



Success story

Building a culture of connection and care

St Vincent's Private Hospital Kew

At St Vincent’s Private Hospital Kew (SVPHK), success is measured not just in patient outcomes, but in the strength of human connection. Under the leadership of General Manager/Director of Clinical Services, Carolyn Moore, the hospital has embedded a culture where curiosity, compassion, and collaboration drive continuous improvement. By embracing patient and staff feedback, SVPHK has achieved remarkable results across patient experience metrics while sustaining a positive and supportive workplace for its people.

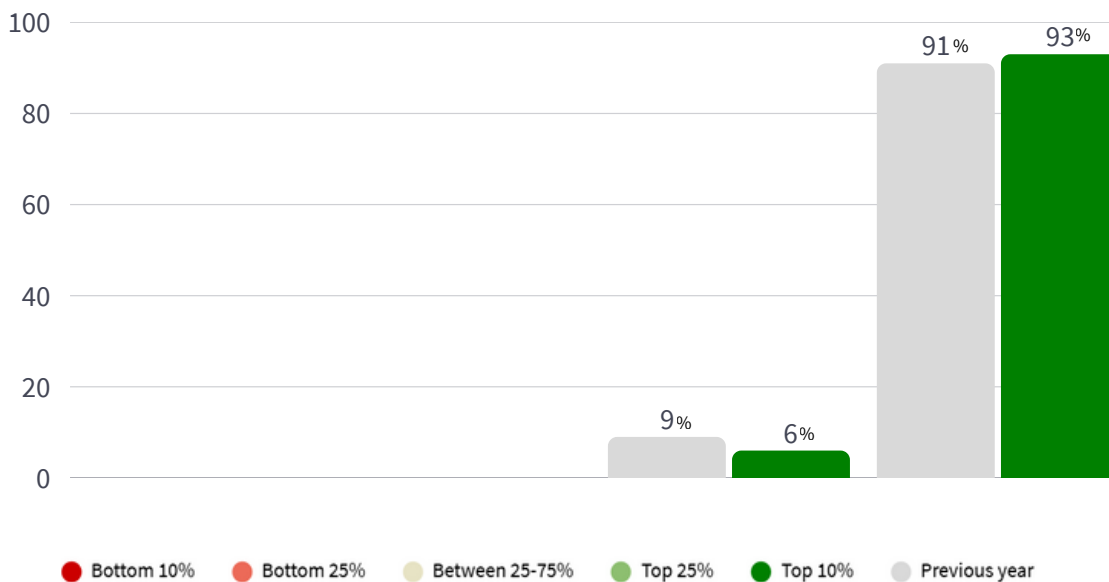
A culture of human connection

Staff and leaders at SVPHK consistently emphasise that “it feels like a family.” From team members greeting each other warmly at the start of shifts to nurses treating patients as if they were their own loved ones, the culture is built on warmth, respect, and accountability.

- Visible and approachable leadership: Carolyn Moore rounds on wards daily, checking in personally with staff and encouraging open communication.
- Team nursing in practice: Staff work well together as a team, supporting one another and responding to any call bell, ensuring care is immediate and shared.
- Inclusive environment: SVPHK nurtures inclusivity, with staff from diverse cultural backgrounds supporting one another and creating a united, professional, healing environment for patients. This diversity enriches the workplace and builds trust.
- Community hospital feel: Patients often comment on the friendliness and attentiveness that set Kew apart from other hospitals. This culture not only enhances patient confidence but also supports strong staff morale and retention, with turnover at notably low levels.

Patient experience at the centre

During this hospital stay, how often did nurses treat (you/your child) with courtesy and respect?



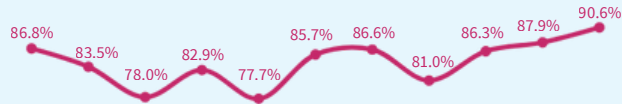
Consistently high quarterly ratings over the last five years for 'Nurses treat you with courtesy and respect'

Top 10% in international inpatient experience benchmark compared to over 4,000 US facilities in Apr-Jun 2025, based on 257 responses where 93.4% of patients selected 'always'



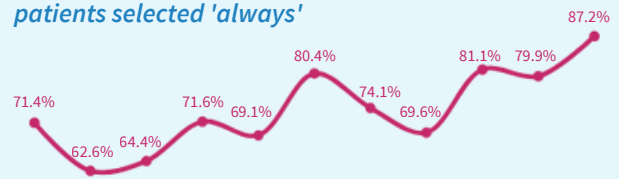
Quarterly ratings improving for 'Nurses explain things in a way you could understand'

Top 10% in international inpatient experience benchmark compared to over 4,000 US facilities in Apr-Jun 2025, based on 256 responses where 90.6% of patients selected 'always'



Significant improvement this quarter for 'Call button help as soon as you wanted'

Top 10% in international inpatient experience benchmark compared to over 4,000 US facilities in Apr-Jun 2025, based on 235 responses where 87.2% of patients selected 'always'



Patient experience results, with all items performing well above the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) international benchmark average, reflect SVPHK's focused improvement efforts on clear communication, responsiveness, and comfort.

