

*We believe that personalized
medicine and engagement with
the patient are the future,
and only this way
will we be able to build
an industry-leading company*



4. Person-centered health

The group has held firm on its promise to drive clinical safety and quality in its health centers. This is manifested in a number of commitments: ensuring a level of excellence in patient safety and care by leveraging new technologies, guaranteeing that patients have appropriate information on medical treatments, ensuring effectiveness in the services rendered by monitoring and continuous improvement, protecting patient information, remaining transparent both with patients and their families as well as with clients, and guaranteeing patient satisfaction through the use of metrics and by continuously introducing improvements in the form of innovative processes and participating in research projects.

4.1 | Guaranteed care excellence for patients and their families

We at Quirónsalud provide expert care and person-focused medicine, proximity, and a connection with patients. As a continuation of the acquisitions made over recent years, we have worked hard to integrate all our hospitals, standardizing the primary protocols and care processes and information systems as well as establishing company-wide policies in clinical safety. This integration process has made it possible for us to pinpoint best practices and capitalize on opportunities for improvement as we render our services.

As a result, we have set up integration programs aimed at ensuring that all our hospitals and other health centers achieve the same level of excellence in patient-centered care. We have laid down a new integrated policy on quality that is based on continuous improvement and the principles of total quality management. Also, the “Care & Caring” program was launched to foster a common culture that values top-notch care for patients and their families. All of our employees were trained accordingly.



*Nothing compares to person-by-person
human treatment.*

*That is how we guarantee
the finest care delivered with a human,
caring touch.*



Driving change: Care & Caring

The main aim of this initiative is to ensure that patients receive the finest in health care and in human treatment. We strive to institute a culture that is geared toward continuous improvement so we may meet the needs, demands, and expectations of patients and their family members.

Toward this end, a wide range of tools and training initiatives have been put in place, making our team members better equipped to show empathy toward patients, work in sync with the company's mission and vision so that each of our employees may put into practice a series of skills that help us provide the finest in health care and human treatment. We should be proud of the technology that we have at our disposal, although without losing sight of the fact that nothing can match being treated with dignity as a human being.

In order to ensure that training is aligned with the expectations of our patients, a series of focus group discussions have been held in different health centers belonging to the company. The objective of these sessions was to determine which are the primary areas

for improvement in our health services. In order to monitor our results, we have set up a "mystery patient" program as well as Net Promoter Score.

Training for these initiatives got under way in 2010 when it was piloted in Hospital Quirónsalud Toledo. Over 3,000 people were trained in 2015, comprising both corporate staff and employees working in hospitals.

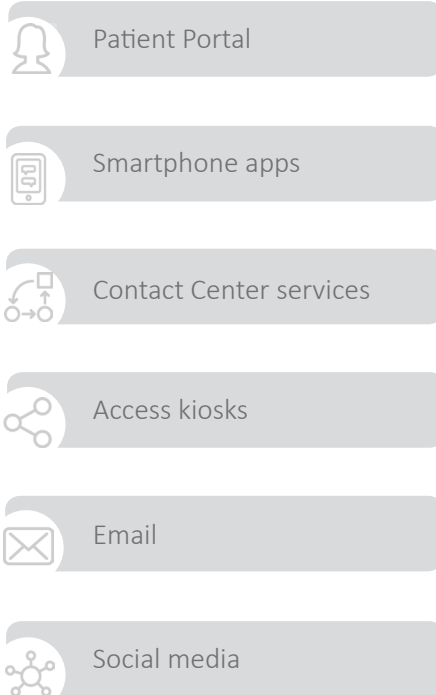
The program has given us a way to make known the level of commitment and quality we want in our company. The tool has been essential in integrating and driving change within the organization during a period of transition and at a time in which we have integrated new facilities with different backgrounds and characteristics.

This dynamic program is adapted to the results derived from satisfaction surveys and the continuous feedback we receive from our patients. A second phase will get under way in 2016 with the introduction of position-specific best-practice guidelines and the creation of a program to establish in-house trainers in each of our hospitals and other health centers.

