

3

Patients and their families

Patient-centred
healthcare





Infrastructure, advanced technologies and innovative solutions



Quirónsalud is once again continuing with its dynamic policy of continuous improvement in infrastructure and medical equipment, enabling our centres to be at the forefront of technology, innovation and quality of care.

Infrastructure and expansion of the hospital network in 2019

77 million Euros has been allocated to expansions, renovations and improvements, allowing the group to increase funding considerably in each of its territories.

32 million Euros has been invested in opening new centres and expanding services at hospitals, totalling over 26,400m².

Of all the infrastructure projects undertaken in 2019, we would like to highlight two significant milestones:

- **Expansion of Quirónsalud Madrid University Hospital**

Modernity and technology focussed on improving the experience of our most fragile patients: mothers and children.

The work has involved around 15,000m² of expansions and renovations, with new facilities and a new meticulously designed Mother-and-



9 paediatric consultation rooms; a Paediatric Oncology Department with 2 consultation rooms and a treatment room with 6 beds and 2 individual cubicles; a new Obstetrics Department with 5 LDR



Child Block, including children's play areas; very different to the traditional hospital environment. We have expanded to 11 obstetric consultation rooms, with a diagnostic imaging area for women;



(Labour, Delivery and Recovery rooms), 1 caesarean section operating theatre, 6 monitoring beds and 25 obstetric rooms; a Neonatal ICU with 12 intermediate care beds and 7 intensive care beds; a Paediatric ICU with 6 individual cubicles; and an inpatient ward with 25 rooms for children.

Also worth mentioning is the new Assisted Reproduction Department, with 4 consultation rooms, 3 cubicles, an operating theatre for implants, a transfer room and a new larger, more technical laboratory.

Lastly, a new hybrid operating theatre has been installed. Other parts of the hospital also underwent expansion and renovations, such as the Sterilization Area, the Surgical Day Hospital and the Resuscitation Area, among others.



• The new Proton Therapy Centre

The first Proton Therapy Centre built and opened in Spain, with the highest quality, most precise medical technology for treating cancer.



Nearly 2,000m² dedicated to this advanced new technique. A modern centre with nice, harmonious spaces, two consultation rooms, private waiting rooms and spaces far removed from the concept of health, to achieve a more pleasant atmosphere. Works of art decorate the walls. A CT scan room completes the high-level facilities.

Other **significant expansion projects** completed at our hospitals in 2019 include:

- **Villalba General Hospital:** 8 additional inpatient rooms, 6 consultation rooms and 2 ICU cubicles.
- **Infanta Elena University Hospital:** Expansion of inpatient wards, adding 16 rooms.
- **Quirónsalud Córdoba Hospital:** Nuclear Medicine Department: SPECT-CT scanner, a cubicle and a consultation room.
- **Quirónsalud Infanta Luisa Hospital:** Expansion of Virgen de Lujan MC: 4 consultation rooms and a conventional X-Ray machine.
- **Quirónsalud Murcia Hospital:** New Endoscopy Department: 2 endoscopy rooms. 4 ERA beds and a consultation room.
- **Quirónsalud Torrevieja Hospital:** New Maxillofacial Unit: 4 consultation rooms.
- **Ruber International Hospital:** Expansion and complete renovation of the Oncology Day Hospital. 10 Oncology Day Hospital cubicles and 5 consultation rooms.
- **Quirónsalud Valencia Hospital:** New Oncology Department with 11 consultation rooms and 11 day hospital beds.

New centres opened in 2019:

- Toledo Medical Centre: 13 consultation rooms and Rehabilitation Department.
- Alicante Medical Centre: Conventional X-Ray machine, mammography machine, ultrasound machine, 20 consultation rooms, 2 endoscopy rooms and 4 ERA cubicles.
- Algeciras Medical Centre: 13 consultation rooms and conventional X-Ray machine.
- Don Bonito Medical Centre: 11 consultation rooms, Rehabilitation and conventional X-Ray machine.
- Clara del Rey Medical Centre, Madrid: 11 consultation rooms, OPG machine and conventional X-Ray machine.
- Balmes Medical Centre, Barcelona: 9 consultation rooms.
- Aribau Medical Centre, Barcelona: 19 consultation rooms.
- Bilbao Medical Centre: 12 consultation rooms and MRI scanner.

Investment in areas of medical specialisation and technological upgrading

We offer our patients the most innovative advances in personalised medicine and health technology, helping them to get early access to the most cutting-edge treatments.

The most significant investments have been made in **specialisms**, totalling around 13.5 million Euros. These include:

- Completion of phase II of the operating theatres and ICU at Jiménez Díaz Foundation University Hospital, with 11 highly technical operating theatres and 23 ICU beds.
- ICU improvements at Villalba General Hospital.
- New Cardiovascular Room at Villalba General Hospital.
- Adapting to the LDR patient experience model at Villalba General Hospital.

- Nephrology project at La Luz Hospital, including a new operating theatre with intraoperative CT scanner and surgical robot.

