NUMBER OF CERTIFICATES AT QUIRÓNSALUD



NUMBER CERTIFICATES IN HEALTH DIAGNOSTICS

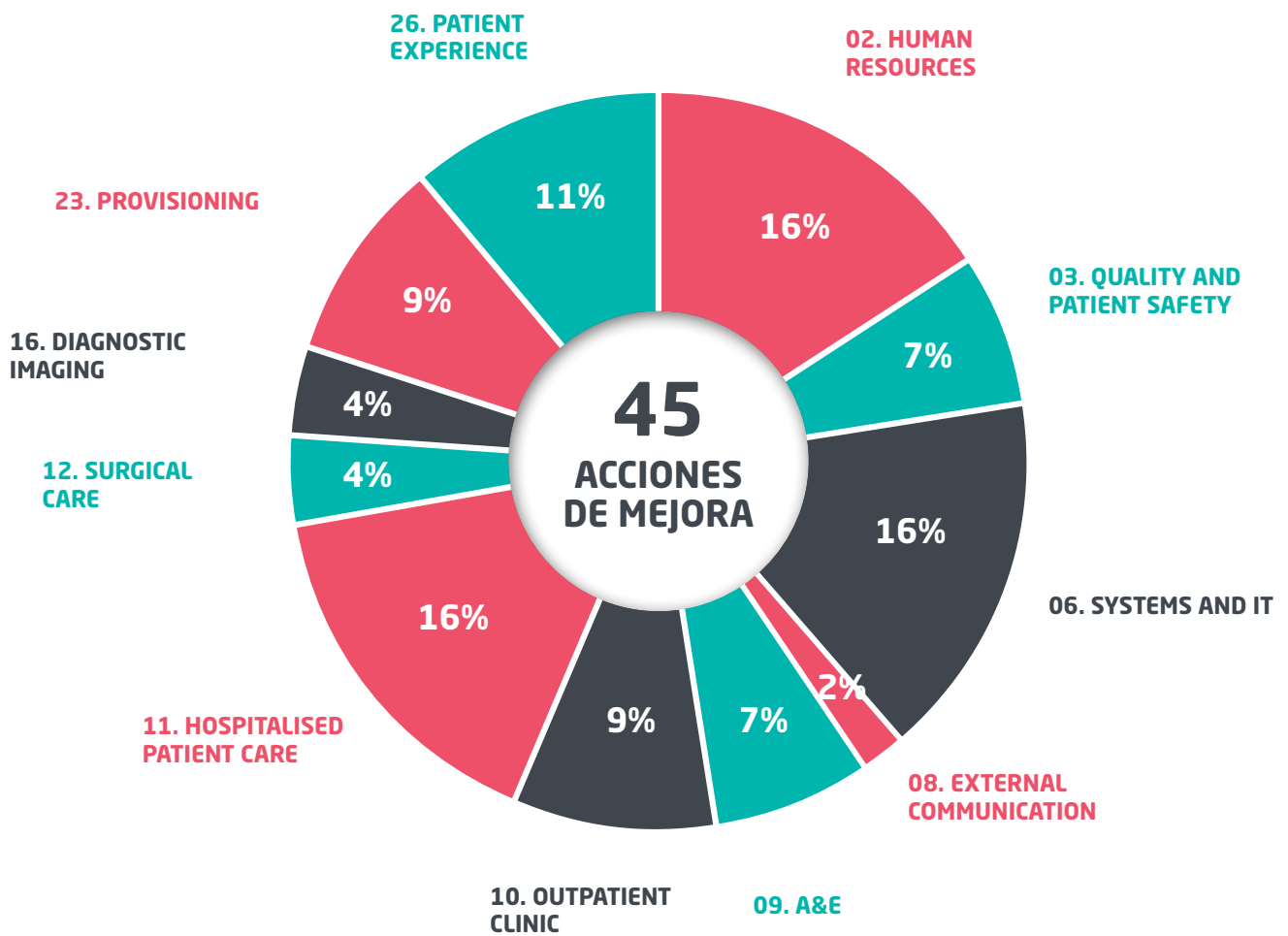


NUMBER ISO 9001 CERTIFICATES IN SPS



ANALYSIS OF RISKS, AUDITS AND IMPROVEMENT PLANS

In 2017, we consolidated Quirónsalud's risk analysis methodology, identifying the company's risks and assessing risk levels. Regarding all the risks evaluated, a total of 45 areas for improvement actions were identified, distributed throughout the range of procedures as follows:



Annually we submit our management systems to **internal and external audits**, in order to evaluate their degree of adaptation to the standards of reference. In 2017, a total of **899 audit findings** were classified as non-conformities, observations and notable efforts, which has served to establish our projects and improvement plans for 2018.