- Reducing anxiety: Nurses prioritise visiting anxious or newly admitted patients early in shifts, introducing themselves and providing reassurance. Small comfort measures are offered such as, offering tea, adjusting pillows, or providing eye masks and earplugs have been well received by patients, helping them to feel safe and cared for.
- Improved quietness scores: Noise levels dropped significantly through practical actions like turning down call bell volumes, carefully matching patients in shared rooms, and staff holding each other accountable to keep noise low, especially at night.
- Bundling care: To minimise disturbance, staff combine checks (pain, meals, comfort) into single visits, ensuring patients can rest in between, without missing attentive care.
- Leader rounding: 80% of patients reported being personally visited by their unit manager or the nurse in charge of the shift.
- Care boards and discharge planning: Rooms feature boards displaying patient name, care plans, what is important to the patient, and discharge details. Staff explain and repeat instructions, ensuring both patients and carers feel informed and supported.

As one nurse explained,

“ We remind patients, ‘Please use your buzzer for anything you need, no matter how small.’ That reassurance makes a real difference—especially for older or anxious patients. ”

Recognition that inspires

Recognition is a powerful motivator at SVPHK. Patient feedback is shared weekly with staff.

- Coffee vouchers with patient comments are given to staff named in patient experience surveys.
- Patient comments are displayed on staff boards, celebrating excellence publicly.
- Small but meaningful gestures, like morning coffee rounds or verbal peer acknowledgement, reinforce the hospital's culture of appreciation.

As Marg, an ANUM in Day Surgery, described it:

“ We don't see it as hard work because we love what we do. The recognition just reminds us of the impact we're making. ”

Continuous improvement in action

SVPHK demonstrates agility in responding to patient feedback. Examples of improvements in the Day Surgery Unit:

- Catering upgrades: Replacing standard sandwiches with higher-quality options after patients expressed concerns.
- Staggered arrival times: Reducing day surgery wait times by coordinating with surgeons.
- Tailored discharge instructions: Clear, procedure-specific guidance for both patients and carers.

Every piece of feedback is approached with curiosity:

“What can we learn? What can we do differently?”



Developing and supporting staff

Staff reflections also highlight the importance of investing in people:

- Setting expectations: Leaders clearly communicate patient care standards to new staff, helping them integrate quickly and confidently.
- Role modelling: Senior staff demonstrate compassionate care in front of new or agency staff, ensuring they see best practices in action.
- Team-based learning: Staff are encouraged to ask questions and seek support, fostering a culture of openness and continuous professional growth.

This commitment ensures compassion and professionalism are sustained across generations of nurses, protecting SVPHK's culture for the future.



Staff and visiting medical officer experience results are also positive

Visiting medical officer 2025 survey results (33 responses):

- I would recommend this hospital to family and friends who need care: 94% agree vs 82% national benchmark
- I would recommend this hospital as a good place to work: 88% agree vs 76% national benchmark
- Different work units work well together in this hospital: 76% agree vs 66% national benchmark

Staff survey 2025 results (55 responses):

- I am proud to tell people I work for this organisation: 87% agree or strongly agree (top 10% of the national benchmark)
- I would recommend this organisation to family and friends who need care: 87% agree or strongly agree (top 25% of the national benchmark)
- In this work area, employees speak up if they see something that may negatively affect patient/resident /client care: 86% agree or strongly agree (top 25% of the national benchmark)
- I would feel safe being treated at my organisation as a patient/resident/client: 85% agree or strongly agree
- In this work area, we work together as an effective team: 82% agree or strongly agree

Voices from the team

“

We are a diverse team, and we support each other. Patients see that unity, and it gives them confidence.

”

– Jesmin Singh, Nurse



“

The gratitude from patients keeps us going, we know it's worth it for the care we provide.

”

– Melissa Bordignon, Nurse



“

Carolyn embodies the St Vincent's values. She makes the effort to connect with staff every day, and that makes all the difference.

”

– Marg, ANUM Day Surgery



Patient comments

“

Nurses were lovely and really appreciated all their help and friendly faces during the experience. I was always well informed.

”

“

Thought that staff were caring and attentive. At no time did I feel uncomfortable to ask nurses for any assistance. Felt very welcome.

”

“

The doctors/surgeons and nurses always made sure I was okay, asked if I needed anything and provided the best care.

”

“

From the reception, the admission & readiness for surgery, I felt I was in very capable & friendly hands. The ward staff, nurses, hospitality staff were all excellent and caring made and made my two night stay wonderful.

”

Key outcomes

Through these targeted actions SVPHK has:

- ✓ Enhanced patient reassurance and comfort through anxiety-reduction strategies
- ✓ Improved quietness scores through proactive ward management
- ✓ Increased patient confidence through visible leadership rounding
- ✓ Strengthened morale with recognition practices tied to patient feedback
- ✓ Sustained a culture of inclusivity and professional development for staff

St Vincent's Private Hospital Kew stands as a model of how human connection, responsive leadership, and a culture of recognition can deliver outstanding patient experiences and sustain an engaged workforce. By treating every patient like family, empowering staff to own improvements, and keeping leadership visible and approachable, Kew has created an environment where patients, their family/carers, and staff feel genuinely cared for.

Donna Kelly, Director of Patient Experience and Clinical Support, reflects: ***"The great results are an indication of the culture—our focus on human connection."***

The final word comes from Carolyn Moore, General Manager and Director of Clinical Services:

"It's an honour to lead a team who genuinely care about the patient experience. I see this in every department across the hospital. They are always looking for opportunities to enhance the care we deliver, and frequently provide me with suggestions about how we can continue to improve. It's wonderful for the staff to be able to see and hear about the difference they make - the little things can mean so much to a patient. It's important that we celebrate successes as a team while continuing to look for ways to improve the patient experience."