Installation of the following **high-tech** equipment at different hospitals:

- Mammography machine at La Luz Hospital.
- CT scanner at San José Hospital.
- Cyberknife at Ruber International Hospital.
- Linear accelerator at Teknon Medical Centre.
- Hybrid remote control X-Ray machine at El Pilar Hospital.
- Mammography machine at Zaragoza Hospital.
- 128-Slice CT scanner and hybrid remote control X-Ray machine at Torrevieja Hospital.
- Conventional X-Ray machine at Albacete Hospital.
- MRI at Cáceres Hospital.
- Remote control X-Ray machine at La Coruña Hospital.



- Conventional X-Ray machine at Miguel Domínguez Hospital, Pontevedra.
- MRI at Palmaplanas Hospital.

Investment in improving hospital wards

In 2019, around 3 million Euros has been allocated to renovating the company's hospital wards, adapting them to the highest levels of comfort and for people with reduced mobility.

These improvements have been carried out on one floor at Ruber International Hospital, two floors at Ruber Juan Bravo Hospital in Madrid, and one floor at Quirónsalud Marbella Hospital

Investment in improving facilities

In 2019, over 9 million Euros has been invested in improving electrics, air conditioning, fire detection systems, boilers, coolers and computer networks, to ensure that these facilities work correctly, as well as optimising energy consumption.

Likewise, the company has continued with other large projects and expansion works, amounting to 19.5 million Euros.

- New Speciality Centre at Ruber International.
- New Alcalá de Henares Medical Centre.
- New Torrejón Hospital.
- Quinta Torre (Fifth Tower), Caleido.
- New Badalona Hospital.
- La Malagueta Medical Centre.
- Expansion of Sagrado Corazón Hospital, Mother-and-Child block.

Healthcare activity

In 2019, healthcare activity at Quirónsalud centres, as well as the resources of our network, have continued to grow in all areas.

	2017	2018	2019
No. available beds	6,688	6,914	7,332
No. operating theatres	383	405	434
No. ICU/PICU/NICU	515	548	572
No. delivery rooms/LDR	89	102	112
No. consultation rooms	8,226,334	8,786,793	9,998,993
No. emergencies attended	2,507,122	2,573,313	2,892,102
No. hospital admissions	340,649	352,936	384,828
No. inpatient surgeries	161,435	169,387	198,587
No. outpatient surgeries	227,731	238,079	262,145





HEALTHCARE NETWORK RESOURCES:

	2017	2018	2019
BEDS	6,652	6,914	7,332
OPERATING THEATRES	379	405	434
ICU/PICU/NICU	515	548	572
CAT	59	60	71
MRI	85	88	98
PET-CT	12	12	12
LINEAR ACCELERATORS	23	21	21
DA VINCI	5	6	6
GAMMAKNIFE	1	1	1
CYBERKNIFE	1	1	1

Safety and adequacy of clinical practice



We continue working towards perfecting systems that identify and analyse clinical risk, setting targets for improvement and systematically assessing whether they are being met

Quirónsalud is strongly committed to quality and patient safety. Thus, we identify and assess our risks, set targets for improvement in all functions and at all levels of the organisation, and regularly and systematically assess whether they are being met by using a set of indicators.

Quirónsalud's resolute progress towards healthcare excellence is based on implementing the best-known clinical practices with maximum efficiency.

In 2019, we have continued working towards improving patient safety through actions aimed at helping to roll out and implement best practices, promote a culture of safety, and reduce the likelihood of safety-related incidents.

Our progress in improving patient safety is fundamentally based on the involvement, commitment, participation and leadership of all professionals who are members of the **Corporate Commission of Patient Safety**.

In 2019, the Commission's activity has focussed on helping to consolidate and implement 16 corporate procedures at the centres, which had been approved throughout 2017 and 2018. Therefore, in 2019, the Commission has travelled to the centres to hold quarterly meetings with the hospitals' Patient Safety Committees. These meetings have enabled the Committee to get to know and streamline the function of the hospital committees, find out what goes on at the centres and the problems they face in their healthcare activity, as well as advise them on best practices.

Moreover, the work carried out over the year has resulted in concrete results, including the following:

- At Group level, standardisation of patient information on preparing for ten of the most frequent **radiology tests**.
- This standardisation is not only essential for coordinating the healthcare network; it is also

a matter of safety and patient care. As fewer appointments are being held face to face, patients need clear instructions that are not subject to the variability of clinical decisions.

- Under the agreement between Quirónsalud and the Spanish Anaesthesia and Resuscitation Notification System (SENSAR), for the third consecutive year, we have continued to provide training on **Anaesthesia and Resuscitation Safety**, to improve patient safety in this area and provide our professionals with the skills to resolve crises and prevent adverse events. This year, small hospitals have participated.
- Training has been given on **Root Cause Analysis methodology** to analyse sentinel events. Courses have been held in Madrid, Seville and Barcelona with the participation of Patient Safety Committee members from 21 centres, the aim of which is to increase their knowledge on the application of

this methodology, allowing them to structure the research and analysis required by these types of incidents. In 2020, this training will continue at other hospitals until all centres have received it.

