



Spire Healthcare



Spire Healthcare Quality Account 2023-24

Looking after you.

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Who we are

One of Britain's largest independent healthcare companies, operating across England, Wales and Scotland.

Our purpose

Making a positive difference to people's lives through outstanding personalised care.

Our offer: from prevention to complex care

- A nationwide network of private GPs with rapid access clinics in London
- Occupational health and employee assistance programmes
- Diagnostics
- Treatment and surgery: from orthopaedics to cancer and complex care
- Physiotherapy, recovery and rehabilitation
- NHS talking therapies and corporate and private mental health

Our values

- Driving clinical excellence
- Doing the right thing
- Caring is our passion
- Keeping it simple
- Delivering on our promises
- Succeeding and celebrating together

Where we operate



Spire Healthcare in numbers



38 hospitals



83% of consultants describe the care provided in hospitals as 'excellent' or 'very good'



50+ clinics, medical centres and consulting rooms



15 Macmillan accredited cancer centres



Almost **1 million** hospital patients in 2023



5 critical care units



Almost **200,000** NHS patients in our hospitals in 2023



47% female representation at executive committee and board level combined



98% of inspected hospitals and clinics are rated 'Good' or 'Outstanding' by CQC



Almost **4%** of our permanent colleagues are on apprenticeship programmes



96% of patients rated their experience as 'good' or 'very good'



35% of overall waste was recycled in 2023



94% of patients say they felt 'cared for' or 'looked after' when receiving care in our hospitals



3% ahead of 2023 target carbon emissions



81% of colleagues are proud to work for Spire Healthcare



£84.4 million invested in our facilities and estate in 2023



8,650 consultants working in partnership

Justin Ash
Chief Executive Officer



Chief executive officer's strategic review

I am delighted to report on another year of strong progress across the group. Our strategy is helping us to meet the changing demands for healthcare, as we expand beyond our hospitals and clinics to support Britain's healthcare system. For the first time, we cared for over one million people in 2023.

Helping to create healthier workplaces and a healthier Britain

Our strategy aims to help meet Britain's health needs by running great hospitals and developing new services:

1. Driving hospital performance, by continuing to grow our existing hospital estate with increasing margins
2. Building on quality and patient safety to make it a competitive advantage in all our activities
3. Continuing to invest in our workforce through strong recruitment, retention, and development programmes
4. Championing sustainability, as we aim to be recognised as a leader in our sector
5. Expanding our proposition through selective investments in new services that will attract new patients by meeting more of their healthcare needs

While hospital treatment will remain at the core of our activity, we are determined to be effective and relevant across the UK population's healthcare needs. That means helping to prevent ill health, through occupational health and primary care, supporting people if they need healthcare in the community and or a stay in hospital, right through to assisting people to recuperate, and returning to work and a normal healthy life.

Safety and quality care

Something that will never change at Spire Healthcare is our ongoing investment in quality

and patient safety. This is the bedrock to our operations and embedded in our purpose and culture. In our latest survey, 96% of patients rated their experience as 'Very good' or 'Good', and I am pleased to confirm that 98% of our inspected locations are currently rated 'Good' or 'Outstanding', or the equivalent, by regulators in England, Scotland and Wales. In 2023-24, eight reports were published by regulators, including CQC's assessments of Spire Methley Park near Leeds and the OrthTeam Centre in Manchester, which were both 'Good' overall. Spire Nottingham retained its 'Outstanding' CQC rating.

We are making excellent progress in implementing the new NHS England Patient Safety Incident Response Framework (PSIRF). PSIRF promotes a new, more proportionate approach to responding to patient safety incidents within a wider system of improvement, with compassionate engagement and involvement of those affected by patient safety incidents. PSIRF is the biggest change for over a decade in how all NHS and independent medical settings review, investigate and share learnings from patient safety incidents. We are only obliged to implement this framework for NHS patients but are going much further to introduce it for everyone we care for and have worked with our teams throughout 2023 to trial new tools and techniques to deliver this well.

Quality underpinned by investment in the business

We are committed to investing in the business, to provide the highest quality facilities for our patients. We opened a new outpatients and diagnostic centre at Spire Yale in Wales, Spire Manchester and Spire Nottingham started to offer cardiac surgery and we introduced our latest ophthalmic service at Spire Cambridge. We also began or continued major hospital refurbishment programmes at sites including Portsmouth, Claremont in Sheffield, Cambridge

and Clare Park in Surrey. We also launched a structured digitalisation plan which will improve our interactions with patients and make life easier for our colleagues and consultants. In total, we invested £84.4m in 2023.

Adding new services and expanding our proposition

Our journey towards becoming an integrated healthcare provider moved on in 2023, through growth in our private GP, occupational health, musculoskeletal and NHS talking therapies services. We are supporting individuals, as well as employers looking to improve their employees' health and wellbeing, which ultimately reduces the strain and cost in the NHS. We started this journey with the purchase of The Doctors Clinic Group in late 2022, which expanded our private GP and occupational health services. Good occupational health can enhance the health and wellbeing of people at work. The support we provide in workplaces helps to support many health issues, allowing early treatment of heart disease, diabetes and hearing loss for example, which might otherwise have gone undetected and potentially worsen. Equally important is the support we provide to people returning to work after a period of ill health, such as advising employers on adjustments they can make to enable employees to settle back into work safely and comfortably, and to stay in work. Our occupational health businesses are now called Spire Occupational Health, while the GP business has been concentrated in London and is branded as London Doctors Clinic.

In late 2023, we acquired Vita Health Group (VHG), which takes us into physical and mental health and expands our occupational health capabilities. All VHG inspected locations are rated 'Good' by CQC. VHG is the largest independent provider of NHS talking therapies. Previously called Improving Access to Psychological Therapy (IAPT),

but changed following NHS consultation in early 2023, NHS talking therapies provide counselling and effective psychological therapies to people experiencing the most common mental health problems: anxiety and depression. The business also offers musculoskeletal support to relieve back, neck and limb problems.

We are also opening new daycase clinics to meet the growing healthcare needs in our communities. The first of these, Spire Healthcare Abergele Clinic in north Wales, opened in early 2024, offering diagnostic services, as well as orthopaedic, ophthalmic, dermatological, and gynaecological treatments. A second clinic in Harrogate is planned for later in 2024.

Partnering with the NHS

It is well known that there are long NHS waiting lists, and this is clearly a backdrop to the demand that we can help with, both through partnering with the NHS and offering high-quality private care. We continue to support the NHS in reducing waiting lists, providing care for some of those patients who have been waiting the longest. Our NHS talking therapies, delivered through VHG, cover over 12 million people in England and we also now offer NHS musculoskeletal services. I am pleased that Spire Healthcare contributed to the government's Elective Recovery Taskforce for England, the outcome of which was a set of measures designed to help the independent sector play its part in reducing the backlog in healthcare. A key outcome, which we welcome, was a commitment from the government to promote patient choice, where all patients have the right to select a hospital – NHS or independent – where they can receive their care the quickest. Many people are looking for faster diagnosis and treatment, and many people are making the most appropriate choices to suit their needs at different times of their lives.

Supporting and developing our people

No company can outsource the job of being a good employer. Reducing colleague leaver rates and filling vacancies is a key challenge for all healthcare companies and much of our focus is devoted to continuous improvement in this area. We seek to provide an inclusive environment, encouraging colleagues to thrive and celebrate their differences. We offer colleagues the best working experience we can, with genuine opportunities to grow and develop their careers. I am proud that the first graduation from our nurse degree apprenticeship programme took place in November. We run the programme in partnership with the University of Sunderland, aiming to build a talent pipeline for our business and the broader healthcare sector. A new cohort of 12 nurses joined in December 2023 for 2024. The group has over 430 apprentices in all, 160 of which are nurse apprentices, representing around 4% of our permanent workforce.

I was also delighted that we launched our new Driving Clinical Excellence in Practice Programme for existing nursing colleagues towards the end of 2023. The programme is an educational initiative to promote better patient outcomes, patient experience and better use of resources, and support nurse revalidation. Since 2021, we have recruited over 670 colleagues from overseas who make a great contribution to our business. We recognise and value the hard work and dedication of all our colleagues, and we ensure that everyone is properly rewarded; I am delighted that our colleague engagement score in 2023 rose by 1 percentage point to 81%, with a fantastic response rate of 86%.

Sustainability – adding value for our environment and communities

We continue to develop and advance our sustainability strategy and are making good

progress. We furthered our ambition to achieve net zero carbon status by 2030, with investment during 2023-24 in the removal of piped nitrous oxide systems, the installation of new solar panels (committed to be in all hospitals during 2024), increasing recycling and generating carbon reduction through the effective management of our waste, and the optimisation of our building management systems. Waste is managed more efficiently with 23.5% of dry mixed waste now recycled at our hospitals, carbon emissions are 3% ahead of target, despite green energy being harder to source, and we saved 27,000 litres of water in a trial at two hospitals in 2023.

When it comes to our communities, Spire Healthcare seeks to make a difference. Colleagues forge relationships with local communities and fundraise for local charities. Every year, we take on companywide charity challenges and other community initiatives, raising thousands for good causes. Our charity week in June 2023 raised over £40,000 for a range of local and national charities.

Looking ahead

I'd like to thank the management team, all our leaders across the business, our hospital teams and support services, as well as all our consultant partners for their tremendous contributions to another impressive annual performance. 2024-25 will be a key period as we continue to transform the business, and quality and safety will always remain at the heart of what we do. We will be driving further change and improvement, benefiting patients and colleagues, and generating significant efficiencies. I am excited about our future prospects and look forward to contributing in even greater measure to the nation's health.

Justin Ash
Chief Executive Officer



Prof Lisa Grant
Group Clinical Director
and Chief Nurse



Dr Cathy Cale
Group Medical Director



Building on quality

Our goals

- 100% of our inspected locations achieve ‘Good’ or ‘Outstanding’ ratings from regulators in England, Scotland and Wales
- Sector-leading patient satisfaction
- Above average patient reported outcomes
- Provide people with rapid access to diagnosis and treatment

Highlights of 2023-24

- Started implementing the NHS England Patient Safety Incident Response Framework (PSIRF)
- Quality Improvement strategy fully embedded across our sites
- Continued to strengthen our governance standards including increased compliance with the National Joint Registry
- Launched our new Driving Clinical Excellence in Practice programme
- Launched our new patient experience and engagement framework
- Major investment across our estate, including major projects at Spire Yale and Spire Cambridge
- Enhanced our cyber security to strengthen information governance and our data security position

Priorities for 2024-25

- Complete the implementation of PSIRF
- Continue to use our Quality Improvement strategy to maximum effect
- Use our new patient experience and engagement framework to further enhance patient experience
- Work with our new services to ensure we have excellence in governance and learning across the group

- Drive further digitalisation, automation and efficiency in our business processes to deliver improved margins
- Maintain investments in the business
- Work with our NHS partners to help address waiting lists

Outstanding clinical quality

Quality underpins everything we do, with the delivery of patient safety and high-quality patient care central to Spire Healthcare’s operations and embedded in our purpose and culture. 96% of our patients rated their experience as ‘very good’ or ‘good’, while 98% of our inspected hospitals and clinics are currently rated ‘Good’ or ‘Outstanding’ or the equivalent by regulators in England, Scotland and Wales. We are still awaiting reinspection of Spire Alexandra, in Kent, our one remaining site which has a ‘Requires Improvement’ rating, which has not been inspected since 2016-17. In 2023-24, eight reports were published, including Spire Methley Park near Leeds and the OrthTeam Centre in Manchester, which were both ‘Good’ overall. Spire Nottingham retained its ‘Outstanding’ rating. Five Spire Healthcare sites are ‘Outstanding’, the highest of any independent sector provider.

