



## Making the grade at Spire St Anthony’s Hospital.

Bryan, Michele and Anne have always been highly visible to everyone at Spire St Anthony’s Hospital – people can approach them, and they are seen to be listening and acting on what they have heard.

[Link to Strategy:](#)

### 1. Famous for quality and clinical care

Having acquired St Anthony’s Hospital in Cheam, Surrey, in 2014, it was rated as ‘Requires Improvement’ by the Care Quality Commission (CQC) in early 2017. Since then we have improved quality and governance standards and Spire St Anthony’s Hospital has not only been rated as ‘Good’ but has also been interviewed by the CQC for its Driving Improvements publication.

This is a tribute to the hard work of our employees at St Anthony’s and to the leadership offered by the senior management team, including Bryan Harty (Hospital Director), Michele Millard (Matron) and Anne O’Connor (Head of Clinical Governance).

“We needed to review the Governance arrangements and help staff understand what good governance means and why we need it,” explains Anne. “We simplified reporting and provided access to information for everyone, both clinical and non-clinical.”

Although work had been done to close off actions for both CQC and clinical review requirements, we needed to put a real focus on evidence to support this. “Today, I hear colleagues using similar language and showing that they won’t stand for any lowering of standards,” says Anne. “The focus now is to really embed these changes.”

“It has been a battle for hearts and minds – people have to want to achieve a goal and be part of the process” insists Michele. “We spent a lot of time explaining targets and encouraging people to respond to them. Simple things like more computers on the wards made life easier, gave people better access to learning, and helped them to engage with us. Encouraging a multidisciplinary approach to improvement is key, nothing can be achieved unless we all work together.”

Bryan, Michele and Anne have always been highly visible to everyone at the hospital – people can approach them, and they listen and act on what they have heard. Better communications have helped too, with more face-to-face communications, weekly meetings and daily briefings for all colleagues in the hospital.

“My job was to put a new senior management team in place, and that team has made significant progress including a much-improved financial performance,” says Bryan. Michele’s and Anne’s colleagues throughout the hospital have worked with the CQC to improve Spire St Anthony’s quality rating to ‘Good’ and we have been interviewed by the CQC about the significant improvements we’ve made for the development of their Driving Improvements publication.