

# 2024 Quality Account Report



# Contents

- 03** About Cleveland Clinic London
- 04** Priorities and Progress
- 05** Cleveland Clinic in Numbers
- 06** President's Strategic Review
- 07** Safety, Quality and Patient Experience
- 08** Patient Safety
- 09** Clinical Quality
- 10** Patient Experience
- 12** Continuous Improvement
- 12** Pathway to Excellence
- 13** Looking After Our Workforce
- 15** Awards and Accolades
- 16** Environmental Stewardship
- 17** Philanthropy

## About Cleveland Clinic London

Cleveland Clinic London is part of Cleveland Clinic, a global enterprise recognised as one of the world's best healthcare providers.

Cleveland Clinic London Hospital opened in 2022 as London's most advanced private hospital and Cleveland Clinic's newest international facility.

We are focused on clinical excellence, safety and outstanding patient experience. We provide compassionate, specialised, personalised care. This is enabled by technology and supported by research and medical education.

Our caregivers work together in multidisciplinary teams. This highly collaborative approach — a Cleveland Clinic hallmark since the organisation's founding in 1921 — brings the most comprehensive clinical perspectives to each patient's care.

We employ the majority of our doctors for their private practice work, which puts the focus on appropriate care, not revenue generation.

Our culture of accountability, annual professional reviews and analyses of quality measures and clinical outcomes ensure continuous improvement.

We aim to bring Cleveland Clinic London's care to as many patients as possible, and are dedicated to expanding the reach of our education and community engagement. We are the only UK private healthcare provider to offer fellowships, medical student training and nursing scholarship programmes.

Cleveland Clinic London will continue to lead, putting our organisation's values of quality and safety, empathy, teamwork, integrity and innovation at the heart of everything we do.

## Priorities and Progress

Throughout 2024, we achieved or surpassed our targets for quality, safety and patient experience. Our progress was further validated by the Care Quality Commission (CQC), which rated all our sites “good” following a comprehensive inspection.

Our caregiver turnover rate remained low, demonstrating the strength and stability of our team and reflecting the initiatives put in place to drive retention.

We were awarded “Leadership Team of the Year” at the LaingBuisson Awards, recognising UK healthcare excellence, where we were praised for “raising the bar in private healthcare delivery”.

Cleveland Clinic London also became the first private UK hospital to gain Electronic Medical Record Adoption Model Stage 7 accreditation from the Healthcare Information and Management Systems Society. This is a validation of our digital maturity; we are one of only eight UK hospitals to reach Stage 7.

## Cleveland Clinic London Milestones Prior to 2024

2021	2022	2023
<ul style="list-style-type: none"> <li><b>January 2021</b> Collaboration with University College London Queen Square Institute of Neurology to train future neurologists and neurosurgeons</li> <li><b>September 2021</b> Opening of Portland Place Outpatient Centre</li> </ul>	<ul style="list-style-type: none"> <li><b>March 2022</b> Opening of Cleveland Clinic London Hospital</li> <li><b>April 2022</b> First transcatheter aortic valve implantation at Cleveland Clinic London</li> <li><b>October 2022</b> Collaboration with Queen Mary University to train final-year medical students</li> </ul>	<ul style="list-style-type: none"> <li><b>August 2023</b> London’s first total knee replacement surgery using augmented reality technology</li> <li><b>August 2023</b> 100th transcatheter aortic valve implantation</li> <li><b>December 2023</b> Opening of Moorgate Outpatient Centre</li> </ul>

- For patients we will uphold quality and safety and consistently achieve operational excellence.
- For caregivers we will empower development and enhance teamwork.
- For the organisation we will increase lives served and drive cost efficiency.

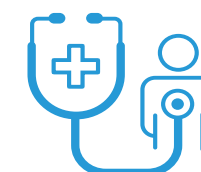
# Cleveland Clinic London in Numbers



2024 highlights included a 35% increase in average monthly patient encounters across inpatient surgical, day case and outpatients over the previous year. Total unique patient encounters grew by over 30%.



**43,000**  
patients served



**101,000**  
outpatient visits



**5,500**  
inpatients admissions



# President's Strategic Review

Since opening our hospital in 2022, Cleveland Clinic London has become a leading UK private healthcare provider, underpinned by our commitment to clinical excellence, patient safety, innovation and compassionate care.