Achieving 100% ‘Good’ or ‘Outstanding’ ratings across the group is a key target for us, and we aim to deliver care to the highest possible standards at all sites, all the time. This means being uncompromising on patient safety, and we aspire to the highest levels of incident reporting and the lowest levels of patient harm incidents. We work hard to support our colleagues and consultants to ensure they have the skills and the facilities they need to ensure patient safety.

Driving clinical excellence

During 2023, we developed a new Driving Clinical Excellence in Practice programme, to support our registered nurses and allied health professionals’

continuing professional development and the requirements of their professional revalidation. Aligned to this programme, in early 2024 we began to roll out the national Diseases Attacking the Immune System (DAISY) award to recognise extraordinary registered nurses and nursing associates who go above and beyond, and the Inclusive Recognition of Inspirational Staff (IRIS) award, recognising our unregistered colleagues and allied health professionals' excellent care to our patients. The first winners were announced after year end.

Our framework for continuous improvement

We speak with patients every day to better understand their experience in our care. We want to find out more about their experience with us, their outcomes, and their broader patient experience before and after they came into our care. We use online feedback and patient forums with a direct loop to our hospitals and clinics so we can learn across all parts of the patient pathway. We have introduced a new Patient Experience Framework which provides a toolkit for listening to patients, standardised guidance on running effective patient forums and support with responding to issues raised. We relaunched and strengthened our hospital's patient forums in 2023.

Hospital leaders attend a daily safety briefing with a standard agenda, to share key developments, and determine any improvements we can make. This is complemented by a weekly 10@10 meeting – 10 minutes at 10 am – for all our central function colleagues. Another fortnightly meeting for senior leaders is hospital focused and supported by a detailed weekly briefing for cascade. We think it is important to create safe spaces for our leaders to reflect on these matters and hold professional conversations and coaching discussions when required. All this means that

vital information is shared swiftly to improve safety and encourage continuous improvement, and that conversations are happening across the organisation to make sure all lessons are learned.

Governance and oversight

We continue to strengthen and evolve our governance processes, assurance and board oversight, using data to support hospitals through comprehensive reporting processes on quality and rigorous ward-to-board assurance. We are extending our governance approach to all parts of the business, including the services we provide outside of hospitals, seeking to share learning as we integrate newly acquired services and develop new ones.

Our integrated quality assurance framework includes a suite of key performance indicators (KPIs) that is reported monthly to the board. Our framework is based on the NHS National Quality Board framework, with KPIs grouped under safe, effective, experience, well led, and money and people. An expanded report with a full suite of KPIs is used to provide information, context and actions to the executive committee via the safety quality and risk committee, and members of the board via the clinical governance and safety committee, to support robust conversations around assurance. The clinical governance and safety committee reviews all KPIs and forensically probes for themes, trends or opportunities for patient safety improvement. It scrutinises consultant performance; identifies quality outliers by consultant, hospital, or procedure; ensures full compliance with Spire Healthcare policies around multidisciplinary meetings; and reviews specialist services such as cardiac and young people's services. It reviews any learnings arising from mortality reviews and always receives a presentation from hospitals on patient safety improvement.

Quality and safety

We are committed to high quality care for all our patients. We have levels of care defined for all our hospitals and robust pre-operative assessment processes to ensure that we are only treating patients for whom we have the capability to safely provide care.

We continue to ensure that we benchmark our quality standards against best practice, including using appropriate accreditation programmes. We have earned JAG accreditation for our endoscopy services at 14 sites – two hospitals achieved first-time accreditation in 2023, three were reaccredited. This accreditation is awarded by the Royal College of Physicians' Joint Advisory Group on Gastrointestinal Endoscopy. In addition, 15 of our 16 chemotherapy sites have Macmillan Quality Environment Mark (MQEM) accreditation, which champions cancer environments that go above and beyond to create welcoming and friendly spaces for patients.

We continue to build our capacity to provide more complex care for patients in our hospitals. This opens up new areas of care we can provide and reduces the requirement to transfer patients for a higher level of care.

Patient Safety Incident Response Framework

We are implementing the new NHS England Patient Safety Incident Response Framework (PSIRF). PSIRF promotes a new, more proportionate approach to responding to patient safety incidents within a wider system of improvement, with compassionate engagement and involvement of those affected by patient safety incidents. It recommends a system approach to learning from incidents, with considered and proportionate responses, with supportive oversight focused

on strengthening response systems and improvement. While only required to implement PSIRF for our NHS patients in England, we are rolling it out for all patients, regardless of payor and in all jurisdictions.

PSIRF builds on our open and learning culture; we have trained all relevant hospital colleagues and began full implementation in early 2024. Ahead of full rollout, we trialled the new PSIRF processes at three sites: Spire Bristol, Spire Wellesley in Southend-on-Sea, and Spire St Anthony's in Sutton.

Quality improvement

Our Quality Improvement (QI) Strategy reflects our continuous improvement approach to safety and quality, with a standard QI methodology used across the business to enhance our quality improvement culture. The strategy is underpinned by Spire Healthcare's QI principles:

- Pursue value and quality as defined by our customers and our stakeholders
- Understand through observation – go, look, see and measure
- Remove waste – work or systems and processes that add no value and increase workload
- Create flow – optimise efficiency in all that we do
- Make it visible so you can see what is happening
- Standardise, document and continuously improve operations

We put in place a QI framework in 2023 confirming our QI priorities, and all our hospitals have agreed their own QI priorities based on these. To date, we have run more than 200 QI projects, which have improved patient outcomes and experience, driven efficiency and reduced waste. Projects have included a nurse-led approach to reduce incidences of hyponatraemia

which was a finalist in the Nursing Times Awards 2023, a project to reduce the average length of stay for hip and knee surgery patients, a multi-year project to improve patient discharge scores across the group, and a nationwide project to improve resuscitation skills which was a finalist at the LaingBuisson Awards 2023. Spire Healthcare will be the first company in Europe to be awarded an RQI Excellence Award in June 2024.

Colleagues receive training in our QI methodology through our QI Academy. To date, more than 13,000 colleagues have accessed the training, and we now have more than 280 QI trained practitioners. We also deliver bespoke QI training to our medical advisory committee chairs, business unit directors, directors of clinical services, finance managers, and freedom to speak up guardians.

Freedom to Speak Up

Like everyone working in healthcare, we have reflected on the terrible crimes of Lucy Letby, committed at an NHS Trust. It has reinforced the importance of our Freedom to Speak Up (FTSU) culture, and we are proud of our network of 58 FTSU Guardians across Spire Healthcare locations, with 90% of colleagues knowing who their FTSU guardian is, plus a network of ambassadors who can receive concerns. But having that culture in place does not mean we are ever complacent. We regularly re-emphasise to our colleagues and consultant partners that we encourage them to speak up, and inform them that they will always be listened to and supported. We believe that having the right culture where people feel psychologically safe is a prerequisite for improving quality and providing safe care.

Colleagues can submit a Freedom to Speak Up concern via a dedicated module on Datix, our incident reporting software. The concern is managed by one of our trained FTSU guardians. We also have 31 consultant ambassadors to

receive concerns. Colleagues also have access to a confidential whistleblowing helpline, managed by an independent third-party provider, enabling them to raise any concerns anonymously.

We surveyed our Spire Healthcare Limited FTSU guardians in 2023 and used their responses and feedback alongside listening sessions to shape our speak up strategy. We have issued clear communications from our Chief Executive Officer, Justin Ash, and Group Medical Director, Dr Cathy Cale: 'Whatever method you use, our message to you is this – if you have a concern about patient safety, please raise it immediately. We will protect anyone who raises a concern they reasonably believe to be true (proven or not) from suffering any form of reprisal or other detriment as a result.'

To support this message we have launched the National Guardian's Office Speak Up training modules, 'Speak Up, Listen Up and Follow Up', aimed at building awareness of the importance of speaking up. 'Speak Up' is mandatory for all colleagues and for consultants who practise solely at Spire Healthcare. 'Listen Up' and 'Follow Up' are for managers.

Maximising our capacity

Our hospital directors, directors of clinical services and other hospital leaders have continued to focus on maximising our capacity and increasing utilisation at our sites – back-filling cancelled appointments with patients ready to bring an appointment forward, making Saturdays more of a normal working day, taking work out of theatre where possible, creating new clinical space within our estate, being more disciplined on patient mix, and holding capacity meetings to make the most of our resources. We cannot control when colleagues, consultants or patients get sick or when cancellations occur, but we manage capacity closely and well and ensure patients are pre-assessed early so others can be offered any cancelled slot.

Efficiency and digitalisation

We continue to improve the efficiency of our business, delivering a further £15 million savings this year. Acting for the whole organisation, rather than individual hospitals or sites, our professional procurement team is leveraging the power of the group to mitigate cost increases. However, our big focus in 2023-24 has been developing a plan to modernise our whole IT system, update our data strategy, and digitalise what we do today to make improvements for our patients. We have a clear plan to deliver material savings, efficiencies and customer service improvements over the next three years.

An important part of laying the foundations of our plan is upgrading Wi-Fi in hospitals and at our head office locations; this is currently in progress, and will mean patients, colleagues and consultants can easily access services on mobile devices. Next, we will be improving the performance of core digital platforms like our hospital management system, optimising our processes for everyone, and refreshing our website to provide a more streamlined, convenient and consistent experience. Digitalisation will support better appointment management, clear communications, and improved electronic prescribing systems and observations that help to improve patient safety and clinical outcomes.

Investing in our estate

Our focus on digitalisation doesn't detract from the continued investments we are making in quality across our core estate. We committed significant further capital expenditure in 2023 of over £80 million. These investments in state-of-the-art technology benefit both our patients and our hospitals and help to provide the best environment for the consultants who work with us.