Analysing all the results of the internal and external audits, a series of projects has been planned, related to four lines of work, to be implemented in 2018:

1. IMPROVING MEDICATION MANAGEMENT

2. IMPROVING MEDICAL RECORD INTEGRITY

3. STRENGTHENING OUR PATIENT SAFETY STRATEGY

4. IMPROVING QUALITY MANAGEMENT TOOLS



RECOGNITION

5 Quirónsalud Group Hospitals appear amongst the 10 highest rated private hospitals in the Reputational Monitor, Merco 2016



In recognition of our high-quality and excellence of service, Quirónsalud has received several awards, awards and nominations in 2017. We must highlight:



The Hospital Universitario Fundación Jiménez Díaz continues to be the highest rated Spanish hospital according to the report carried out by the Coordinadas Institute, in which many other Quirónsalud hospitals are listed as the highest rated in their respective locations.

The Fundación Jiménez Díaz received the Best in Class (BiC) award for excellence in healthcare, in the categories of Urology, Haematology and Clinical Nutrition.

The Hospital Universitario Infanta Elena was awarded the EFQM Excellence Award for excellence in "Adding Value for Patients".

Quirónsalud received the award for Good Practices in Healthcare Management "Improvement of the Patient's A&E Experience", awarded by the Club for Excellence in Management.

In the eighth edition of the Platinum Contact Centre Awards, the Quirónsalud Contact Centre received the Award for the "Best Internal Customer Service Platform".

Quirónsalud has continued to be a leading member of the Excellence in Management Club (a private non-profit making association which, since its inception, has taken the European Foundation for Quality Management (EFQM) as a frame of reference, promoting its principles of Excellence as a

management system for maintaining and improving competitiveness) and the AEC (Spanish Association for Quality). In addition, Quirónsalud has become a member of the Beryl Institute partner organisations (one of the leading organisations in patient experience worldwide).



Quirónsalud Contact Centre Award, Platinum Contact Centre Awards

4.6. The Satisfaction of our Patients and their Families

Quirónsalud seeks outstanding patient experiences and a high level satisfaction for patients and relatives, measuring our results through a range of methods.

Telephone survey

In March 2017, a telephone survey campaign was carried out, for more than 20,000 patients treated at Quirónsalud centres, outpatient clinic, A&E and for hospitalised patients.

The results obtained by the services were:

- 93% of outpatients were satisfied or very satisfied.
- 88% of A&E patients were satisfied or very satisfied.
- 92% of outpatients were satisfied or very satisfied.

The results showed that **9 out of 10 patients** attended at Quirónsalud hospitals were satisfied or very satisfied with the care received in our centres, a **significant improvement of the results of the A&E area** being perceived, which is a priority objective at healthcare level.

On-going patient loyalty research, using the NPS (Net Promoter Score) indicator

In 2017, **175,745** patients expressed their assessment of the services provided by the Quirónsalud centres in this way, with a **50% global NPS** being obtained (considered excellent for healthcare centres).

Analysis of complaints and claims

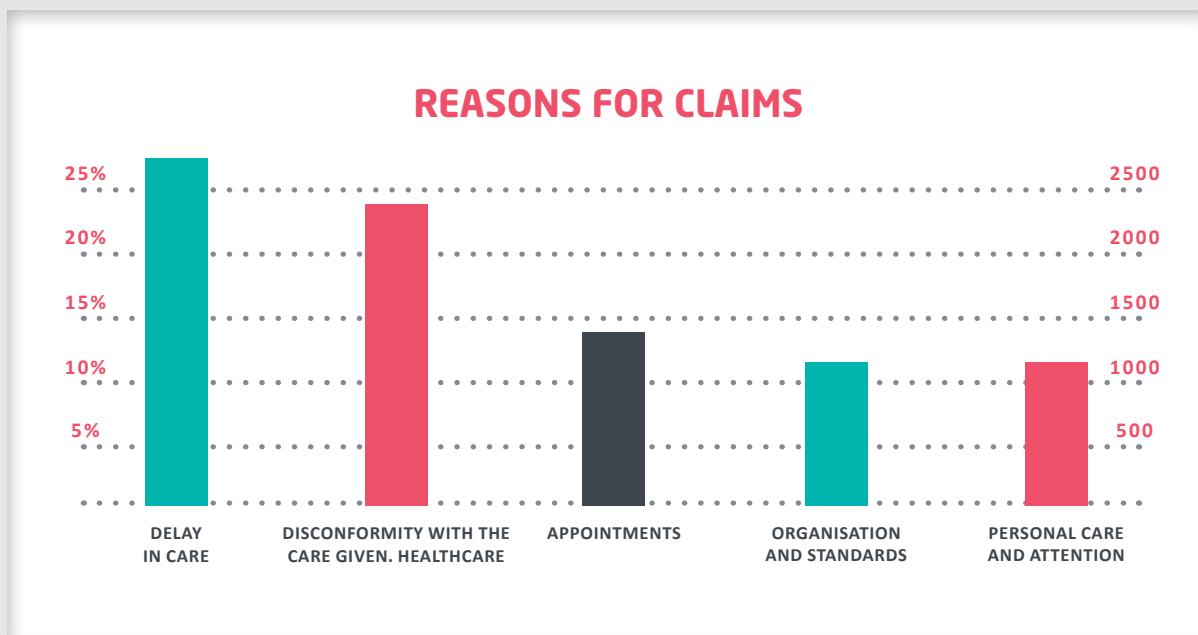
In 2017, we achieved a decrease in the rate of complaints and claims with respect to the previous year. There were 11,176 claims, which means a rate of **6 claims for every 10,000 acts of care treatment**.



