



OUR PATIENTS

We keep our patients satisfied through the provision of safe, effective and quality healthcare services.

Our Patients

Patient Safety and Welfare

Safeguarding patient safety and welfare is of utmost importance to the Group. We implement various initiatives to instil the importance of patient safety throughout the organisation. These initiatives include establishing policies and guidelines, providing training to medical staff on how to improve patient safety, and maintaining open lines of communication to better understand the needs of our patients.

The World Health Organization (WHO) estimates that more than half of all medicines are prescribed, dispensed or sold inappropriately, and that half of patients fail to take them correctly. The improper use of medicine can adversely impact a patient's immune

system and recovery time, and result in wastage of scarce resources. This is why we actively communicate with our patients to educate them on proper medication practices. The patient safety culture is strong throughout our organisation because of our policies and guidelines for the rational use of medicine.

Misuse of antibiotics has led to bacteria becoming more resistant to medication, thereby creating a larger issue and health hazard. We accommodate the need to regulate medicine for patient safety through our *Antimicrobial Stewardship (AMS) Programme*, which addresses the issue of antibiotic resistance. It uses a systematic approach that

looks into appropriate selection, dosage and duration. Through the AMS Programme, we aim to spread awareness of the rational use of such medicines to combat the issue of drug-resistant superbugs.

We serve high quality meals that cater to the dietary needs of our patients as a measure to safeguard patient safety and welfare. We provide food that has nutritional value, is safe, clean, locally sourced, and tailored to the dietary requirements of each patient. At our hospitals, we have a team dedicated to making sure food products meet quality standards, and food menus are developed according to the dietary requirements and nutritional needs of patients.

Case Study: Malaysia

Appropriate Administration of Medicines

In our Malaysian hospitals, only drugs approved and registered under the National Pharmaceutical Regulatory Agency are listed in the formulary of our pharmacies. However, if our patients require treatment with unregistered medication, we need to submit a request form to the Ministry of Health (MOH) for prior approval before we are allowed to obtain the necessary medicines.

Our pharmacies practise careful inventory turnover monitoring and regular medicine rotations among sister hospitals to reduce wastage of medicines. This minimises the risk of having overstocked medicines expiring in our pharmacies.

As part of the pharmacy work plan for 2020, we initiated AMS programmes across all our hospitals to regulate the proper use of antibiotics while creating awareness among clinical staff and patients. For doctors, this means prescribing antibiotics of the appropriate strength and dosage, and,

in some cases, checking if antibiotics are necessary at all. For patients, the AMS programme may educate them on the appropriate use of antibiotics and the importance of completing a prescribed course.

Each hospital is required to develop its own AMS team to oversee the implementation of initiatives under the AMS programme. The team is also responsible for collecting information on regular antibiotic consumption and resistance data for further analysis. Pharmacists are required to complete an online course by WHO on AMS, so that they are well-equipped to lead the AMS team, dispense medicines appropriately and provide counselling to patients on the proper use of medicines.

Bulletins at our hospitals include regular updates on high-alert medications, high-risk drugs with adverse reactions, and other information. We also use banners, posters, leaflets, digital platforms, as well as engagement programmes to spread the message of the AMS programme.

Food Safety

When developing menus, our approach is patient-centred; we consider all aspects of a patient's intake, including prescription medicines, types of antibiotics and other medications that may cause adverse reactions. On admission, patients undergo nutrition screening so we can identify potential allergens and determine dietary suitability. Our nurses interview patients to learn about their known food or drug allergens and find out if they require special diets such as vegetarian meals, gluten-free food, etc. This information is then communicated to our Food Services department.

We subject food products and ingredients to detailed screening when sourcing for healthy and safe meals for our patients. For example, we look out for quality certifications that are issued by the relevant regulating authorities to ensure we are consistently providing patients with the best quality meals. These checks are carried out stringently before selection of brands or products to be used.

Our Patients

Quality of Care and Patient Satisfaction

We are committed to delivering the highest quality of care to our patients, provided by our skilled clinical staff and well-equipped facilities.

IHH's patient satisfaction management system involves engaging with patients using methods such as patient surveys,

feedback mechanisms and complaint reports. Certain performance indicators are reported to the Group's Senior Management to assess the quality of our services. This also enables us to identify areas for improvement and develop necessary corrective actions, thereby building trust and transforming patient care.

Case Study: Turkey and Central and Eastern Europe

Acibadem hospitals adopt a multidisciplinary approach, where physicians from different specialities work together to provide patients with a holistic healthcare experience. Physicians are encouraged to form a council to meet and discuss various aspects of a patient's journey from admission to recovery.

Medical staff play a crucial part in providing quality care. Their responsibilities include wound cleaning, administering medication, operating feeding tubes, providing emotional support, and more. Our medical staff attend in-house caregiver training to address knowledge gaps that may potentially impair the provision of high-quality care at Acibadem hospitals.

