

4. Patients and their families





Patients and their families

Health person by person



In order to deal with the complex situation in 2020, the entire Quirónsalud health-care network was restructured to respond to the urgent need to care for patients affected by COVID-19.

Infrastructure, advanced technologies and innovative solutions

In 2020, we had to face an unexpected and very complex reality: living with the COVID-19 pandemic.

As a result, critical and inpatient services were expanded at the expense of medical procedures and outpatient clinics, with these changes taking place in a matter of hours, if not a few days.

More than €2 million was invested in non-recoverable facilities (partition panels, new electrical and gas installations, etc.) **in order to cope with the new requirements resulting from the pandemic.**



Puede ser que aquí falte un título?

4. PATIENTS AND THEIR FAMILIES

Significant infrastructure projects undertaken: new centres

Despite dealing with the urgent requirements of the pandemic, and with the only slowdown due to the impact of the situation, Quirónsalud continued with its plan to invest in new centres, representing an increase of approximately 26,000m², and an investment of **€31.3 million** in construction in 2020.

- **Construction of the new La Masó Medical Centre, attached to Ruber International Hospital, was completed.**

- **Progress was also made in the construction of:**

- New Alcalá de Henares Medical Centre
- New Quirónsalud Torrejón Hospital
- New Seville Maternity Hospital

The already significant investment effort in new centres was increased in the last quarter of the year, with progress made in designing other new hospitals, both replacement and new facilities, construction of which will begin in 2021.

As part of this expansion process, we have continued to make new acquisitions in Colombia, such as Cedimet, Invanaco, Women's Clinic, Del Prado Clinic and Las Vegas Clinic, while continuing to improve our positioning in Peru.

Investment in expansions, renovations and improvements at existing centres

As well as investing in new centres, we have continued to renovate and expand existing ones. Over 14,800m² has been renovated and expanded, with an investment of **€28.3 million**.

- **Renovation of inpatient facilities at:**

- Quirónsalud Madrid University Hospital
- Ruber International Hospital
- Quirónsalud Sur Hospital
- Sagrat Cor University Hospital
- Catalonia General University Hospital
- Quirónsalud El Pilar Hospital
- Quirónsalud Sagrado Corazón Hospital in Seville

- **Renovation and expansion of surgical and treatment facilities:**

- Phase I of the new surgical area at Rotger Clinic
- New endoscopy area at Ruber Juan Bravo no. 39

- **Renovation and expansion of maternity facilities:**

- New neonatal ICU at Quirónsalud El Pilar Hospital
- New obstetrics unit and neonatal ICU at Quirónsalud Marbella Hospital
- New obstetrics unit and neonatal ICU at Quirónsalud Santa Cristina Hospital Santa Cristina

- **Expansion of medical centres and outpatient clinics:**

- Clara del Rey Medical Centre, Phase II
- Alicante Medical Centre, Phase II (outpatient surgery and day hospital)
- New vascular surgery, psychiatry and allergology consultation areas at Quirónsalud Madrid University Hospital
- New cardiology consultation rooms at Catalonia General University Hospital
- New consultation area at Quirónsalud City Real Hospital
- New consultation area at Rotger Clinic

- **Renovation and expansion of other hospital areas:**

- New nuclear medicine area at Jiménez Díaz Foundation
- New cafeteria at Jiménez Díaz Foundation
- New sterilisation facilities at Teknon Medical Centre
- New pharmacy area at Quirónsalud A Coruña Hospital

- **Creation of new teaching areas:**

- New School of Nursing at Villalba General Hospital
- New area for university students at Quirónsalud Madrid University Hospital

- **New call centre at City Real**



4. PATIENTS AND THEIR FAMILIES

A further €3.6 million has been invested in installing new high-tech equipment, including both new facilities and upgrading existing equipment.

• Upgrades of radiotherapy equipment at:

- Ruber International Hospital (cyberknife upgrade)
- Quirónsalud Barcelona Hospital
- Quirónsalud Torrevieja Hospital

• Installation and upgrades of treatment facilities:

- New biplane system at Quirónsalud Pozuelo Hospital
- Renovation of cardiovascular room at Quirónsalud A Coruña Hospital
- Renovation of cardiovascular room at Quirónsalud Gipuzkoa Polyclinic

• Installation and upgrade of MRI scanners:

- New MRI scanner at Alicante Medical Centre
- Upgraded MRI scanner at Quirónsalud Valencia Hospital and Gipuzkoa Polyclinic, replacing the previous 1.5T model with a 3T MRI
- New MRI scanner at Quirónsalud Alcázar Clinic Day Hospital

• Upgraded gamma camera at Rotger Clinic

Investment specifically aimed at improving the safety and efficiency of facilities:

In addition to the significant investment in new hospitals, and in renovations and expansions at operational centres, in 2020 we have continued to invest in facilities to improve both the safety of activities and our efficiency in terms of energy consumption.

In 2020, €7 million was invested in upgrading facilities to meet new regulatory requirements, including:

- Jiménez Díaz Foundation
- Catalonia General University Hospital
- Sagrat Cor University Hospital
- Quirónsalud El Pilar Hospital
- Quirónsalud Albacete Hospital
- Ruber International Hospital

Likewise, a further €11 million was allocated to improving electrical, air conditioning and fire detection systems, boilers, coolers, IT networks, etc., to ensure our facilities function correctly and to improve their energy efficiency.

Specific investment at Quironprevención:

We have continued to improve the spaces at our prevention service and adapt to the new times by increasing ventilation and air recirculation in waiting areas; creating larger, more separate spaces, and incorporating new premises to our network. These investments have amounted to around €1 million.

I Investment in medical technology

Despite the pandemic, Quirónsalud has carried out all the projects it had planned for incorporating and upgrading medical technology in 2020. It has also increased its investment in medical equipment to improve the facilities at its centres in view of the important role they have played in caring for COVID-19 patients.

A total of €86.7 million has been invested in purchasing equipment from more than 70 suppliers, mostly manufacturers and leaders in their respective fields and, to a lesser extent, local distributors of leading international brands.

In healthcare, purchasing new equipment has focused on:

Diagnosing and treating disorders directly caused by SARS-CoV-2, in which the Group has invested more than €5m to acquire:

- Over 50 pieces of laboratory equipment, which has provided all the Group's hospitals in Spain with the technology to carry out PCR tests.
- Over 800 patient beds
- 221 patient monitors
- 263 ventilators
- 3 ambulances
- 12 specific UV-C disinfection systems to provide more thorough cleaning processes in healthcare areas, particularly the most critical ones.

Increasing and upgrading existing life support equipment, in addition to that specifically acquired for COVID-19: €5.2 million, including:

- Over 450 patient monitoring systems
- 80 ventilators
- 27 anaesthetic machines
- 31 neonatal machines (11 intensive care incubators; 3 neonatal ventilators; 8 hot cots with resuscitator; 2 phototherapy systems, and several types of complementary equipment).

Improving diagnostic imaging and molecular diagnosis, for which €21.4 million has been earmarked in order to purchase:

- 11 MRI scanners, of which 4 are 3T, one heavily involved in clinical research, and 7 are 1.5T (2 of which are upgrades of existing equipment).
- 1 SPECT-CT and 2 PET-CT scanners, one of which is digital.
- 2 128-slice CAT scanners with advanced applications for non-invasive cardiovascular diagnosis and 1 intraoperative CAT scanner
- 92 ultrasound machines
- 39 X-ray machines, including surgical arches and fixed and portable equipment.

4. PATIENTS AND THEIR FAMILIES

Developing robotic and minimally invasive surgery and improving surgical safety and procedures in general, with particular emphasis on neurosurgery and traumatology: €7.4 million

- 1 biplane room for advanced neuroradiology procedures
- 17 high-performance microscopes
- 5 NeuroNavigators
- 85 surgical motors

Improving cancer treatments: €9.2 million

- 3 linear accelerators and upgrading 2 existing ones

Increasing precision and safety in treating cardiovascular processes: €6.8 million

- 3 cardiovascular rooms for carrying out diagnostic and therapeutic procedures with greater precision and safety.
- 3 cardiac surgery machines
- Over 900 cardiology machines

Other investments in equipment for diagnosis and treatment: €2.5 million

- 147 ophthalmological machines
- 24 endoscopy / laparoscopy towers

Investment in other equipment and facilities: €29.2 million





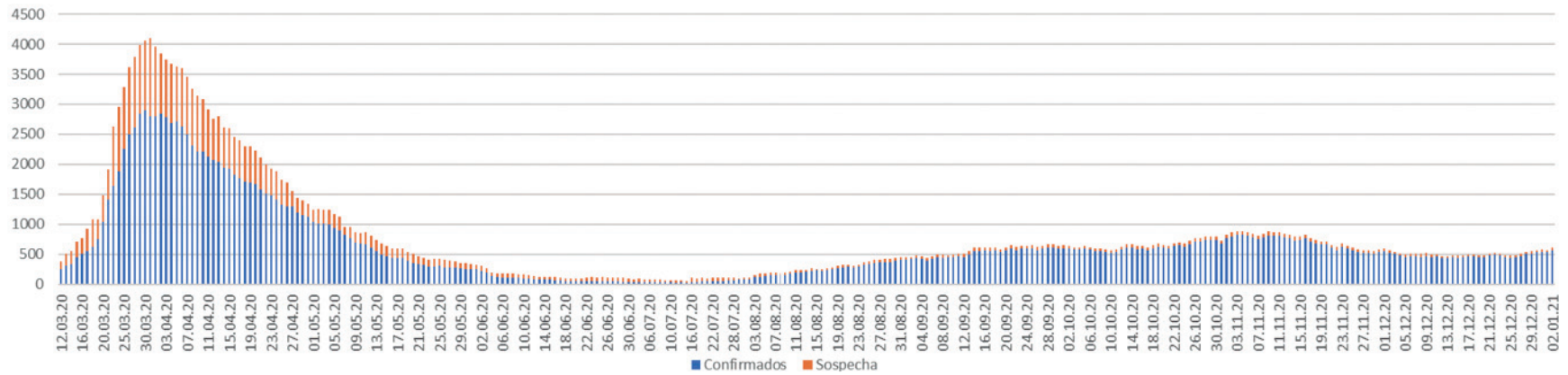
Healthcare activity

In 2020, the healthcare activity at our centres has continued to grow in all areas. The resources of our network have also increased significantly once again this year.