9 out of 10 patients treated at Quirónsalud hospitals were satisfied or very satisfied.



With the aim of acting on the main areas for improvement, the causes of the claims were analysed, the main ones being:



Another key indicator of the quality of our services is the length of time taken and means response, for which we achieved the following results in 2017:

RESPONSE TIME

RESPONSE TIME	January-December 2017
Average response time (days)	2
% reports prepared within 7 days	47%
Average claim response time (days)	83%

With respect to the previous year, we have managed to reduce the complaints and claims related to our appointments procedure, as well as the organisation and regulations.

4.7. The Security and Confidentiality of Patient Information

We have a **team devoted to Information Security and Data Protection** which ensures our **compliance with obligations derived from the LOPD**. We even go beyond what is required by regulations and putting in place additional measures.

We have a **Corporate Data Protection Guide**, which sets out the **methodology to follow at Quirónsalud in order to comply with the individual obligations of the data processing manager**. We must highlight:

- **Informing interested parties.** Technical instruction is available for the drawing up of informative clauses on data protection.
- **ARCO rights.** ARCO rights resolution and access to the Medical Records, falls under the Patient Care services of each centre, and technical instructions are available to them for guidance.
- **Security Document.** This includes the required technical and organisational measures to ensure the security of personal data and prevent their alteration, loss and unauthorised access or processing. Its aim is to guarantee the confidentiality and integrity of information of a personal nature, in order to preserve the honour, the individual and family intimacy of the owner, and the full exercise of their rights.
- **Audits.** Bi-annual external audits are guaranteed at all centres, in accordance with current legislation, to verify correct compliance with security measures. In 2017, audits were completed at 50% of the centres which did not pass in 2016.



Between 2016 and 2017, 100% of our centres have passed an external audit regarding data protection.

In 2017, progress has been made in adapting to **European Regulation on Data Protection**, which came into force on 25 May 2016, and which will be mandatory from 25 May 2018. At Quirónsalud we already have action plan with the main implications that this change in the regulations supposes for our organisation.

As an objective for 2018, we have programmed **training and consciousness-raising for all Centre Managers** and Regional and Security Committees. This will ensure the correct implementation of all regulatory requirements, as well as the Group's own policies, regarding the security and privacy of patient information.



In 2017, as a result of the work undertaken to guarantee the safety and privacy of patient information, there were no sanctions for non-compliance with regulations.



4.8. Our Commitment to Teaching



The Quirónsalud Group has continued to uphold its firm commitment to teaching, working in partnership with the education system for the training of future healthcare staff and the accreditation of new specialist fields (working closely with Universities and Secondary Education Centres by means of agreements for practical student training).

In 2017, Quirónsalud continued to strengthen and expand its professional network, consolidating agreements with centres where partnership already existed from previous years, and establishing new ones with other teaching centres and institutions, both undergraduate and postgraduate.

We collaborate by offering pre-undergraduate training at our hospitals for high schools and vocational training centres through the "4th Grade Secondary Education + Company" programme throughout the region. We provide training for the technicians of the future, in the areas of Auxiliary Nursing Care, Diagnostic Imaging, Clinical and Biomedical Laboratories, Radiotherapy and Dosimetry, Anatomical Pathology and Cyto-diagnosis, Pharmacy and Para-pharmaceuticals, Air Conditioning and Electricity and Administrative Management, amongst other disciplines.