In 2024, we advanced significantly across all strategic priorities: enhancing patient care and safety, empowering our caregivers, and expanding our reach and operational efficiency.

Our safety and quality strategy is fully embedded, and we achieved an overall “good” rating in our first Care Quality Commission inspection, which took place in 2024. Multiple areas within the CQC inspection framework were rated outstanding including governance, patient care and our learning culture.

Our caregivers are at the heart of our success, and we launched initiatives including the You+Us=Together patient experience framework, which was designed collaboratively with patients and caregivers. This reinforced our Patient Promises and the Pillars of Service Excellence, ensuring that patient voices are central to care planning, service delivery, and organisational learning. We also refreshed our Freedom to Speak Up programme, and expanded leadership training and internal development pathways.

Our quality record continues to grow, and in 2025 our Pathway to Excellence® designation was a UK first for a private hospital. It reinforces our commitment to outstanding nursing and a positive workplace culture.

I'm very proud of what we've achieved just three years after opening, and Cleveland Clinic London will continue to lead the way. As we expand our services, with a new cancer centre due to open in 2027, we remain deeply committed to delivering exceptional clinical outcomes and the safest possible care for our patients.



**Professor Rob Lorenz, MD**

President, Cleveland Clinic London

# Safety, Quality and Patient Experience

## 2024 Highlights

- › Fully embedded our safety and quality improvement plan across our sites
- › Continued to enhance our governance standards, including increased compliance with the National Joint Registry
- › Established new Departments of Distinction Programme, which translates organisational quality and safety goals into daily practice. This helps ensure CQC standards are consistently met while recognising teams for delivering safe, high-quality care
- › Introduced and implemented the National Patient Safety Incident Response Framework. This new methodology for managing and responding to patient safety incidents promotes learning and improvement

## National Joint Registry Recognition

Cleveland Clinic London participated in the National Joint Registry (NJR) audit for the first time, achieving the organisation's Quality Data Provider Award for 2023/2024. The NJR monitors the performance of hip, knee, ankle, elbow and shoulder joint replacement operations to improve clinical outcomes and supports orthopaedic clinicians and industry manufacturers.

The registry collects orthopaedic data to provide evidence supporting patient safety, quality of care standards and cost-effectiveness in joint replacement surgery. The award recognises best practices and increases awareness of the importance of quality data collection, reinforcing that thorough and accurate data improves patient outcomes.



Cleveland Clinic London won the National Joint Registry Quality Data Provider Award for 2023/24.

# Patient Safety

Patient safety is a top priority at Cleveland Clinic London. We focus on embedding operational processes to enhance patient safety incident management.

To achieve optimal safety outcomes for patients, an excellent safety culture is necessary. In 2024, the NHS implemented the Patient Safety Incident Response Framework (PSIRF), which introduced a new methodology for managing patient safety incidents. Cleveland Clinic London views the PSIRF as an opportunity to advance safety and learning across our organisation and has incorporated it into our daily operations. The PSIRF applies to primary and secondary care, covering NHS and private patients alike. It shifts the focus from mandated investigations and timetabled submissions to preventing recurrence of similar incidents, promoting on learning and improvement.

	2024	2023	Trend (percentage points)
Total number of patients admitted	30,381	26,576	
Unplanned returns to theatre	52 (0.17%)	11 (0.041%)	Increase of 0.129
Unplanned readmission within 29 days	113 (0.37%)	123 (0.46%)	Decrease of 0.09
Inpatient falls with injury	14 (0.046%)	11 (0.041%)	Increase of 0.005
Hospital-associated venous thromboembolism	2 (0.0065%)	1 (0.0038%)	Increase of 0.0027
Hospital-acquired infections	43 (0.14%)	30 (0.11%)	Increase of 0.03
Hospital-acquired pressure ulcers	14 (0.046)	27 (0.10%)	Decrease of 0.054
Never events	1 (0.0038%)	1 (0.0038%)	
Moderate harm or above-safety events	7 (0.023%)	48 (0.18%)	Decrease of 0.157

