

Clinical outcomes

Person-centred care

We aim to provide care aligned with our patients' needs and preferences. To ensure that we do this, we use patient reported outcome measures (PROMs) and patient reported experience measures (PREMs) to understand how our patients experience the services and care we provide. The PROM surveys ask patients about their health and wellbeing, ensuring their voice is heard. Responses are used to craft personalised

Patient reported outcome measures

► National Renal Care

Description	Indicator	2020	2019	2018
The PROMs ask patients about how their condition and treatment impact physical activities (self-care, walking, climbing stairs and moderate to vigorous activities etc.) and mental wellbeing (depression, behavioural and emotional control, anxiety and feelings of belonging). Patients complete these surveys twice a year and are involved in their treatment decision-making, focusing on symptoms that are important to them and establishing realistic goals.	Physical wellbeing for patients on long-term haemodialysis	70.7%	66.7%	67.9%
	Mental wellbeing for patients on long-term haemodialysis	89.8%	87.2%	88.2%

► Akeso Clinics

Description	Indicator	2020	2019	2018
When admitted to an Akeso Clinic, the PROMs ask patients about their ability to function physically, mentally and socially in their daily lives and how often they have experienced various symptoms of mental illness. The information is used by the patient and their healthcare team to better understand the impact of their illness and to plan their treatment. The survey is repeated at the end of their stay to assess their progress towards recovery.	Improvement in symptom severity	0.848	0.867 ¹	0.875 ¹
	Improvement in level of functioning	0.714	0.733 ¹	0.723 ¹
	NEW Improvement in depression severity	0.875	0.875	0.866

► Netcare Cancer Care²

Description	Indicator	2020	2019	2018
The PROMs asks patients how they are, covering wellbeing (overall physical, mental, emotional, social and spiritual comfort, happiness or health) and their levels of pain and distress. This information is used to plan the best treatment and supportive measures for them.	NEW Best possible feeling of wellbeing	67.8%	–	–
	NEW Severe discomfort or unhappiness	2.6%	–	–
	NEW No pain	85.2%	–	–
	NEW Severe pain	2.3%	–	–
	NEW No distress	79.7%	–	–
	NEW Severe distress	1.8%	–	–

1. Restated (analytics insourced).

2. Data gathered for April 2020 to September 2020.

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treatment plans. By quantifying and comparing this data to normative data for health and wellbeing, we can benchmark our health outcomes and use the information to improve the quality of care delivered. The PREMs gather insight into a patient's interactions with and perception of the healthcare system.

Measure definition	Methodology used	System	2020 performance
% of patients who report that their physical wellbeing is within the recommended range	<i>RAND 36-item Short Form Health Survey's survey and reporting standards. The results are compared with the recommended range provided by the Dialysis Outcomes and Practice Patterns Study (DOPPS), a disease registry. A higher score is better.</i>	National Renal Care's patient care system	Dialysis patients are a particularly high-risk, vulnerable group. As such, we continuously encourage them to maintain their dialysis prescriptions during COVID-19. Patients are also given access to Independent Counselling and Advisory Services (ICAS) – a multi-disciplinary, multi-lingual team of qualified professionals of clinical psychologists, registered counsellors and social workers – to provide support and alleviate any anxiety and fear they may have about COVID-19.
% of patients who report that their mental wellbeing is within the recommended range			

Measure definition	Methodology used	System	2020 performance
Measured using the Aw effect size (the size of the difference in scores between admission and discharge) for adult patients. Results over 0.71 indicate a large improvement.	<i>The American Psychiatric Association's Diagnostic and Statistical Manual of Mental Disorders, Fifth Edition (DSM-5), the DSM-5 Self-Rated Level 1 Cross-Cutting Symptom Measure (symptom severity), the World Health Organization (WHO) Disability Assessment Scale 2.0 (level of functioning) and the Patient Health Questionnaire-9 (depression severity). A higher score is better.</i>	Salesforce platform	Akeso Clinics introduced a research and development function to focus on clinical outcomes. During the year, the team reviewed the treatment programmes that showed higher numbers of relapses and non-compliance for the 'emerging adult' group of patients and substance misusers. In 2021, the focus will be to revise these programmes to be more relevant and impactful.