In 2019, work has continued on promoting appropriate and immediate risk management, encouraging the training, knowledge and analysis of possible incidents, in order to learn from them and apply solutions that minimise their occurrence.

11% more incidents have been recorded through the **corporate patient safety notification tool** in 2019 than the previous year. This figure is due to various training actions involving professionals in the notification process and promoting the use of the tool, as we believe that a well-functioning notification system is the truest indicator as to how well the safety culture is being implemented.

Moreover, six **clinical alerts** were raised throughout 2019. The aim of clinical alerts is to inform as many professionals as possible of situations which, due to

their frequency or seriousness, are particularly relevant, in order to make recommendations to prevent the adverse event from being repeated and to be reviewed with the corresponding services, acting in accordance with best clinical practice standards.

Throughout 2019, four **training actions have been carried out with the Joint Commission International (JCI)** itself, in which a significant number of the group's hospitals have participated, far exceeding the number currently undergoing the accreditation process, with the aim of helping to improve quality, reduce risk and align the entire organisation with the JCI quality model.

We monitor a total of 53 Helios Group Inpatient Quality Indicators (IQI) on a quarterly basis, supplementing them with Peer Review processes

As part of our integration with the Fresenius Group quality model, throughout 2019, **53 Helios Group Inpatient Quality Indicators (IQI)** have been monitored on a quarterly basis. These indicators focus on the volume and mortality of complex procedures, which represent 29% of inpatient cases. The results are published on a quarterly basis in the Business Intelligence tool, as the CMBD of each period is consolidated, and allow us to compare the performance of Quirónsalud hospitals with each other, with the group average and with German averages, thereby offering a unique international benchmarking opportunity.

Furthermore, within the Quirónsalud quality programme, all hospitals carry out a self-assessment of their clinical practice in the quality indicators that deviate from the standard, both in the aforementioned IQI and in many other internationally validated clinical practice adequacy and safety indicators.



This self-assessment carried out by each hospital is supplemented by a **Peer Review process** at the centres where no improvement in outcomes is seen over time. This is a healthcare quality analysis tool based on the exchange of information between health professionals. Patient care processes are analysed systematically in certain indicators to identify potential problems and establish corrective measures. The core of this procedure is a face-to-face protocolised discussion of cases between the review team and the hospital's medical officers.

The Peer Review is a healthcare quality analysis tool that helps to evaluate clinical practice, enabling hospitals to identify areas for improvement.

Throughout 2019, four Peer Reviews have been carried out on surgically treated hip fracture procedures (Quirónsalud Barcelona Hospital, Quirónsalud Sagrado Corazón Hospital, Quirónsalud Palmaplanas Hospital and Quirónsalud Valencia

Hospital). This review aimed to improve the care of patients with hip fractures, in line with the most excellent international practices.

Thanks to the strategy to improve the care of these patients, within the Quirónsalud group, 81.3% of patients over 65 years of age with a hip fracture are operated on within the first 48 hours, well above the national average, according to a publication by the OECD (48.4).

Simultaneously, a review of the heart failure process has begun, with four reviews being carried out in 2019 (La Luz Hospital, Quirónsalud Infanta Luisa Hospital, Rotger Clinic and Catalonia General University Hospital).

In 2019, the **medical record auditing** process has continued at the group's hospitals, with the aim of improving the quality of clinical and healthcare information.

This year, three audits have been carried out at Dexeus University Hospital, Quirónsalud Barcelona Hospital and Quirónsalud Cordoba Hospital.

The conclusions of these audits have been discussed with the managers of the centres, establishing a range of training activities to improve the coding and reliability of their indicators.

Quirónsalud continues to develop patient safety-specific training plans to encourage the culture of risk prevention and detection, and excellence in healthcare at all its hospitals

Excellence and quality in the provision of services

Personalised, close and transparent comprehensive care for patients and their families, their safety and privacy, always at the centre of our commitment.

The quality management model defined for Quirónsalud Group involves **obtaining external certifications and accreditations from reference organisations**, as a tool for promoting improvement and an external recognition of achievements. With this in mind, some basic certifications have been defined, to be achieved by all hospitals, in addition to others for specific services and centres.

Quirónsalud has a multi-site management system certified in accordance with the ISO 9001 and 14001 standards, based on the company's common strategy, the basic pillars of which are leadership, risk management and understanding stakeholder needs and expectations.

The system is designed to ensure the smooth integration of new centres, using standardised work and measurement tools and methods.