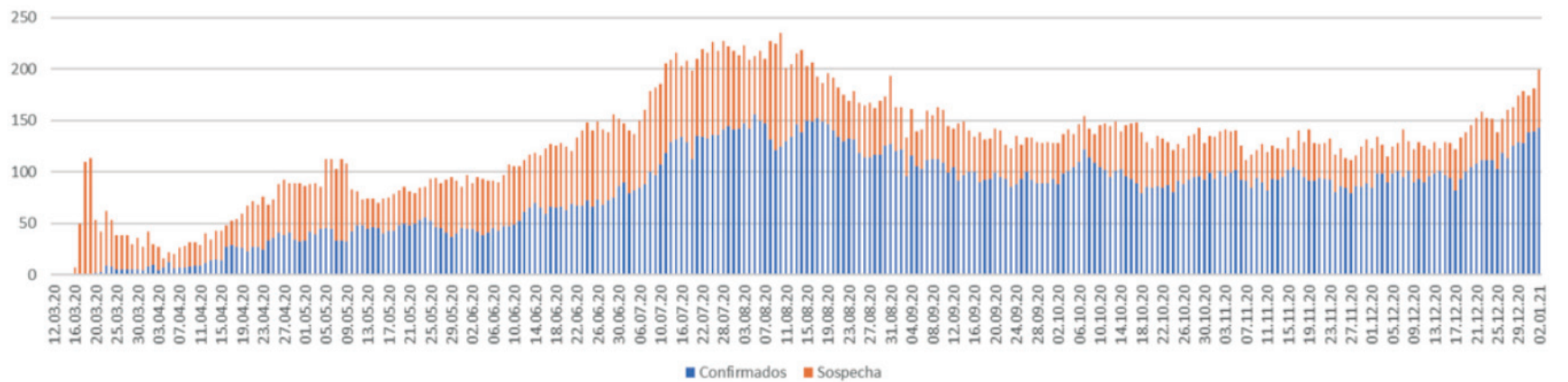
Healthcare network resources and activity indicators			
	2018	2019	2020
No. available beds	6.914	7.332	8.001
No. operating theatres	405	434	467
No. ICU/PICU/NICU	548	572	771
No. delivery rooms/LDR	102	112	124
No. consultation rooms	8.786.793	9.998.993	10.145.472
No. emergencies attended	2.573.313	2.892.102	2.223.836
No. hospital admissions	352.936	384.828	394.245
No. surgeries	407.466	460.732	488.449

COVID healthcare indicators			
	Category	No. of cases	%
Spain	Total patients discharged	22.680	100
	Deaths	3.466	15
	Patients with ICU stay	2.056	9
	Deceased with ICU stay	728	35
	Patients with IMV	1.256	6
	Deceased with IMV	547	44
Peru	Total patients discharged	1.074	100
	Deaths	142	13
	Patients with ICU stay	251	23
	Deceased with ICU stay	92	37
	Patients with IMV	197	18
	Deceased with IMV	84	43
Colombia	Total patients discharged	2.425	100
	Deaths	374	15
	Patients with ICU stay	793	33
	Deceased with ICU stay	267	34
	Patients with IMV	729	30
	Deceased with IMV	265	36

COVID 19 patients hospitalised in Quironsalud centres in Spain



COVID 19 patients hospitalised in Quironsalud centres in Latin America



Safety and adequacy of clinical practice



Quality of care and patient safety are Quirónsalud hallmarks: our priority is to strive for excellence in healthcare at all our hospitals.

In 2020, we have continued working to promote improvements to **patient safety** through actions aimed at developing and implementing best practices, promoting a culture of safety, and reducing the risk of safety-related incidents.

Likewise, the Quirónsalud Group constantly reviews the risks related to patient health and safety. As effective management is key in order to address these risks, the company has carried out various actions throughout 2020, including updating the risk map promoted by the Corporate Compliance Committee.

By identifying and prioritising risks, we have been able to make specific commitments to prevent and manage them. In the case of patient safety risks, these were already being addressed through the **Corporate Patient Safety Strategy 2018-2020**. The Compliance Committee is responsible for updating and ensuring subsequent compliance with this strategy.

CORPORATE PATIENT SAFETY STRATEGY

The Corporate Patient Safety Strategy 2018-2020 was completed in 2020, and represents a qualitative leap in implementing the management and culture of patient safety at Quirónsalud centres. This is now an indivisible part of the Group's and hospitals' management agenda, and as such, issues related to patient safety and clinical practice are dealt with by the respective management committees, while its objectives and indicators are part of the main KPIs within the corporation and its hospitals.

This has been made possible by creating an organisational structure to manage patient safety; promoting a safety culture and reporting adverse events; standardising and using procedures to improve safety and clinical practice in collaboration with the **Corporate Patient Safety Committee**; and implementing the Corporate Patient Safety Strategy through annual targets at hospitals, compliance with which is part of the management performance appraisal.

Under this reference framework, and with the natural readjustment of activities due to the SARS-CoV-2 pandemic, in 2020, Quirónsalud has continued to promote improving patient safety and clinical practice.

Although the **COVID-19 pandemic** has impacted the Group and its hospitals at all levels, including developing and implementing the Patient Safety Strategy, it has also provided an opportunity to improve infection control processes.

During 2020, the work of the Corporate Patient Safety Committee has focused on advising on COVID-19 management.

Many actions have been carried out to support our centres in preventing and controlling infection, as well as reorganising their activity. These can be grouped as follows:

- **Supporting centres in reorganising to deal with the effects of the pandemic:**
 - Coordinating and supporting hospitals in reorganising their spaces and adapting their facilities to provide additional beds for conventional hospitalisation.
- **Permanently updating information and knowledge of COVID-19:**
 - Disseminating 62 official Ministry of Health documents on outbreak preparation and response, COVID patient management, and infection prevention and control, in near real time.

- Disseminating relevant literature on COVID diagnosis and treatment, in collaboration with Helios Health and the Group's German hospitals.
- Conducting 10 clinical sessions with the participation of all Group hospitals on high-impact topics such as diagnostic testing for COVID-19 infection, appropriate use of PPE, updates in medical treatment, etc.

- **Adapting protocols and procedures to the new pandemic situation:**

- New informed consent templates and adapting previous ones to inform patients of the specific risks of COVID infection or the treatments required.

- **Designing an organisational framework to resume hospital activity after the first wave, and preparing procedures and protocols** to resume post-COVID activity with the aim of guaranteeing safe healthcare, the effective cleaning and disinfecting of centres, and infection prevention.

- **Implementing an information system** and monitoring the impact of COVID on hospital activity, and updating this data daily. This has allowed us to know which patients have been admitted to our centres on a daily basis, and their status as confirmed or highly suspected cases (controlling COVID is equally important, as until infection is ruled out, patients must be managed as possible cases in order to prevent infecting staff and other patients).

Corporate Patient Safety Committee

Although the **Corporate Patient Safety Committee** has focused on advising on managing COVID in 2020, it has also made progress in the following corporate patient safety protocols:

- Informed consent compliance and management
- Conducting safety patrols
- Medication reconciliation
- Access instructions for surgical equipment suppliers and technical assistance in the operating theatre
- Cleaning and disinfecting surgical material
- Cleaning and disinfecting endoscopy equipment
- Analysing and managing risks and biosafety during hospital construction work
- Identifying and preventing baby swapping or abduction
- Using abbreviations and the "cut and paste" function safely in medical records

Hospital quality targets

For the first time in 2020, quality targets were structured according to the Joint Commission International standards model, which has been chosen to roll out the Patient Safety Strategy and hospital quality model. Accordingly, the 38 patient safety targets with indicators monitored by the Corporate Services have been grouped under the following lines of action:

- International Patient Safety Goals (IPSG)
- Assessment of patients (AOP)
- Anaesthesia and surgical care (ASC)
- Medication management and use (MMU)
- Infection prevention and control (IPC)
- Improving the quality of patient safety (QPS)
- Patient and family rights (PFR)

Quality levels have been defined for each indicator in order to classify the centres and establish degrees of progress each year. At the end of 2020, the hospitals have achieved a 70% level of compliance.