Measure definition	Methodology used	System	2020 performance
% of patients reporting the best possible feeling of wellbeing, severe lack of wellbeing etc.	<i>The Edmonton Symptom Assessment System to rate the level of wellbeing and pain on a scale of 0 to 10 and the National Comprehensive Cancer Network Distress Thermometer to determine the level of distress on a scale of 0 to 10.</i>	Netcare Cancer Care's oncology nurse navigator data capture system	Oncology nurse navigators are members of the multi-disciplinary healthcare teams who support and guide cancer patients. Navigators provide information, coordinate care and identify appropriate support for the patient and their families. They use the PROMs to assist the healthcare team to understand how a patient is coping with treatment and whether changes need to be made. 492 patients were supported by our navigation programme in the second half of the 2020 calendar year.

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► Patient reported experience measures

Description	Indicator	2020	2019	2018	
Hospital division					
<p>PREMs help us to understand how patients perceive their interactions with the people directly involved in their care. This information is used to drive ongoing care and service improvements.</p> <p>All our service platforms collect data on their patients' experience of care, with the results for three platforms included here.</p>	Nurses always explain in a way you understand	67.4%	67.3% ¹	60.5% ¹	
	Nurses always listen carefully	68.4%	68.5% ¹	61.5%	
	Nurses always treat you with courtesy and respect	77.2%	77.3% ¹	71.2%	
	Doctors always explain in a way you understand	84.6%	84.2% ¹	79.6%	
	Doctors always listen carefully	86.7%	86.3%	81.7%	
	Doctors always treat you with courtesy and respect	90.6%	90.3%	86.2%	
	Akeso Clinics				
	Nurses always explain in a way you understand	81.0%	83.5%	83.3% ¹	
	Nurses always listen carefully	78.8%	81.5%	81.6% ¹	
	Nurses always treat you with courtesy and respect	81.1%	84.4%	84.6% ¹	
	Doctors always explain in a way you understand	92.1%	92.6%	92.3% ¹	
	Doctors always listen carefully	92.7%	93.2%	93.0% ¹	
Doctors always treat you with courtesy and respect	94.2%	94.3%	94.2% ¹		
National Renal Care¹					
NEW Dialysis centre staff always explain in a way you understand	65.5%	–	–		
NEW Dialysis centre staff always listen carefully	68.9%	–	–		
NEW Dialysis centre staff always show respect for what you say	70.9%	–	–		

1. Restated (for the Hospital division the restatements are mostly due to additional information received after publication and for Akeso Clinics, analytics have been insourced).

2. Reported for August 2020 (questions ask about a patient's experience in the last three months).

3. The response options are always, usually, sometimes and never.

Clinical outcomes continued

Measure definition	Methodology used	System	2020 performance
<p>% of patients who rated their experience as always² in response to each question divided by the number of patients that responded to the question</p>	<p><i>The Consumer Assessment of Healthcare Providers and Systems (CAHPS) Survey widely adopted in South Africa and Europe. A higher score is better.</i></p> <p><i>The Hospital CAHPS Survey is emailed to patients after they have left a Netcare hospital. Their responses are delivered directly to a database and cannot be manipulated. For Akeso Clinics a paper version is made available to patients before they leave a facility. Their responses are then captured in an electronic format and the data from each clinic is consolidated.</i></p> <p><i>The In-Center Haemodialysis CAHPS survey is electronically sent to the mobile phones of National Renal Care's patients. Patients unable to access the link use their dialysis centre's call phone to complete the survey.</i></p>		<p>While most scores remained stable for 2020, the nursing scores for Akeso Clinics decreased by an average of 2.8%. This was not entirely due to COVID-19, although patients may have perceived aloofness or less courtesy on the part of nurses as a result of social distancing.</p> <p>Looking forward we will intensify our focus on enhancing patient experience while maintaining the COVID-19 precautions that we have worked so hard to put in place to ensure the safety of our patients, employees and doctors.</p> <p>During the year, National Renal Care transitioned their bi-annual patient experience surveys from paper to an electronic version. Unfortunately survey results have declined. The August survey was conducted during the COVID-19 surge, potentially contributing to this decline.</p>

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Best practice

Providing care to patients that is proven to work is about doing the right thing, at the right time, in the right way, for the right person and achieving the best possible results. We measure this performance through the timely delivery of services (best time) and the adoption of proven treatment methods (best way).