Major projects in 2023 included:

- The opening of a £9.5 million outpatients centre and diagnostic unit with MRI facilities at Spire

Yale Hospital in Wrexham. We have committed a further £1.25 million to a new sterile services facility that will serve Spire Yale

- A new £1.6 million ophthalmology theatre facility at Spire Cambridge
- A new £2.4 million daycase theatre suite at Spire Clarendon in Sheffield
- A combined investment of £3.4 million to enable us to provide robotic assisted cardiac surgery at Spire Nottingham and Spire Manchester
- Almost £10.0 million improving many of our sites, including patient-facing reception areas, in line with our five-year refurbishment programme
- More than £8.0 million on important engineering and fire safety projects
- Investment of £14.1 million in diagnostic imaging for a further five MRI and CT scanner replacements, and around £7.5 million on three 'cath labs' (equipped rooms used for non-surgical heart procedures), two x-ray/fluoroscopy rooms, five mammography units, and three 'C-Arm' medical imaging devices used during procedures

Our partnership with the NHS

The independent sector can help to tackle the backlog in elective care by working in partnership with the NHS. In 2023-24, we helped the NHS to treat patients who had been waiting the longest, making a significant contribution to patient care. We have now treated over 600,000 NHS patients since the start of the pandemic in March 2020. We look forward to continuing to support the NHS through the outcomes of the Elective Recovery Taskforce and welcome the commitment from government to promote patient choice, where all patients have the right to select a hospital – NHS or independent – where they can be cared for more quickly or at a location of their choosing.

Highlights



8

Regulatory reports

2022-23: 10 regulatory reports



98%

Inspected hospitals and clinics rated 'Good' or 'Outstanding' by regulators in England, Wales and Scotland

2022-23: 98%



94%

Patients say they felt 'cared for' or 'looked after' when receiving care at Spire Healthcare hospitals

2022-23: New question for 2023-24

Serious incidents

Our hospitals reported 281 clinical incidents/near misses per 1,000 bed days in 2022 (excluding cancellations). The comparable rate in 2022 was 225. As in previous years, the vast majority (95.2%) of reported incidents were graded as resulting in no or low harm. It is important to note that the number of incidents reported is influenced by reporting culture, particularly for near misses and incidents resulting in no harm, with a high number of incidents representing a good reporting culture.

Reported incidents by grade of harm

Grade of harm	Rate per 1,000 bed days	% of total
None (no harm caused)	205.66	73.26
Low (minimal harm caused)	61.60	21.94
Moderate (short term harm caused)	12.09	4.31
Severe (permanent or long term harm caused)	0.36	0.13
Death	1.02	0.36

All incidents logged on our incident reporting system are regularly analysed for trends and considered for thematic reviews. Our national Patient Safety Incident Response Group (PSIRG) members are assigned to review and approve every reported Patient Safety Incident Investigation (PSII) submitted by hospitals within five working days. The PSIRG recommends national actions, such as changes to policy, training or care pathways, arising from individual incidents or trends, and these are reported to our safety, quality and risk committee.

Incident data is also reviewed weekly within the national integrated quality governance team to ensure data integrity, quality (including quality of actions), and compliance with timeframes.

Learning from investigations into serious incidents is captured and shared across the Spire Healthcare group of hospitals, for example through our 48-hour flash reports and monthly safety bulletins.

48 hour flash reports

Circulated by Spire Healthcare's group clinical director/chief nurse to hospital senior management teams within 48 hours of a serious incident report, including information on contributory factors and preventative measures identified from an initial review of the incident.

Safety bulletins

Circulated to hospitals every month, including information on policy updates, other safety alerts and shared learning (a more detailed description of learning and action taken following a specific incident or complaint).

Numbers of reported clinical incidents and incident trends, including incidence of severe harm and reported deaths, are monitored via our monthly integrated quality and safety report. Introduced in 2021 and building on our previous clinical scorecard and associated dashboards, this is available at hospital level across the group to enable ward-to-board reporting and monitoring of key clinical quality and safety indicators. A board-level report also includes a summary of our key metrics, including analysis of the data presented and outcomes of focused reviews and workstreams undertaken by our hospitals and central teams.

Learning bulletins

Regular learning bulletins for group-wide learning are issued to hospitals so that they can discuss at huddles and meetings and display as posters. Topics include learning from mortality, learning from incidents and complaints and learning from excellence ('small change big difference').



Rachel King
Group People Director



Looking after our workforce

Creating a positive working environment

As a healthcare service provider, we recognise and value the hard work and dedication of all our colleagues. That's why investing in our workforce is at the heart of the group's strategy, and why when we say we're here to make a positive difference to people's lives, we include our own people in that.

Given the well-documented shortage of skilled healthcare staff in the UK and internationally, the need for wellbeing, inclusion, and a positive, rewarding working environment has never been greater. More than that, we recognise that we have a vital role to play in addressing the shortage of clinical staff, not just in our own organisation, but also across the nation's healthcare system. We aim to develop, support and protect our

colleagues within a welcoming culture that is characterised by openness, respect, collaborative working, a focus on clinical safety, and a spirit of continuous improvement. That's how we create value for our colleagues, our business and the whole health sector.

Valuing and rewarding colleagues

With the ongoing cost-of-living pressures, high interest rates, and impact of high inflation, our colleagues want clarity and certainty about their pay. That's why for all eligible colleagues we prioritised a salary increase from September 2023, building on an increase in 2022. We have also been developing a new reward framework with our hospital directors and senior leaders to provide our colleagues with a simple structure and clarity on role progression to support their careers.

Engaging with colleagues

We want our colleagues to have a great work experience at Spire Healthcare, and if they feel engaged they can perform at their best. We use a range of two-way communications channels to communicate and engage with colleagues. These channels include our Ryalto colleague communications tool, which is used to build employee communities, publish key information and videos to colleagues from our Chief Executive Officer, Justin Ash, and members of the executive committee every month.

In April 2023 we held our first-ever colleague survey champions' day, getting people together from all our hospitals and central functions to discuss what matters most for our teams. Key themes from the meeting included the importance of getting the basics right, particularly around personal development and growth. The group also reviewed our activity since last year's colleague survey: since then, we have launched Justin Ash's monthly colleague and consultant update, encouraged and supported managers to carry out half-year performance reviews with their teams throughout July, highlighted the importance of regular 1:1 meetings between managers and colleagues, and held our first topic-specific colleague call to get colleagues behind our new multimedia brand campaign. A second champions day was held in March 2024.

We also established a new workforce committee in July that reports to our executive committee and is dedicated to strategic workforce matters. We held further colleague listening sessions with the executive committee and our non-executive directors – including a session with Justin Ash on freedom to speak up.

Colleague survey results

While we encourage regular feedback from our people formally and informally, our annual colleague survey is open to all colleagues and provides in-depth feedback from all parts of the business. We held our 2023 survey in November and achieved an overall response rate of 86% (77%

in 2022), with 81% of colleagues saying they are proud to work for Spire Healthcare (+1 percentage point from 2022) and 84% of colleagues saying that they get personal satisfaction from the work they do, level with 2022. 86% of colleagues would be happy with the standard of care if their friends or family needed treatment at Spire Healthcare (up 3 percentage points from 2022) and 71% would recommend Spire Healthcare as a place to work (down from 72% in 2022). Following these results, teams are developing action plans to drive improvements such as learning opportunities, line management and variances between sites.

As part of our analysis of the feedback, we view the results of the survey by demographic to help us understand the needs and experiences of different colleague groups. 75% of respondents in the survey believe that we treat all people as equals, regardless of individual differences, up from 70% in 2022.

Equity, diversity and inclusion

We believe that diversity and inclusion are core to sustaining a successful business, and we aspire to create an environment where everyone is respected and cared for, and where difference is celebrated. We want to ensure that our colleagues feel confident to bring their whole selves to work, which in turn makes us stronger as a team and as an organisation. We were pleased to be listed in the Financial Times Statista Diversity Leaders index for another year; this is an index of companies considered to be Europe's Diversity Leaders, based on a survey of 100,000 employees across Europe.

Our equity, diversity and inclusion (EDI) strategy is based on four commitments:

- We recognise the value of diversity
- We understand how it will help us deliver our purpose
- We respect and appreciate each other for who we are
- We include diverse colleagues in our problem-solving to make better, faster decisions

Our colleague networks are an important part of delivering our EDI strategy – we run regular meetings, lunch-and-learn sessions with external speakers and other activities to support colleagues and patients. Networks provide safe spaces for colleagues to discuss issues of relevance, raise awareness and competency of those issues, and influence change. For example, our Let's Talk LGBTQ+ network extended the network of trained champions to every hospital in 2023 and has held sessions on transgender awareness and HIV-positive living, in partnership with Manchester-based charity, George House Trust. The network produced three Spire LGBTQ+ podcasts, made available via our internal channels. These featured interviews with colleagues on adoption, career development and living and working as a transgender person.

Our menopause colleague network is now in its second year and has trialled a menopause checklist to support and enable conversations between line managers and colleagues when reviewing adaptations in line with our menopause policy. Menopause surveys in 2023 and 2024, researching the colleague experience, has revealed difficulties with insomnia, anxiety and depression, lowered confidence and self-esteem and hot flushes as the main symptoms. A uniform review took place involving colleague listening groups ahead of trials.

Our Race Equality Network is a highly supportive and confidential colleague network that provides individuals from diverse backgrounds with a safe and open platform to share their personal experiences. The network has been active with regular meetings attended by colleagues and senior leaders, and communications updating colleagues on any actions taken and celebrating successes. We have introduced 'Diversity Toolkits' to encourage hospitals to promote key events and activities such as Race Equality Week, South Asian Heritage Month, and Black History

Month, and support them to promote diversity and inclusivity at work. Regular catering events have also taken place to encourage colleagues to embrace each other's cultures and backgrounds. The Race Equality Network has taken positive steps to engage with senior leaders and executive committee members during the year. It was also involved in the production of Spire Healthcare's annual Workforce Race Equality Standard (WRES) action plan.

Development and apprenticeships

Supporting the development of our colleagues is crucial if we are to maintain the high standards of quality and care that we expect for our patients and pride ourselves on. Professional development is also an important part of our offer for attracting and retaining the very best people for our hospitals. We offer a range of training opportunities, supplemented by innovative programmes to help new and existing colleagues develop professional and leadership skills to further their careers. This year we launched our new Driving Clinical Excellence in Practice programme, which supports the continuing professional development of our registered nurses and allied health professionals. Our efforts in pathology training and development have been recognised by the Institute of Biomedical Science.

We have delivered training to equip current and future leaders of our business. The learning and development team introduced a suite of Mastering Management modules with almost 1,400 delegates attending. Our GROW learning framework includes LEAP, for new managers or those coming into a leadership role; our Step Up Leadership Programme for our talented future leaders; our Stretch Leadership Programme for senior leaders; and our Operations Directors' Leadership Programme. The framework is moving us towards blended learning where colleagues are supported to take accountability for their own

development and can choose from digital, class-based or webinar sessions. This approach ensures a strong succession pipeline.