Certifications and accreditations

At the end of 2019, the Group has the following certifications and accreditations:

- Quality Management certifications based on the UNE-EN-ISO 9001:2015 standard at:
 - A total of 47 hospitals.
 - 3 care homes.
- The Group's "Servicios, Personas y Salud" ("Services, People and Health" - SPS) company, which successfully maintains its multi-site certification at all the Group's hospitals that receive its services, where it actively collaborates on the certifications of each hospital.
- The Group's "Health Diagnostic" (HD) company, which in 2019 has achieved a multi-site certification for laboratory services at 33 of the Group's hospitals, and also maintains the multi-site certification for its Radiodiagnostics and Nuclear Medicine service at 7 hospitals.
- Quirónprevención, the group's occupational risk prevention company.
- IERA Lisbon Assisted Reproduction Institute.
- **Environmental Management** certifications based on the **UNE-EN-ISO 14001:2015** standard at 42 centres, at the Health Diagnostic central laboratory located at Jiménez Díaz Foundation, and at Quirónprevención.
- **Surveillance, Prevention and Control of Healthcare-Related Infections** certifications based on the **UNE 179006:2013** standard at 8 hospitals: Teknon Medical Centre, Catalonia General University Hospital, Rey Juan Carlos University Hospital, Jiménez Díaz Foundation University Hospital, Infanta Elena University Hospital, Villalba General Hospital, Quirónsalud Malaga, and Quirónsalud Torrevieja Hospital.
- **Patient Safety Risk Management** certifications based on the **UNE 179003:2013** standard at 10 centres: Teknon Medical Centre, Rey Juan Carlos University Hospital, Catalonia General University Hospital, Quirónsalud Barcelona Hospital, Dexeus

University Hospital, El Pilar Hospital, Quirónsalud Torrevieja Hospital, Quirónsalud Murcia Hospital, Gipuzkoa Polyclinic and Quirónsalud Santa Cristina Hospital.

- **Energy Management** certifications based on the **UNE-EN-ISO 50001:2015** standard at 6 hospitals: Rey Juan Carlos University Hospital, Jiménez Díaz Foundation University Hospital, Infanta Elena University Hospital, Villalba General Hospital, Quirónsalud La Luz Hospital, Ruber International Hospital.
- **Occupational Health and Safety Management** certifications in accordance with the **UNE-EN-ISO 45001/OHSAS 18001** standard: in 2019, certification based on the ISO 45001 standard has been achieved in administrative management of health and care centres, as well as in auxiliary cleaning, maintenance and catering services associated with these centres, in the private area of the Group's hospitals and service companies.

- For their part, Rey Juan Carlos University Hospital, Infanta Elena University Hospital and Villalba General Hospital in Madrid, as well as Quirónprevención - which had the OHSAS 18001 certification - have begun adapting to the new ISO 45001 standard.
- **Assisted Reproduction Unit Quality Management UNE 179007:2013** certifications at 8 hospitals: Quirónsalud Zaragoza Hospital, Jiménez Díaz Foundation University Hospital, Quirónsalud Donostia Day Hospital, Ruber International Hospital, Quirónsalud Barcelona Hospital, Quirónsalud Malaga Hospital, Quirónsalud Valencia Hospital and Bilbao Medical Centre.
- **Services that Promote Personal Independence** certification in accordance with the UNE 158101:2015 standard at two of our nursing homes.
- Accreditation in the **EFQM European Model of Excellence** at 4 hospitals: Jiménez Díaz Foundation

University Hospital, Rey Juan Carlos University Hospital, Infanta Elena University Hospital and Sagrat Cor University Hospital.

- Accreditation of Teknon Medical Centre by the **Joint Commission International (JCI)** model.
- At Quirónsalud we are committed to extending the JCI model, an organisation of international standing with extensive experience in health accreditation that aims to establish patient-centred quality and safety standards.

The extension of this accreditation to certain hospitals has continued to be promoted and supported and is expected to be completed in 2020-2021.

Risk analysis, audits and plans for improvement

Throughout 2019, all centres have been externally audited based on the standards under which they are certified. The audit results have been duly addressed to ensure the continuous improvement of Quirónsalud Group management systems.

With regards to internal audits, these were carried out at all centres during the second quarter of the year and covered all certified standards. Likewise, the corresponding annual audit was carried out at the group's corporate departments.

Care and Quality Management develops an internal audit programme and selects the processes to be audited based on:

- Results of previous audits
- Previous audit plans
- Risk identification

- Legal requirements
- Criteria and requirements of the applicable standard
- Specific scope of each centre

Each year the processes and services to be audited are selected based on their criticality and risk, ensuring that everything within the scope of the management systems is audited every three years.

Quirónsalud incorporates the creation of a **risk map** to identify the processes to be audited each year, as well as the associated documentation and controls.

This is a common plan for all centres, guaranteeing that results are obtained by focussing on the processes identified as being of interest during the year. Internal audits are carried out by a team of qualified auditors who ensure objectivity.

External audits are carried out by the accredited external organisation, covering 100% of

individual certifications and a significant number of certifications under the multi-site model (9001, 14001 and 50001), as well as the corporate departments.

Internal and external audit schedules, agendas and reports are recorded in the **corporate quality management tool (Qualios)**, so that the resulting findings are analysed and dealt with at centre level by the process managers involved.

Every year, the overall result of the audits is analysed to decide how to improve the systems in place.