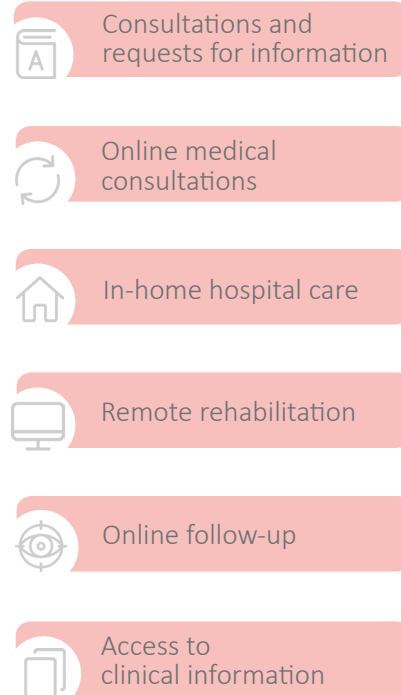


SERVICES

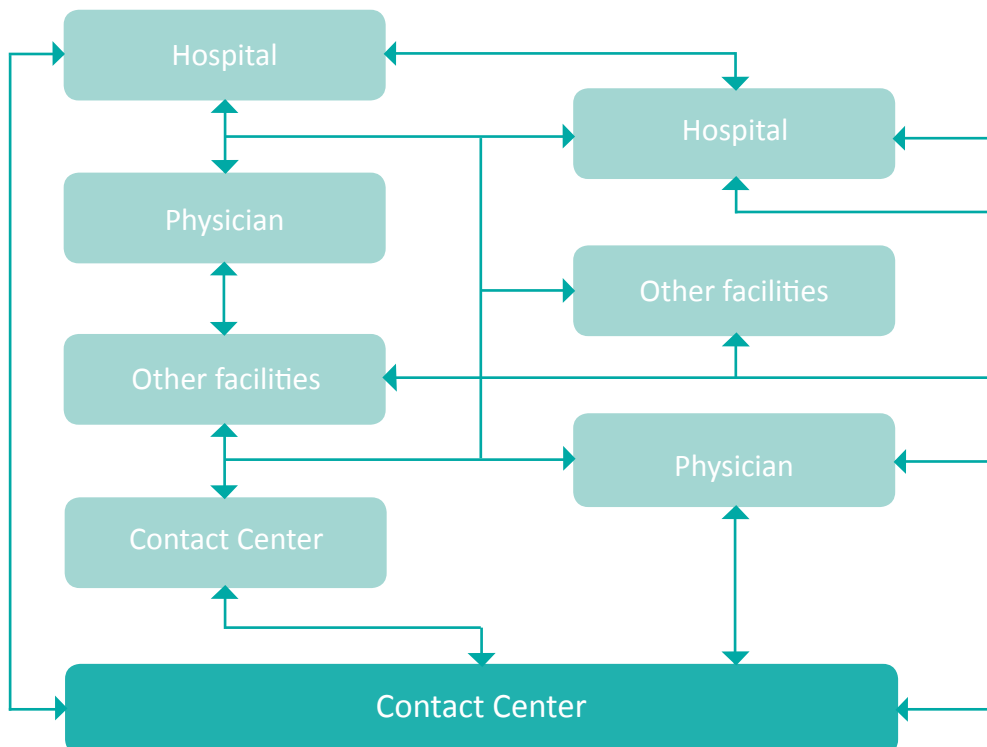
ACCESS



SERVICES



ORGANIZATION



Patient Portal

We have made continued progress on the Patient Portal. This initiative marks a changing point in the care model that leverages information technology, transitioning from management of face-to-face appointments in 100% of cases to a blended model that makes use of technology, doing so in a way that provides appropriate care more quickly and efficiently.

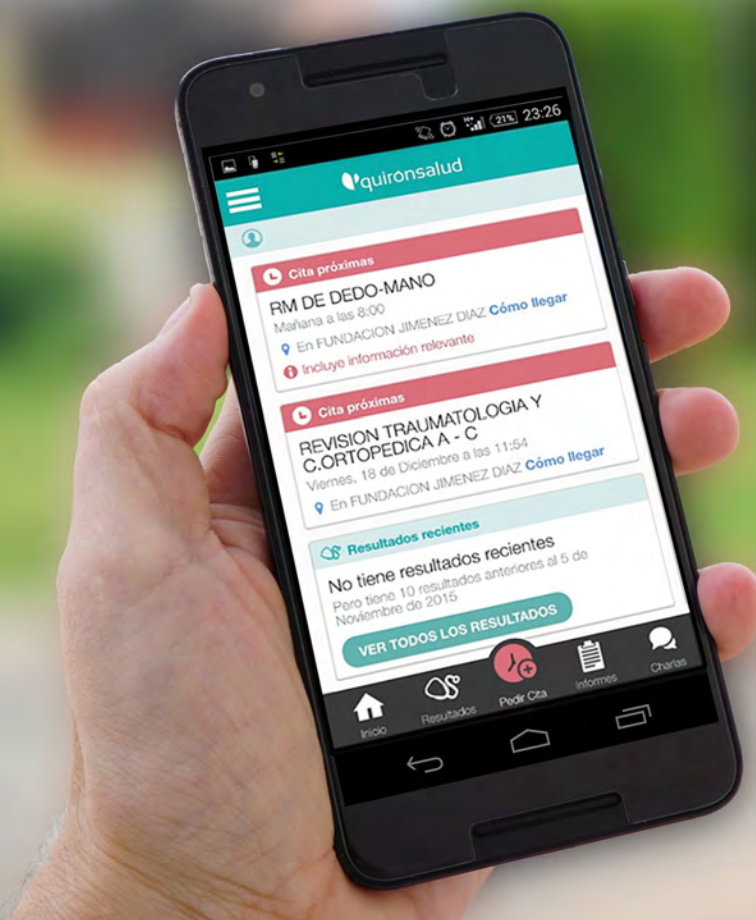
By using either our website or iOS or Android app, patients may see their results and image tests and manage their appointments, specialist visits, and other e-health services.