## Freedom to Speak Up

Cleveland Clinic London promotes a culture of transparency and integrity, encouraging caregivers to raise concerns about conduct or business practices in confidence. Oversight of the Freedom to Speak Up (FTSU) programme sits with our president, with sponsorship from the medical responsible officer and day-to-day support from three trained FTSU guardians. These guardians guide caregivers, lead the initiative and embed a culture of openness across our sites. — where the reporter is known — followed up with feedback on actions taken and lessons learned. Throughout 2024 we strengthened awareness of the importance of FTSU and deepened understanding of the guardians’ role in supporting our caregivers. We are committed to listening to caregivers and ensuring that speaking up directly contributes to better patient care and a safer workplace. Every concern raised is recorded, investigated and

## Governance and Oversight

Cleveland Clinic London’s governance, assurance and board oversight processes are continually strengthened, with robust use of data to provide ward-to-board visibility of quality. Our integrated quality assurance framework includes a defined set of key performance indicators (KPIs), reported monthly to the executive team. A comprehensive KPI report provides context, analysis and recommended actions to support assurance discussions. KPIs are benchmarked globally across Cleveland Clinic hospitals and, within the UK, against the NHS and Private Health Information Network (PHIN) datasets to ensure external comparability and identify opportunities for improvement. The integrated governance committee then reviews all KPIs for themes, trends and areas where patient safety can be further enhanced. It also considers findings from mortality reviews and receives presentations from our clinical institutes on patient safety improvement initiatives.

# Clinical Quality

Cleveland Clinic London’s first hospital inspection by the Care Quality Commission (CQC) — the independent regulator of health and adult social care in England — recognised the strength of our patient care, operations, and governance.

We achieved ratings of “good” or “outstanding” across all 34 CQC quality statements, reflecting the dedication and commitment of every caregiver in our organisation. The inspection also provided overall ratings for each key domain, structured by core services, further validating the quality of care we deliver.

### CQC quality statement comments about Cleveland Clinic London:

- › **Safe:** Outstanding in embedding a learning culture
- › **Effective:** Outstanding in delivering evidenced-based care and treatment and outstanding in how teams and services work together
- › **Caring:** Outstanding across outpatient centres for workforce wellbeing and enablement
- › **Responsiveness:** Outstanding for providing information to patients and carers
- › **Well-led:** Outstanding in outpatients in fostering a positive culture where people feel they can speak up and that their voice will be heard

### Overall rating:

- › Cleveland Clinic London Hospital
- › Portland Place Outpatient Centre
- › Moorgate Outpatient Centre







## Patient Experience

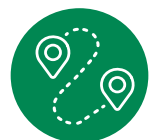
We work closely with patients every day to build a comprehensive understanding of their experiences in our care. Our aim is to gather meaningful insights into how patients interact with our services, the outcomes they achieve, and their overall journey before, during, and after treatment.

Feedback is collected through online channels, surveys, and patient forums to ensure learning is embedded across every stage of the care pathway.

To strengthen this approach, we introduced the You+Us=Together framework for patient experience and service excellence. Developed in partnership with patients and caregivers, it provides structured tools for listening to feedback, standardised guidance for running effective patient forums, and practical support for resolving concerns. The framework is underpinned by our Patient Promises and Pillars of Service Excellence, ensuring that the patient voice consistently shapes how we deliver care.

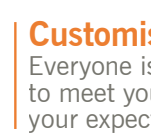
### Our Patient Promises

Behind every patient there is a story, rich in history and filled with possibility. It is a privilege to be part of our patients' journey. The more we understand that story, the better we are able to provide a consistently excellent level of service.



#### Seamless Journey

We aim to make your journey as easy as possible, before, during and after your visit.



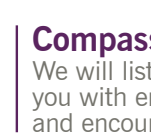
#### Customised Experience

Everyone is unique. Our goal is to meet your needs and exceed your expectations.



#### Partnership

We will collaborate with you and your loved ones, ensuring you feel involved at every step.



#### Compassionate Care

We will listen to you and support you with empathy, understanding and encouragement.

Our patient survey is an important indicator of how well we deliver on the promises we make, and we closely monitor the results. Below is the overall feedback for 2024. Percentages are based on the 79,327 responses received during the reporting period.