Digital transformation

Over the last year, we have continued to introduce systems and develop projects that contribute to improving care processes and patient relationships.



Increased online activity with patients

The Quirónsalud Patient Portal has over a million users and more than 10 million online actions; figures that continue to grow every year.

The number of Patient Portal users continues to increase, enabling doctor-patient care services without the need to visit the doctor's office in person. Through a free computer, mobile phone or tablet application, users can access their medical records and diagnostic test results, make or change appointments, receive alerts and reminders, and maintain a direct relationship with their specialists.

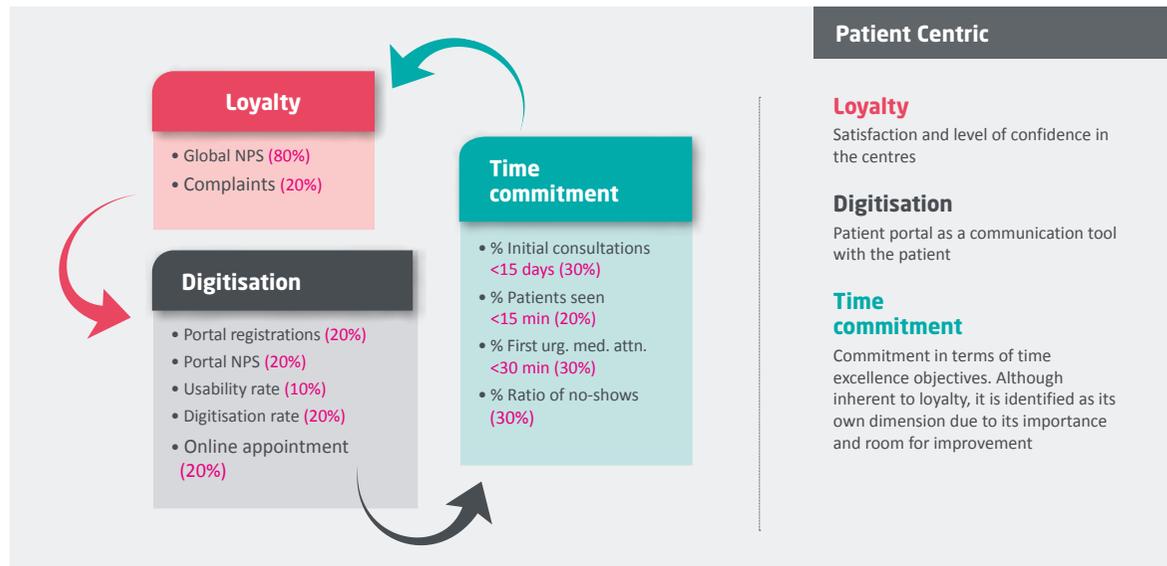
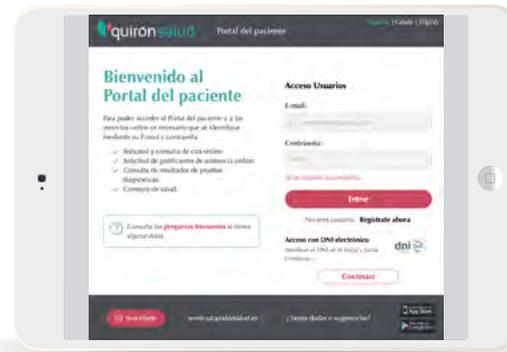


All of which allows the patient to **play a greater role in managing their health**, and **care services to be adapted** as required at any time.

At some centres, the Quirónsalud Patient Portal currently offers over 350 electronic doctor-patient healthcare services, including procedures related to assisted reproduction, anti-coagulation, endocrinology, allergies, cardiology, as well as pre-anaesthesia consultations, monitoring or reviewing conditions, and many others.

Another of the application's functions is a real-time **customised reception, guidance and location tool** integrated into the Patient Portal, which improves the patient's experience at the centre, streamlining their visit and serving as a guide.

The app identifies the reason for the patient's visit if it is scheduled, such as a medical appointment, offering a personalised welcome and showing the fastest and easiest route to their point of interest, guiding them directly through the facilities in real time and informing them when they reach their destination.



Awards and recognition

In 2019 we rose 44 places in the rankings, becoming the most improved company in Spain, not only within the health sector, but overall in all sectors.

Quirónsalud has climbed from 98th to 54th place, thus becoming the company with the most improved business reputation in the last year.



Experience of patients and their families

Excellence in patient experience (PEX), patient safety, and the adequacy and efficacy of care are the basic pillars of the Quirónsalud strategy.

As part of our focus on continuous improvement, **specific patient experience (PEX) improvement targets** are agreed annually with all centres, which are monitored along with the impact of the implemented actions.

Different PEX **monitoring** tools are available:

- **Net Promoter Score (NPS):** 48 hours after treatment, patients seen at our centres receive an email asking them how they would recommend our services (0 to 10). Once they have rated us, a range of reasons appears, allowing them to substantiate their opinion. Furthermore, there is a field where they can add their own comments as appropriate.