We currently have over 430 apprentices across the business in a wide range of clinical areas such as biomedical science, physiotherapy, medical laboratory technicians, as well as non-clinical disciplines such as marketing, human resources, engineering and business administration, representing almost 4% of our permanent workforce. We welcomed another 12 nurse apprentices at 10 hospitals onto our nurse apprenticeship programme in late 2023. All 12 passed a rigorous assessment to join the programme, which is run with The University of Sunderland. They will each enjoy remote studying as well as placements in a range of nursing settings. Some of Spire Healthcare's 160 nursing apprentices graduated in November with high honours, delivering critically needed nursing skills directly into the UK healthcare sector. Spire Healthcare was named Employer of the Year at the University of Sunderland and MTC Training Awards.

International colleagues

We continue to recruit overseas nurses, recruiting 115 in 2023. This recruitment not only adds valuable colleagues and capacity to the group, but also broadens the opportunities available to the nurses who join us from other countries, however long they stay with us and wherever they choose to pursue their future careers. Each new nurse undertakes Objective Standard Clinical Examination (OSCE) training and is individually welcomed, and we provide them with access to support teams 24/7. As ethical recruiters, we only recruit actively in 'green' countries under the World Health Organization definition. We help overseas colleagues, including resident doctors, to connect with others making the same journey. Since 2021, we have recruited over 670 members of staff from overseas.

Mental health and wellbeing

We have a network of trained volunteer Mental Health First Aiders who support colleagues at our sites. Resilience training is available, and attendance is encouraged to ensure our first aiders have the support they need and the opportunity to acquire additional skillsets to prioritise self-care before helping their colleagues. Group People Director, Rachel King, attends regular listening calls with our network of mental health volunteers to enable colleagues to raise concerns in a safe, supportive and confidential environment. We also offer a comprehensive Employee Assistance Programme providing confidential advice and support online and via a free helpline, available 24 hours a day, 365 days a year. In late 2023, Spire Occupational Health started to provide support to non-clinical Spire Healthcare employees through new starter assessments, bringing services in-house.

Working with consultants

A crucial part of the care we provide is our consultant partners, who operate as self-employed practitioners in our hospitals, drawn from all medical disciplines. Each hospital's medical advisory committee meets quarterly with consultants, and the committee chairs meet hospital directors and directors of clinical services regularly to ensure proper, safe, efficient and ethical medical use of the hospital. In 2023, hospital leadership teams developed action plans to build on our existing relationships with consultants. These aimed to ensure we have the best clinical facilities available to them, and effective digital systems which make it easy for them to do business with us. Our annual consultant survey in 2023 saw a seven percentage point rise in the response rate. Results showed that 83% of consultants now state that the care provided in hospitals is 'very good' or 'excellent,' up from 78% in 2022, and driven exclusively by

uplifts in consultants rating care as ‘excellent’. Five hospitals saw rises of 12 percentage points or higher. Consultants rating the quality of service provided to them by our hospitals as ‘very good’ or ‘excellent’ is 69%, up from 64% in 2022 and the highest level since 2016.

Absence and turnover

Managing absence and turnover is key to understanding our colleagues and ensuring they are valued and rewarded. We use data to flex our workforce and ensure we have sufficient capacity and resilience. Our absence rates showed a further reduction in 2023, particularly short-term absence. Overall absence was 4.7%, down from 5.9% in 2022. Our monthly turnover rate continued to reduce significantly, with 23% fewer leavers in 2023, compared to 2022, suggesting that recent pay awards and increased development opportunities have had a positive impact on retention. The highest recorded reasons for leaving are personal circumstances and career progression; our focus will continue to be on career development and flexible working solutions. The market for talented people remains competitive, with the demand for nurses particularly high. We are pleased to see a 40% increase in the number of offers made to new colleagues, compared to 2022, following the successful insourcing of our recruitment team.

Bringing recruitment in-house

Our workforce is a critical enabler to deliver our strategy, but resourcing remains the most significant barrier to building capacity across our services. Vacancies are a continuing challenge across the healthcare sector, notably for specialist clinical roles.

That’s why we brought hospital recruitment in-house early in the year, and this has led to a tangible improvement to the filling of vacancies and a reduced cost per hire – as of September

2023, the average cost per offer is 41% lower – and the project saved £0.5m in 2023. We are attracting talented people to join our teams, while we continue to actively promote people to new roles from within Spire Healthcare.

Agency costs remain an issue for us and all healthcare providers, and rates for specialist skills are higher, but we are controlling them well and costs are down. We now have a single agency booking system, with a master agreement in place. This helps us to manage our agencies and see all costs up front. We are still in the process of digitising our bank and agency staff recruitment, but a single platform will bring future efficiencies. We also continue to develop the way we portray our employee experience to potential recruits. Building on work in 2023, we will develop use of social media, events and advertising to reach new colleagues in 2024.

Highlights



81%

of colleagues proud to work for Spire Healthcare

2022: 80%



83%

of consultants describe the care provided in hospitals as ‘excellent’ or ‘very good’

2022: 78%



Sustainability and respecting the environment

Highlights



23.5%

Dry mixed recycling rate for hospital sites

2022: 18%



47%

Female representation at executive committee and board level combined

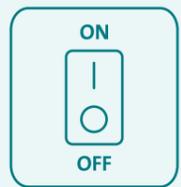
2022: 37%



3%

Ahead of target emissions for 2023: 27,017 tCO₂e achieved, target 27,750 tCO₂e

2022: 9% ahead



50-60%

New LED light fittings are 50% to 60% more energy efficient

Sustainability is core to Spire Healthcare

Championing sustainability is core to the group's strategy and fundamental to our success and future.

By managing sustainability successfully, we aim to improve social economic value.

Our sustainability strategy, which we launched in 2022, charts a progressive journey in which the group is evolving from risk management to providing social value and driving opportunities for sustainable growth. We actively collaborate with our stakeholders, including patients, colleagues, consultants, local communities and partners, to enrich lives and be a net contributor to society, not just through the services we provide, but in everything we do. This includes challenging our colleagues and the people we work with to factor sustainability into all aspects of what they do.

Our ambition, through our strategy, is to become recognised as a leader in sustainability in our industry:



Respect the environment

We continually seek ways to reduce the impact our business has on the environment. We are continually looking at ways to reduce our carbon emissions, focusing our efforts on waste and recycling, including reducing the use of single-use plastics, finding ways to reuse our single use metal instruments and reducing the number of disposable gloves we use. We are doing all of this while working with suppliers to align goals, to ensure we work together to develop healthcare in sympathy with a sustainable planet. As an example, since 2019, we reduced CO₂ for Scopes 1 and 2 and improved waste segregation and reduction, to the equivalent of 28,850 trees planted or the equivalent of 16 football pitches.

Our journey towards achieving net zero carbon status by 2030 is going well, with investment in 2023 to remove piped nitrous oxide systems, further installations of LED lighting, and carbon reduction through effective management of our waste and the optimisation of our building management systems. We increased the amount of all dry mixed waste we recycled by 5% since 2022, with 99.7% of our domestic waste diverted from landfill and used for renewable energy, reused or recycled in the year. We also set up all our sites to manage food and glass recycling.

Our 10-year carbon reduction target

Our work continues to reduce the harmful impact of climate change on our planet through a robust decarbonisation strategy and delivery programme that is designed to achieve net zero carbon emissions (Scope 1 and 2), and elements of

Scope 3, by 31 December 2030. We were the first independent healthcare provider to make such a commitment. Our dedicated investment to help achieve this aim by 2030 continues with a £12.2 million commitment in 2024 to install solar PV panels at every hospital and upgrade all hospital Building Management Systems (BMS).

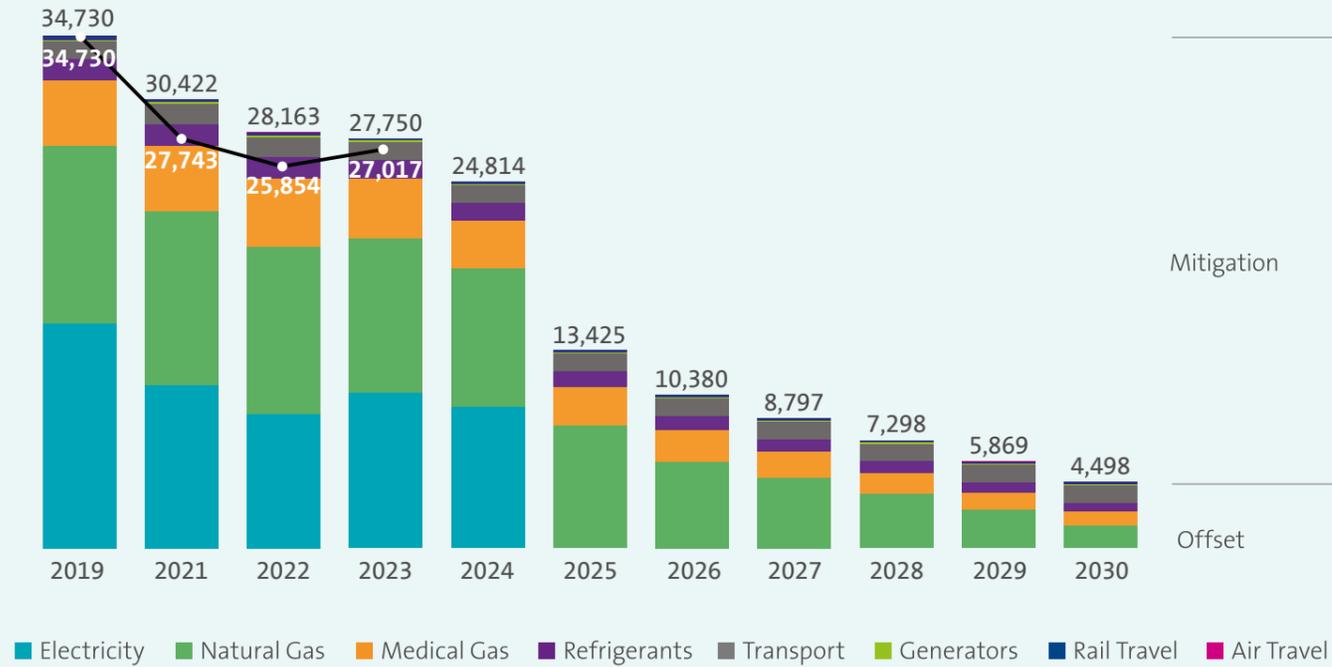
Our underlying strategy continues to prioritise a targeted approach to reduction from the greatest carbon emission sources, for example by installing LED lighting throughout all our buildings, removing the remaining inefficient gas-powered primary steam boilers and piped nitrous oxide across the estate, and optimising the use of our buildings' fixed plant and equipment to ensure we maximise both energy and operational efficiencies.