### 2024 Patient Feedback

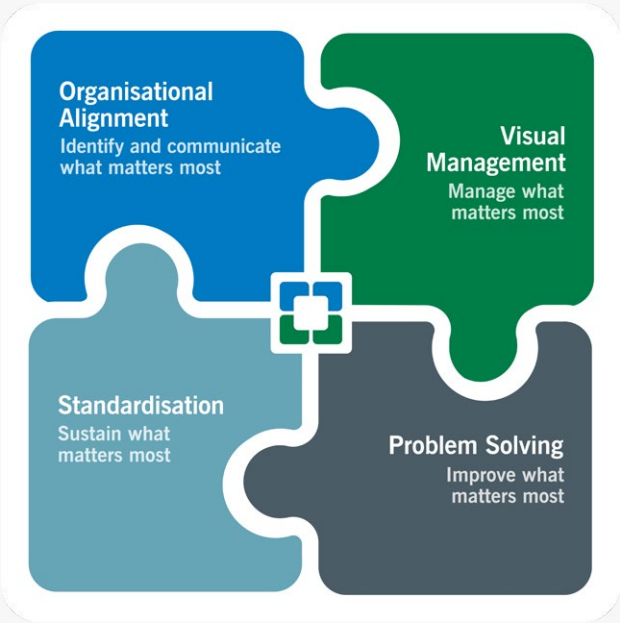




# Continuous Improvement

Continuous improvement is changing our approach to work by providing caregivers with a mindset and tools to enhance quality and reduce costs.

Continuous improvement is how we work, not an additional step in the way we work. We aim to foster a culture where every caregiver is capable, empowered and expected to make improvements, every day, regardless of their position.



# Pathway to Excellence

The American Nurses Credentialing Center’s Pathway to Excellence® programme is recognised globally as the standard for nursing excellence and offers proven strategies to help ensure the care we deliver is of

the highest calibre. Fewer than 10 UK hospitals — and none in the private sector — have earned the Pathway to Excellence designation, making Cleveland Clinic London the first private

provider to achieve this. The preparation work and submission was completed in 2024, with credentialing confirmed in 2025.

Shared Decision Making	The organisation has an established shared governance structure as the foundation for involving direct-care nurses in decision making.
Leadership	Leadership fosters the foundation of collaboration among staff and supports a shared governance environment.
Safety	The organisation protects the safety and wellbeing of nurses, staff, and patients through safety policies and processes.
Quality	Organisation-wide quality initiatives are evidence-based, focused on improving patient outcomes, developed through interprofessional collaboration, and implemented based on internal and external benchmarking.
Wellbeing	Staff have the opportunity to develop a balance between work and personal life. Achievements around community service, patient advocacy and contributions to improving population health are encouraged, supported and recognised by the organisation.
Professional Development	The organisation recognises the importance of solid onboarding, transition programs beyond orientation, and continued professional development that supports lifelong learning in the delivery of safe and effective patient care.

# Looking After our Workforce

## Commitment to Caregiver Development

Cleveland Clinic’s vision is to be the best place to receive care anywhere and the best place to work in healthcare. To help achieve this, Cleveland Clinic London is committed to supporting our caregivers through education, leadership and development, wellbeing, recognition, and engagement initiatives.

## Education

We have dedicated institutes and partnerships across Cleveland Clinic’s enterprise that offer vast opportunities for our caregivers to build their knowledge, skills and careers, whether through virtual or in-person experiences. We offer grand rounds where leading medical professionals share experiences and exposure to medical advancements. Caregivers may also apply for funding to participate in higher education, external programmes and conferences.

## Leadership and Caregiver Development

We seek to empower caregivers to drive their own growth whilst acquainting them with leadership practices they can use to achieve excellent team and patient outcomes.

We facilitate this through courses and bespoke internal programmes designed for all levels of caregivers, in clinical and nonclinical positions. We provide a clear leadership behaviour framework that utilises our values as guiding principles. These behaviours are incorporated into all our training.