► Best results for patients requiring physical rehabilitation

Description	Indicator	2020	2019	2018
We measure the level of assistance that all patients in our rehabilitation hospital need to carry out their everyday activities. This information is used to determine improvement and where potential progress can be made, and to customise the rehabilitation programme to achieve this. Patients are assessed when admitted, weekly during their stay, and then again at discharge.	NEW Improvement in functional independence – stroke	5.90	3.98	4.24
	NEW Improvement in functional independence – acquired brain injury	5.44	5.00	5.09
	NEW Improvement in functional independence – spinal cord injury	5.17	4.40	3.66
	NEW Improvement in functional independence – amputees	3.40	2.30	3.01
	NEW Improvement in functional independence – polytrauma	6.86	6.20	4.60
A patient's successful and safe return to their home after rehabilitation is an internationally recognised measure of the success of these programmes.	NEW Patients discharged home – strokes	88.6%	89.3%	89.0%
	NEW Patients discharged home – acquired brain injury	91.1%	84.0%	89.4%
	NEW Patients discharged home – spinal cord injury	98.8%	92.4%	92.9%
	NEW Patients discharged home – amputees	97.0%	92.8%	93.3%

Clinical outcomes continued

Measure definition	Methodology used	System	2020 performance
Average improvement in Functional Independence Measure (FIM) score per week	<i>FIM, is a widely accepted measure for inpatient rehabilitation programmes. It was developed as part of the Uniform Data System for Medical Rehabilitation at the State University of New York. It measures functional independence in six areas, namely self-care, continence, mobility, transfers (e.g. from a chair to a bed), communication and cognitive function. Scores for each area are added together for a total score. A higher score is better.</i>		In 2019, there was an increase in severe stroke patients and an increase in their average age, resulting in a slight decrease of average FIM gain per week to 3.98. Enhancements in therapy programmes have resulted in an overall improvement for 2020.
% discharged to their home environment	<i>A patient's destination on discharge is recorded. Patients who cannot be discharged home are usually transferred to a care facility where they receive the right level of assistance. A higher score is better.</i>	South African Database for Functional Medicine, a third-party software system	A large percentage of patients continued to be successfully reintegrated into their home environment.

Clinical outcomes continued

► Best time for patients needing an ambulance

Description	Indicator	2020	2019	2018
The time it takes from when a call is answered to when the emergency medical services (EMS) arrive at the scene and initiate care is positively correlated with patient outcomes ¹ .	How quickly Netcare 911 responds	16.40	15.85 ¹	15.98
We measure how effectively Netcare 911 reduces the pre-hospital pain of patients.	NEW Managing pain pre-hospital	64.4%	61.1%	–
Netcare 911 strives to deliver patients to the most appropriate hospital for treatment. Influencing factors include the specialised services available for a condition, geographic area and medical scheme networks.	NEW Best place for Priority 1 trauma patients (requiring immediate resuscitation and stabilisation)	60.5%	–	–
	NEW Best place for patients with cardiac chest pain	81.3%	–	–
	NEW Best place for patients with stroke symptoms	60.6%	–	–

1. Agency for Healthcare Research and Quality. *Best Practices in Public Reporting No. 2: Maximizing Consumer Understanding of Public Comparative Quality Reports: Effective Use of Explanatory Information.*
2. Restated to align to data from Netcare 911.
3. Geopal electronic patient report forms (EPRF), is a Netcare designed system.
4. "The Pandemic Arrives: EMS Faces COVID-19 | EMS World," <https://www.emsworld.com/article/1224204/pandemic-arrives-ems-faces-covid-19>.

► Best time for patients with severe infections

Description	Indicator	2020	2019	2018
For patients seriously ill with infection, the time between antibiotic prescription and administration is crucial to securing the best patient outcomes ¹ .	How quickly antibiotics are administered for severe infections	88.0%	86.0%	84.8%

1. Kumar et al. (2006). Duration of hypotension before initiation of effective antimicrobial therapy is the critical determinant of survival in human septic shock. *Crit Care Med*, 34,1589-96.

