

Relationship capital continued

Pressure lesion prevention

Indicator	Measure definition	2020	2019	2018
A lower score is better.				
Developing a severe pressure lesion	Stage III and IV hospital acquired pressure lesions (reaching muscle and bone) per 100 admissions of three days or longer days (patients 18 years and older, obstetrics excluded)	0.02	0.02 ¹	0.01 ¹

1. Restated (aligned with other measures to report per 100 admissions and analytics brought in-house).

Looking forward

- **Strategic initiative** Move to more frequent updates of clinical outcomes on our website as this strategic imperative matures.

Safety and health, environmental sustainability and quality

We are integrating our OHS, environmental sustainability and quality management systems (QMS), which previously functioned separately. Key deliverables for 2020 were to create standardised SHEQ practices and procedures across our service platforms and to digitise these practices to enable data-driven SHEQ decision-making. Central to this, is the implementation of a digital system (SafeCyte) to manage and document the SHEQ strategy.

SafeCyte will record all OHS interventions Group-wide, digitise our SHEQ risk assessment methodology (including those prescribed in the Occupational Health and Safety Act and its related regulations), record all OHS training and support central quality and compliance assurance processes.

COVID-19 highlighted the importance of a robust SHEQ system and the need for readily available accurate data. As a result, we accelerated the implementation of our new OHS strategy, adapting it where necessary to address the immediate and unique concerns brought about by the pandemic. We have ensured that these solutions support our long-term objective to create a world-class SHEQ system for the Group.

We are standardising roles and responsibilities across all service platforms to ensure efficient resource use, appropriate staffing and a robust SHEQ organisational design.

Occupational health and safety

Priority areas for Group-wide COVID-19 OHS management

Risk assessment	Occupational disease management	Training	Appointments and committees	Medical surveillance
<p>▼</p> <p>Developed a comprehensive risk assessment methodology (aligned to the requirements of the National Department of Health (NDoH) and Department of Labour) to identify COVID-19 related SHEQ risks and implemented controls to mitigate these risks.</p>	<p>▼</p> <p>Implemented a structured process to manage employees who contract COVID-19 in line with NDoH regulations and guidelines. All employee COVID-19 infections are reported to the Compensation Commissioner for Occupational Injuries and Diseases.</p>	<p>▼</p> <p>Delivered COVID-19 SHEQ training to all employees. This was recorded on the SafeCyte platform, providing a comprehensive training record for future reference.</p>	<p>▼</p> <p>Restructured the OHS Committees at facility level to ensure a focused approach to OHS risk management and a consultative process with employees. We also digitised formal health and safety representative appointments.</p>	<p>▼</p> <p>Designed a comprehensive medical surveillance programme for COVID-19. This included the identification, examination and appropriate deployment of employees medically vulnerable to COVID-19.</p>

Quality management

Maintaining a world-class quality management system through independent certification

Our QMS monitors compliance with processes recognised as delivering the best and safest care.

External independent accreditors	▶	The British Standards Institute (BSI) independently certifies our ISO 9001: 2015 accreditation, which was awarded in 2018 and again in 2019, covering the Hospital division, Netcare Cancer Care (radiotherapy), Netcare 911, Medicross, National Renal Care and Netcare Education.
Annual internal quality reviews	▶	These reviews score our documentation, processes and outcomes against set standards, and identify areas needing focused improvement. They are conducted as self-assessments and independent internal assurance is undertaken by a trained team of subject matter experts.
Ongoing detailed consistency of care balanced scorecards for each service platform	▶	Scorecards measure service platform progress against our consistency of care strategic objectives and key deliverables.
Office of Health Standards Compliance	▶	We submit annual returns to the Office of Health Standards Compliance and comply with the required submission of early warning system indicators. In 2021, this body will inspect private healthcare institutions against the NDoH's Core Standards.
Annual inspections by Provincial Departments of Health	▶	Inspections take place as part of the licence renewal process.