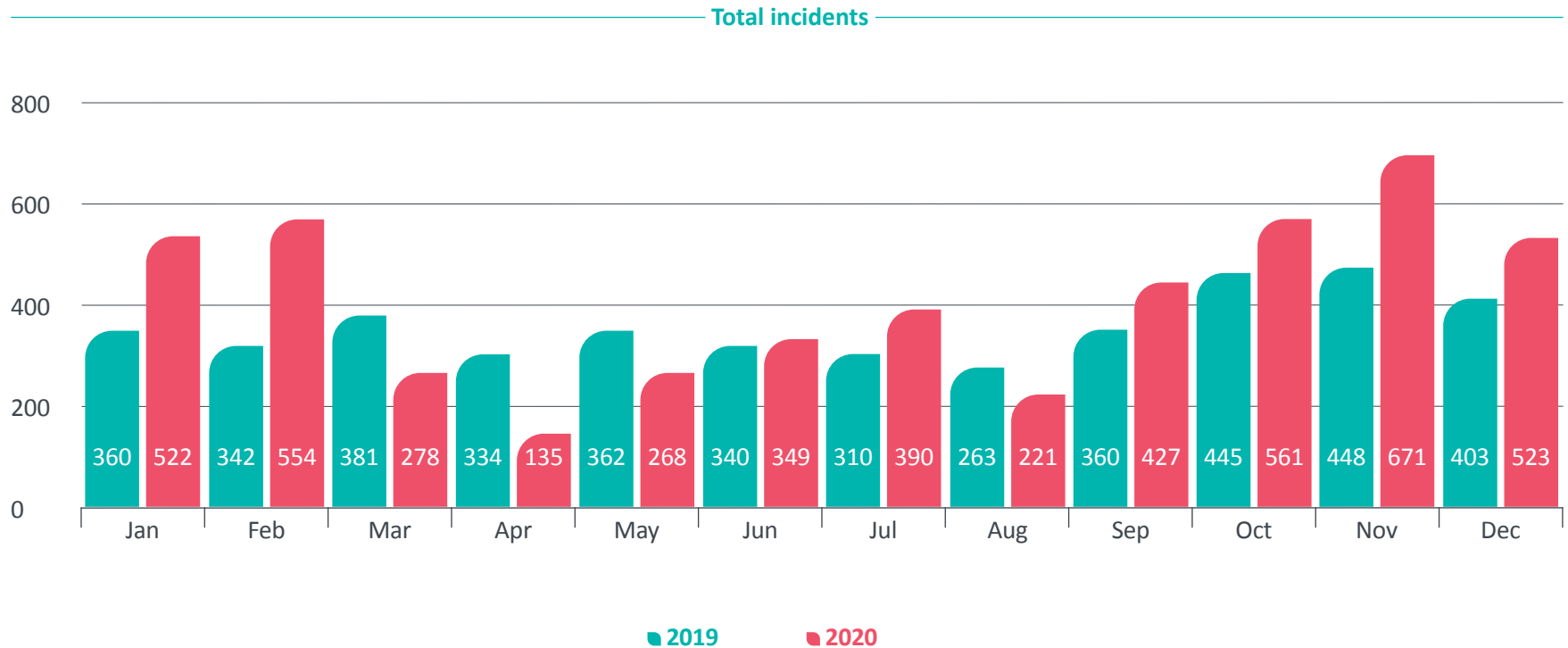


4. PATIENTS AND THEIR FAMILIES

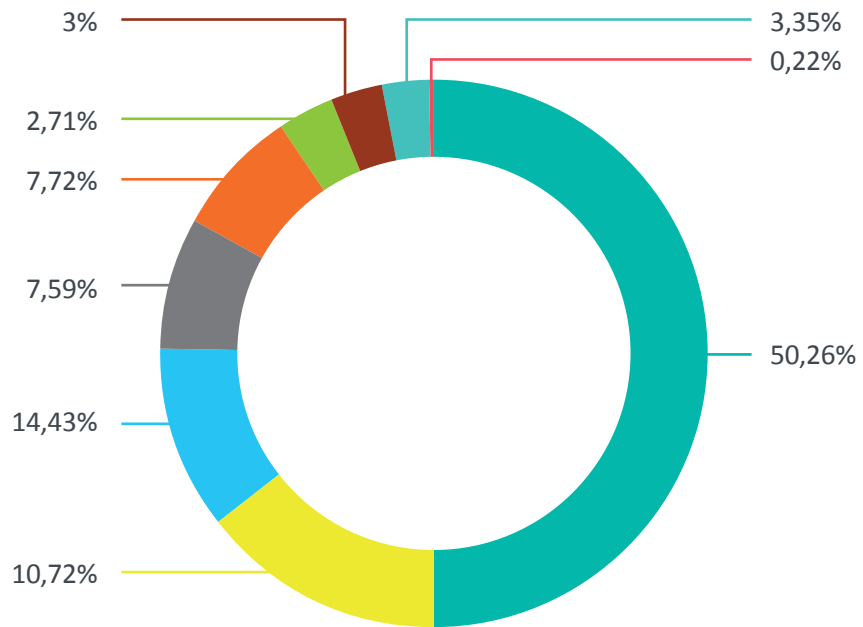
Reporting patient safety incidents

The incident reporting system is an additional tool used to promote a culture of patient safety, and one of the "best thermometers" to measure the degree of quality culture at a centre. Incident reporting is seen as an opportunity for learning and improvement, which is why the world's most trusted healthcare organisations have high levels of reporting.

In 2020, safety incident reporting has increased by 12.67% compared to the previous year, with a ratio to Group activity of 2.38%, which again exceeds that of the previous year (2.03%). This increase highlights that the safety culture is taking root at Quirónsalud centres.



As a group, nurses report the most (50.26%), followed by doctors (14.43%) and pharmacists (10.72%). Compared to the previous year, nurses increased their participation in incident reporting by 19.46%, and doctors by 13.30%.



Notifier

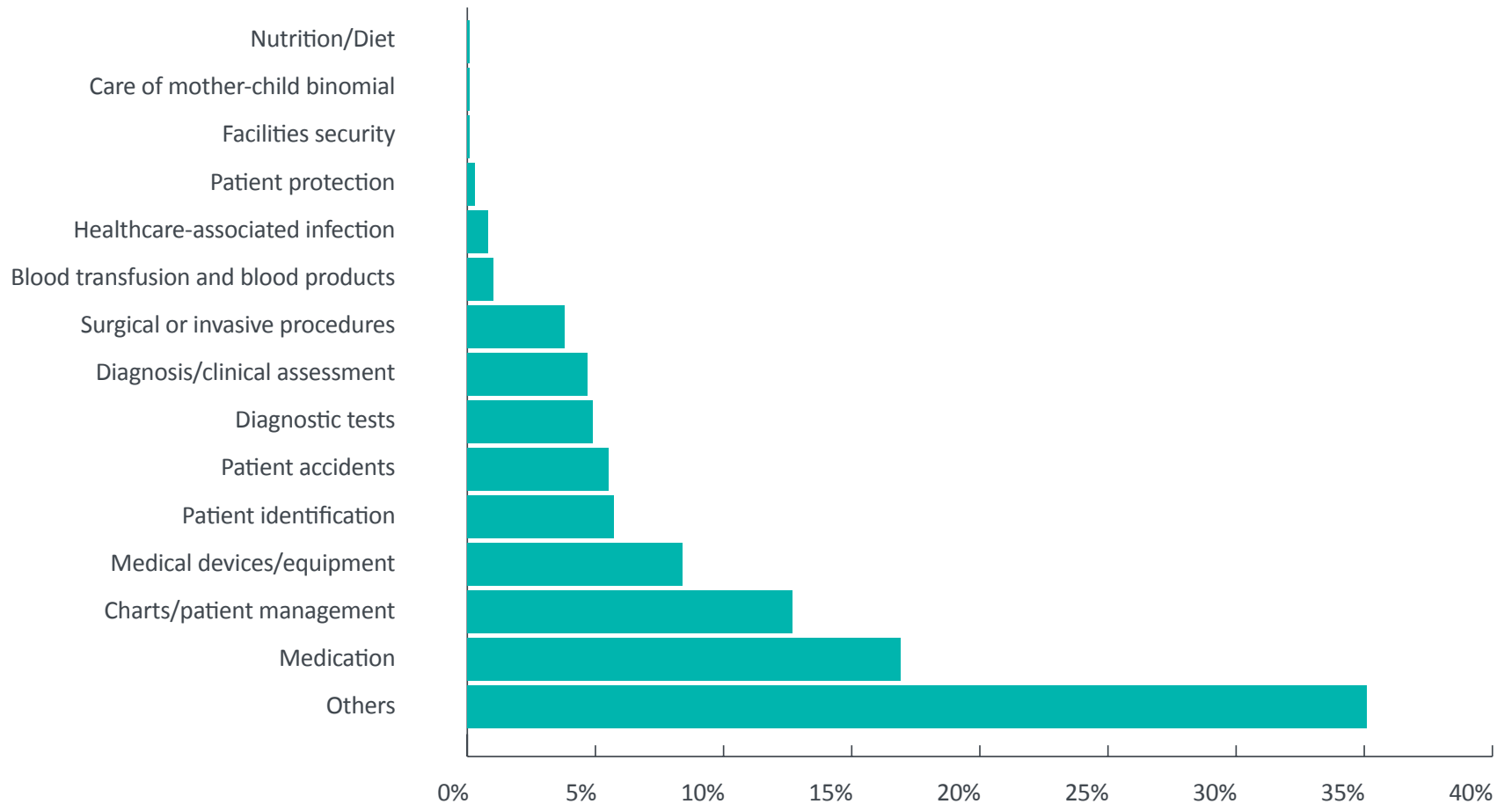
- Auxiliary nurse
- Pharmacist
- Without informed
- Porter
- Doctor
- Notifier Non-healthcare
- Nurse
- Others
- Staff Technician

Notification of incidents related to patient safety

The improvements and **new features added to the incident reporting system** provide a better and more detailed analysis of the casuistry of incidents at hospitals. Thanks to improved data quality, hospitals have more

accurate information on what is happening at their centres, allowing them to adopt improvement actions specifically aimed at the healthcare process involved.

Tipos de incidentes notificados en 2020



| Clinical alerts

Some of the most serious incidents reported have led to three **clinical alerts** being issued. The purpose of these alerts is to inform hospitals of situations of significant relevance due to their frequency or seriousness, with the aim of making recommendations to as many professionals as possible in order to prevent that particular adverse event from reoccurring.

Upon receipt of these alerts, medical managers at the Group's hospitals immediately **check that the relevant departments are acting in accordance with good clinical practice standards**, and if not, they put improvement procedures in place. In 2020, alerts have focused on obstetrics and gynaecology (morcellator use), diagnostic radiography (importance of systematically reading imaging tests regardless of the diagnostic suspicion), and pathological anatomy (need for double readings in certain cases and other good diagnostic practices).

| Specific patient safety information and training actions

As part of the actions to support hospitals in implementing a patient safety culture, and with the aim of helping to improve quality, reduce risk and align the entire organisation with patient safety standards, the following are just some of the many corporate actions carried out:

- Launch of the **patient safety survey** to measure the safety culture and develop improvement actions based on the results. In the first phase, it has been launched at the two hospitals that are working towards the JCI accreditation in 2021. In the second phase, it is planned to be carried out biennially at all the Group's centres.



La Seguridad del Paciente es uno de los pilares de la estrategia de Quirónsalud.

Tu experiencia diaria en la realización de tu trabajo y la atención a los pacientes es clave. Por eso, lanzamos una encuesta que, junto a otras herramientas de mejora de la calidad, nos ayudará a identificar las áreas en las que más tenemos que trabajar para seguir avanzando para prestar una atención de excelencia a los pacientes que confían en nosotros. La encuesta estará abierta hasta el 22/10. Solo te llevará unos minutos.

Ayúdanos a mejorar en Seguridad del Paciente
Su seguridad es nuestro compromiso

quironsalud

PARTICIPA

4. PATIENTS AND THEIR FAMILIES

Specific patient safety information and training actions

■ Launch of the "Six months, six targets to improve patient safety" communication campaign, which aims to promote each of the International Patient Safety Goals (IPSGs) through different communication channels. Implementing the six IPSGs defined by the WHO and the Joint Commission International is essential to provide safe healthcare, and their purpose is to promote specific improvement actions aimed at high-risk situations.



