



Spire Healthcare

# Spire Healthcare Quality Strategy 2025 – 2027

Quality Matters: everyone, everywhere, everyday.

*Looking after you.*

# Introduction

Spire Healthcare's purpose is "Making a positive difference to people's lives, through outstanding personalised care". As a key part of that, quality is at the heart of everything we do within Spire Healthcare.

Together we, as Chief Nurse and Medical Director lead the quality programme, but this is a shared responsibility for each and every member of our Board, Executive and Hospital and community services teams.

This strategy sets out how we will continue to deliver care focussed on excellence in all areas of quality including patient safety, patient experience and engagement, Clinical Effectiveness and Outcomes and quality improvement.

Our frameworks in each of these areas guide our organisation towards excellence in healthcare delivery.

**Dr Catherine Cale**

Group Medical Director

**Professor Lisa Grant**

Group Clinical Director/Chief Nurse



# Patient safety

## Our aim

We will work with all our teams and partners to minimise preventable harm and ensure that patient safety is a core component of every aspect of care delivery. We endorse the patient safety principles published by the National Patient Safety Commissioner and will use them as we strive to deliver safe care.

## We will

- **Use standardised protocols:** Implement evidence-based clinical guidelines and processes for high-risk procedures to ensure adherence to best practices
- **Build and promote a safety culture:** Build a culture where staff are encouraged to report events and near-misses without fear of blame (Just Culture)
- **Learn effectively from incidents:** Continue to develop and integrate PSIRF and our Knowledge and Learning Framework to ensure that the organisation understands its patient safety risks, learning and proactive sustained change through QI
- **Use risk management systems:** Use comprehensive incident reporting and risk assessment tools to identify potential risks and hazards before they result in harm

## We will know we are succeeding because

- Maintain and improve incident reporting, including data quality
- Reduction in adverse events with moderate and severe harm
- Reduction in never events



## Patient Safety Principles

- Create a culture of safety
- Put patients at the heart of everything
- Treat people equitably
- Identify and act on inequalities
- Identify and mitigate risks
- Be transparent and accountable
- Use information and data to drive improved care and outcomes





# Patient experience and engagement

## Our aim

To deliver patient care that is personalised, responsive to patient needs, and fosters an inclusive environment for patient participation in decision-making.

## We will

- Understand our patient's experience through their eyes: we will always listen, using multiple ways (eg patient engagement during care, feedback surveys) to gather feedback on patient's experience of and with care experience or other relevant bodies
- Use information from patients to improve care pathways.
- Co-design Initiatives: Actively engage patients and families in the design and evaluation of services to promote care that reflects their needs and preferences.
- Shared Decision-Making: Ensure all relevant clinical staff are trained in shared decision-making processes so that patients are central to the decisions along their treatment pathway.

- Empower patients to understand their care: Ensure we equip patients with the right information to understand their conditions, treatment options, and healthcare journey.
- Provide Culturally Competent Care: Ensure care is tailored to patients' cultural, linguistic, and personal preferences to improve patient satisfaction and outcomes.

## We will know we are succeeding because

- Patient satisfaction scores (e.g., Net Promoter Score, Friends and family scores) will meet and exceed internal and external benchmarks
- All hospitals (and relevant other clinical settings) will have patient engagement forums in place and be able to evidence their impact.
- Quality of consent (as measured by consent audits) will be excellent
- We will respond in a timely manner when patients complain or raise concerns, and resolve those concerns quickly.



# Clinical effectiveness and outcomes

## Our aim

To ensure that care provided is based on the best available evidence and leads to optimal patient outcomes.

## We will

- Use evidence-based practice: Adopt clinical guidelines and best practice from trusted sources such as the National Institute for Health and Care Excellence (NICE), NCEPOD or other relevant bodies
- Clinical audit: Conduct regular clinical audits to assess compliance with evidence-based protocols and improve clinical decision-making
- Outcome measurement: Establish a robust framework to measure compliance with clinical effectiveness including clinical outcomes, NJR and patient-reported outcomes

- Multidisciplinary care: Ensure that MDTs are used effectively
- Innovation: Encourage clinical staff to participate in new initiatives aimed at improving treatment methods and patient outcomes

## We will know we are succeeding because

- High levels of compliance with NICE assessment and implementation
- Be able to articulate what our clinical outcomes are using the clinical effectiveness framework
- Results of clinical audits will show high levels of compliance
- MDTs will be embedded where established and adopted where required





## Quality improvement

### Our aim

To foster a culture of continuous improvement across all aspects of Spire healthcare delivery through evidence-based practices and data-driven decision-making.

### We will know we are succeeding because

- **QI academy:** the provision of continuous training to our colleagues on quality improvement (QI) methodologies
- **Data-driven interventions:** Use clinical data, incident data and patient outcomes to identify areas for improvement, track progress, and adjust interventions accordingly
- **Interdisciplinary collaboration:** Establish cross-functional teams that collaborate to improve workflows, reduce inefficiencies, and enhance QI coordination
- **Benchmarking:** Regularly compare clinical and operational performance with industry standards and leading organisations to identify gaps and best practices
- **Innovation incentives:** Reward and recognise teams that initiate innovative quality improvement initiatives that result in measurable improvements and cascade
- **Share our achievements:** Present successful initiatives outside of Spire to showcase our work and help others

## Assurance

We have established a ward to board committee structure that oversees the execution of this strategy and ensures alignment with organisational goals

### Governance structure

- We have an assurance programme that works to ensure that we deliver good regulatory inspection outcomes
- We monitor compliance regularly with a combination of on-site visits (PSQR) and hospital Excellence in Care Delivery performance reviews to assess progress, provide support and refine strategies as needed

### Communication plan

- We will regularly communicate progress and outcomes to all stakeholders, including colleagues, patients, and external regulators
- Data dashboards and reports will be used to maintain transparency and highlight areas of improvement

### Continuous monitoring and evaluation

- For each element of this plan we will have KPIs applicable at group and site level
- We will create a feedback loop where lessons learned from patient outcomes and safety incidents are incorporated into ongoing training and process improvements
- Real time data analytics will be utilised to provide timely insights into quality performance



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