Our internal syllabuses for position-based roles include:

- **Foundations of Leadership, for aspiring leaders**
- **Ignite, for people leaders within frontline roles who manage teams**
- **Accelerate, for people leaders and individual contributors who are mid-level managers**

We provide varied training subjects for multiple skill levels to foster teamwork. We utilise current and well-known facilitation practices

across our specialists in nursing education, clinical operations and talent development to provide an invaluable learning experience.

At Cleveland Clinic London we believe everyone should have the chance to learn and thrive, regardless of their education, background and experience. Our tailored approach lets caregivers structure their learning to meet their aspirations. Through self-directed in-person and e-learning opportunities, our caregivers can work at their own pace and feel supported throughout their development journey.



## Wellbeing

We offer a wellbeing hub that provides access to multiple services such as unlimited counselling and therapy, coaching, and access to digital tools and resources to support physical and mental health. We have over 30 qualified mental health first aiders who provide support to caregivers throughout the organisation.

We offer a hardship fund that can help caregivers alleviate financial pressures, as well as access to a salary advance scheme provider.

Additional wellbeing initiatives available to our caregivers:

- **Health benefits including private medical insurance and dental coverage**
- **Cycle-to-work schemes**
- **Access to discounts and benefits**



Annually, we host our peer-based nomination event, the Grosvenor Awards, which honours caregivers who demonstrate our values exceptionally throughout the year.

Additionally, Cleveland Clinic's Recognition Coins and Legacy Coins are distributed throughout the organisation, empowering managers and caregivers to personally acknowledge exceptional efforts by team members and colleagues.

## Recognition

An online tool, Celebrations, allows our caregivers and patients to praise positive behaviours, outstanding quality, and exemplary safety and care. Our global annual celebrations recognise individuals and teams who exemplify Cleveland Clinic values and positively impact our care priorities.

## Engagement

Creating a safe, engaging place of work is core to our culture. We appreciate our caregivers' varied backgrounds and attributes, which contribute to our vibrant organisation. Employee resource groups led and run by caregivers

help create awareness, offer support and contribute positively to our organisation.

Caregivers take part in monthly leader-guided discussions to highlight Cleveland Clinic values and illuminate how caregivers can embody these in day-to-day duties. We consistently gather caregiver feedback via listening tours and annual surveys.

These tours and surveys focus on:

- **What we are doing well**
- **Areas of opportunity**
- **Suggestions for improvement**

We share the results with caregivers and act on their feedback.

# Awards and Accolades

- › “Hospital of the Year” at 2023 LaingBuisson Awards
- › “Leadership Team of the Year” at 2024 LaingBuisson Awards
- › First UK private hospital to receive Healthcare Information and Management Systems Society Electronic Medical Record Adoption Model Stage 7 accreditation, recognising the optimisation of digital technology for patient benefit
- › Environmental services team awarded gold CAP (Continuous Advancement Programme) Award, recognising outstanding performance in cleaning and hygiene
- › Food services team awarded gold CAP Award for excellent standards in food service
- › Secured ISO 50001 Energy Management and ISO 14001 Environmental Management
- › Cleveland Clinic London's pharmacy model recognised by House of Commons' Health and Social Care Committee in 2024 pharmacy report
- › Awarded Cyber Essentials Plus certification, a UK government-backed recognition of advanced cybersecurity defences
- › Named in the 2023 “Healthcare's Digital Most Wired” list by the College of Healthcare Information Management Executives



# Environmental Stewardship



In 2024, Cleveland Clinic London continued to build momentum in its environmental stewardship efforts, reflecting the organisation’s commitment to delivering healthcare in a way that supports the wellbeing of people and our planet.

As part of this commitment, we achieved integrated ISO certifications in Environmental Management (ISO 14001) and Energy Management (ISO 50001). These accreditations form a robust framework that supports our strategic goals.

Key developments in 2024 included investment in sub-metering infrastructure at our hospital, which allows us to monitor energy consumption by floor and category. This granular data is critical in establishing accurate energy baselines and identifying opportunities to improve efficiency and reduce emissions.

Environmental awareness has increasingly become embedded across the organisation, with more departments and committees incorporating environmental considerations into their agendas. We also introduced a coffee grounds scheme, inviting caregivers to take home used coffee grounds — a simple yet effective initiative that encourages waste reduction and engagement at a grassroots level.

