

# RISK MANAGEMENT

Risk	Management and mitigation measures
<b>Healthcare during the COVID-19 pandemic</b>	<p>The strict Personal Protective Equipment (“PPE”) protocols were put in place at all day hospitals which include mandatory screening of patients. Compulsory testing of all patients before surgery and only negative patients are allowed. Stricter admission processes were implemented as well as improved access control to facilities and a no visitor policy. Staff were also regularly tested using the RAPID ANTIGEN TESTING KITS for COVID-19. Management implemented different strategies to secure surgery throughput, including constant communication with surgeons to ensure that those who were able to operate continued to bring surgery through to our hospitals.</p>
<b>Maintaining business sustainability</b>	<p>Continuous improvement of processes at facilities to increase patient numbers and the number of procedures done. To mitigate the risk of doctors moving work to other facilities shareholding is offered to surgeons to increase their involvement and commitment to our facilities. We are continuously busy with marketing and medical aid engagements to secure specialists and patients.</p>
<b>Retention and attraction of key clinical staff</b>	<p>The majority of our staff are loyal and committed and we have secured sufficient agency staff when facilities increase their activities. We have a formal recruitment and retention plan in place.</p>
<b>Clinical risk of patient incidents</b>	<p>We ensure that accredited doctors with appropriate licences and qualifications operate at our facilities. Well trained nursing and clinical staff is appointed. All equipment are well maintained and the proper procedures for admission, surgery and recovery have been put in place and are strictly adhered to.</p>
<b>Security of IT systems</b>	<p>We have outsourced our Information Technology (“IT”) department to ensure compliance to internal controls and to ensure that all security measures are in place. Various policies have been implemented to assist with the security of our IT systems.</p>
<b>Cash flow and liquidity management</b>	<p>The ability of the Group to continue as a going concern is dependent on the procuring of funding for the ongoing operations of the Group. Management have also implemented other strategies to reduce the liquidity risk, these include constant review of cash flow forecasts, proactively engaging funders during the tariff negotiations to ensure reasonable tariff increases are achieved, focus on marketing strategies which include engagement with doctors, recruiting new specialists, focus on service delivery differentiation which includes excellent nursing care and a key focus in competitive pricing in both the private market as well as the low income medical schemes.</p> <p>Strategies to increase liquidity leakages have been implemented within the South Africa operations which included a sale of the loss making Vergelegen Surgical and closure of loss making Soweto Day Hospital.</p>
<b>Various laws and regulations</b>	<p>We make use of external consultants where expertise is not available in-house to ensure compliance to applicable laws and regulations in both South Africa and Australia.</p>