We involve patients and their families in, and informed them of, the patients' medical treatments every step of the way to ensure we have their informed consent. For patients under chronic care, we deploy medical staff who are trained to provide psychological support to improve patient mental health.

Improving Quality of Care

We have a partnership with Acibadem University (ACU), a member of the Acibadem Ecosystem, to enhance the quality of care we provide. We receive support from ACU to identify and

create relevant clinical quality indicators for us to improve how we monitor and assess our quality of care. ACU's highly distinguished faculty proposes novel indicators, as well as provides advice on existing indicators, at Acibadem's request.

By using the clinical quality indicators, we are able to identify gaps in patient care services. Thereafter, we will develop corrective action plans to close these gaps and support the provision of high-quality medical services to patients.

Clinical Quality Indicators	Target for FY2020	Performance in FY2020
Surgical Area Infection Rate	3.1%	0.5%
Decubitus Ulcer Rate	3%	0.54%
Falling Patient Incident Rate	0.8%	0.21%
Inpatient and Outpatient Satisfaction Rate	90%	92.7%

Furthermore, we integrate best practices outlined by national and international accreditation standards across Acibadem hospitals. The implementation of standards set out by the Joint Commission International (JCI) serve as a guide for us to improve patient satisfaction, increase efficiency and reduce costs through standardised care.

This year, we obtained JCI accreditation for three of our hospitals in Turkey, namely, Acibadem Adana, Maslak and

Altunizade Hospitals. Acibadem Atakent Hospital in Turkey, has been accredited as an Academic Medical Centre by JCI effective 19 Dec 2020. Moreover, Acibadem Sistina Hospital in Macedonia, Acibadem City Clinic Cardiovascular Hospital and Acibadem City Clinic Mladost Hospital in Bulgaria have also received JCI accreditations. These affirmations from JCI demonstrate our commitment to improving the quality of care at our hospitals.

Patient Relations Management

Part of Acibadem's efforts to increase patient satisfaction is to provide patients with quality services during their medical treatment at the hospital. The systems that are in place at our hospitals for the provision of quality services include:

Patient Communication Coordination Office

This department continuously reviews, monitors, reports hospital patient experience performance, and supports hospital improvement processes.

Multidisciplinary Patient Relation Steering Committee

The committee aims to secure the buy-in and ownership of management across all locations and functional areas, while reviewing the patients' experiences at Acibadem.

Call-Centre

Our call-centers perform regular outbound satisfaction calls to patients and monitor the hospitals' social media pages (Facebook, Twitter, Instagram, Google Business, etc.). We respond to calls and requests promptly and resolve concerns in a timely manner.

Electronic System for Record Keeping

We use an electronic system to record, analyse and report patient feedback from satisfaction surveys to develop improvement plans. Hospital benchmark reports are generated monthly and weekly and shared with the central Patient Communication Coordination Office where meetings are held to review and discuss the findings.

Dedicated Patient Communication Staff

They help monitor satisfaction and complaint trends to determine areas for improvement by collecting data on patient experience, visiting inpatients daily, and conducting root cause analysis. The department then organises weekly meetings with hospital management to review patient experience and further educate staff about Acibadem Patient Relation Procedures.

Patient Satisfaction

Placing utmost importance on patient experience, Acibadem has, over the years, created a sophisticated patient satisfaction management system. To identify patient satisfaction levels,

we collect patient feedback through satisfaction surveys, a complaints register and patient safety statistics. Our main channel for gathering patient feedback is the patient satisfaction survey. These surveys, which cover

critical aspects of the patient's journey from the time they arrive to when they exit the hospital, look at three types of services available at Acibadem hospitals: outpatient, inpatient and emergency services.



Outpatient Survey

- Appointment
- Welcome
- Admission and registration
- Treatment
- Laboratory and Radiology services
- Discharge process
- Hospital environment
- Overall rating



Inpatient Survey

- Pre-admission
- Welcome
- Admission and registration
- Nursing care and treatment
- Medical services
- Drug Use and Pain Management
- Hospital environment
- Discharge process
- Overall rating



Emergency Services Survey

- Admission and registration
- Nursing care
- Treatment
- Emergency Room
- Laboratory and Radiology services
- Hospital environment
- Discharge process
- Overall rating

Our Patients

On obtaining patient feedback, responses are directed to the relevant departments to process and develop the required corrective actions. Patient satisfaction survey reports and complaint reports inform us on hospital performance and help identify improvement areas. Net Promoter Score (NPS) responses measure patient loyalty. The system aims to keep in contact with patients who have unsatisfactory

experiences and take related actions and measures on their needs. It also analyses which drivers (questions) in the patient satisfaction surveys have a stronger impact on the likelihood of the patient recommending our services.