Working with our waste management contractors, we have renewed our focus on improving waste management and segregation. Waste awareness events highlight best practices

in recycling and reducing waste, shaped by feedback from caregivers. This is supported by clearer signage at bin stations and ongoing meetings to drive improvement.

Looking ahead, we are committed to further reducing our environmental impact and contributing to healthier communities now and for future generations.

## Cleveland Clinic Philanthropy UK

Cleveland Clinic Philanthropy UK (CCP UK), our charity partner, was founded with a mission to advance health, medical education and research in the United Kingdom. Established alongside Cleveland Clinic London, CCP UK aims to extend to the UK Cleveland Clinic’s heritage of philanthropic support for healthcare.

Since opening, CCP UK has focused on delivering education, training and research programmes, working with generous donors and partner organisations. To date, these donors have pledged over £30 million, significantly contributing to the advancement of CCP UK’s mission.

100% of donations to CCP UK are spent directly on the delivery of these programmes, which ensures that every pound donated has a tangible impact on health, medical education and research in the UK.



## Philanthropy Programmes

### Education

CCP UK has made significant progress in advancing education within the healthcare sector, funding 319 projects and providing 8,695 education opportunities to individuals seeking to enhance their knowledge and skills.

The initiative has supported 38 fellowships and facilitated 463 advanced degrees and qualifications. Additionally, 1,019 caregiver grants have been awarded to support professional development, and 63 medical students have had the opportunity to study at Cleveland Clinic London (the first independent medical education initiative of its kind in the UK).



## Research

CCP UK research is dedicated to advancing medical knowledge and improving patient outcomes. Cleveland Clinic London’s biobank has registered over 1,000 patients, providing a valuable resource for medical research, and 40 studies have been funded for the development of innovative treatments and therapies. The team includes four research nurses, who play a crucial role in conducting and supporting clinical studies, and has received two National Institute for Health and Care Research award nominations, highlighting its commitment to excellence in research.





## Nursing

CCP UK has funded 16 advanced nursing degrees, which empower nurses to take on leadership roles and advance their careers, and 12 ICU fellowships to provide specialised training to nurses working in intensive care units. Fifteen scholarships have been awarded in partnership with London South Bank University and Coventry University nursing schools, and 1,390 life support training sessions (100 in advanced life support) have been conducted to ensure that nurses are prepared to handle critical situations and provide the highest quality of patient care.



## CCP UK Events

### Artificial Intelligence in Healthcare Roundtable at the House of Lords

A cross-party discussion brought together industry leaders and experts from Cleveland Clinic London.



### VeloSano Cycling Event

Cleveland Clinic London caregivers took on the London-to-Brighton cycling challenge to raise money for cancer research.



### The Aging Brain and Dementia Prevention Friends Event

A panel discussion with clinical experts from Cleveland Clinic London highlighted the latest innovations in treatments for dementia.

## Case Studies



**Catherine Bynum** is a staff nurse at Cleveland Clinic London, having qualified at London South Bank University Nursing School. During her studies Catherine received a bursary through CCP UK's nursing programme, and since joining she has enrolled in the preceptorship for newly qualified nurses.

*"As a newly qualified nurse, I was looking for somewhere to push me and to give me the training that I would need to be able to function well as a nurse. It does not always happen in the sector but with Cleveland Clinic, I saw where I could progress. That was very, very important to me; it was what sold me on applying to Cleveland Clinic London."*

*"I think philanthropy is very important in furthering education in healthcare. There are a lot of students, particularly nursing students, who would love to go further but don't have the resources to do so. Being part of the scholarship is a good opportunity to advance and build on your confidence."*



**Dr James Thanesan** joined Cleveland Clinic London in 2023 as a digestive disease and surgery clinical fellow. Through the CCP UK education programme, he was able to undertake a master's in business administration degree.

*"The education programme at Cleveland Clinic London is unique. Through the partnership of philanthropy and healthcare, it enables caregivers to access education and training to help improve patient care."*

*"I was delighted to have the opportunity to accelerate my clinical development as a Mittal Institute Fellow by undertaking a healthcare MBA at Warwick University. I am very grateful for the unique opportunity to fulfil my potential as a caregiver and address some of the pressing challenges facing healthcare delivery in the UK."*





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