■ Training in root cause methodology

In 2020, we have continued to provide training to hospital Patient Safety Committees on the Root Cause Analysis methodology in order to analyse sentinel events or those that could potentially lead to an event of this type. This methodology provides a structured analysis method to carry out a thorough review of healthcare processes in order to identify the underlying cause(s) of this type of event.

The aim is to train safety committee members so that, if a sentinel event occurs, they can reliably identify what happened and why, and how it can be prevented from reoccurring.

■ Other actions of interest

Likewise, an online training session on the medical-legal implications of medical records was held for the Group's Patient Safety Committee in order to reduce the risks associated with gaps in medical records and informed consent, both in terms of medical liability and quality and patient safety.

A section has been added to the corporate intranet, where general news regarding patient safety is posted on a regular basis to help disseminate relevant corporate actions as much as possible.

I Inpatient quality indicators and Peer Review

As part of our integration with the Fresenius Group quality model, 45 Helios Group inpatient quality indicators (IQIs) have been monitored on a quarterly basis during 2020. These indicators focus on the number and mortality of complex processes. In our case, the 45 chosen indicators serve to monitor 29% of casuistry in inpatients.

The results are published quarterly in the corporate business intelligence tool, as the minimum basic data set (MBDS) for each period is consolidated, and allow us to compare the performance of Quirónsalud hospitals with each other, with the Group average and with the German averages, thus offering a unique international benchmarking opportunity.

Furthermore, as part of 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 IQIs and in other internationally validated clinical practice adequacy and safety indicators (the other safety indicators monitored at corporate level are those defined by the AHRQ).

This self-assessment carried out by each hospital is complemented by a peer review process at the centres where no improvement is seen over time. This is a tool to improve the quality of care based on the exchange of information between healthcare professionals. During the peer review, patient care processes are systematically analysed in certain indicators in order to identify potential problems and establish corrective measures. At the core of this procedure is a protocolised face-to-face discussion of cases between the review team and the hospital's medical managers.

Peer review is a healthcare quality analysis tool that facilitates the evaluation of clinical practice and helps hospitals to identify areas for improvement.

Like many other activities, the peer review has been hindered by the pandemic. Thus, only one peer review has actually been carried out, compared to the eight initially scheduled for 2020:

- A peer review of the hip fracture surgery process (Ruber Juan Bravo Hospital). This review is aimed at improving the care of hip fracture patients, in line with the most excellent international practices.
- Thanks to the improvement strategy, 82.4% of hip fracture patients over the age of 65 in the Quirónsalud Group are operated on within the first 48 hours, well above the national average, according to an OECD publication (48.4%).
- A peer review of the heart failure process has also been carried out at Quirónsalud City Real Hospital.

Clinical documentation auditing process at the Group's hospitals

In 2020, the clinical record auditing process has continued at the Group's hospitals, with the aim of improving the quality of clinical and healthcare information.

Due to the movement restrictions resulting from the pandemic, only two audits were carried out this year, one at the Gipuzkoa Polyclinic and one at Quirónsalud Palmaplanas Hospital. The conclusions of these audits have been discussed with the managers of these centres, and a series of training actions have been established to improve the quality of medical documentation and coding, and therefore patient information and the reliability of their indicators.

Risk management audits

In 2020, a new tool has been implemented to improve patient safety and, specifically, risk management. These risk assessment audits have been carried out at six centres selected for their potential to improve in patient safety.

These visits aimed to define and characterise hospital risks by assessing their quality, patient safety and prevention strategies; identify areas for improvement and propose recommendations. Some of the hospital risk management aspects analysed include:

- General management
- Risk management organisation
- Complaints management
- Medical records
- Medication circuit
- Infection control
- Risk management in A&E
- Risk management in the surgical and obstetrics departments

Following the audits, the hospitals designed an improvement plan, and the degree of implementation was assessed at the end of the year.

Furthermore, a scorecard with the main accident rate KPIs has been designed to provide a complete and exhaustive overview of the risks relating to patient health and safety. This makes it possible to measure and understand the casuistry of hospital accident rates and thus get a full picture of the situation, in order to take immediate action for improvement.



Excellence and quality in service provision



The Quirónsalud Group Management System is based on the most demanding quality, patient safety, environmental and energy management standards.

The basic principles of the Quirónsalud Group Management System are:

- A common strategy based on patient safety and experience.
- Transparency, which contributes to the understanding and reliability of results.
- Benchmarking information, projects and results to encourage continuous improvement in hospitals, central services and Group companies.
- The involvement and participation of all professionals.

I Certifications and accreditations

The quality management model defined for the Quirónsalud Group involves obtaining external certifications and accreditations from reference organisations, as a tool to promote improvement and gain external recognition for its achievements.

In this regard, there are a range of basic certifications and accreditations that must be obtained by all Quirónsalud hospitals in the medium term. These are subdivided as follows: Level 1 (General: Quality - ISO 9001, Environment - ISO 14001 and Information Security - ISO 27001) and Level 2 (Specific: Patient Safety - UNE 179003, Infection Prevention - UNE 17906, Assisted Reproduction - UNE 179007 and Energy Management - ISO 50001).

In addition to the above, there are a range of certifications and accreditations associated with a level of excellence. The following are mandatory for large hospitals: Level 3, JCI (Joint Commission International), EFQM (European Foundation Quality Management) and QH*** (Quality Healthcare).

Meanwhile, the extraordinary situation caused by SARS-CoV-2 coronavirus has led to new requirements in terms of cleanliness, hygiene, control and organisation for all sectors. As a result, certifying bodies have developed a series of guidelines with recommendations to validate good practices in the management of all kinds of facilities and services as we gradually return to normality.

To that end, all the Group's hospitals have undergone a rigorous auditing process to ensure that the measures adopted to protect the health of our patients are adequate. We are the first hospital group in Spain to prove

that our centres have implemented different **organisational measures and protocols that guarantee the prevention and control of COVID-19** at our facilities.

All Group hospitals, as well as Quironprevención, have obtained the **COVID Safe Protocol certification** issued by accredited external organisations Applus+ (private hospitals) and AENOR (JDF and the three concessionary hospitals in Madrid), after verifying that they are protected, controlled and aligned with the most demanding standards to help tackle the coronavirus pandemic. The Group's three residential care homes have also obtained this certification.

The certifications have highlighted both the management of the crisis during the first wave and the measures put in place to gradually resume the rest of our healthcare activity.

Meanwhile, Quironprevención has created its own "COVID-19 Safe Protocol" label to certify safe workplaces.

In addition to this effort, and despite the pandemic, work has continued in 2020 to improve the quality management system, both in obtaining new certifications and in consolidating those already available.

This year, the auditing timeframe has been exceptionally changed compared to previous years: internal audits have been delayed to the last quarter of the year, while external audits have started in December 2020 and will be completed in March 2021. Therefore, new certifications and the corresponding renewals will be issued in the first quarter of 2021.

Certifications and accreditations

At the end of 2020, the Group has the following certifications and accreditations



Quality Management certifications based on the **UNE-EN-ISO 9001:2015** standard. Quirónsalud Huelva Hospital, Quirónsalud Santa Cristina Hospital and the Proton Therapy Centre are in the process of joining the ISO 9001 multi-site certification of private hospitals, which means that all Spanish centres will be certified in this standard. Quironprevención also has its own certification in accordance with this standard.



Sagrat Cor University Hospital, Quirónsalud Valencia Hospital and Quirónsalud Clideba Hospital are all in the process of obtaining the **UNE 179003** certification in **Risk Management for Patient Safety**. They will join the ten hospitals already certified: Teknon Medical Centre, Rey Juan Carlos University Hospital, Catalonia General University Hospital, Quirónsalud Barcelona Hospital, Dexeus University Hospital, El Pilar Hospital, Quirónsalud Torre vieja Hospital, Quirónsalud Murcia Hospital, Gipuzkoa Polyclinic and Quirónsalud Santa Cristina Hospital.



Certification in **UNE 179006: Infection Prevention** has been maintained at eight hospitals, having passed their corresponding external follow-up audits: Rey Juan Carlos University Hospital, Villalba General Hospital, Infanta Elena University Hospital, Jiménez Díaz Foundation, Teknon Medical Centre, Catalonia General University Hospital, Quirónsalud Malaga Hospital and Quirónsalud Torre vieja Hospital.



UNE 179007: Management of Assisted Reproduction Laboratories: in 2020, Quirónsalud A Coruña Hospital was certified, and Ruber Juan Bravo is in the process of being certified, joining eight other centres: Jiménez Díaz Foundation, Zaragoza Day Hospital, Donostia Day Hospital, Ruber International, Quirónsalud Malaga Hospital, Quirónsalud Barcelona, Bilbao Medical Centre and Quirónsalud Valencia Hospital. Thus, only five ARUs remain uncertified, and this target is to be addressed between 2021 and 2022.



With regards to **ISO 27001: Information Security Management**, two hospitals have been certified: Jiménez Díaz Foundation and Infanta Elena University Hospital. Rey Juan Carlos University Hospital and Villalba General University Hospital are working towards certification in 2021.



The Quirónsalud multi-site certification in **UNE-EN-ISO 14001: Environmental Management** comprising 43 centres continues to respond to the improvements raised in external audits in previous years. All but four Spanish hospitals are certified in Environmental Management: the last three to join the Group (Quirónsalud Santa Cristina Hospital, Quirónsalud Huelva Hospital and Quirónsalud Son Verí) and Quirónsalud Madrid Hospital. Meanwhile, Quironprevención has its own environmental certification in accordance with this standard.



Certification in **UNE-EN-ISO 50001: Energy Management** continues to be consolidated at the six certified hospitals, and the certification of Quirónsalud Córdoba Hospital is planned for 2021. Although our infrastructure and other conditioning factors do not allow for the rapid extension of this certification, Head Office is promoting improvements in energy management and encouraging all centres to adopt specific measures to improve water and energy consumption.



Accreditation in the **European Model of Excellence: EFQM** is firmly in place at four centres: Jiménez Díaz Foundation University Hospital (5 stars), Infanta Elena University Hospital (5 stars), and the accreditation of Rey Juan Carlos University Hospital (5 stars) and Sagrat Cor University Hospital 400+ has been added. Villalba General University Hospital will achieve 500+ in 2021.