► Best results for newborn babies

Description	Indicator	2020	2019	2018
Necrotising enterocolitis (NEC) is a serious disease that can develop in babies when the inner lining of their gut becomes damaged. NEC is more common in very sick or preterm babies. Babies who are only fed breastmilk are less likely to develop this disease.	NEW NEC rates	2.7%	–	–
	NEW NEC rates for babies with a birth weight of 501 grams to 1 500 grams	12.1%	–	–

Clinical outcomes continued

Measure definition	Methodology used	System	2020 performance
Median time in minutes	<i>The international and South African standard for measuring response time, a primary indicator of EMS service delivery effectiveness. A lower score is better.</i>	Netcare 911's telephony, dispatch and Geopal EPRF ¹	Several factors extended Netcare 911's response time during COVID-19, including more time needed to capture a patient's history during the call to understand COVID-19 exposure risk as well as to don PPE and safely enter scenes. This trend is mirrored worldwide ³ .
% of patients with pain scores of six or higher out of 10 whose pain is reduced to less than six	<i>Patient-reported pain scores are captured upon arrival at the scene, and again before arriving at the hospital. A higher score is better.</i>	Geopal EPRF	The improvement achieved in managing pain pre-hospital is due to focused education initiatives and real-time assistance provided to the Netcare 911 crews.
% of Priority 1 trauma patients transported to Level 1 and 2 accredited trauma centres	<i>A patient's condition and destination are recorded. A higher score is better.</i>	Netcare 911 Emergency Operations Centre and Geopal EPRF	COVID-19 had a significant impact on hospital destinations due to constrained ICU bed availability.
% of patients with cardiac chest pain transported to hospitals with a cardiac catheter laboratory			
% of patients with stroke symptoms transported to hospitals with specialised stroke services			

Measure definition	Methodology used	System	2020 performance
% of patients who receive their first dose of antibiotics within one hour of prescription	<i>Pharmacists review a sample of patient charts to determine the time taken for patients to receive their first dose of their first antibiotic. A higher score is better.</i>	Bluebird®, a third-party system	Improving this indicator remains a priority for our hospital antibiotic stewardship programmes. Compliance in 2020 has been the best recorded in seven years and could be due to improvements in the logistics around medication delivery during COVID-19.

Measure definition	Methodology used	System	2020 performance
% of newborns admitted to a neonatal ICU who develop NEC	<i>Vermont Oxford Network (VON) definitions, an international not-for-profit company that collates newborn outcomes worldwide. A lower score is better.</i>	VON database	Of our 36 participating hospitals, 33 finalised their neonatal data in time to be included in the VON 2019 Annual Report, a significant improvement from two in 2018.
% of newborns with a birth weight within this range admitted to a neonatal ICU who develop NEC			

Clinical outcomes continued

► Best way for newborn babies

Description	Indicator	2020	2019	2018
For pre-term babies with low birth weights nutrition is crucial for development and wellbeing. In line with other studies ¹ , our data suggests that infants discharged on human breastmilk achieve lower incidences of NEC, underscoring the need to improve the use of a mother's own milk or donor breastmilk if breast feeding is not possible. Data is captured for all babies admitted to our neonatal ICUs.	NEW Babies discharged on breastmilk only	45.2%	–	–
	Number of babies fed with donor breastmilk	688	593	393
	Number of mothers donating their excess breastmilk	191	209	171
Neonatal hypothermia has been associated with higher mortality and morbidity. Maintaining a neutral thermal environment is therefore an essential component of improving outcomes.	NEW Temperature on admission to a neonatal ICU	58.1%	–	–
Late identification of infant and child hearing loss can severely impact childhood development. Hearing screening is conducted every day using a 1:3:6 formula – screening by one month, diagnosis by three months and early intervention started by six months of age.	Newborns screened in our hospitals	66.9%	75.3%	–
	Newborns referred for further testing (%)	13.8%	14.7%	–
	Newborns referred for further testing (number)	2 900	1 105	–