To execute the program, which was set in motion in January 2015, applications and a specific website (<http://www.quironsalud.es/es/portal-paciente>) were developed so that patients could become more interactive by using the portal, smartphone apps, contact center services, videoconferencing, chats, email, and social media.

At the same time, care circuits were redesigned to adapt doctor schedules and incorporate new ways of communication with patients.

We have been steadily reaching our targets and improving perceived quality among patients and bolstering satisfaction with our services while producing better care outcomes (by monitoring chronic disease and treatment compliance more closely). At the same time, staff satisfaction has increased and we have made more efficient use of resources.

This project is being carried out in all Quirónsalud centers; of note, the Hospital Universitario Fundación Jiménez Díaz performed over 3,000 e-health services in 2015. Development efforts have continued along these lines, adding new patients and health centers.



4.2 | Ensure that patients receive appropriate information on medical treatments

We want to guarantee that all our patients have the information they need for decision-making. Treatment-related information is analyzed in two ways:

1. Indicators by health center obtained based on a sampling of medical records¹. We use this information to assess report thoroughness, both in terms of the evolving clinical state of patients as well as discharge reports given to patients (information on treatment and recommendations at discharge).
2. These analyses of medical records are included in yearly internal and external audits, comparing these data with the information given to patients.

Since 2012, one of the main objectives of the group's health centers has been to improve our use and monitoring of procedures concerning informed consent so as to provide better documentation in a more timely manner. For this reason, we have established a follow-up indicator that allows us to oversee proper completion of forms. Some of the most noteworthy initiatives undertaken include providing tablets that allow patients to sign forms digitally and we have increased the training hours received by medical staff for this purpose. We have also established a cross-sectional system for sampling medical records. This allows us to study the performance of each health center and pinpoint areas for improvement. According to the most recent audit, 93% of medical records are filled out properly.

1. According to the sampling procedure used to study medical records, we choose a specific moment in time and then analyze and compare records across different group hospitals and clinics, taking into account the respective hospitals' complexities.

4.3 | Patient safety

Patient safety is a priority for us, and as a result we have set up a company-wide network of care and quality teams who check that each of our health centers meets our standard. In 2015, we established a series of priorities:

- Define a corporate strategy for patient safety
- Define a corporate strategy for the prevention of in-hospital infections
- Hold safety rounds in conjunction with the heads of key services
- Increase staff engagement in hand hygiene
- Increase the number of patients identified actively
- Drive the use of surgical check-lists

In centers such as Hospital Quirónsalud Tenerife, Hospital Sur, and Centro Médico Teknon, specific training and initiatives concerning incident management were set in motion to encourage more strict adherence to handwashing procedures. Internal and external communications campaigns were instituted for this purpose.

Care ethics committees

Several of our health centers have care-ethics committees made up of various professionals who evaluate cases involving ethical doubts, seeking to reach decisions from a multidisciplinary perspective and in adherence of the principles of bioethics.

The Quirónsalud Group also has several institutional review boards, for example in the Ruber health centers, Centro Médico Teknon, Hospital Universitario Fundación Jiménez Díaz, and Hospital Unversitario General de Catalunya, as these hospitals have a high volume of clinical trials. The IRBs are recognized by the regional health authorities and are also referral centers for other hospitals and clinics.



2nd International Seminar on Patient Safety and Clinical Excellence. Main lecture hall. Hospital Universitario Fundación Jiménez Díaz. Grupo Quirónsalud. May 2015

International Seminar and awards for patient safety and clinical excellence

In 2015, the 2nd International Seminar on Patient Safety and Clinical Excellence was held, which included a series of debates on the latest national and international advances in care quality and patient safety. This event is held yearly as a forum to increase the degree to which care practice is more scientific, humane, safe, efficient, sustainable, and responsible, as these attributes benefit patients.

We held the inaugural edition of the Best Initiatives in Patient Safety Award as a means of encouraging safe practices among both those who benefit from health care as well as health professionals. The award gives recognition to the best projects carried out over the previous two years. Candidates for the award included health centers, institutions related to health care, scientific associations, and patient associations,

among others. The award had 85 submissions and the winners were announced on May 28.