With regards to the **Joint Commission International (JCI)** accreditation, several milestones were achieved in extending this quality model:

Group hospitals accredited: Ricardo Palma Clinic, Teknon Medical Centre (sixth re-accreditation), and Imbanaco Medical Centre (Cali, Colombia).

Dexeus University Hospital and Quirónsalud Madrid University Hospital are actively tackling the necessary actions to become accredited in 2021.

Certification of transversal companies



The transversal services provided by HD (Health Diagnostic) and SPS (Servicios, Personas y Salud (Services, People and Health)) are integrated into the hospitals' management systems and aligned with the Group's strategy, and both companies also have their own management systems:



SPS successfully maintains its **ISO 9001** multi-site certification at all the Group's hospitals that receive its services, where it actively collaborates in each hospital's own certifications.



Health Diagnostic (HD) has two **ISO 9001** multi-site certifications, one for laboratory services and the other for diagnostic radiology and nuclear medicine services. In both cases, the services acquired from the various Group hospitals are gradually being integrated. In 2020 they incorporated three centres and in 2021 they will incorporate three more.

Certifications and accreditations

Evolution of certifications

2018	2019	2020 (marzo 2021)*
Multi-site certifications		
2 Sistemas multisite de calidad (ISO 9001) Públicos: 4 Privados: 40+3 residencias	2 Sistemas multisite de calidad (ISO 9001) Públicos: 4 Privados: 42 + 3 residencias	2 Sistemas multisite de calidad (ISO 9001) Públicos: 4 Privados: 44 + 3 residencias
2 Sistemas multisite de Gestión ambiental ISO 14001 Públicos: 4 Privados: 36	2 Sistemas multisite de Gestión ambiental ISO 14001 Públicos: 4 Privados: 38	2 Sistemas multisite de Gestión ambiental ISO 14001 Públicos: 4 Privados: 38
Multisite ISO 50001: 6 hospitales	Multisite ISO 50001: 6 hospitales	Multisite ISO 50001: 6 hospitales
Multisite SPS ISO 9001: 32 centros	Multisite SPS ISO 9001: 34 centros	Multisite SPS ISO 9001: 34 centros
Multisite MD Radiodiagnóstico ISO 9001: 7 Centros Multisite Residencias ISO 158101: 2 residencias	Multisite MD Radiodiagnóstico ISO 9001: 7 Centros Multisite Residencias ISO 158101: 2 residencias	Multisite MD Radiodiagnóstico ISO 9001: 10 Centros Multisite Residencias ISO 158101: 2 residencias
	Multisite MD Laboratorio ISO 9001: 33 Centros	Multisite MD Laboratorio ISO 9001: 34 Centros
Individual quality certifications		
	ISO 9001: H. Santa Cristina (Obtenido en Junio)	
ISO 9001 Y 14001 MD: Servicio Laboratorio FJD	ISO 9001 Y 14001 MD: Servicio Laboratorio FJD	ISO 9001 Y 14001 MD: Servicio Laboratorio FJD
UNE certifications (179003; 179006 and 179007)		
179003 Riegos SP: 3 hospitales	179003 Riegos SP: 10 hospitales	179003 Riegos SP: 13 hospitales
179006 Prevención de la Infección: 8 hospitales	179006 Prevención de la Infección: 8 hospitales	179006 Prevención de la Infección: 8 hospitales
179007 Unidad de reproducción asistida: 3 URAS	179007 Unidad de reproducción asistida: 8 URAS	179007 Unidad de reproducción asistida: 10 URAS



Joint Commission International accreditation model

Throughout 2020, the Quirónsalud Group's hospitals have continued to work on implementing the **Joint Commission International (JCI)** reference model in order to improve quality and patient safety. As it is the most rigorous and demanding quality model in the world, Quirónsalud has opted for the Joint Commission system, with the aim of offering comprehensive healthcare developed under the highest levels of quality and safety, from the moment our patients arrive at hospital until they are discharged.

In February, the JCI carried out a mock survey at Dexeus University Hospital, in which the hospital's circuits and processes were thoroughly reviewed. This has allowed the centre to establish the priority lines of work for its assessment.

Likewise, a JCI webinar was organised for the medical directors and quality managers of our hospitals regarding the role of quality and patient safety in COVID management (*JCI Navigating to the New Normal: What COVID-19 is teaching us about Quality*).

In November, Quirónsalud Imbanaco Clinic in Colombia obtained the JCI Gold Seal for the second time, which re-accredits it as a centre of excellence in healthcare.



Audits

Scope of certifications

Todos los certificados ISO y UNE del grupo y los centros comprenden la All Group and hospital ISO and UNE certifications cover all activities: "Healthcare and non-healthcare activities for the provision of medical services".

For SPS and HD, the Group's transversal companies, the scope is as follows:

Health Diagnostic, S.L.U. Laboratory Service: "Clinical analysis service in the following specialities: haematology, coagulation, biochemistry, molecular biology, immunology, microbiology and parasitology, in all phases: pre-analytical (including extraction), analytical and post-analytical. Transfusion Service".

Health Diagnostic, S.L.U.: Diagnostic Radiology and Nuclear Medicine Service: "Managing and providing diagnostic imaging, teleradiology diagnosis and nuclear medicine services".

Internal and external audits

A diferencia de años anteriores, debido a la situación COVID, en 2020 se Unlike previous years, due to COVID-19, a significant sample of the centres included in the ISO 9001 and 14001 Multi-Site Systems have been audited internally, instead of the usual 100%: 21 of the 44 hospitals were audited in 2020.

With regards to the ISO 9001 and 14001 Multi-Site Management Systems at Jiménez Díaz Foundation and the concession hospitals in Madrid; the ISO 50001 Multi-Site Energy Management System; and all hospitals certified in the UNE 179003, 179006, 179007 and 158001 standards, 100% of centres have been audited in 2020.

As for Quironprevención, internal audits were carried out at 24 work centres.

With regards to the ISO 9001 and 14001 Multi-Site Management Systems at Jiménez Díaz Foundation and the concession hospitals in Madrid; the

ISO 5000 Multi-site Energy Management System; and all hospitals certified in the UNE 179003, 179006, 179007 and 158001 standards, 100% of the centres have been audited.

The internal audits in 2020 have been delayed to the last quarter of the year, and the external audits (certification) have started in December 2020 and will be completed in March 2021. Therefore, the new certifications will be issued in the first quarter of 2021, as will the renewal of the ISO 9001 and 14001 multi-site certifications for both public and private hospitals.

The Care and Quality Directorate 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 on the basis of their critical nature and risk, while ensuring that everything within the scope of the system is audited every three years.

Quirónsalud creates a risk map aimed at identifying the processes to be audited each year, as well as the associated documentation and controls.

This is a plan common to all centres, and includes the transversal services provided by HD and SPS, which ensures that the results are focussed on the processes identified as being of interest during the year.

Internal audits are carried out by a team of qualified auditors who guarantee objectivity.

External audits are carried out by an accredited external body (DNV certification body) in the fourth quarter of the year. These audits cover 100% of individual certifications (179003, 179006 and 179007) 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), allowing the resulting findings to be analysed and dealt with at centre level by the process managers involved.

The overall audit result is analysed annually in order to make decisions to improve the system: reviewing risks and corporate objectives, preparing corporate documentation, improving electronic clinical records, monitoring data, training, etc.

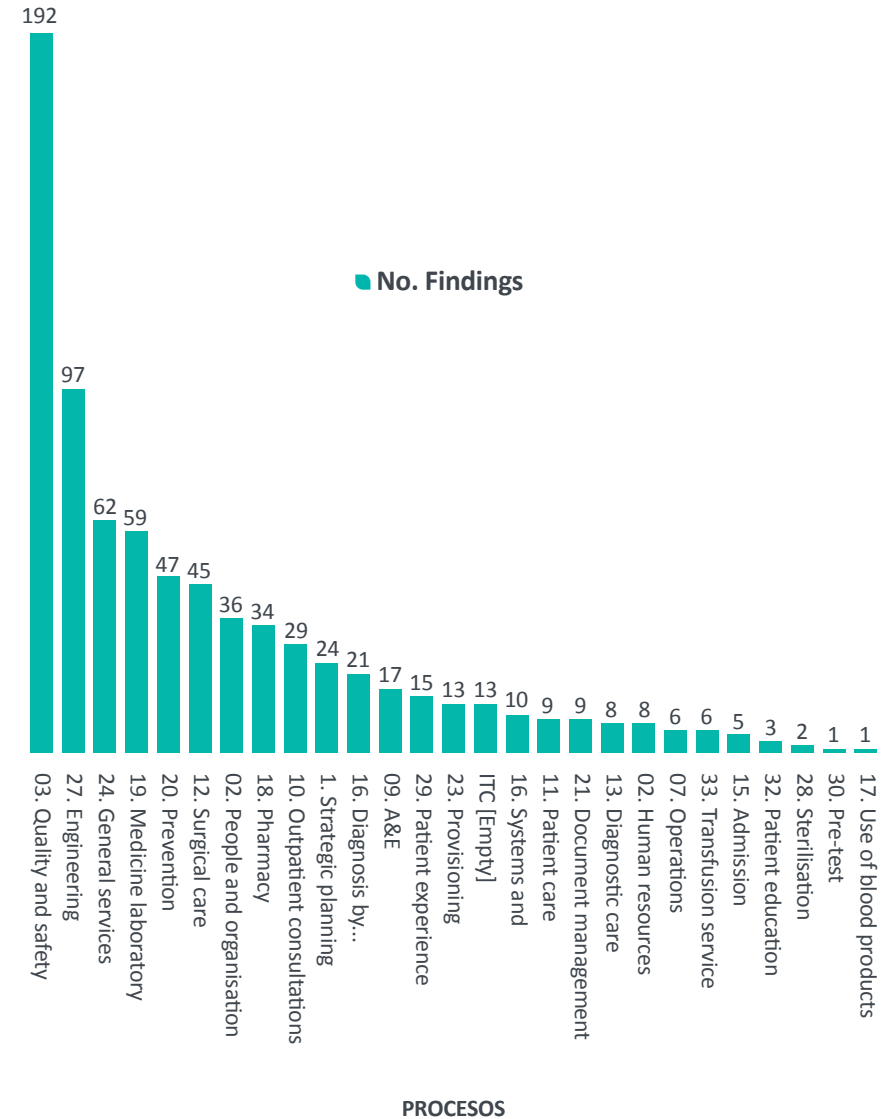
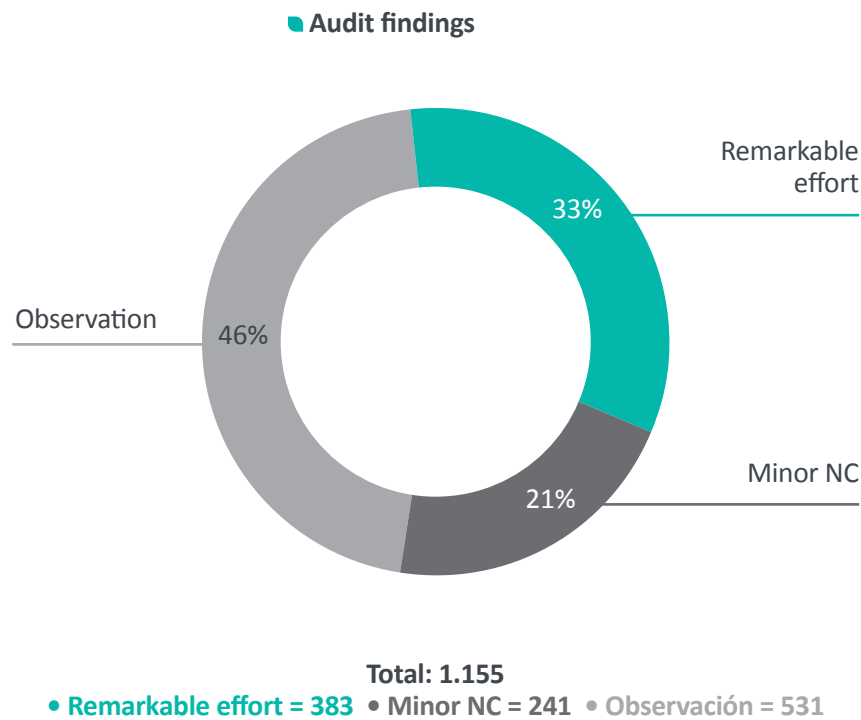