We continue to engage, empower and support the Carbon Champions we have at each of our hospitals. They play a key role in helping us meet our net zero objective by promoting, coordinating and delivering carbon management improvement at a local level. Through the implementation of their audits and action plans, we realise greater efficiencies across the group to further support our carbon reduction targets and strategy, as well as our operational savings objectives.

Measuring our performance

We use the intensity metric of carbon emissions per £ revenue, which increases in proportion to the growth of our business. If revenue grows and intensity figures reduce, this will demonstrate that we are becoming less reliant on carbon.

Spire Healthcare net zero carbon emissions (tCO₂e) plan



Our carbon reduction roadmap

We have mapped out our carbon reduction plans to net zero in 2030, using 2019 as our reference base year. The projected waterfall plan diagram has been updated from 2023 to reflect Spire Healthcare's current energy procurement strategy and continued use of brown electricity until at least 2025. The overall reduction target remains unchanged and we continue to reduce our carbon emissions in line with target. The reduction to date has been achieved through:

- Monitoring and targeting utility benchmarking reports which are issued monthly to our sites
- Reviewing half-hourly energy consumption data and heat maps for each of our hospitals to identify energy efficiency and cost saving opportunities
- Targeted and informed investment in low carbon infrastructure and heat recovery, including LED lighting technology across the estate and end-of-life replacement of fixed engineering and building services plant and equipment with the most efficient technology available

Our emissions in 2023 were 27,017 tCO₂e, against a target of 27,750 tCO₂e (3% ahead of target). This excludes Scope 3 emissions included in our 2023 greenhouse gas emissions data from electricity transmission (1,051 tCO₂e), waste 117 tCO₂e, and hotels (41 tCO₂e).

Energy monitoring

Business utility and sustainability consultancy Inenco produces quarterly performance reports that chart our results against our carbon reduction targets. We also separately monitor our hospitals on a monthly basis, and issue energy reports detailing their utilities' consumption and benchmarking them against similar-sized hospitals within the group. The reports include dashboards at site and group-level, detailing year-on-year performance. Our regional engineering team audits and monitors our hospitals' carbon reduction action plans as part of our annual compliance auditing programme.

Capital investment in low carbon infrastructure

We continue to invest in our estate and engineering infrastructure to improve our energy efficiencies. Key projects in 2023 included:

- Continuing replacement of gas-powered primary steam boilers within the estate with more efficient electrically powered heating plant and equipment at Spire Claremont in Sheffield
- Replacement of a central chiller plant incorporating and utilising heat recovery into our hot water systems at Spire Gatwick and Spire Leeds
- Continuing to replace the remaining 10% of older lighting across the hospital estate with LED fittings that are 50% to 60% more energy efficient
- Installation of roof and ground mounted photovoltaic (PV) solar panels at Spire Murrayfield, Wirral (below) that will generate up to 12% of the hospital's electricity
- Pipework and ducting insulation upgrades and replacement of old inefficient single-glazed windows as requested by Carbon Champions at Spire Alexandra in Kent, Spire Hull and Spire Little Aston in the West Midlands

Alongside these investments, our Carbon Champions continue to receive training and guidance to help them produce local action plans and identify opportunities for operational improvements and efficiencies. Their action plans are reviewed twice-yearly to monitor and track progress.

Legislation

Since becoming a publicly listed company in 2014, Spire Healthcare has discharged its responsibilities under the government's CRC Energy Efficiency Scheme, and we will continue to report on our energy consumption in line with the requirements of the upcoming Streamlined Energy and Carbon Reporting legislation.

Spire Healthcare was invited to participate in the CDP (formerly the Carbon Disclosure Project) again in 2023. We made our ninth annual submission to the CDP and received a 'B' grading for 2023, maintaining our previous 'B' rating, placing Spire Healthcare well above the market sector average of 'D', and demonstrating our knowledge and understanding of our impact on climate change issues.



Greenhouse gas emissions in 2023

This section provides the emissions data and supporting information required by the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 and the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018. Total greenhouse gas (GHG) emissions for Spire Healthcare for January to December 2023 were 28,226 tCO₂e. The table below shows this, broken down by emissions source.

We achieved emissions reduction of 3% ahead of our planned net zero target, but for our wider SECR/GHG obligations, we experienced a 4% increase year-on-year. The primary reason for this is the unexpected market increase in electricity emissions factor, influenced by global energy supplies and the war in Ukraine. The table shows this, broken down by emissions source.

Emissions source	2019	2020	2021	2022	2023	Share %	YoY % change
Fuel combustion: stationary	12,098	11,590	12,539	10,943	10,943	39%	<1%
Fuel combustion: mobile	1,209	1,447	1,325	1,346	1,176	4%	-13%
Fugitive emissions	5,895	5,018	5,139	4,703	2,646	9%	-44%
Purchased electricity	15,193	13,330	9,802	9,837	13,202	47%	34%
Air travel				40	41	<1%	2%
Rail travel				40	59	<1%	48%
Hotel				75	41	<1%	-46%
Waste				106	117	<1%	10%
Total emissions (tCO₂e)	34,395	31,384	28,805	27,091	28,226	100%	4%
Revenue £m	980.8	919.9	1,106.2	1,199	1,359		13%
Intensity: (tCO₂e per £m)	35.1	34.1	26.0	22.6	20.76		-8%

Energy consumption by year (MWh)	2019	2020	2021	2022	2023	Share %	YoY % change
Natural gas	65,285	63,032	67,766	59,648	59,337	48%	-1%
Electricity	54,788	52,647	54,704	59,717	58,679	48%	-2%
Transport fuel	4,883	5,386	5,363	5,407	4,743	4%	-12%
Gas oil	374	369	384	212	340	<1%	60%
Total	125,330	121,434	128,217	124,984	123,099	100%	-2%

Notes to the emissions source table:

Please note the figures reported for SECR include Scope 3 emissions from electricity transmission and distribution, hotel stays and waste. These emissions are not currently included in our annual targeted emissions and net zero roadmap. We aim to progress our Scope 3 reporting in 2024.

a) Scope 2/purchased electricity emissions reporting

The figure for emissions from purchased electricity from October 2021 to March 2022 reflects our investment in a zero-carbon electricity tariff across all our sites and as such a market-based methodology was applied for this period. The remainder of these calendar years followed a location-based methodology. In 2023 we returned to adopting a location-based methodology across the whole year.

b) Footprint boundary

An operational control approach has been used to define the GHG emissions boundary, as defined in the Department for Environment, Food and Rural Affairs' latest environmental reporting guidelines: 'Your organisation has operational control over an operation if it, or one of its subsidiaries, has the full authority to introduce and implement its operating policies at the operation.' For Spire Healthcare, this boundary captures emissions associated with the operation of all our hospitals and other buildings such as clinics, offices, and our National Distribution Centre, plus company-owned and leased transport. Additionally, from 2022 this now also includes air and rail travel, hotel stays and waste.

c) Emission sources

All material Scope 1 and Scope 2 emissions are included, plus Scope 3 as required by SECR legislation.

Additional data sets included that are over and above mandatory compliance include:

- Electricity transmission and distribution losses
- Emissions from air and rail travel
- Emissions from hotel stays and waste

d) Methodology and emissions factors

This information was collected and reported in line with the methodology set out in the UK government's Environmental Reporting Guidelines, 2019. Emissions factors are taken from the Department for Business, Energy and Industrial Strategy emissions factor update published in 2023. There are no notable omissions from the mandatory Scope 1 and 2 emissions. 0% of emissions are based on estimated activity data.

e) Fugitive emissions

These are attributable to the use of refrigerants and medical gases (eg, carbon dioxide, nitrous oxide and Entonox).

Scope 3 emissions

The Scope 3 emissions stated in this section are in relation to electricity transmission and distribution, air and rail travel, hotel stays and waste. We recognise that this is not the full extent of our Scope 3 emissions, and have carried out a spend-based method for estimation. Using 2022 spend data it has been determined that 95% of our emissions are Scope 3 (for more information, including quantification of these emissions, please see page 80). In 2024 we plan to take steps to progress our Scope 3 reporting.

Looking ahead

In the year ahead we will continue to prioritise our approach to carbon reduction and energy saving to effect the required target emission savings concentrating on those projects that will offer the greatest reduction opportunity including, but not limited to, the following:

- Continuing LED replacements
- Optimisation of Building Management Systems (BMS)
- Replacement of remaining gas-powered primary steam boilers at Spire Claremont
- Removal of the remaining piped nitrous oxide across the estate
- Further PV solar installations and thermal upgrades as part of roofing replacements
- Completion of the EV charging point roll-out across the hospital estate
- Use of electric vehicles in the group's fleet

Engage our people and communities

As set out in the previous section, to deliver our purpose we need a dedicated and engaged workforce. We celebrate the large number of long-standing colleagues who bring many years of experience and dedication. However, we continue to invest in our workforce through strong recruitment, retention and development programmes. We aim to provide a stimulating, diverse, inclusive and healthy working environment in which colleagues can thrive and achieve their career goals and aspirations. Our overall median gender pay gap in Spire Healthcare Limited is 9.2% in 2023 (2022: 6.2%) and the mean is 17.7% (2022: 17.1%). We are taking a number of positive steps to invest in and provide development opportunities for our female colleagues to progress into senior roles and work

towards a balanced representation to reduce the gender pay gap. We welcomed two new female board, and two new female executive committee, members in 2023. A key way we ensure the sustainability of our business is through our award-winning learning and development programmes. We are also embedding equity, diversity and inclusion across the organisation with active colleague-led networks for sexuality, race and mental health.

Closely linked to this is the way we engage with our local communities. Alongside expanding the healthcare services we provide, we also fundraise to support national and local causes in the areas around our hospitals. In June, we held a company-wide charity focus week, raising more than £40,000. An ‘around the world’ theme challenged participants to cover more than 40,000km through local skating, swimming, dancing and walking challenges, including a two-day 110km Thames Path walk between our offices in Reading and London, and cycling across 50km, 100km and 200km distances visiting Spire Bushey in north London and Spire Harpenden Hospital. Locally, hospitals contribute informally to food banks and other charities throughout the year; we would like to build wider engagement in the future as our charity committee becomes more established.

Operate responsibly

We believe ethical and responsible behaviour is borne out of a culture that is based on core values. Spire Healthcare’s values are:

- Driving clinical excellence
- Doing the right thing
- Caring is our passion
- Keeping it simple
- Delivering on our promises
- Succeeding and celebrating together

We have a relentless focus on delivering healthcare to the highest standards and prioritise patient safety at all times. We aim to maintain robust standards of clinical and corporate governance in line with best practice while promoting an open and learning culture for all colleagues. Please see clinical and workforce reports earlier in this document. Operating responsibly also requires strict compliance with the law. We continue to monitor all aspects of the group’s operations to ensure we comply with all applicable laws, including competition law, anti-bribery law, anti-tax evasion facilitation law, healthcare regulations and data protection law.