1. *Breastfeeding and the Use of Human Milk. Section on breastfeeding. Pediatrics Mar 2012, 129 (3) e827-e841; DOI: 10.1542/peds.2011-355.*

► Best way for patients on long-term haemodialysis

Description	Indicator	2020	2019	2018
Effective haemodialysis reduces the risk of patients developing bone and mineral disorders, anaemia and inadequate nutrition. Blood test results are used to monitor the effectiveness of the dialysis. We use this information to provide patients with the appropriate treatment and diet advice. Blood tests are taken twice a year.	Calcium – bone and mineral disorder for patients on long-term haemodialysis	68.5%	67.6%	68.5%
	Phosphates – bone and mineral disorder for patients on long-term haemodialysis	48.1%	47.7%	48.8%
	Haemoglobin – anaemia for patients on long-term haemodialysis	53.8%	52.6%	53.0%
	Albumin – nutritional insufficiency for patients on long-term haemodialysis	85.8%	85.3%	85.6%

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Measure definition	Methodology used	System	2020 performance
% of neonatal ICU babies	<i>VON definitions (for babies discharged on breastmilk only) and draft regulations from the South African Department of Health and international protocols on the management of breastmilk banks. A higher score is better.</i>	VON database and neonatal ICU feed system, which ensures recipient babies receive age appropriate donor breastmilk	Netcare continued to operate five Ncelisa Human Milk Banks and 37 collection points for mothers to donate excess breastmilk. This is provided free of charge to the public and private sectors. The number of newborn babies being fed with donor breastmilk continues to increase.
Number of babies			
Number of donors			
% of babies admitted to neonatal ICU who were normothermic (36.5°C to 37.5 °C) within the first hour of their admission	<i>VON definitions. A higher score is better.</i>	VON database	In addition to our state-of-the-art equipment in our neonatal ICUs, we encourage our mothers to use Kangaroo Mother Care, where they nurse their babies on the bare skin between their breasts. This allows the mother's body temperature control system to respond to the baby's temperature, helping her baby to maintain a normal temperature.
As a % of total live births	<i>International best practice for Universal Newborn Hearing Screening (UNHS) (1:3:6 formula). A higher screening score is better. We also monitor newborns referred for further care and ultimately diagnosed with a hearing loss.</i>	Customised Hi Hopes-Netcare UNHS app (based on the SA UNHS data logging and management app)	Prior to the national lockdown, the percentage of live births screened using the UNHS service was 79%. During the surge screeners did not have access to our hospitals, resulting in a reduction in the number of newborns screened. At the time of reporting, screening had resumed. The reduction in percentage of newborns referred for testing is due to screeners becoming more proficient in performing the screening tests.
% of newborns screened who were referred for further testing			
Number of newborns referred for further testing			
Measure definition	Methodology used	System	2020 performance
% of patients whose latest calcium results are within the recommended range	<i>The definitions and methodology published by the Kidney Disease Outcome Quality Initiative and the DOPPS international disease registry. A higher score is better.</i>	National Renal Care's patient care system	COVID-19 has affected dialysis patients and dialysis care worldwide. During the pandemic, National Renal Care worked relentlessly to ensure a safe environment and continued holistic treatment for our dialysis patients. Working with our doctors and patients, we have continued to drive improvement in renal dialysis clinical outcomes.
% of patients whose latest phosphate results are within the recommended range			
% of patients whose latest haemoglobin results are within the recommended range			
% of patients whose latest albumin results are within the recommended range			

Clinical outcomes continued

Safest care

Providing the safest care means providing care that protects patients from error and harm. We report on all incidents that resulted in harm to a patient, no matter how minor, across all service platforms. Incidents that do not result in harm or do not impact a patient directly are also reported, as they provide opportunities for learning and improving our safest care interventions. The Sentinel Adverse Event Committee ensures that sentinel events are appropriately investigated and corrective actions implemented, where required.