Audits

Results analysis

The audit results have been duly addressed to ensure the continuous improvement of Quirónsalud Group management systems.

NON-CONFORMITIES AND OBSERVATIONS FROM INTERNAL AUDITS DIVIDED BY PROCESS:



External audits will be completed in the first quarter of 2021 (these have been extended to March 2021 due to the pandemic).

Awards and recognition for excellence in healthcare

The audits continue to show that there is still room for improvement, with patient safety issues being particularly relevant: biosafety in surgical departments, managing medical gases, consistency and traceability of medical records, degree of patient safety protocol implementation, among other issues that we must strive to improve.

Many Quirónsalud hospitals are often the best rated in regularly published rankings.

In addition to other awards received throughout the year, the Jiménez Díaz Foundation has been named the best Spanish hospital by the Coordinadas Institute, and as the most efficient public hospital in Madrid by the National University of Distance Learning (UNED).

Quirónsalud Madrid University Hospital has once again come second in the ranking of private hospitals by the Healthcare Reputation Monitor of Spain (MRS), while other Quirónsalud hospitals have obtained outstanding results in both studies.

The Jiménez Díaz Foundation and Infanta Elena University Hospital maintain their QH*** accreditation, and Rey Juan Carlos University Hospital the QH**.

Several centres have featured in the Top 20 Awards for their excellent management and healthcare performance.

However, the Group's dedication to excellence prevents us from being satisfied with this. We aspire to be unquestionable market leaders and position ourselves internationally as an excellent hospital group, and a leader in patient experience and safety, innovative clinical practice and research activity.

To achieve this, it is necessary to improve not only in the aforementioned areas, but also in innovation and research, and in patient association ratings, the two areas where Quirónsalud hospitals tend to score lower than other competing centres.

With regards to participating in external initiatives, the COVID-19 pandemic has forced us to suspend all events planned for 2020.

Experience of patients and their families



At Quirónsalud, we focus on caring for people's health and wellbeing by adopting a top-quality, personalised, innovative and patient-centred approach to medicine under our hallmark: health person by person.

We want to become the national and international reference in patient experience. Patient experience is integrated as one of the essential goals of Quirónsalud's management model: to improve patient care by placing patients, their needs and expectations at the centre of all our actions and strategies.

A **management standard** has therefore been defined and is already in place at all centres, aimed at **increasing the leadership of centre management in improving patient experience**. This has been incorporated into the daily agenda of top regional and hospital management by:

- Appointing operational managers responsible for patient experience, both at regional and hospital level, and incorporating this responsibility into their job roles.
- Having those responsible for patient experience on the steering committee of each region and hospital.
- Including patient experience (and safety) indicators in the regional and hospital KPIs, and regularly analysing their results (at least monthly), promoting and monitoring the implementation of improvement actions by the Management Committee, where necessary.

The Corporate Patient Experience Strategy 2019-2021 includes three lines of action for 2020: increasing hospital leadership in improving patient experience by rolling out the aforementioned management actions, objectifying improvement in this area, and improving healthcare for two key groups: pregnant women and children.

Work was intense in this regard in January and February 2020, when COVID-19 broke out with unprecedented virulence, forcing hospital care to be reorganised in a matter of days, and thus the relationship with patients and relatives, not forgetting the relationship between healthcare workers themselves. The use of personal protective equipment (PPE), sometimes of very high protection, the need to maintain social distancing between people and the complete isolation of COVID-19 patients, marked the new relationship between healthcare staff and patients.

In this new context, and without losing the solid foundations of Quirónsalud's approach to patient experience, healthcare managers and professionals focused on trying to maintain the most humane, personalised and satisfactory care possible, in a broader context that not only did not favour it, but also made it very difficult. Thus:

■ **Procedures were designed to provide regular systematic information to the relatives of patients hospitalised with COVID-19:** twice a day, after the doctor's rounds, the Patient Care Service of each hospital (boosted by professionals from other departments) would call relatives to inform them of patients' progress.

- For "less serious" patients, healthcare professionals arranged video calls with their families, allowing them to inform them of their condition themselves.
- Letters of encouragement from family members and strangers were shared with patients to cheer them up and make their isolation more bearable.

■ **Care processes were reorganised to maintain safety and prevent infection:**

- With regards to inpatients, COVID wards were kept separate from others.
- COVID circuits were established in A&E.
- Outpatient telephone and video appointments were prioritised for non-COVID patients, who limited their attendance at hospitals due to the fear of possible infection. This helped reduce the risk of missed consultations from negatively impacting the evolution of their illness.

All these new processes, and many others that go beyond the scope of this report, have been maintained throughout 2020 to a greater or lesser degree as the pandemic has progressed, and were subject to accreditation by external bodies, as described above in the chapter on Excellence and quality in service provision.

Furthermore, after the first wave, hospitals were reorganised once again to recover previous levels of non-COVID-19 patient care, while continuing to care for COVID-19 patients:

■ **Thoroughly cleaning and disinfecting healthcare units** as the pressure of the pandemic waned, and preparing for new non-COVID activity.

■ **Implementing COVID-19 screening procedures for patients attending hospitals:**

- Controlling access and taking temperatures in outpatient departments.
- Performing COVID-19 tests on patients being admitted or undergoing invasive procedures.
- **Rescheduling cancelled appointments and procedures**, calling patients in order of clinical priority to offer them new appointments. These calls were often made by the specialists themselves.

■ **Rearranging staff holidays**, who once again showed their professionalism and compassion by putting the needs of patients first in order to increase activity during periods of fewer COVID-19 cases, and responding to delays in healthcare caused by the successive waves of the pandemic.

In this admittedly new and complicated context, actions were carried out to implement the Patient Experience Strategy (subject to the pandemic), as were patient experience measures.

4. PATIENTS AND THEIR FAMILIES

I Improving maternity care

Throughout 2020, work has continued on developing a project to improve the maternity experience. It aims to provide an excellent experience to pregnant woman throughout the healthcare process by transforming interactions and communications, thus ensuring constant support as well as patient loyalty and their return to the hospital. To that end, work has continued in three areas: renovating and upgrading obstetrics units, completing the definition of the Assistant Midwife and modelling the process in computer systems, adapting the flow to the reference journey. Likewise, inter-hospital clinical sessions have continued, which only stopped during the worst period of the first wave of the pandemic.

At the start of 2020, a specific maternity website was created with information on the facilities, services and professionals at each hospital, along with the possibility of managing appointments.

The Assistant Midwife corresponds to a figure demanded by women during their pregnancy, and seeks to improve the quality of care perceived by all pregnant women at all Group hospitals. This new service aims to achieve the following goals:

- **To better meet the health needs** of women with regards to pregnancy, childbirth and postpartum care.
- **To increase the confidence and loyalty** of pregnant women and mothers at all Group hospitals.
- **To improve the bond** between pregnant women and midwives prior to admission for delivery.
- **To promote relationships between midwives and expectant mothers** in order to create an atmosphere of trust during childbirth.

The service is highly digitised and covers all Group hospitals, thus encouraging more digital users and helping to provide increased support throughout the pregnancy and postpartum stages. Face-to-face services must also be provided at each centre.

Thanks to these and other actions, the NPS for obstetrics in 2020 was 59, having been affected by restrictions on accompanying people and visitors, and the need to speed up discharge processes as a result of reorganising hospital activity due to the pandemic.



¹ The expansion and reform of the maternal-neonatal areas of the Quirónsalud Marbella Hospital and the Quirónsalud Santa Cristina Hospital, and of the NICU of the Quirónsalud El Pilar Hospital have been completed. Due to the healthcare impact of the pandemic, it has been necessary to postpone the planned reforms at HQS Málaga and HQS Barcelona.