Strengthening information and data security

Security can never be risk free, but at Spire Healthcare, we have demonstrated our commitment and support to continual improvement through investment in our people, processes and technology to mitigate against cyber risk. This is a particular focus as we update and invest further in our digital systems, ensuring that we continue to reduce risk and strengthen the group’s information governance and data security position.



How we performed

Priorities for improvement 2023-24

In the last Quality Account, Spire Healthcare set out the following three priorities for improvement as part of our Quality Improvement programme during 2023-24:

- Improving patient experience
- Improving venous thromboembolism (VTE) assessment, prevention and recognition
- Increasing capacity

Improving patient experience

The patient is at the centre of everything we do at Spire Healthcare and our aim in 2023 was to continue to improve that experience throughout the year. Communication is often an area mentioned in feedback, so our plans included reviewing how we communicate with our patients and making changes to this to better meet their needs. During the year, we introduced a new process for requesting and approving patient information and engaged patients in a review of some of our most used patient information materials.

Our aim at the start of the year was to improve the percentage of patients agreeing their experience was ‘very good’ by 3% by April 2024 (from 82% in 2022).

By December 2023, we had made significant progress, with 83.6% of respondents to our day case/inpatient patient experience survey agreeing that their experience was ‘very good’. By April 2024, this stood at 84.1%, just below our target and this area will continue to be a focus for us in 2024-25.

Improving the assessment, prevention and recognition of venous thromboembolism (VTE)

VTE is a potentially fatal condition, and it is possible to reduce the risk of VTE events following surgery through high-impact interventions. While Spire Healthcare hospitals report low numbers of VTE overall, we are focused on ensuring all VTE cases which could have been avoided, are avoided. As part of introducing PSIRF last year, we began a system engineering initiative for patient safety (SEIPS) review of our VTE systems, engaging with frontline workers throughout Spire Healthcare for their views and opinions.

During the year, the QI project team implemented several initiatives to support our goal of reducing rates of avoidable VTE. These included:

- A revised VTE training package for hospital teams
- An agreed early mobilisation target from return to the ward from the operating theatre to be within eight hours
- Revised guidance on VTE risk assessment
- A new ‘Suspicion of PE and DVT’ referral form
- Two conferences delivered in November 2023 to support VTE education and professional development
- Targeted education for our resident doctors to support VTE prevention
- Additionally, a national VTE conference was held in April 2024 with King’s College Hospital (a primary exemplar centre within the VTE network) presenting, with further training sessions planned

Our aim at the start of the year was to reduce the rate of potentially avoidable VTE by 50% by April 2024. By December 2023, the rate of potentially avoidable VTEs had reduced by 49%, demonstrating significant progress against our target.

Increasing capacity

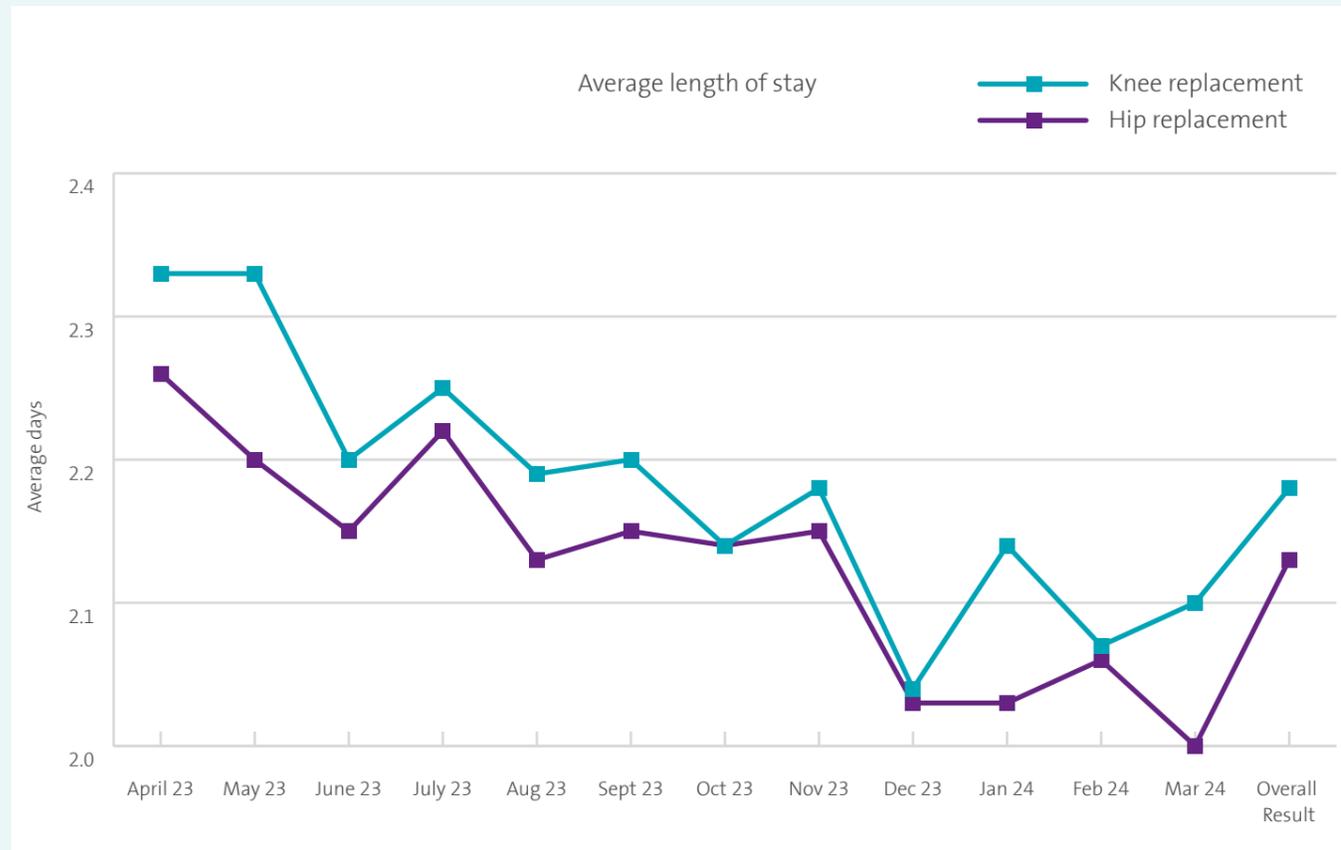
Increasing capacity across our hospitals will enable us to treat more patients. This will also enable us to help the NHS to recover following the pandemic, reducing waiting lists by providing extra capacity. Orthopaedics is one of the areas with the highest waiting lists, and many on that waiting list are enduring pain and reduced mobility during their wait.

Last year, we therefore chose to concentrate on increasing capacity by reducing the length of stay for joint patients undergoing hip and knee replacement.

Our aim was to reduce the average length of stay (AvLOS) for this patient group by 0.5 days and we met this target by March 2023 (the AvLOS for hip replacement) fell by 0.58 days and by 0.51 days for knee replacement. Our next target is to reduce AvLOS for both procedures to below 2.0 days.

Delivered through a clinician-led Quality Improvement (QI) project, success was based on a whole pathway approach involving both clinical and non-clinical teams to map the existing pathways and identify opportunities for improvement.

A key factor in reducing length of stay was patient empowerment and involvement. The project team worked to ensure patients understood the shorter stay was positive for them in terms of improved outcomes and helping them to become partners in their care. Our hospitals also switched to talking to patients pre-operatively about milestone-led discharge rather than a specific length of stay. Understanding their goals ahead of discharge put our patients in the driving seat.



Our patient information was also reviewed by patient representatives to help ensure it met their needs, and outcomes were carefully checked (including readmission rates and complaints) to identify any issues associated with shorter lengths of stay. Several other changes were also implemented more consistently across the pathway:

- Preoperative joint school training for patients including prehabilitation, and family involvement in this, where suitable, and agreed by the patient. Some hospitals also introduced ‘virtual’ joint schools
- Shortening fluid fasting times to decrease dehydration and reduce complications
- Reduction of the use of long-acting spinal and anaesthetic agents, moving to shorter acting agents
- Post operative analgesia protocols to ensure patient comfort while reducing reliance on opiates

- Day zero mobilisation protocols
- Post-operative blood tests using point of care testing to reduce turn-around time
- Introduction of a 23-hour pathway for suitable patients. Additionally, between October and December 2023, seven of our hospitals successfully undertook a day case hip replacement, with 13 undertaking a day case knee replacement

In the coming months, we will be further embracing group rehabilitation concepts and are currently piloting a group ‘prehabilitation’ programme to further enhance patient preparedness for surgery. We are adding hospitals to the already-established outpatient group rehabilitation exercise class services for both hip and knee replacement.

Our plans

As part of our QI programme, our priorities for improvement in 2024-25 are:

- Improving patient experience ('I am clear about next steps')
- Improving capacity through reduced length of stay
- Reducing VTE incidence and improving recognition and care of VTE

Improving patient experience ('I am clear about next steps')

Why is this priority important?

Building on previous improvements to patient experience remains a key focus for Spire Healthcare and this year's priority is based on a question in our patient experience survey which checks whether patients are clear about the next steps in their care.

In 2024, we will work to improve the proportion of patients responding 'strongly agree' in this area across three separate workstreams: outpatients, imaging and discharge. In the first instance, we will engage with our top-performing hospitals on this question to identify best practice to share across the group.

Our aim/goals

To increase the % of patients 'strongly agreeing' that they were clear about the next steps in their care by 3% by the end of March 2025.

How will progress to achieve this priority be monitored by Spire Healthcare?

The impact of Quality Improvement projects in this area will be reported through to the Quality Improvement programme committee and the safety, quality and risk committee.

Improving capacity through reduced length of stay

Why is this priority important?

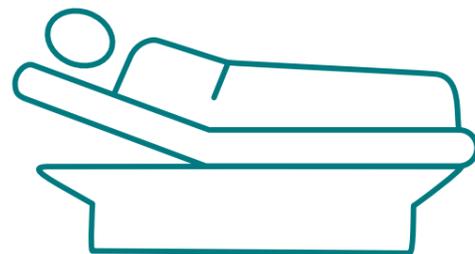
Building on the success of our QI project to reduce AvLOS for hip and knee replacement, this project will be extended to three other specialties in 2024: major gynaecology, general surgery and day case surgery. In all three areas, there are existing guidelines to help identify opportunities for improvement in the patient pathway.

Our aim/goals

Although we're extending this project into other specialties, our key target for 2024 is to reduce AvLOS for primary hip and knee replacement to below two days.

How will progress to achieve this priority be monitored by Spire Healthcare?

The impact of Quality Improvement projects in this area will be reported through to the Quality Improvement programme committee and the safety, quality and risk committee.



Reducing VTE incidence and improving recognition and care of VTE

Why is this priority important?