► Infection prevention

Description	Indicator	2020	2019	2018
Our programmes to prevent and detect infections that patients may acquire while in hospital include observing compliance to hand hygiene protocols, proactive monitoring of infections and pathology test results by specialist infection control nurses and the use of ultraviolet C robots to clean and disinfect wards.	Any infection acquired in hospital	1.01	0.96	0.97
	Infected operation wounds	0.08	0.11	0.14
	Urinary tract infections	1.09	1.16	1.12
	NEW Blood stream infections	1.64	–	–

► Antibiotic stewardship

Description	Indicator	2020	2019	2018
The inappropriate and unnecessary use of antibiotics can lead to antibiotic resistance, a global problem as common infections become more difficult to treat as the effectiveness of antibiotics lessens. Urgent action is required to prevent a post-antibiotic era where common infections and minor injuries once again cause death and disability due to the resistance of bacteria against antibiotics.	Use of antibiotics in hospitals	96.4	86.8	84.7
Using infection markers and the patients' clinical response to treatment, our pharmacists regularly review patients' antibiotic therapy for the appropriate use of an antibiotic, its dose and the duration. Where a potentially inappropriate prescription is identified, we engage with the doctor concerned to find a suitable antibiotic recommendation tailored for the patient.	NEW Right antibiotic	99.1%	98.0%	98.9%
	NEW Right antibiotic dose	99.1%	99.3%	99.3%
	NEW Right antibiotic duration	98.1%	97.8%	98.3%

Clinical outcomes continued

Under-reporting of incidents may have occurred in the COVID-19 wards due to increased demands on employees in these settings. In addition, the number of admissions reduced and the hospital patient profile changed given the reduction in elective surgeries and patient reluctance to seek hospital care. We will continue to monitor these measures to gain a better understanding of the COVID-19 impact on safest care.

Measure definition	Methodology used	System	2020 performance
Hospital infections acquired 48 hours after admission per 100 admissions	<i>Definitions published by the Centers for Disease Control and Prevention's National Healthcare Safety Network (NHSN). A lower score is better.</i>	Bluebird® (records pathology results and specialist nurse notes)	COVID-19 highlighted the importance of these measures and we acted swiftly to implement additional infection prevention controls to combat the spread of the virus. Additional ultraviolet C robots were procured, reducing disinfection time from two hours to 10 minutes, freeing up bed capacity for new patients. The rate of hospital acquired infections increased during the COVID-19 surge, likely due to the changing patient profile. All hospitals are closely monitoring acquired infections as we re-open for elective surgery.
Surgical site infections per 100 major surgeries (including caesarean-sections)			
Catheter associated urinary tract infections per 100 catheters inserted			
Catheter associated blood stream infections per 100 central lines inserted			

Measure definition	Methodology used	System	2020 performance
Defined daily dose per 100 bed days	<i>The WHO's methodology for the defined daily dose, which is the assumed average maintenance dose per day of a drug used for its main indication in adults. This measure excludes antifungals. Netcare has well-established antibiotic stewardship programmes that promote the responsible use of antibiotics.</i>	Billing system	Overall antimicrobial consumption for the Hospital division increased during COVID-19. This is a result of decreased patient days and increases in severe cases of hospital admissions and the overall utilisation of antibiotics for patients admitted. Going forward, the hospital antibiotic stewardship programmes will be strengthened using predictive analytics.
% of patients receiving the right antibiotic for their infection	<i>Pharmacists review a sample of patient prescriptions in line with the principles recommended by the WHO and the National Department of Health's Strategic Framework on Antimicrobial Resistance in South Africa. A higher score is better.</i>	Bluebird®	Compliance across the prescription review criteria improved in 2020, implying a decreased need for interventions in these important antibiotic stewardship measures. This may be a result of improved relationships between prescribers and pharmacists and the inclusion of clinical pharmacists as part of multi-disciplinary teams that decide on a patient's care.
% of patients receiving the right antibiotic dose for their infection			
% of patients receiving the right antibiotic duration for their infection			

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► Medication safety

Description	Indicator	2020	2019	2018
Medication is an important and large part of a patient's treatment when in hospital. It is used to treat the patient's diagnosed condition and to relieve symptoms. In a hospital, many people and processes are involved in getting a patient the correct medication when needed. This requires checks and safe practices to prevent errors which could result in harm to a patient.	Hospital division			
	NEW Medication-related events that result in patient harm, no matter how minor	0.04	0.02	–
	Akeso Clinics			
	NEW Medication-related events that result in patient harm, no matter how minor	0.07	0.27	–
	Medicross			
	NEW Medication-related events that result in patient harm, no matter how minor	0.04	0.04	0.08