Other Group actions aimed at improving patient experience

COVID information for patients through the contact centre

The contact centre has promoted different actions to deal with and manage patients efficiently while helping to optimise patient care:

- Dedicated COVID telephone line, one at Quirónsalud and another at Quironprevención. A voice map was set up on this telephone line with two options:
 - Information regarding general COVID topics, based on government guidelines.
 - Advice for potential COVID patients; in this case, speaking to agents before being referred to digital hospital doctors.
- Creating an exclusive COVID testing option within the corporate 901, where patients can listen to the available COVID tests and their respective prices before speaking to an agent. Around 400 tests were quoted daily of the approximately 1,000 calls received.

Disseminating best practices in patient experience

A space has been created on the corporate intranet with all relevant patient experience information. This is updated weekly with the following sections:

- Relevant general PX news.
- Weekly selection of thank you messages received by professionals from patients and their relatives who felt in good hands and wanted to convey their gratitude and, occasionally, share their experiences with others through written acknowledgements or on social media to highlight their experience with Quirónsalud.
- Compilation of more than 45 best practice cases from any hospital department with impact results that are intended to be implemented or adapted at our centres.

Training

Along with the necessary adjustments due to the pandemic, training activities have continued in 2020 to improve patient experience. Thus, on-line training has continued for first contact professionals, where they can learn about and share the "Treat and Treatment" philosophy that drives our relationships with patients at Quirónsalud. Throughout the year, training has been given to 56 groups with a total of 466 participants.

The "Boosting Patient Experience" course has also been provided in all regions, which is aimed at middle management and had 265 participants.

Other courses of note were "Sense and Commitment", with 16 participants; "SPS Commitment", with 147 participants and "Our Values and Philosophy", with 38 participants.

In A&E, training is being redirected towards training pills aimed at doctors, nurses and admission staff.

Patient experience results

We have two tools for measuring patient experience at Quirónsalud centres: compliments, suggestions, complaints and claims from patients regarding the care received, and the Net Promoter Score (NPS) to systematically monitor the level of recommendation and evaluation of services.

Ratio of 8 complaints or claims for every 10,000 healthcare acts
23.14% decrease compared to the previous year
95% responded in under 2 weeks.

Compliments, suggestions, complaints and claims

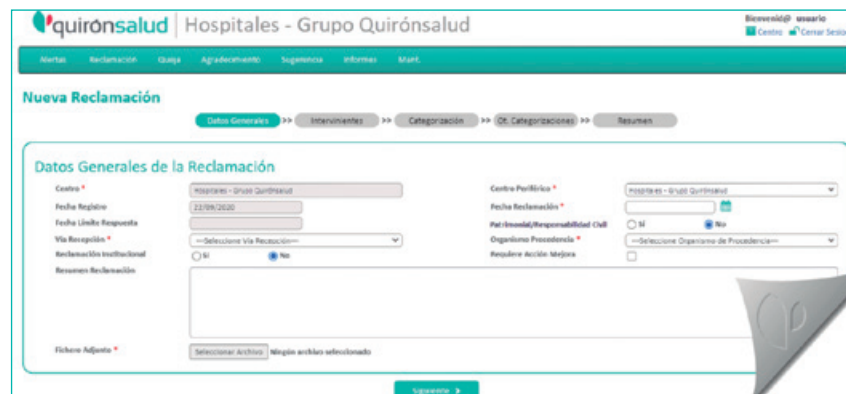
At the beginning of 2020, the new suggestions, complaints and claims corporate management tool was implemented, providing greater traceability of the managing process and more operations and analysis possibilities, in order to develop actions to improve services.

In 2020, a total of 9,455 complaints and claims were registered at Quirónsalud hospitals, representing a rate of 8.06 per 10,000 healthcare acts, which is a decrease of 23.14% compared to 2019, when 12,241 complaints per 10,000 acts were registered.

The departments that received most of these complaints are outpatients (38.6% of complaints registered) and A&E (23% of complaints registered), as was the case in 2019.

The main causes of patient dissatisfaction were:

- Dissatisfaction with the care received (23.6%)
- Delay in care (16%)
- Appointments (10.6%)
- Treatment by staff (10.6%)
- Organisation and standards (8.6%)



In 2020, not only have we managed to reduce the absolute and relative number of complaints, we have also succeeded in managing and resolving them much more quickly. Thus, 94.8% of complaints were answered in under 15 calendar days compared to 87.4% at the end of last year, with an average response time of 7.12 days compared to 10.83 days in 2019.

In the compliments section, the care provided to **COVID-19 patients** has led to a widespread recognition of the efforts of our professionals by patients and relatives. A total of 10,737 **acknowledgements and compliments** were recorded, many of which were highly emotive.

NPS

The NPS is carried out at all the Group's centres using the same methodology: an email is sent 48 hours after care has been completed at a Quirónsalud hospital.

In 2020, almost 480,000 patients gave their assessment of the healthcare received at our centres. This is a lower number of surveys due to them being stopped during the first wave of the pandemic from mid-March to early June 2020, combined with the overall reduction in activity due to the impact of COVID.

This variation already reflects the survey being used at the new centres in Colombia, which have now been fully incorporated into the Quirónsalud Group's quality policy.

At the end of 2020, the cumulative Global NPS stood at 54, a repeat of the previous year's result. The aforementioned impact of the pandemic on the organisation and hospital processes led to a break in improving patient experience, which was clear in the first quarter: the NPS in March was 56.6.

The healthcare areas that have been negatively impacted by the effect of the pandemic include inpatients, outpatients and the laboratory. The turnover of inpatient nursing staff and social distancing measures, together with the significant increase in demand in outpatients and the laboratory, are at the root of the break in improved patient experience.

In outpatient surgery, patient experience has remained at previous levels of excellence. Patient experience in A&E and diagnostic radiography has improved compared to 2019.

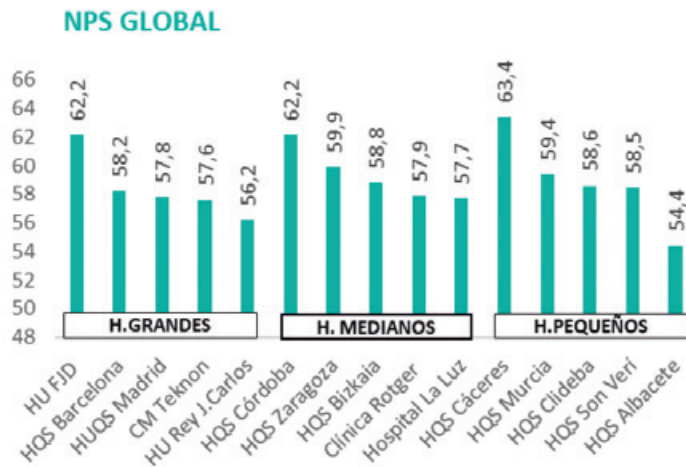
Healthcare area	NPS 2020	NPS 2019
Inpatients	59	62
A&E	42	39
Outpatient consultations	56	58
Outpatient surgery	72	72
Diagnostic radiography	60	58
Laboratory	52	60
Overall	54	54

Administrative procedures and waiting times are the main aspects to be improved in order to make further progress in enhancing patient experience.

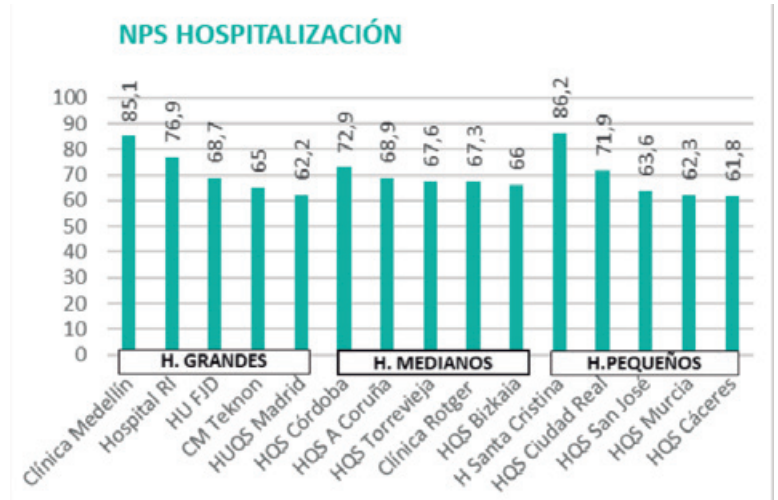
4. PATIENTS AND THEIR FAMILIES

Patient experience results

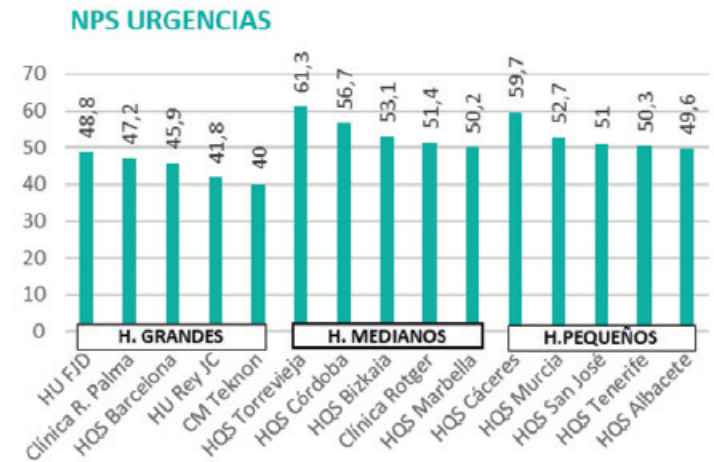
The hospitals with the best results in patient experience were:



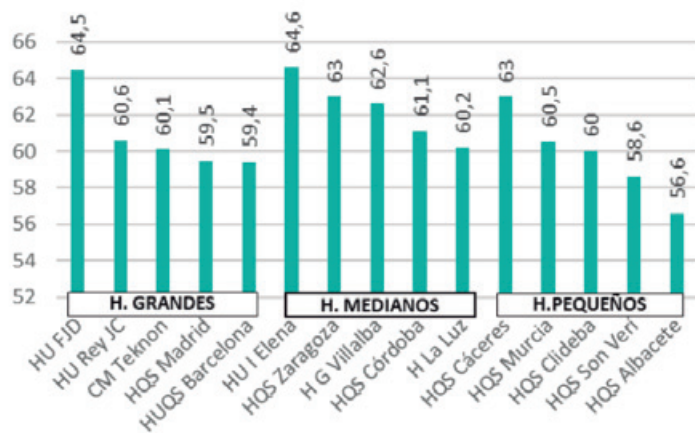
The hospitals with the best patient experience in each healthcare area are:



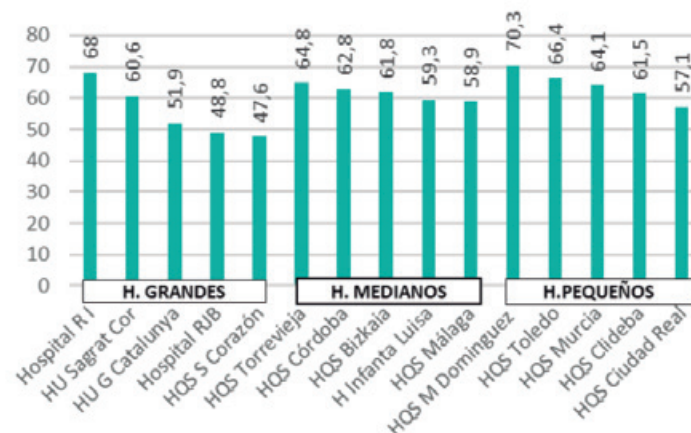
Also noteworthy are the promising results starting to be obtained at LA-TAM hospitals, particularly in Colombia, with Medellín Clinic and Imbanaco Medical Centre leading the way. These have not been included in the graph above, as they still have a "relatively" low number of surveys.