While the changes we introduced last year successfully reduced the rate of avoidable VTEs by nearly 50%, we believe there are further steps we can take to reduce this further. These include improving compliance with reassessing risk for inpatients following their treatment, agreeing a group-wide position on 'sip-to-send' volumes', updating our audit programme and continuing to align all our hospitals with VTE exemplar status criteria.²

Our aim/goals:

Our aim for 2024 is to further reduce the rate of avoidable VTEs by 30% compared with 2023.

How will progress to achieve this priority be monitored by Spire Healthcare?

The impact of Quality Improvement projects in this area will be reported through to the Quality Improvement programme committee and the safety, quality and risk committee.

¹ 'Sip to send' policies mean that patients can sip small amounts of water from the time they arrive in hospital until the point they are 'sent' for surgery. This helps to reduce pre-operative dehydration and the risk of VTE. There is often variation between hospitals on how much water patients are allowed to 'sip', typically between 30 to 200mls per hour.

² Spire Healthcare currently has four VTE exemplar centres: Spire Alexandra in Kent, Spire London East, Spire Murrayfield in the Wirral and Spire Southampton. Exemplar Centres – VTE Network (vte-network.org)

Review and assurance

Data quality

Maintaining the excellent foundation provided by our efficient systems and processes to support the collection and reporting of NHS data, we are pleased to report that our overall data quality measures have been sustained through this year and continue to exceed the required national standards. Our hospitals and central NHS management information team remain focused on the core areas we see as underpinning our strategy:

- National data set reporting
- Secondary Uses Services (Commissioning Data Set)
- UNIFY submissions and clinical coding to support Payment by Results

Secondary uses service data quality performance for April 2023 to March 2024 as issued by NHS Digital in May 2024

Spire Healthcare outpatient data quality in relation to 519,430 outpatient activities:

Data item	% valid
Admin category	100
Attendance indicator	100
Attendance outcome	95.9
Commissioner	99.9
Consultant	100
Ethnic category	100
First attendance	100
Main specialty	100
NHS no status indicator	99.7
NHS number	100
Organisation of residence	99.9
Patient pathway	100
Person birth date	100
Person gender	100
Postcode	100
Primary procedure	100
Priority type	100
Referral received date	100
Referral source	100
Registered GP practice	99.7
Site code of treatment	100
Treatment function	100

We continue to refine and develop our monthly reporting packs for our commissioners as we seek to ensure that we provide clear, timely and consistent performance and KPI information. Commissioner feedback remains positive and there is ongoing evidence from our local contract management meetings that these have supported improved contract management, governance and activity monitoring, and data validation conversations.

The tables below show Spire Healthcare’s Secondary Uses Services data quality performance for April 2023 to March 2024 as issued by NHS Digital in May 2024. We are pleased to again report that we have market-leading data quality. Against each element, Spire Healthcare is highly rated, continues to equal or exceed the required standard and is significantly ahead of the national average.

Spire Healthcare admitted patient data quality in relation to 70,647 cases:

Data item	% valid
Admin category	100
Admin method	100
Commissioner	99.9
Discharge ready date	100
Discharge destination	100
Discharge method	100
Ethnic category	100
Main specialty	100
NHS no status indicator	99.8
NHS number	100
Organisation of residence	99.9
Patient classification	100
Patient pathway	100
Person birth date	100
Person gender	100
Postcode	100
Primary diagnosis	99.2
Primary procedure	99.9
Registered GP practice	100
Site code of treatment	100
Treatment function	100

Clinical coding

Our in-house clinical coding team of three, led by our head of clinical coding and audit assurance, continues to achieve high accuracy levels with their rolling programme of audit and reviews of our inpatient and day case activity. The team, who are all NHS Digital approved clinical coding auditors, strive to identify areas in need of improvement and work closely with hospital sites and the external clinical coding team to ensure that regular support and feedback is given to protect our high accuracy levels. The internal remote audit programme is now firmly embedded in the majority of our hospital processes and continues to show the benefit of regularly reviewing coded records. It also gives greater confidence that issues and errors are being identified at the earliest opportunity, corrected and training guidance given. Coding education sessions are delivered to consultants and hospital colleagues and clinician validation documents are regularly reviewed and updated when new guidance is published.

Clinical coding accuracy

Spire Healthcare undertakes comprehensive internal audits across the group, following the NHS England clinical coding audit methodology v17.0. This provides assurance that coding error rates and HRG errors are being maintained at acceptable levels. Financial year 2023-24 audits have been completed, giving an overall HRG error rate of 5.3%, which is a slight increase on the previous year. Primary procedure recording has remained the same since 2017 at 97%. Primary diagnosis accuracy remains at 96% and secondary diagnosis at 97%, whilst secondary procedure has dropped slightly to 96%. The overall coding accuracy result for 2023-24 achieved the Data Security and Protection Toolkit (DSPT) ‘standards exceeded’ level (previously known as IGT level 3).

Counter fraud

Since 2022, Grant Thornton acts as our counter-fraud specialist (CFS). With Grant Thornton we developed a five-year strategy to guide the work of the CFS, reviewed our risk assessment, and put into place improvement measures. Grant Thornton agrees a yearly work plan with our audit and risk committee and is in the process of executing their second annual plan. The plan focuses on risk areas identified through the fraud risk assessment in line with the government Counter Fraud Profession methodology required by the NHS Counter Fraud Authority. The group financial controller is our nominated fraud champion. We submitted our ninth counter fraud self-assessment tool return to the NHS Counter Fraud Authority in May 2024. Our submission shows consistency against the prior year, with an overall ‘green’ rating (2022-23 was ‘green’). In total, against the thirteen standards we fully met seven and partially met six, therefore none were not met.

Clinical audit

During 2023, five national clinical audits, clinical outcome review programmes and other national quality improvement programmes covered the NHS services that Spire Healthcare provides.

During that period, Spire Healthcare participated in a range of national clinical audits, clinical outcome review programmes and other national quality improvement programmes in which it was eligible to participate.

The national clinical audits, clinical outcome review programmes and other national quality improvement programmes in which Spire Healthcare was eligible to participate during 2023 are as follows:

- National elective surgery: PROMs: patients undergoing hip replacement and knee replacement in England

- National Joint Registry (NJR)
 - Adult cardiac surgery: coronary artery bypass graft (CABG) and valvular
 - Heart: coronary angioplasty (percutaneous coronary interventions)
 - National Heart Rhythm Management Audit
- The national clinical audits, clinical outcome review programmes and other national quality improvement programmes in which Spire Healthcare participated during 2023 are as follows:
- National elective surgery PROMs: patients undergoing hip replacement and knee replacement in England – This information is currently unavailable as Finalised Patient Reported Outcome Measures (PROMs) in England for Hip and Knee Replacement Procedures (April 2022 to March 2023) haven't yet been published by NHS England
 - National Joint Registry – 98.9%, based on the results of the NJR's data quality audit for 2022-23. Based on the NJR annual data quality audit, the following hospitals achieved 'Quality Data Provider' status based on 2022-23 data and the new audit criteria designed by the NJR.³ Full details in the table
 - Adult cardiac surgery: CABG and valvular surgery – information unavailable (the cases submitted include a mix of both privately funded and NHS patients)
 - Heart: coronary angioplasty (percutaneous coronary interventions) – information unavailable (the cases submitted include a mix of both privately funded and NHS patients)
 - National Heart Rhythm Management Audit – information unavailable (the cases submitted include a mix of both privately funded and NHS patients)

Hospital	2023 NJR data quality awards (based on 2022-2023 data)
Spire Alexandra Hospital	Gold
Spire Bristol Hospital	Gold
Spire Bushey Hospital	Gold
Spire Cambridge Lea Hospital	Silver
Spire Cardiff Hospital Hospital	Gold
Spire Cheshire Hospital	Gold
Spire Clare Park Hospital	Gold
Spire Claremont Hospital	Silver
Spire Elland Hospital	Bronze
Spire Fylde Coast Hospital	Gold
Spire Harpenden Hospital	Silver
Spire Hartswood Hospital	Gold
Spire Hull & East Riding Hospital	Gold
Spire Leeds Hospital	Gold
Spire Leicester Hospital	Bronze
Spire Little Aston Hospital	Gold
Spire Manchester Hospital	Silver
Spire Methley Park Hospital	Gold
The Montefiore Hospital	Gold
Spire Murrayfield Wirral Hospital	Bronze
Spire Norwich Hospital	Bronze
Spire Nottingham Hospital	Silver
Spire Parkway Hospital	Gold
Spire Portsmouth Hospital	Gold
Spire Regency Hospital	Gold
Spire St Anthony's Hospital	Gold
Spire Thames Valley Hospital	Bronze
Spire Tunbridge Wells ⁴ Hospital	Gold
Spire Washington Hospital	Silver
Spire Wellesley Hospital	Silver
Spire Yale Hospital	Gold

As a result of these audits, Spire Healthcare intends to take the following actions to improve the quality of healthcare provided:

- Improving PROMs participation. During 2023-24, we developed a 'one best way' for collecting PROMs based on our higher-performing hospitals and will continue to roll this out in 2024-25. We have also set a target of 80% participation (based on patients completing their pre-operative PROMs survey)
- In the coming year, we will work with the hospitals that did not meet NJR data quality targets in 2023-24 and continue to review data outliers in line with the process defined in our medical governance and assurance policies
- While primarily provided to private patients at Spire Healthcare, data provided by the Breast and Cosmetic Implant Registry (BCIR) suggests that there is variation in participation rates between our hospitals. This is being reviewed as part of consultant bi-annual reviews. We'll be working with our hospitals in the coming year to improve processes in this area, and with NHS England as the BCIR moves to the planned new Medical Device and Outcome registry

Research

A number of patients receiving NHS services, provided or subcontracted by Spire Healthcare in 2023 were recruited during the year to participate in research approved by a research ethics committee. In most of these cases, Spire Healthcare provided an ancillary service (for example, scans or investigations) to support primary research undertaken elsewhere, such as by a contract research organisation or NHS trust.

³ Previously, hospitals achieving 95% compliance by the audit deadline received a Quality Data Provider Certificate. This year, baseline compliance of 95% was required to be considered for one of the following awards:

Gold (99 – 100%)
 Silver (97 – 98%)
 Bronze (95 – 96%)

By the end of the year, 35 of 37 hospitals had achieved >95% compliance, with 19 at 100%, an improvement compared with 2020-21 and 2021-22. 31 Spire hospitals achieved the Quality Data Provider certificate (19 receiving the 'gold' award).

⁴ Spire Tunbridge Wells Hospital was sold to Maidstone and Tunbridge Wells NHS Trust in April 2024.



CQC inspections

A list of the CQC ratings of each of our hospitals, together with the date of their most recent inspection and report, is shown below.