► Fall prevention

Description	Indicator	2020	2019	2018
The possibility of falling increases in hospital due to a variety of factors including pain medication, unfamiliar surroundings, recovering from an operation, or being immobile for long periods. Nurses regularly review patients for their risk of falling, taking special precautions as required and working with high-risk patients and their families to reduce this risk.	Hospital division			
	Falls that result in injury, no matter how minor	0.11	0.10 ¹	0.10 ¹
	Akeso Clinics			
NEW Falls that result in injury, no matter how minor	0.66	0.72	–	

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Measure definition	Methodology used	System	2020 performance
Medication incident involving harm to a patient per 100 admissions	<i>Definitions and methodology from the Institute for Healthcare Improvement's measure on admissions with an adverse drug event (Hospital division and Akeso Clinics). A lower score is better.</i>	<p>Hospital division and Medicross: Netcare incident management system</p> <p>Akeso Clinics: Google Workplace tools, a third-party system</p>	<p>Given the increase in medication incidents in the Hospital division, we will focus on improving our identification of the criteria that can lead to these, to reduce the risk of similar incidents.</p> <p>The significant improvement in medication safety at Akeso Clinics is largely due to the implementation of Netcare's mature medication safety programme, providing Akeso Clinics with a consistent high-quality pharmacy service and medicine supply, supplemented by a mature and robust safety and incident management system. Lower patient volumes also enabled more focused attention to patient care.</p>
Medication incident involving harm to a patient per 10 000 visits	<i>The WHO Technical Series on Safer Primary Care: Medication Errors (Medicross). A lower score is better.</i>		<p>Medicross' improvement between 2018 and 2019 is due to a quality improvement methodology, which provides a platform of learning and problem-solving. It also introduces a new approach where two healthcare professionals check that the correct medication is drawn up and safely administered for each patient in the treatment room.</p>

Measure definition	Methodology used	System	2020 performance
Falls that result in injury per 100 admissions (patients older than 18)	<i>Definitions and methodology published by the National Quality Forum and the Agency for Healthcare Research and Quality. A lower score is better.</i>	<p>Hospital division: Netcare incident management system</p> <p>Akeso Clinics: Google Workplace tools</p>	<p>In 2019, special attention was paid to the reporting of fall incidents in the Hospital division. However, gains made were lost due to COVID-19. While nurses became accustomed to having to don PPE before entering a patient's ward, the answering of the call bell was at times delayed. During COVID-19, most falls were the result of patients getting out of bed before they could be assisted. We will refocus our efforts on this indicator going forward.</p> <p>There is no appropriate benchmark for falls in mental healthcare facilities. As we establish a trend for Akeso Clinics, we will have a clearer idea of the right policy to adopt.</p>

Clinical outcomes continued

► Pressure lesion prevention

Description	Indicator	2020	2019	2018
A hospital acquired pressure lesion is localised damage to the skin or underlying soft tissue, usually over a bony prominence, or related to a medical or other device. We regularly review our patients to determine the possibility of developing a pressure lesion and take appropriate preventative precautions.	Developing a severe pressure lesion	0.02	0.02 ¹	0.01 ¹

1. Restated (aligned with other measures to report at a 100 admissions rate, and analytics brought in-house).

Note on restatement of indicators

Results in this report may differ from those published in the 2019 clinical outcomes publications in cases where additional data became available after publication or where there have been minor changes in methodology (previously outsourced actuarial services being brought in-house). Prior year numbers that have been restated are clearly indicated.

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Measure definition	Methodology used	System	2020 performance
<p>Stage III and IV hospital acquired pressure lesions (reaching muscle and bone) per 100 admissions of three days or longer (patients 18 years and older, obstetrics excluded)</p>	<p><i>Definitions and methodology published by the Agency for Healthcare Research and Quality. A lower score is better.</i></p>	<p>Netcare incident management system</p>	<p>The management of skin integrity remains a focus and our reporting is receiving special attention.</p>