- The first prize went to María Teresa Conde of the Directorate General of Osakidetza, titled “Single, Per-Patient Drug Records in Osakidetza.”
- The second prize was given to the project titled “Impact of Protocols for High-Risk Drug Treatment in Critical Patients,” presented by Teresa Bermejo Vicedo as principal investigator (Hospital Universitario Ramón y Cajal in Madrid).
- The winner of the third prize was “Safety in Intravenous Therapy for Newborns” and was presented by José Luis Leante Castellanos (principal investigator) of Hospital General Universitario Santa Lucía in Cartagena.

2015 IN NUMBERS

Main divisions and care areas in the company's hospitals


| as of December 31, 2015 |

beds available	6,257
ORs	374
ICUs (ICU, NICU & pediatric ICU)	466
delivery & recovery rooms	83
study areas	112
Da Vinci surgical systems operational in Spain	28
Da Vinci surgical systems operational in Spain	18%
hospital stays throughout 2015	1,362,749
consultations throughout 2015	5,939,791
initial consultations throughout 2015	2,857,897
outpatient consultations throughout 2015	6,393,018
2015 adjusted length of stay (days)	4.34
ER cases throughout 2015	2,152,985
ER cases requiring admission as percentage of total cases	5.77 %
discharges throughout 2015	319,145
surgeries throughout 2015	323,962
day-stay patients throughout 2015	168,106
deliveries throughout 2015	21,543
C-section deliveries throughout 2015	7,136

4.4 | Offer comprehensive care that meets the needs of all patients, providing innovative and personalized solutions

One of our primary goals is to leverage state-of-the-art technology for the benefit of patients and to improve people's quality of life in ways that are simple and practical, thereby contributing to the increased efficiency of the health-care system





Offering of personalized services for foreign patients

We have launched our “International Patient Service” staffed by a team of multilingual advisors from a number of countries and who personally look after foreign patients who are interested in receiving their care from the Quirónsalud hospital network.

The team of advisors manages patients’ care needs, paperwork, and accommodation throughout their stay in our country, doing so in languages such as English, Russian, Chinese, and Arabic and in a way that adapts to the customs of each patient’s culture.

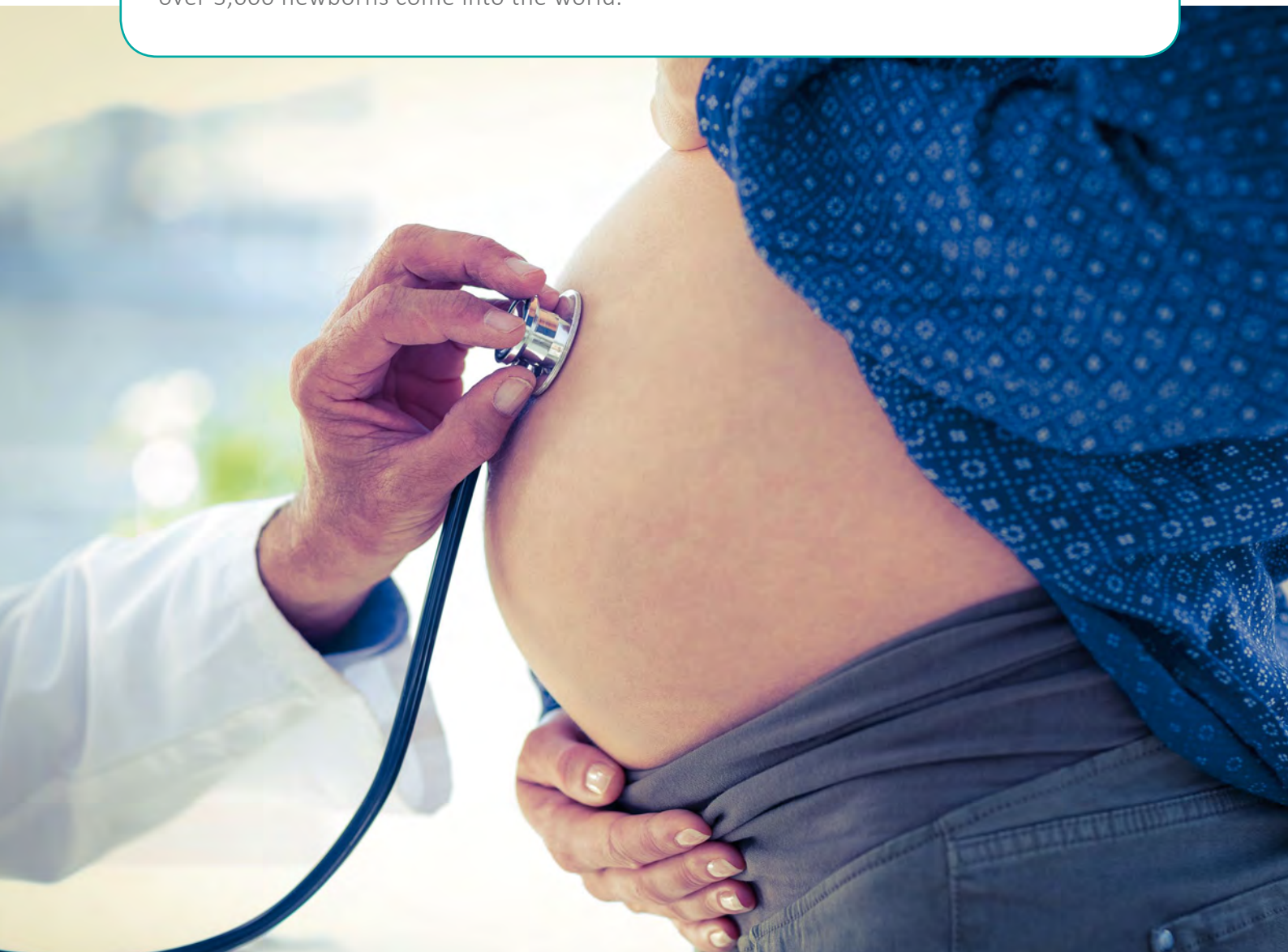
*We have the most
advanced technology,
and we use these resources
to ensure that our patients
receive top-notch care*