The results are analysed overall and by area of care (Inpatients, Surgery, Outpatients, A&E, Laboratory and X-ray), as well as by medical speciality, both overall across the company and by hospital. In 2019, we received 427,851 surveys.

Overall NPS: 54.6% (3.1 points higher than in 2018)

At the end of **2019**, the **overall NPS** was **54.6%**. This is an overall improvement on the previous year's figure (51.49%), which in varying degrees extends to all healthcare areas monitored at Group level.

The most significant improvements were seen in Inpatients (61.46 vs. 57.20), Outpatients (58.14 vs 54.58) and Major Outpatient Surgery (72.17 vs 68.98).

However, A&E is the area with the greatest opportunities for improvement, as the overall results remained the same as in 2018 (38.72) due to a worsening/lack of improvement at some centres with very high activity, which was not offset at Group level by improvements achieved at other centres.

- Focus Groups in different areas, as a rapid qualitative survey method that lets us understand, analyse and dissect the emotional response of participants and learn about their experience. The purpose of this methodology is to assess the quality of a service and discover ways to improve our processes.

After three previous years of introducing targets, improvement actions and basic patient experience monitoring tools, in 2019 this line of work has been strengthened through:

- **6 Patient Experience** Corporate Committee meetings presided by the Quirónsalud CEO himself.
- Analysing the results of synthetic PEX indicators, including digital PEX elements, in line with the digital transformation plan introduced during the year.



2020 Decalogue

- | | | | | | |
|---|---|----------------------------|-----|----|--|
| U | 1 | Waiting Room Screens | CE | 6 | Outpatient Prediction |
| U | 2 | Patient Portal Information | H | 7 | Implementation of an Inpatient Guide |
| U | 3 | Information Video | H | 8 | Menu Improvement |
| U | 4 | Guide / Facilitator | QX | 9 | Welcoming and accompanying surgical patients |
| U | 5 | A&E VC | T&T | 10 | Care & Caring |

- Defining the ten best practices to be implemented at all Quirónsalud hospitals.
- Pregnancy and labour project to improve the experience of expectant mothers.
- **“Feel and feeling” training for first contact professionals** on treating patients with excellent results, deepening the **“Care and Caring”** value model that drives the Quirónsalud Group. This

training seeks to motivate participants to display the behaviours required to achieve the best patient experience.

In September 2019, a pilot course was held for middle managers entitled **“Boosting the Patient Experience”**, with the fundamental aim of providing in-depth knowledge of this currently strategic element for Quirónsalud.

Managing complaints, grievances and suggestions

Complaints, grievances and suggestions submitted by patients are a valuable source of information about their experiences and perception of Quirónsalud centres and services, as well as their satisfaction with the care received.

They therefore offer an opportunity to identify ways to improve our services and are a potential tool for building loyalty, since proper management of complaints and suggestions has a greater impact on patient satisfaction and loyalty than other measures for improving perceived quality.

Suggestions, complaints and grievances are passed on to the Patient Support Service, which is responsible for managing them.

Among other quality standards, they are managed by an internally developed tool (IGR), which provides:

- An obligatory transfer of the complaint/suggestion to the services/professionals involved.

A personalised response within a maximum of 15 calendar days from the Centre Manager.

In 2019 there were 12,299 complaints and grievances, with an average response time of 10.63 days, representing a **17% decrease in response time** compared to the previous year. The main causes for complaints and grievances at our centres are dissatisfaction with the medical care, and delays in care and appointments.

With regards to **Quirónprevención**, the company has designed its own protocols based on a work

model equally focussed on customer satisfaction and improving the efficiency and effectiveness of healthcare activities at its medical centres.

At the end of 2019, its NPS was 29 (46.52% promoters and 17.52% detractors).

The main causes alleged by its detractors were related to a delay in being seen, consultation times, facilities, a lack of clinical information, or how they were treated during the consultation.

The Quirónprevención Call Centre answers over 200,000 calls and more than 150,000 written enquiries per year (via email / contact form). Of these enquiries, only a fraction (around 300 incidents) correspond to complaints and grievances as such, as most are resolved upon receipt.

The target is to make contact within 24 hours, monitoring on a weekly basis to confirm that the client/company has received a response to the complaint and that it can be considered resolved and closed.

The main reasons for complaints received through the Quirónprevención Call Centre and via email or contact forms in 2019 were difficulties in contacting contract partners, invoice disagreements, or malfunctioning computer applications.

The main reasons for complaints registered on social networks and blogs were due to issues related to accessing the “Misalud Portal”, delays in accessing medical examinations, and delays in receiving results.



Patient information security and privacy

Quirónsalud Group has a dedicated Information Security and Data Protection Team, which ensures compliance with obligations under the applicable regulations, and even implements other additional measures.

Quirónsalud uses the annual results of its complaint, grievance, suggestion and positive feedback management system to detect opportunities to improve its customer support services and processes and to continue increasing its customer satisfaction results year on year.

