



6.





Strategic Partnerships in our Mission

**Clients**

## 6.1. Our Clients and their Satisfaction

From the focus of our social responsibility and attention to the different stakeholders identified, we distinguish between the "patient" (priority group and those already dealt in depth in chapter 4 of this Report), and the "customer" stakeholder groups. In the latter we include beneficial societies and insurers, which constitute **strategic partner** for us, allowing us to reach patients and provide a high-quality service with the highest satisfaction rates.

Additionally, in some cases, these groups coincide, as is the case with private patients who do not come to Quirónsalud through an intermediary. This group includes customers who consume products which are not included in the catalogue of benefits of the national health service, such as plastic surgery, refractive surgery and dermo-aesthetics, as well as international patients who finance their treatment at our centres by their own means.

From the customer point of view, we distinguish between:

**Benefit societies, insurers, medical organisations and private patients.**

**Health Services operated by Public Administrations** (currently Madrid and Catalonia)

Our relationships with private clients are maintained through the Quirónsalud Corporate Operations Department. Here management guidelines are set out, which are then channelled by means of on-going communication with our Regional Delegations.

In 2017, we reached **framework agreements with the main insurers in the sector**, in which the contractual model for the coming years was established. This not only encompasses price agreements, but also volume commitments, quality of care indicators and commitments to reducing accident rates.



In regard to Public Administrations:

We continue again this year to be strategic allies of the public health service, contributing to the quality of health care and providing prestigious professionals for areas of high complexity.

The private health sector is a fundamental stakeholders in our country in terms of creating well-being, wealth and contribution to economic and social development. Our collaboration with the public health service contributes significantly to the sustainability of the system and

to the achievement of fundamental health objectives such as equality, sustainability, accessibility and quality of healthcare.

Our centres are great advocates of public-private partnership to benefit patient medical and surgical care, providing a cushion for health service waiting lists and facilitating expertise and prestigious professionals in areas of great complexity, such as cardiac surgery, surgery thoracic, oncology, haemodynamics and radiotherapy.

## THE SATISFACTION OF OUR CUSTOMERS

In the Madrid Region, the 4 public hospitals managed by Quirónsalud, have continually occupied the leading positions in the ratings over recent years:

### ERAL SATISFACTION INDEX (ISG)

Group (Complexity)		2015	2016	2017
3 (high)	Hospital Universitario Fundación Jimenénez Díaz	92.99% (1 <sup>st</sup> )	93.79% (1 <sup>st</sup> )	92.70% (1 <sup>st</sup> )
2 (medium)	Hospital General de Villalba	94.86% (1 <sup>st</sup> )	93.81% (2 <sup>nd</sup> )	96.10% (1 <sup>st</sup> )
2 (medium)	Hospital Universitario Rey Juan Carlos	91.64% (2 <sup>nd</sup> )	94.86% (1 <sup>st</sup> )	93.6% (3 <sup>rd</sup> )
1 (low)	Hospital Universitario Infanta Elena	93.32% (1 <sup>st</sup> )	93.32% (2 <sup>nd</sup> )	93.20% (1 <sup>st</sup> )

*\* (1st)-first-position-in-the-isg-of-their-group*

We must highlight the results of the Fundación Jiménez Díaz, which once again in 2017 received the highest Global Satisfaction Index in the Madrid Region, for the sixth consecutive year.

## HOSPITAL UNIVERSITARIO FUNDACIÓN JIMÉNEZ DÍAZ

	Global FJD	Global CM	Position
2009	83%	84%	Sixth
2010	95%	84,80	First
2011	94.10%	92,40%	Second
2012	95.70%	82.70%	First
2013	94.29%	90.77%	First
2014	92.09%	88.40%	First
2015	92.99%	88.92%	First
2016	93.79%	89.57%	First
2017	92.70%	89.60%	First

Of the two hospitals in group 2 (medium complexity hospitals), the Villalba General Hospital was placed in first position in the 2017 rankings, whilst the Hospital Universitario Rey Juan Carlos occupied third position.

Centre	2013	2014	2015	2016	2017
HOSPITAL UNIVERSITARIO REY JUAN CARLOS	95.86%	93.21%	91.64%	94.86%	93.60%
VILLALBA GENERAL HOSPITAL			94.86%	93.81%	96.10%

The Hospital Universitario Infanta Elena occupies first position in the Group 1 Global Satisfaction Index, for hospitals of low complexity.