4.5 |

The most cutting-edge technology

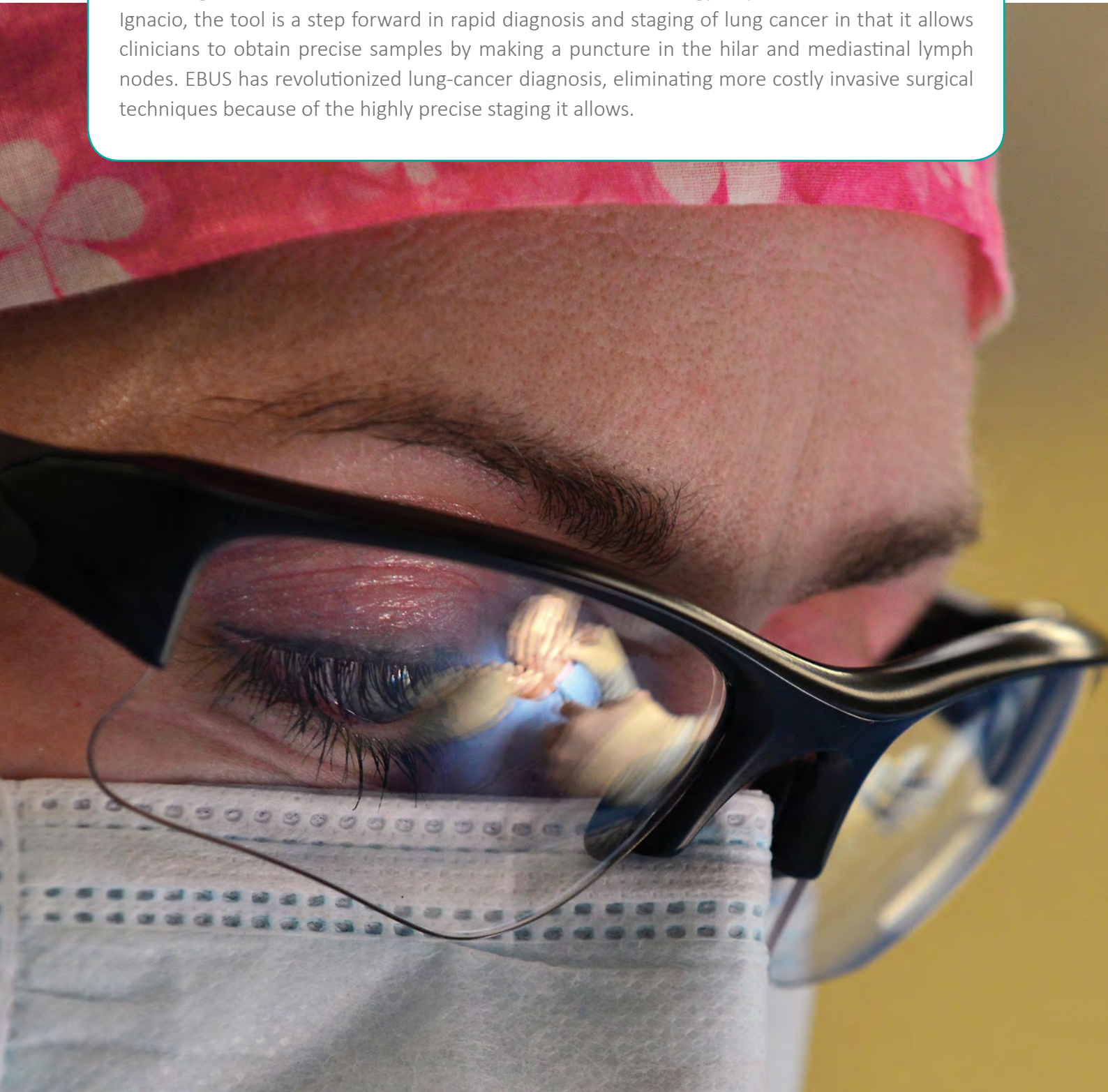
Showcasing state-of-the-art technology

Hospital Quirónsalud Zaragoza has begun to use a new test to detect which embryos are most likely to have optimal development and have the greatest chance of resulting in a pregnancy. In cases where multiple pregnancy is not desired, embryo selection can lower the chances of these types of pregnancy by as much as 5%. In the region of Aragon, the 1,500 IVF cycles carried out result in a 20% rate of multiple pregnancy, as compared with 2% with natural pregnancies. This is one way in which innovation has had an impact on the care activity delivered in our network, which comprises 21 highly specialized centers. These facilities are nationwide referral centers, which is indicative of their top-level scientific and technical expertise. In 2014 alone, we performed over 15,000 treatments, which helped over 3,000 newborns come into the world.



Pioneering technique in lung cancer diagnosis

The pulmonology departments at Hospital Quirónsalud Marbella and Hospital Quirónsalud Málaga have begun offering endobronchial ultrasound (EBUS), a state-of-the-art diagnostic procedure that combines traditional fiberoptic bronchoscopy and ultrasound technology. According to the head of the Quirónsalud Marbella Pulmonology Department, Dr. José María Ignacio, the tool is a step forward in rapid diagnosis and staging of lung cancer in that it allows clinicians to obtain precise samples by making a puncture in the hilar and mediastinal lymph nodes. EBUS has revolutionized lung-cancer diagnosis, eliminating more costly invasive surgical techniques because of the highly precise staging it allows.





An initiative of
Fundación Jiménez Díaz University Hospital

Multidisciplinary oncology unit Oncohealth Institute

In 2015, the Hospital Universitario Fundación Jiménez Díaz created Oncohealth Institute, bringing together over a hundred health professionals. This enables the oncologists to manage cases one by one and as a team. Alongside these changes, continued progress was made in research. One particularly noteworthy initiative in which Oncohealth collaborates is the multi-center project for early detection of lung cancer using low-dose CT scanning, which aims to increase patient survival.

Additionally, new resources have been acquired, such as the institute's second linear accelerator (Synergy Agility). This technology, which required an investment of two million euros, is used by the Radiation Therapy Services of Hospital Universitario Fundación Jiménez Díaz (HUFJD), one of the pioneers within Spain. This cutting-edge linear accelerator makes it possible to apply individualized radiation therapy in cancer patients, adapting patient treatment to the specific characteristics of tumors to the greatest degree possible. This technology adds to the equipment acquired in 2013, which enabled radiation therapy to be adapted to each pathology and to the particular features of each case of cancer.