Data protection

Data is a cornerstone and enabling factor of the Group's activity. If data is one of our key assets, we must ensure that it is properly managed and protected.

At Quirónsalud Hospital Group, we process large amounts of very often personal data, including patient data (we hold over 15 million medical records), employee data (over 40,000 people provide services to Quirónsalud), or data related to our partners and suppliers.

In all cases, we comply with the key principles of the General Data Protection Regulations (GDPR): legality, loyalty and transparency; purpose limitation (we process patient data for specific, explicit and legitimate purposes without using it for any other purpose); data minimisation (we only use the data strictly necessary for fulfilling the informed purpose); limitation of the conservation period; integrity and confidentiality.

Even before GDPR came into force, the Data Protection Team had been working to ensure that all data was processed in accordance with the new regulations, not only in healthcare, but also in research and human resources, among other areas, establishing and/or updating policies, procedures, instructions and handling queries so that all of the group's professionals who process personal data while carrying out their work do so in accordance with the current legal provisions.



Furthermore, with regards to clinical research, a member of the Data Protection Team has joined the Drug Research Ethics Committee at Jiménez Díaz Foundation University Hospital so that the Committee has an expert in data protection, ensuring the evaluation of such aspects in the field of clinical drug trials and other biomedical research studies

Information security

Given the extensive digitisation of the Group's care centres, and the fact that patients are able to check data via the Patient Portal, it is essential to consider the importance of protection from attacks.

In 2019, there has been an increase in the number of cyberattacks on the health sector worldwide, especially attacks by ransomware, which has affected several Spanish organisations, including hospitals.

Nor must we forget that all computers carry software to be able to function, that all centres need to be connected to the outside world to operate, and that the world of connected software involves many more risks.

The main aim of our **Security Office** is to protect the confidentiality, integrity and availability of the organisation's information systems and their associated information, to ensure our ability to provide critical services to clients and patients. The Security Office has designed and is implementing a **Cybersecurity Plan** to increase the level of maturity and protection against cyberattacks within our organisation.

Several of our hospitals have information security accreditations



It is worth noting that Jiménez Díaz Foundation University Hospital has recently received two accreditations for information security: the **National Security Scheme in Electronic Administration and the Information Security Management System certification**, in accordance with the **UNE-ISO/ IEC 27001:2014** standard. The latter has also been obtained by Infanta Elena Hospital, which demonstrates the group's commitment to

protecting information and data by investing in security, allowing us to improve the quality of our services.

For its part, **Quirónprevención** has a **Personal Data Protection Committee**, which is formed of several people from different fields and has a contact email address to deal with data protection queries from internal staff and all external stakeholders (companies and their workers). This Committee also responds to the rights of the people concerned (formerly ARCO) and the security breaches reported.

As it is involved with the daily operations of the company, the Personal Data Protection Committee has information on the company's processes in which personal data is handled, allowing it to carry out a supervisory function, detecting potentially inappropriate data processing procedures and proposing the necessary improvements to the corresponding departments

Research and innovation

At Quirónsalud we offer our patients the most innovative advances in personalised medicine and healthcare technology, helping them to get early access to the most cutting-edge treatments.

We are committed to research and innovation as a key strategy to provide added value and quality in the prevention, diagnosis and treatment of illnesses.

Combining new technological advances with the excellence of our professionals and the collaboration of patients is a guarantee of the value that the Group brings to the Spanish Health System.

In 2019, the scientific production of the research groups working at Quirónsalud centres has continued to increase:

Over 1,200 scientific publications

We have increased the number of publications in journals of national and international impact by

about 10% compared to the previous year, with an average impact factor of 5.04 and a cumulative impact factor of 5,530 points.

The group's scientific production is particularly significant in the areas of cancer; renal, metabolic and cardiovascular diseases; inflammatory, chronic and infectious diseases; neuroscience and health technology and innovation, publishing articles with an impact factor exceeding 70 points.

Participation in 940 clinical trials

In 2019, **140 early-phase clinical trials** began, accounting for more than 50% of all new trials and representing a **60% increase** compared to 2018. The majority of active clinical trials carried out in 2019 were in the fields of cancer; neuroscience; infectious, inflammatory and chronic diseases; and

renal, metabolic and cardiovascular diseases. Most early-phase clinical trials were in the field of cancer.

786 research projects and observational studies

Many of these projects have been funded by national and international competitive tenders, focussing on important areas such as cancer; infectious, inflammatory and chronic diseases; and renal, metabolic and cardiovascular diseases, among others.

Furthermore, thanks to over 20 million Euros of funding from the European Commission, several European projects have begun in 2019, which will be developed over the next 4 years in collaboration with more than 20 renowned European institutions, in the fields of telemonitoring, to predict events in the most fragile people, and cardiology, in order



to use artificial intelligence to improve algorithms for predicting sudden death events in patients with heart failure.