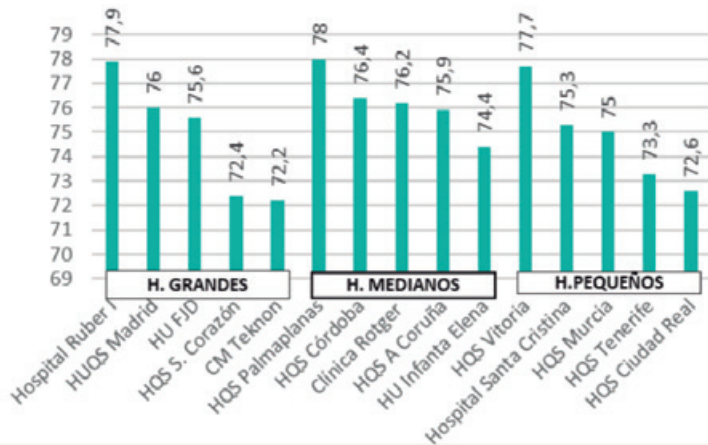
NPS CONSULTAS EXTERNAS



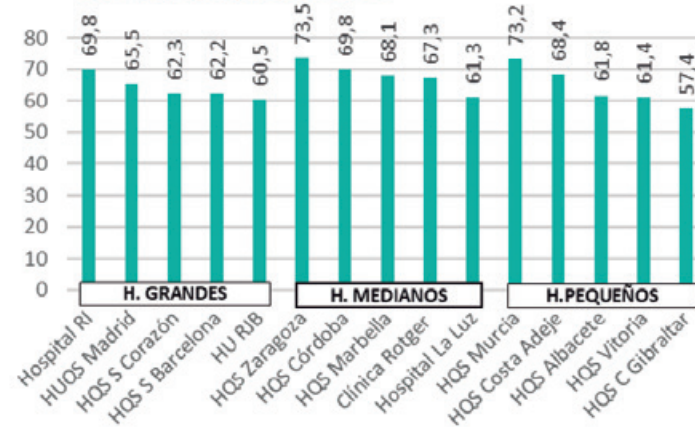
NPS LABORATORIO



NPS CMA



NPS RADIODIAGNÓSTICO



Protecting patients' personal data



The Quirónsalud Group has a team dedicated to Information Security and Data Protection, which ensures regulatory compliance and has enabled us to achieve a high level of security maturity in recent years.

As data is one of Quirónsalud's key assets, throughout 2020 we have continued to make progress and adopt measures to maintain and improve the level of compliance with the applicable legislation. For all of the above reasons, we have carried out various actions, including:

- Continuously improving the methodology used to obtain technological or information security risks, adapting it to the indicators established in the ISO 27001 standard.
- Reviewing and updating data protection documentation while also adopting new procedures: processing personal data in research studies, monitoring clinical trials remotely, ensuring data retention times comply with regional legislation, organising and structuring data protection at Quirónsalud, internal training, etc.
- Developing a training course for all employees, which will be posted on the Employee Portal. The main idea of this initiative is to offer annual training to the Group's employees, which can be carried out through the portal. Regional training will also be offered for healthcare centres on a quarterly basis.
- A member of the Jiménez Díaz Foundation University Hospital participating in the Drug Research Ethics Committee, which ensures that clinical research is carried out in accordance with data protection laws.
- Adapting to the recommendations of the Spanish Data Protection Agency with regards to monitoring clinical trials remotely (support for developing tools and documentation), cookies and data processing in relation to COVID-19, etc.
- Supporting healthcare centres in obtaining information security certifications and other healthcare accreditations such as the Joint Commission International.

The Quirónsalud Group has a technological infrastructure that enables extensive digitisation at each of its hospitals, providing healthcare staff and patients with a number of systems and equipment to guarantee quality treatment.

In turn, this digitisation represents a great responsibility for the Group since, during 2020, hospitals have been the main target of cyberattacks due to the pandemic. It is therefore essential we have a strategy in place and define effective measures to protect our patients' data and the integrity of our systems.

In line with this, our Security Office, the main objective of which is to protect the confidentiality, integrity and availability of our systems and their associated information, has implemented a range of measures to increase the organisation's security maturity level, which has already been mentioned in this report as part of the company's good governance.

Likewise, we have also established a certification strategy, which accredits and supports this commitment to security and regulatory compliance.

The Group currently holds the **ISO 27001: Information Security Management** certification at Jiménez Díaz Foundation University Hospital, Infanta Elena University Hospital, Quironprevención and TEBEX.

Rey Juan Carlos University Hospital and Villalba General Hospital are in the process of implementing this certification.

Jiménez Díaz Foundation University Hospital is also accredited by the Spanish National Security Scheme (ENS).





Although we have continued to roll out the Quirónsalud Research Strategy 2018-2020, we would also like to highlight the work carried out by the Group's professionals in generating knowledge on SARS-CoV-2 in 2020.

Promoting **biomedical research** and innovation helps to achieve **three key objectives** for Quirónsalud:

- Be at the cutting-edge of scientific knowledge and contribute to its generation.
- Provide patients with early access to diagnostic and therapeutic innovations.
- Offer our professionals the comprehensive development of their work, not only in healthcare, but also in research and teaching.

Within this conceptual framework, we have continued to roll out the Quirónsalud Research Strategy 2018-2020. Furthermore, without detracting from implementing the strategy and developing research activity in other fields, in 2020, it is important to highlight the work carried out by the Group's professionals in **generating knowledge on SARS-CoV-2**.

Thus, since the early stages of the pandemic, **149 COVID-19 studies** have begun at the Group's hospitals, of which 36 are clinical trials, 100 observational studies and 13 research projects. Furthermore, nearly **200 scientific articles on COVID-19** have been published, of which 84 appeared in first-quartile journals.

This research activity covers a wide range of topics, from implementing prophylactic strategies to searching for new treatments, including studies with new devices and projects aimed at generating new knowledge regarding the diagnosis, progress, complications and clinical outcomes of SARS-CoV-2 infection.

The Group's researchers have participated in clinical trials promoted by the pharmaceutical industry, with the most promising drugs for preventing and treating COVID-19. Studies are also being carried out internally and in collaboration with private institutions to analyse the effect of other treatments and compounds on the evolution of the coronavirus. Also worth mentioning are studies with plasma and mesenchymal stem cells in the field of regenerative medicine, which have been carried out both internally and through public institutions.

Non-drug studies have covered a wide range of topics, from using artificial intelligence and biomarkers to determine the prognosis of COVID-19 patients; to studying clinical, diagnostic, prognostic, genetic, immunological, ethical, psychological, molecular factors and those related to patient care and wellbeing.

The medical specialities of internal medicine, pneumology and intensive care are the ones most involved in SARS-CoV-2 research, although practically all specialities have been represented in scientific initiatives related to COVID-19.

In 2020, the scientific output of the research groups working at Quirónsalud centres has continued to grow compared to last year.

There have been **1,600 scientific publications** in national- and international-impact journals, **an increase of 30%** compared to 2019, with an average impact factor of around 5 points.

The Group is participating in 1,100 clinical trials, 16% more than in 2019.

Over 300 trials have begun in 2020, approximately half of which are in early phases.

Most of the active clinical trials in 2020 were related to cancer; neuroscience; chronic, inflammatory and infectious diseases; and kidney, metabolic and cardiovascular diseases; with most of the early-stage clinical trials being initiated in the field of cancer.

In 2020, several research projects and observational studies have been carried out, many of them funded by national and international competitive tenders, focusing on relevant areas such as cancer; chronic, inflammatory and infectious diseases; and kidney, metabolic and cardiovascular diseases, among others.

Furthermore, a Europe-wide project has been launched with €10 million from the European Commission, which will be developed over the next four years. Its aim is to design and develop a Europe-wide infrastructure to house the largest collection of prostate cancer images obtained by MRI, together with clinical information on the diagnosis, treatment and monitoring of patients. The project involves 20 partners from 11 different countries, including leading prostate cancer

treatment centres, world leaders in artificial intelligence and innovative SMEs.

Quirónsalud has developed the following actions in order to contribute to achieving these results and ensure they are recognised:

- Implementing procedures aimed at excellence in managing and carrying out clinical trials.
- Providing support services to researchers: biostatistical and methodological support, support in writing publications and bibliographic documentation services.
- Organising training activities for Quirónsalud research staff.
- Establishing partnerships to develop projects and initiatives in the field of innovation, signing various agreements during 2020 to promote technological excellence.
- Announcing the Second Quirónsalud Research Awards.

The excellence of the results achieved in 2020 helps us approach new challenges the following year. These include improving training activities in different areas of research; promoting the development and implementation of innovative proposals; continuing to work in networks; and promoting multidisciplinary and collaboration with other leading companies in the fields of pharmacotherapy, biotechnology and medical technology, which contributes to co-creating cutting-edge knowledge.

All of the above and much more will be rolled out through the **new Research Strategy 2021-2023**, which will be developed in early 2021.