The results of patient satisfaction surveys conducted across our hospitals for this reporting period can be found below.

Survey	Score (as of 30 September 2020)
Patient Satisfaction Rate	92.4%
Satisfaction Rate of Problems Resolved	83.4%
Net Promoter Score (NPS)	67

Through the Eyes of Patients training is given as a part of a two-day *Corporate Orientation Programme* in which new clinical staff participate in workshops guided by daily behaviour models of patient services teams. This initiative aims to enhance patient experience and increase patient satisfaction.

Challenges

When delivering quality care, one of the challenges the healthcare industry faces is the management of human capital. Due to competitive job opportunities in the public sector, there is a high turnover rate of medical personnel in the private sector, primarily among nurses and technicians.

As a mitigation measure, Acibadem conducts about 60 visits to universities in the region for campus recruitment. This approach helps build a large enough pool of talents for us to source from. We also provide students from ACU with internship opportunities that allow them to familiarise themselves with the workplace environment and culture. On completion of their internships, many are also offered full-time opportunities to begin their careers at the Acibadem facility. In 2020, 31% of the students who graduated from Acibadem University were recruited by Acibadem Hospitals.

Privacy of Patients' Data and Medical Records

The ever increasing integration of diverse information technologies is transforming modern medicine by improving connectedness between medical services and products, diagnostics platforms, and medical records. While this has enhanced operational efficacy and the delivery of services and products, it has also raised concerns on the risks of possible data breaches. The healthcare industry recognises the impact of such risks and aims to protect patients', students' and customers' private and personal data.

At IHH, we take a comprehensive approach to protect the devices and systems used for administering our medical services and all data that is entrusted to us by our patients. The Group continues to identify ways to prevent data breaches by improving cybersecurity control measures. In each of the regions where we operate, we comply with the national legislation pertaining to personal data protection and, furthermore, implement procedures, guidelines and policies that protect the confidentiality and availability of patient medical records and information.

Case Study: Hong Kong

At Gleneagles Hong Kong (GHK), the main legislation regulating personal data and information is the Personal Data (Privacy) Ordinance (Chapter 486) (PDPO). The PDPO's guidelines and codes of practice, outline the collection, holding, processing or use of personal data. Other legislations that govern the management of patient information are: Hospitals, Nursing Homes and Maternity Homes Registration Ordinance (Cap. 165) and the Code of Practice for Private Hospitals, Nursing Homes and Maternity Homes, Chapter 10.3. The internal policies and guidelines are developed in accordance with the mentioned legislations.

GHK has established and implemented a number of internal policies to safeguard patient information from breaches or misuse. Listed are GHK's policies and guidelines which are made available on our intranet that remain accessible to staff when needed. Every 18 months, policies undergo a screening exercise to determine if amendments are required. This is followed by a formal review every three years or when there are changes in law or software/hardware.

Accessing patients' information at GHK follows the data protection principles stated in the PDPO. Employees are required to sign a confidentiality

agreement on commencing work at GHK. The *New Staff & Nursing Orientation Programme* that is mandatory at GHK provides new hires with training on the use of clinical data and patient privacy.

The Health Information & Records Department regulates and controls access to patient information and records. They ensure that only those with authorisation are able to access the necessary information. Release of Patient's Information and Data Access Request information are available on the GHK internet, Patient Charter booklet and Inpatient Guide. All Data Access Requests are handled within 40 days, which is in accordance with PDPO legislation.

Through our Hospital Management System, we are able to compile information from our laboratories, radiology, anaesthetic, ICU, endoscopy and other operation records, all in real time. The retention of patients' medical records is necessary for the tracking of medical history in cases of continued care. We usually keep patient records for 7 years. However for psychiatric cases, we keep records for 10 years, and for paediatric cases, 21 years.

Audits such as Discharge Summary Completeness, Medical Records Content Documentation, and Verbal Order Audit, are conducted regularly to ensure data

is managed appropriately. Results of the audits are reported to the Clinical Effectiveness and Medical Technology Committee for review and corrective action is undertaken to address any gaps and potential risks that have been identified.

Management of Data Leaks

As a result of our strict measures, we did not receive any reported cases of data breach in FY2020. However, in the event of a data breach, we have established countermeasures to mitigate the incident.

Data breaches are reported to the IT Helpdesk which assesses the severity of the incident. Based on the assessment, a report will either be provided to the Crisis Manager immediately, in which case, the mandatory personnel and team will execute the steps for recovery, or to the Corporate Communication Department, for potential crisis and incident management. Updates are sent to the Crisis Management Team and the Executive Management Team at least once every 4 hours. Notifications are sent to all departments for their awareness. Once it has been resolved, a detailed incident report is prepared documenting incident details, response actions, areas for improvement, and an action plan to prevent recurrences.