This new addition has led the Radiation Therapy Oncology Department of the HUFJD to expand its portfolio of services, adding such procedures as stereotactic radiation therapy for brain tumors (also known as radiosurgery) for metastases and arteriovenous malformations. Also, stereotactic body radiotherapy can be used to treat early-stage lung cancer, metastases (lung, liver, etc.) and recurrent tumors in some parts of the body.

We have a management model that is based on an unbending commitment to quality, efficiency, and innovation in our services

For more information on certifications and accreditations in Quirónsalud centers, please visit our website:
quironsalud.es

4.6 | Guaranteeing efficacy and quality in care delivery

We want to do things right the first time. That is why our new integrated policy on quality is based on continuous improvement and the principles of total quality. To lead on this path to excellence, the group has a corporate quality department, quality coordinators, and process owners. These individuals, working alongside the members of the clinical committees and improvement groups, support the management teams in their efforts to solidify excellent health care offered to our patients.

This year our group has earned a number of important recognitions for quality and environmental management. We have changed our certification model, transitioning from single-site certification to a multi-site model based on the ISO 9001, 14001, and 50001 standards, thus increasing the number of centers and services that have been certified. Some group companies, in addition to being a part of company-wide certification system, also have their own certifications for safety and health. In 2015, we had 38 overall AENOR certifications for hospitals (ISO 9001 standard) in addition to 6 service-level certifications.

Since 2014, we have been leading partners of the Club for Excellence in Management. This is a non-profit business association that seeks to drive the overall competitiveness of organizations through the values of excellence, taking as a point of reference the European Foundation for Quality Management (EFQM). As of 2015, we have obtained EFQM accreditation in four of our centers.



EFQM Recognition

In addition to the EFQM “5 Stars” recognition earned by Hospital Universitario Fundación Jiménez Díaz in 2013 and Hospital Universitario Infanta Elena in 2015, the awarding body, the European Foundation for Quality Management, also recognized Hospital Universitario Quirónsalud Zaragoza and Quirónsalud Tenerife.