Relationship capital continued

2020 performance

COVID-19

- Regularly updated our formal screening protocols at all facilities based on lessons learned or new information becoming available. All persons entering our facilities are screened.
- Developed guidelines on the issue and use of PPE, including the sterilisation and reutilisation of PPE, where feasible. Employees, doctors, patients, visitors and contractors have access to the guidelines.
- Trained employees, doctors, allied health professionals and other stakeholders across the Group on COVID-19, the correct use of PPE and respiratory care. As an added measure, pre-shift 'toolbox talks' remind employees of relevant social distancing, hand hygiene and PPE measures. Hospital management received capacity training to manage the initial COVID-19 surge.
- Monitored hand hygiene and mask compliance across the Group daily.
- Opened nine mobile triage units serving as additional Emergency departments able to determine the severity of a patient's condition outside of a hospital facility.
- Introduced ward and individual patient bed registers to enhance our tracking and tracing capabilities.
- Implemented measures to ensure that the Netcare 911 Emergency Operations Centre can operate from a disaster recovery site should a member of the team receive a COVID-19 positive result.
- Engaged with Queen 'Mamohato Memorial Hospital (our public private partnership in Lesotho) on patient care pathways and the hospital reconfiguration to manage COVID-19, and provided the hospital's employees with PPE and COVID-19 training. We also extended COVID-19 training to two Ministry of Health and four Christian Health Association of Lesotho hospital staff members.

Strategic priorities

- **Strategic initiative** Began digitising the five pillars of the OHS strategy across all service platforms, including the risk assessment methodology for COVID-19 and COVID-19 training. The pilot started in November 2020.
- **Strategic initiative** Started digitising the healthcare risk waste (HCRW) management and governance process in the Hospital division to ensure optimal waste management, reducing landfill waste and HCRW, and increasing recycling volumes while maintaining fastidious regulatory compliance.
- **Strategic initiative** External ISO 9001:2015 surveillance audits by BSI were postponed during the initial surge. To retain ISO certification these audits were conducted as remote reviews to limit the need for in-facility audits but have resumed as of September 2020. The external audits will be completed across all service platforms (excluding Akeso Clinics) by the end of March 2021 and will include our four Netcare-managed chemotherapy units.

Looking forward

- Continue to monitor key metrics on a daily basis related to the COVID-19 resurgence and proactively reintroduce the necessary control measures as required. Lessons from the first wave of the pandemic will enable a more rational, nuanced and localised approach to COVID-19 management going forward.
- **Strategic initiative** Launch the full SafeCyte system in 2021 and fully digitise the HCRW management and governance process across service platforms.
- **Strategic initiative** Start development of a comprehensive digital incident management system to be housed on SafeCyte and extend our medical surveillance programme.
- Resume internal quality reviews across all service platforms, ensuring that all internal quality reviews are conducted using the SafeCyte system.
- **Strategic initiative** Institute a standardised and integrated QMS for Akeso Clinics in 2021 and obtain ISO 9001: 2015 certification for the service platform by 2022.
- **Strategic initiative** Obtain further accreditations to ensure quality and safety of care, including Level 1 Acute Coronary Syndrome Care accreditation at Netcare Milpark Hospital, Cerebrovascular Care accreditation at Netcare Unitas Hospital and Level 1 Trauma accreditation at Netcare Christiaan Barnard Memorial Hospital.

Accreditation

Group-wide

- **British Standards Institution:** currently reauditing our ISO 9001:2015 certification (see page 126).
- **Netcare Education (registered with the Department of Higher Education):** programmes are accredited by the Council on Higher Education¹, and Netcare Education holds full programme and institutional accreditation by the South African Nursing Council (SANC)¹.

Hospital division

- **26 Netcare Emergency departments (Level 1 = 3, Level 2 = 5, Level 3 = 18):** accredited by the Trauma Society of South Africa¹. The remaining Emergency departments will be accredited in 2021 (delayed due to COVID-19).
- **Netcare Milpark Hospital Breast Care Centre:** re-accredited in 2019 by the National Accreditation Programme for Breast Centres (a certification administered by the American College of Surgeons).
- **Netcare Park Lane Hospital's breast MRI and mammography services:** accredited by the American College of Radiology in 2017 and 2019 respectively.
- **Netcare Pretoria East Hospital's haematology centre:** re-accredited in January 2019 by the Joint Accreditation Committee for haematopoietic stem cell transplant.

Netcare Cancer Care

- **Four Netcare managed chemotherapy units:** re-accredited by the South African Oncology Consortium¹.
- **Netcare Medical Physics Centre of Excellence:** holds ISO/IEC 17020:2012 accreditation as an inspection body performing quality control on x-ray equipment.
- **Dosimeter Services (Pty) Ltd:** holds ISO/IEC 17025:2017 accreditation as a testing laboratory.

National Renal Care

- **13 National Renal Care facilities:** accredited by the Health Professionals Council of South Africa¹ for training clinical technology students.
- **18 National Renal Care facilities:** accredited by SANC¹ for training nephrology nursing students.

1. South African accreditations.