Hospital	Inspection date	Publication date	Overall rating
Spire Alexandra Hospital	19-Dec-16	06-Sep-17	Requires Improvement
Spire Bristol Hospital	17-Feb-22	23-Jun-22	Good
Spire Bushey Hospital	28-Sep-21	02-Dec-21	Good
Spire Cambridge Lea Hospital	06-Jun-16	05-Dec-16	Good
Spire Cheshire Hospital	18-Oct-16	17-May-17	Outstanding
Spire Clare Park Hospital	21-Sep-22	15-Nov-22	Good
Spire Claremont Hospital	20-Feb-17	08-Aug-17	Outstanding
Spire Dunedin Hospital	15-Feb-22	19-May-22	Good
Spire Elland Hospital	09-Aug-16	21-Mar-17	Good
Spire Fylde Coast Hospital	08-Apr-19	02-Sep-19	Good
Spire Gatwick Park Hospital	26-Oct-21	17-Jan-22	Good
Spire Harpenden Hospital	12-Apr-16	09-Jan-17	Good
Spire Hartswood Hospital	01-Dec-21	22-Mar-22	Good
Spire Hesslewood Clinic	18-Sep-18	22-Nov-18	Good
Spire Hull & East Riding Hospital	18-Sep-18	15-Nov-18	Good
Spire Leeds Hospital	02-Mar-20	01-Jun-20	Good
Spire Leicester Hospital	11-Aug-15	19-Feb-16	Good
Spire Little Aston Hospital	11-Jun-19	18-Nov-19	Good
Spire Liverpool Hospital	10-Aug-22	03-Oct-22	Good
Spire London East Hospital	05-Nov-19	11-Feb-20	Good
Spire Manchester Hospital	24-Aug-22	20-Oct-22	Outstanding
Spire Methley Park Hospital	21-Nov-23	22-Jan-24	Good
The Montefiore Hospital	23-Jan-17	05-Jun-17	Outstanding
Spire Murrayfield Wirral Hospital	27-Apr-22	21-Jul-22	Good
Spire Norwich Hospital	06-Apr-22	21-Jun-22	Good
Spire Nottingham Hospital	29-Nov-23	01-Feb-24	Outstanding
Spire Parkway Hospital	17-Sep-19	09-Dec-19	Good
Spire Portsmouth Hospital	13-Apr-16	07-Sep-16	Good
Spire Regency Hospital	23-Nov-21	11-Feb-22	Good
Spire South Bank Hospital	02-Dec-21	10-Feb-22	Good
Spire Southampton Hospital	08-Jul-21	13-Sep-21	Good
Spire St Anthony's Hospital	29-Oct-19	28-Apr-20	Good
Spire Thames Valley Hospital	06-Nov-19	03-Feb-20	Good
Spire Tunbridge Wells ⁵ Hospital	26-Jul-16	17-Nov-16	Good
Spire Washington Hospital	04-Dec-19	08-May-20	Good
Spire Wellesley Hospital	14-Sep-22	06-Mar-23	Good
Spire Bushey Diagnostic Centre	28-Sep-21	02-Dec-21	Good

⁵ Spire Tunbridge Wells Hospital was sold to Maidstone and Tunbridge Wells NHS Trust in April 2024



Hospital performance data

Hospital	Unplanned returns to theatre	Unplanned readmissions within 31 days of discharge	Unplanned transfers to level 2/3 facility	Reportable HCAI*		
	As a % of IPDC Discharges	As a % of IPDC Discharges	As a % of IPDC Discharges	Clostridioides Difficile	Escherichia coli	MRSA BSI
Spire Alexandra Hospital	0.09%	0.28%	0.00%	1		
Spire Bristol Hospital	0.19%	0.44%	0.12%			
Spire Bushey Hospital	0.11%	0.10%	0.03%	1		
Spire Cambridge Lea Hospital	0.37%	0.23%	0.05%	1		
Spire Cheshire Hospital	0.18%	0.31%	0.03%		1	
Spire Clare Park Hospital	0.44%	0.36%	0.04%			
Spire Claremont Hospital	0.14%	0.37%	0.01%			
Spire Dunedin Hospital	0.23%	0.32%	0.02%		1	
Spire Elland Hospital	0.09%	0.49%	0.06%			
Spire Fylde Coast Hospital	0.19%	0.16%	0.02%			
Spire Gatwick Park Hospital	0.06%	0.09%	0.00%			
Spire Harpenden Hospital	0.20%	0.13%	0.01%			
Spire Hartwood Hospital	0.04%	0.13%	0.05%		1	
Spire Hull & East Riding Hospital	0.13%	0.20%	0.03%			
Spire Leeds Hospital	0.25%	0.12%	0.03%	1	1	
Spire Leicester Hospital	0.10%	0.27%	0.04%			
Spire Little Aston Hospital	0.26%	0.22%	0.03%			
Spire Liverpool Hospital	0.35%	0.28%	0.00%			
Spire London East Hospital	0.01%	0.26%	0.00%			
Spire Manchester Hospital	0.15%	0.61%	0.01%			
Spire Methley Park Hospital	0.19%	0.38%	0.00%			
The Montefiore Hospital	0.35%	0.21%	0.02%	1		
Spire Norwich Hospital	0.30%	0.56%	0.13%	1		
Spire Nottingham Hospital	1.00%	0.35%	0.07%			
Spire Parkway Hospital	0.15%	0.29%	0.03%			
Spire Portsmouth Hospital	0.15%	0.16%	0.00%	1		
Spire Regency Hospital	0.07%	0.28%	0.00%			
Spire South Bank Hospital	0.25%	0.15%	0.00%			
Spire Southampton Hospital	0.59%	0.85%	0.22%			
Spire St. Anthony's Hospital	0.37%	0.33%	0.06%			
Spire Thames Valley Hospital	0.15%	0.20%	0.00%			
Spire Tunbridge Wells Hospital	0.18%	0.32%	0.00%			
Spire Washington Hospital	1.23%	0.41%	0.02%			
Spire Wellesley Hospital	0.12%	0.28%	0.01%			
Spire Wirral Hospital	0.13%	0.00%	0.00%		1	

Reportable HCAI*		Falls	FFT 'Good' or 'Very Good' experience
MSSA BSI	Pseudomonas BSI	As a % of IP Bed Days	% of Responses
		0.19%	97%
		0.16%	96%
		0.43%	95%
1		0.43%	96%
		0.14%	97%
		0.39%	97%
		0.44%	97%
1		0.70%	97%
		0.27%	99%
		0.27%	97%
		0.65%	96%
1		0.27%	96%
		0.56%	97%
		0.32%	97%
		0.31%	96%
1		0.35%	97%
		0.38%	96%
		0.58%	97%
		0.68%	93%
		0.31%	96%
		0.60%	96%
		0.57%	98%
		0.37%	98%
		0.47%	96%
1		0.40%	96%
1		0.51%	96%
		0.42%	97%
		0.32%	96%
1		0.24%	96%
		0.13%	94%
		0.41%	97%
		0.55%	98%
1		0.43%	96%
		0.71%	95%
		0.08%	95%

Clinical indicator data refers to calendar year 2023 and includes both NHS and privately funded patients admitted for care to Spire Healthcare hospitals in England. Data is not adjusted for case mix so direct comparisons between hospitals of different sizes and with differences in case mix complexity may not be appropriate.

FFT = Friends and Family Test. Friends and Family Test ratings are based on the percentage of patients responding 'very good' or 'good' to overall hospital experience (June – December 2023)

The rates for 'Unplanned returns to theatre', 'Unplanned readmissions within 31 days of discharge', and 'Unplanned transfers to level 2/3 facility' are presented as a % of IPDC discharges.

The rates for 'falls' are presented as % of (IP) bed days.

HCAI, Healthcare Associated Infections. *Calculated as advised in the Mandatory enhanced HCAI Protocol, UK Health Security Agency

ICB statement

NHS Cheshire and Merseyside Integrated Care Board

Quality account statement 2023-24

Spire Healthcare

I am writing on behalf of NHS Cheshire and Merseyside who have agreed to review the Spire Healthcare Group quality account 2023-2024. It is recognised that Spire Healthcare Group provides care at numerous locations nationally but have asked NHS Cheshire and Merseyside to review the quality account on behalf of the group, which we are happy to do.

NHS Cheshire and Merseyside recognises the pressures and challenges for the organisation both nationally and across the local health economy in the last year.

We note the priorities, key achievements and progress made in 2023-2024:

1. Spire Healthcare has welcomed almost 200,000 NHS patients in 2023, supporting the NHS in partnership to reduce post Covid delays; they also contribute to the government's Elective Recovery Task Force for England.
2. Spire has implemented PSIRF for all its NHS patients, alongside embracing PSIRF as their safety model of choice for their private work too, which shows a commitment to patient safety beyond national requirements.
3. A new service development was enabled by the acquisition of Vita Health Group, allowing Spire to support the NHS in delivering NHS Talking Therapies and musculoskeletal services, helping to expand capacity for mental health services.

4. Spire has worked dynamically to recruit and retain workforce during nationally challenging times, the initiation of the nurse degree apprenticeships in conjunction with the University of Sunderland has been successful. Their initiative to support workforce revalidation and improved patient outcomes can be seen in their investment in their Driving Clinical Excellence in Practice Programme, which has also increased staff satisfaction.

5. Spire has a large network of Freedom to Speak Up Guardians and has linked the outcome of the Lucy Letby trial to the importance of having the right culture for their workforce to feel safe to speak up, which in turn improves quality and safe care.

6. Spire continues to have excellent patient experience reported with 96% of patients rating their experience as good or very good. They show commitment and investment to achieving clinical excellence which is underpinned by their Quality Improvement Strategy.

7. It is also encouraging to see Spire's ongoing commitment to achieving a net zero carbon status by 2030, especially their carbon emissions being 3% ahead of target.

Spire has clear priorities for 2024-2025 which focus on quality, safety, and patient experience, which appear to improve their service delivery and patient outcomes in the future and reflects their current achievements with 98% of inspected hospitals and clinics being rated as good or outstanding by CQC.

NHS Cheshire and Merseyside recognises the challenges for providers in the coming year.

We look forward to continuing to work with Spire Healthcare Group during 2024-2025 as you continue to deliver improvement in service quality, safety, and patient experience, as well as continuing to strengthen integrated partnership working to deliver the greatest and fastest possible improvement in people's health and wellbeing within a strong, safe, and sustainable health and care system.

NHS Cheshire and Merseyside would like to take this opportunity to say thank you to Spire Healthcare staff for their commitment to ensuring care is of high quality, safe and effective, both nationally and across Cheshire and Merseyside and for their on-going commitment locally to system partnership working.

Yours sincerely,



Amanda Williams

Associate Director of Quality and Safety Improvement, NHS Cheshire and Merseyside (Liverpool Place).



Contact us

We welcome your feedback

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If you would like this Quality Account in large print, Braille or another language, please contact spirecommunicationsteam@spirehealthcare.com





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