4.7 | Transparency for our patients and clients

Transparency starts with knowledge—of our patients and of staff working in our hospitals and other medical centers. All of our services can be viewed on our corporate website. We have also added to the site the names and CVs of each of the physicians who work on our teams, broken down by specialty.

In addition to this, for the group's public-sector hospitals working under concession schemes in the regions of Madrid and Catalonia, we also report all the services and professional activities carried out in these centers to the corresponding health authorities. For the Madrid-region authorities (SERMAS), this information comes in monthly activity reports as well as any other means of reporting stipulated in each of the contracts. As for the public-sector hospitals in Catalonia,

the regional authorities receive the appropriate information after it has been processed by the IT system and then exported into the proper reporting format. This information includes the care processes carried out in our health centers and any changes that have taken place.

In medical centers delivering private health care—and in which we must coordinate with insurance companies—continuous communication is set up with providers, and coverage and tariffs are set in service-by-service fashion. In the event of modifications made to processes, these changes are notified beforehand and are submitted for approval, especially in the case of diagnostic tests and surgical operations.



4.8 | Measuring and guaranteeing patient satisfaction

Quirónsalud uses different methods of gauging patient satisfaction and the satisfaction of internal clients (care professionals) with regard to the non-care processes that pertain to their services. This involves maintenance (facilities and electromedicine), cleaning, linens, sterilization, waste management, and information systems (management of IT issues and projects). The tools used for these purposes in 2015 are:

Net Promoter Score

We use the Net Promoter Score (NPS) system to measure the opinion that our patients have of our facilities and services in each of our medical centers. This indicator makes it possible for each center to determine the extent to which it is earning the trust of patients and thus the likelihood that they will recommend the center to others.

Each of our medical centers uses this system to evaluate its performance, comparing its results to those posted in its region or on a group-wide basis. NPS is also measured for individual hospital areas and services in order to pinpoint potential for improvement.

The most valuable aspect of NPS data for us is the extent to which we can use the system to establish continuous

communication with clients. This information helps us connect with patients and arrive at a better understanding of their expectations and degree of satisfaction. In 2015, 40% of our medical centers used the NPS system, and we expect this number to reach 100% in 2016.

We also conduct a yearly patient-satisfaction survey in all hospitals (outpatient consultations, emergency department, and inpatients) so that we can compare these results across all our hospitals.

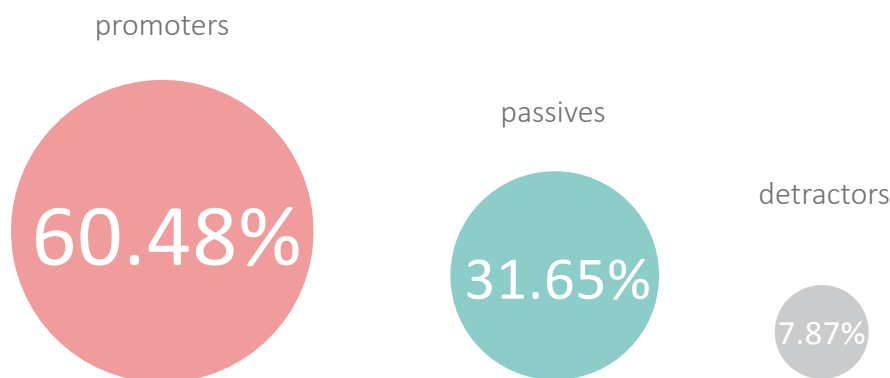
Mystery Patient

In order to measure the quality of care rendered by staff and also the condition our hospitals are in, in 2015 we instituted the "Mystery Patient" project in 14 of the group's medical centers in Madrid and Barcelona.

Likeik

We have piloted a testing system that uses devices providing real-time measurements of satisfaction. This test was first used in the emergency department (7 hospitals), outpatient consultations (7), public cafeteria (2), and radiology (1). In 2016 we will perform the test in the emergency department of at least 40% of our centers and in 40% of all public cafeterias.

2015 NPS results in Quirónsalud

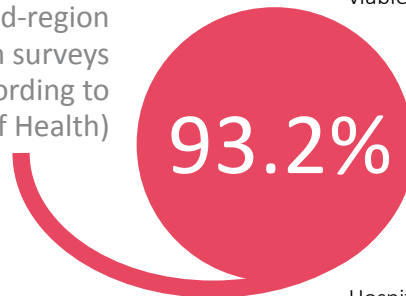


GRUPO QUIRÓNSALUD

Complaints, claims, and suggestions

We have collected a total of 6,200 claims, complaints, and suggestions. All claims received a response within 15 days. Additionally, all complaints, claims, and suggestions were classified by type and cause. Based on this information, we enacted improvement measures where appropriate and viable.