Likewise, 2019 saw the launch of the **First Call for Research Awards and Scholarships for Quirónsalud Training Residencies**, the aim of which is to showcase the scientific activity and continuous training of Quirónsalud professionals. This initiative is yet another example of the Quirónsalud commitment to Research and Innovation and is a sign of recognition and encouragement for all the Group's professionals with an innovative spirit, who seek to contribute with scientific advances that have an impact on improving patient care, or aim to improve their knowledge in the field of healthcare and biomedical research.

In 2019, research support services for statistical studies, mentoring, or support in drafting

publications, and bibliographic documentation services aimed at optimising scientific production processes in order to promote their dissemination and subsequent application to clinical practice, were also made available to the centres.

The first Proton Therapy Centre in Spain, opened by Quirónsalud in 2019, is at the forefront of oncology. This great step forward is yet another example of our commitment to research and innovation.



Our commitment to teaching



Quirónsalud Group has continued its firm commitment to teaching by strengthening and expanding its strategic partnerships with the best national and international educational institutions to train future health professionals.



5,871

students have completed training placements at Quirónsalud centres



250

collaboration agreements with reference institutions

Teaching activities are key within the Group, as we collaborate on the **education and development of future professionals in the health sector.**

Moreover, this work allows us to achieve a committed and motivated team, focussed on the continuous search for the best healthcare and service for our patients.

Throughout 2019, the Group has continued to collaborate with the main leading universities and professional training centres, strengthening its links by renewing and updating training placement agreements and providing students with a space for knowledge, learning, practice, and both personal and professional development.

All of which has contributed to enriching our company's value and to continue generating a strong positive impact on our society.

Teaching activity at our hospitals and centres has been developed in **several areas:**

- Practical training placements for **vocational** students (work centre training), in collaboration with numerous secondary schools and vocational training centres.
- Hosting final-year **degree** students (university training) in different specialities, collaborating closely with prestigious universities.
- Placements for **postgraduate** students (specialists in health sciences, residencies from other national and/or international accredited centres, Master's final projects and doctoral theses). To that end,

we welcome students from both universities and major business schools.

- Occasionally, we have collaborated with some secondary schools on the **4º ESO – Empresa** (fourth-year work experience scheme), allowing visits to our hospitals for younger students to have contact with healthcare activity.



Quirónsalud collaborates with the following centres of reference:

UNIVERSITIES

UAB – Autonomous University of Barcelona
UAH – University of Alcalá de Henares
UAM – Autonomous University of Madrid
UAX – Alfonso X el Sabio University
UCAM – San Antonio de Murcia Catholic University
UCAV – Ávila Catholic University
San Pablo CEU University
UC3M – Carlos III University of Madrid
UCM – Complutense University of Madrid
UDIMA – Madrid Distance Learning University
UEM – European University of Madrid
UFV – Francisco de Vitoria University
UNIR – University of La Rioja
UNED – National University of Distance Learning University of Nebrija
UOC – Open University of Catalonia
UPB – Polytechnic University of Barcelona
UPM – Polytechnic University of Madrid
UPN – Public University of Navarre
UPV – University of the Basque Country

BUSINESS SCHOOLS

CEF – Centre of Financial Studies
CIJ – Centre of Legal Studies and Research
EAE Business School
EICS – International School of Health Sciences
International Business School
ESIC Business Marketing School
EUDE – European Business School
IE Business School
IMF – International Business School
ISDE – Higher Institute of Law and Economics
MPG – European Health School

OTHER CENTRES

CEF – Centre of Financial Studies
CIJ – Centre of Legal Studies and Research
EAE Business School
EICS – International School of Health Sciences
International Business School
ESIC Business Marketing School
EUDE – European Business School
IE Business School
IMF – International Business School
ISDE – Higher Institute of Law and Economics
MPG – European Health School



The teaching targets set for 2019 have been met satisfactorily, having increased the number of students trained by our professionals. In 2019, the total number of students that completed **training at our hospitals and centres was 5,871**.

This number has increased to double the figure achieved two years ago.

As for the institutions taking part, over **250 collaboration agreements** have been signed and/or renewed in 2019, which has allowed us to increase and strengthen our capacity to welcome future sector professionals.

BREAKDOWN OF STUDENTS TRAINED AT QUIRÓNSALUD HEALTH CENTRES BY STUDY TYPE:

	Undergraduate	Graduate		Postgraduate	Resident
		Medicine	Nursing	Other	
		1,901	1,502	315	
TOTAL	1,441	3,718		147	565

The collaboration of all territories in managing teaching has been fundamental in achieving these results. Each and every one has actively contributed.

PERCENTAGE OF PLACEMENT STUDENTS HOSTED BY QUIRÓNSALUD TERRITORY:

T1	T2	T3	T4	T5	T6	T7
37%	32%	6%	16%	5%	2%	2%

Looking ahead to 2020, we will continue to standardise teaching and training at Group level, analysing the demand for our hospitals and professionals and creating strategic partnerships to help us to meet our targets, managing Master's degrees and our own training programmes in collaboration with leading universities.