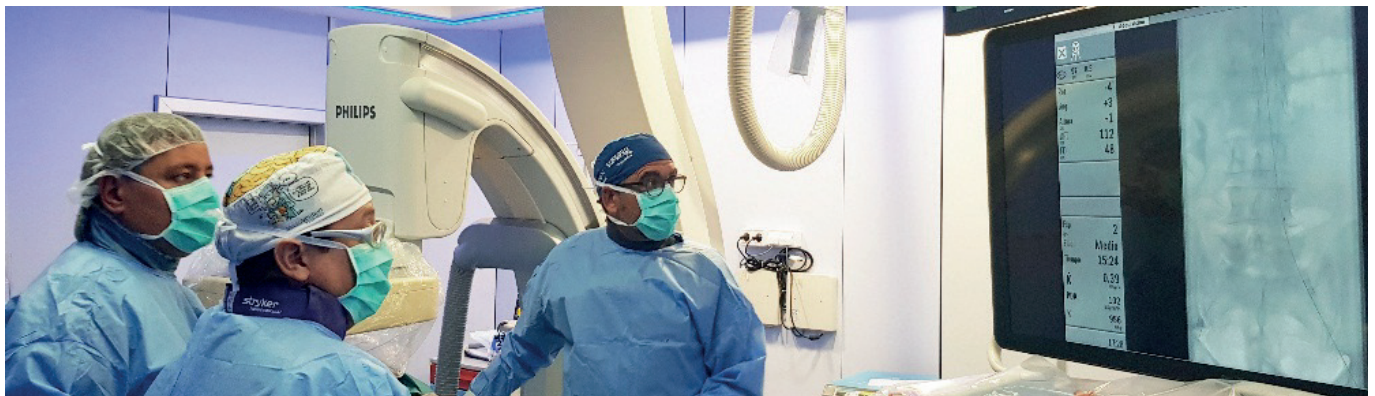
The undergraduate students who train with us at our centres are studying for degrees as varied as nursing, medicine, psychology, pharmacy, physiotherapy, occupational therapy, biology, social work and nutrition, all in the field of healthcare. With regard to non-care occupations, we

offer training in administration, law, marketing, labour relations, HR, Quality and IT. As regards postgraduate study, we offer the required specialist fields for centres, for example the Fundación Jiménez Díaz Healthcare Research Institute, as well as residents for the National Specialist Training Plan and some permanent positions, such as that of General Healthcare Psychologist, and Master's Degrees in specialised nursing.

We continue collaborating with benchmark Universities including: the Universidad Autónoma de Madrid, the Universidad Autónoma de Barcelona, the Universitat Politècnica de Barcelona, the Francisco de Vitoria University, the University of Barcelona, the Universidad Complutense de Madrid, the Rey Juan Carlos University, the Universitat Oberta de Catalunya, University of Salamanca, the University of Granada, the University of Valencia, the Carlos III University, the University of Malaga, amongst many others.

We continue to uphold our determined commitment to teaching and we take care of the professionals of the future.

In 2017 we taught over 3,000 students. This figure represents an increase of 30% with regard to the previous year.



Angiology Service, Vascular and Endovascular Surgery of the Hospital Quirónsalud Palmaplanas

In 2017 the Quirónsalud Group has been able to consolidate the teaching we offer, which has allowed us to accommodate more than 3,000 students from the different key stages of formal education. This has been possible thanks to:

- **Seven University Hospitals:** the Hospital Universitario Fundación Jiménez Díaz in Madrid with the Universidad Autónoma de Madrid, the Hospital Sagrado Corazón and the Hospital Quirónsalud Dexeus in Barcelona with the Universitat Autònoma de Barcelona, the Hospital Infanta Elena in Valdemoro with the Universidad Francisco de Vitoria, the Hospital Universitario Rey Juan Carlos in Móstoles with the Universidad Rey Juan Carlos, the Hospital Quirónsalud Madrid with the European University and the Hospital Universitario General de Catalunya with the Universitat Internacional de Catalunya.
- **A University School of Nursing:** the USN of the Fundación Jiménez Díaz, attached to the Universidad Autónoma de Madrid, trained a total of 327 students in 2017.
- **The Quirónsalud School Bizkaia** for healthcare technicians trained a total of 78 healthcare professionals in 2017.
- **Five accredited hospitals** for specialised healthcare training: the Group had a total of 327 residents in different specialities in 2017.

Regarding the objectives proposed for 2017, we have met some of them very satisfactorily, counting on the **participation of students from the prestigious Yale University and the Atlantis Project from the USA**. This offers insight into new approaches for our staff and strengthening relationships with prestigious foreign institutions which enrich the value of the company.

One of our objectives is to continue to make advances in gaining accreditation for some of our hospitals as affiliated teaching centres. In this way we will be able to organise rotations for those leading and pioneering hospitals in specific specialities, techniques, and nourish our staff with the latest developments. By achieving all this we offer our patients the best professionals with access to the most advanced techniques and the highest quality services.

In 2018, we will continue to unify teaching and training throughout the group, analysing the real demands of the staff at our centres. Through these courses, master's degrees and other programmes of our own, we will be able to continue increasing our number of students. All of this is supported by the leading Universities in Spain, through teaching agreements, which provide us with the necessary means and features to give validity and renown to our staff at a national and international level.