## HOSPITAL UNIVERSITARIO INFANTA ELENA

	Global HUIE	Global CM	Position
2009	85.50%	84,40%	Third
2010	90.50%	86%	Second
2011	94.96%	92.07%	First
2012	93.48%	91.05%	Second
2013	92.92%	90.53%	First
2014	93.77%	89.50%	First
2015	93.32%	88.38%	First
2016	93.32%	89.57%	Second
2017	93.20%	89.60%	First

In the case of the **Catalan Health Service**, Quirónsalud manages the **Hospital Universitari General de Catalunya**, the **Hospital Universitari Sagrat Cor** and the **Hospital Quirónsalud del Vallés**.

As providers with the Catalan healthcare system, these hospitals are subject to controls and audits the results of which are publicly available at Results Headquarters and the PLAENSA A&E at the Hospital Universitari Sagrat Cor.

At the closing date of this Report, the results corresponding to the reporting period for 2017, have not yet been published. However, Quirónsalud does have internal information regarding the results of all its hospitals. On-going monitoring

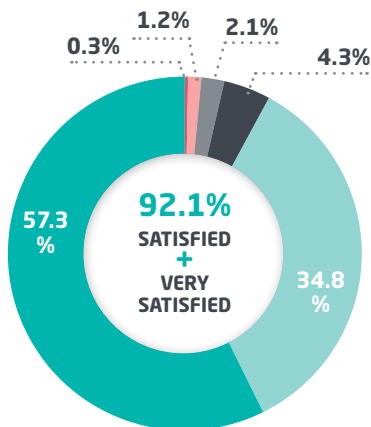
of the quality of our services is undertaken and satisfaction surveys are carried out which evaluate a range of areas, for example reception and hospital admissions, care and information received, staff, infrastructure and hospitality, the discharge process, invoicing and general patient satisfaction. This method includes suggestions for improvement made by patients, which is a very effective tool for the on-going improvement of our procedures.

In results of the 2017 study, compiled from about 8,000 surveys, the Hospital Universitari General de Catalunya, the Hospital Universitari Sagrat Cor and the Hospital del Vallés. achieved positive evaluations in the three categories analysed: Outpatients Clinic, Hospitalisation and A&E.

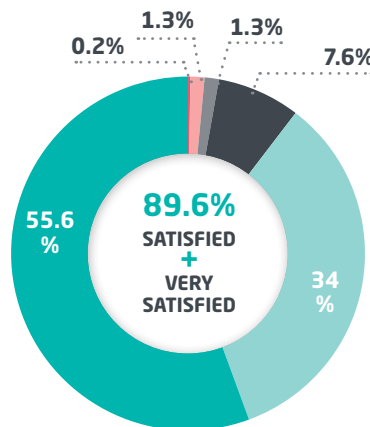


## CATALAN HEALTH SERVICE HOSPITALS MANAGED BY QUIRÓNSALUD (Hospital Universitari General de Catalunya, Hospital Universitari Sagrat Cor and Hospital Quirónsalud del Vallés)

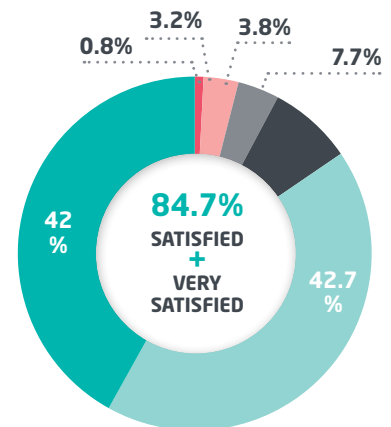
SATISFACTION RESULTS FOR OUTPATIENT CLINIC:  
(NPS: 45)



SATISFACTION RESULTS FOR HOSPITALISATION:  
(NPS: 41)



SATISFACTION RESULTS FOR A&E:  
(NPS: 24)



■ VERY SATISFIED     
 ■ SATISFIED     
 ■ NEITHER SATISFIED NOR UNSATISFIED  
■ UNSATISFIED     
 ■ VERY UNSATISFIED     
 ■ N/A



In keeping with our commitment to listen to and maintain dialogue with all our stakeholders, we are planning a project to implement mechanisms to measure the satisfaction of our insurers and other customers in the future.





## 6.2. Progress



We continue to strengthen a relationship based on trust and transparency with our clients, and also to achieve greater efficiency in our service provision.

During 2017 we have continued to develop projects already commenced in the previous year, as well as launching new initiatives at corporate level, which allow us to improve procedures in relation to our customers.

In this regard, we must highlight the importance of:

### PROJECT PROSTHESIS:

In 2017 we completed the project 'Prosthesis', which began in 2016. This has allowed our hospitals to manage such materials, guaranteeing our patients full product traceability from its manufacturer to its provision to the individual themselves.

Similarly, another series of improvement projects, addressed in chapter 4 of this report, have been developed. These directly affect our clients and are dedicated to our patients, the quality of their care and our clinical excellence.