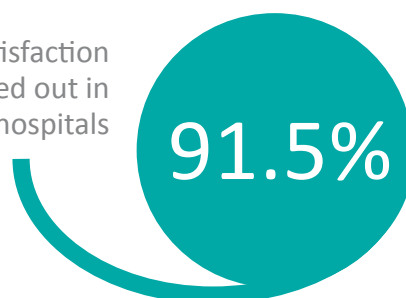
RESULTS of the Madrid-region
patient-satisfaction surveys
(according to
the Madrid Board of Health)



Hospital Universitario Fundación Jiménez Díaz has once again been named by patients as the best acute-care hospital in the Madrid-region public health-care network, with 93.0% of patients expressing satisfaction with the center as part of a survey conducted by the Madrid regional health authority. Hospital Universitario Rey Juan Carlos (HURJC) in Móstoles, which had already solidified its position within its context, was the second most favorably evaluated medical center, notching a 91.6% satisfaction rate. Top spot in this category went to Hospital General de Villalba (HGV), whose 94.9% satisfaction rate in just its second year of operations made it the most highly ranked hospital not only in its group, but also in the entire network of the Madrid Board of Health. Lastly, Hospital Infanta Elena in Valdemoro (HUIE), which earned the satisfaction of 93.3% of the patients surveyed, was also first in its group of low-complexity hospitals.

The 2015 overall level of satisfaction with the care received was 93.2%, which was similar to previous years.

RESULTS of the patient satisfaction
surveys carried out in
Quirónsalud private hospitals



For the first time we conducted a patient-satisfaction survey in our group's private hospitals. In all, 22,000 patients treated in outpatient consultations, emergency department, and inpatient care were surveyed. The questionnaire was similar to the one used by the Madrid health authorities and was aimed at comparing results across all our hospitals. In global terms, the satisfaction index was 91.5%. 30 hospitals had a satisfaction rate of over 90%, with rates nearing 100% in specific areas such as the inpatient services of Hospital Ruber Internacional and Quirónsalud Madrid.

These results were used to plan lines of action and improvement targets service quality in 2016.



The Index of Hospital Excellence is an index released by the Instituto Coordinadas de Gobernanza y Economía Aplicada

The Index of Hospital Excellence (Instituto Coordinadas de Gobernanza y Economía Aplicada) is the result of almost 2,000 interviews of health professionals throughout all of Spain. The index measures excellence based on the results and perceptions of staff working in centers or within the center's surroundings. According to the results for 2015, Hospital Quirónsalud Barcelona was the second best hospital in Catalonia and the sixth in Spain. In 2015, Hospital Quirónsalud Valencia was the top hospital in the Valencia region, Hospital Quirónsalud Murcia was recognized as the best private hospital in Murcia, and the Quirónsalud Hospitals Sagrado Corazón in Seville and Quirónsalud Málaga were among the five best hospitals in Andalusia, with Hospital Quirónsalud Málaga given the title of best in province.

4.9 | Ensuring the safety and privacy of patient information

We at Quirónsalud are fully aware of the care that must be taken with all sensitive patient information, and as a result we have committed ourselves to safeguarding these data. This is why we have a corporate department for information security and data protection. This department has implemented procedures and processes to guarantee comprehensive information management. Some of the most noteworthy of these initiatives include procedures to protect information and authorizations during data collection, as results are being delivered (both during admission as well as upon discharge), and doctor's notes for visits.

Information included in patients' medical records is gathered and processed using a proprietary application that complies with the standards set forth in Spanish law on the protection of personal data. As a result, it is not viable to store personal data on local servers. Taken together with the corporate procedure for the management of temporary files, cloud-based storage is impossible unless legal requirements are met.

During 2015, an effort by the data security and personal information protection service, which belongs to the Department of Organization, Processes, ICT, and Digital, unified and standardized the documentation systems previously in existence in IDCsalud and Quirón so as to homogenize both documentation and criteria used in

personal data protection and information security systems. This unification process was carried out using internal audits in the company's different health centers. Also, biannual audits of data protection and information systems were performed by external companies.

We also have procedures to properly manage people's statutory rights to access, change, cancel, or correct this information. Some of the most noteworthy procedures include a description of the roles and responsibilities of the figure guaranteeing these rights, relations between Quirónsalud Group companies—as data may be exchanged with certain companies—and also the rights of individuals affected by related processes. We also have systems to safeguard files containing personal information.

Additionally, all employees who come into contact with patients or who handle medical information receive training on proper management of medical records and other sensitive documents. The company also has safety committees in individual medical centers. These committees hold periodic meetings and are supported by the corporate information-security and data-protection department. To illustrate the work done to guarantee the safety and privacy of patients' information, throughout 2015 the company did not receive any sanctions from the agency for data protection pertaining to any part of its activity.