

## Our strategy

# Helping to meet Britain's healthcare needs

At Spire Healthcare, quality and patient safety always come first. This has been the cornerstone of a strategy that has proved successful in recent years

But in this time of unprecedented demand for healthcare, both in our hospitals and elsewhere, we evolved our strategy in 2022 to help us meet this demand, not simply by caring for patients in our high-quality hospitals, but also by developing and offering a range of vital healthcare services to improve the health of the nation in clinics, communities and workplaces. In 2023 we continue to deliver this strategy.

### Our purpose drives our strategy

Our purpose is 'Making a positive difference to people's lives through outstanding personalised care'. That's why we have a strategy that helps us to meet more of Britain's healthcare needs. A strategy that works by focusing on quality and safety, champions sustainability throughout the organisation, recognises the vital role our colleagues play, helps us to expand into new areas of healthcare to meet more people's needs, and delivers a strong financial performance for our shareholders while generating value for all our stakeholders.



### Driving hospital performance

Continue to grow across our existing hospital estate with increasing margins

See page 21-23



### Building on quality

Maintain strong quality and safety credentials for patients and as a competitive advantage

See page 24-26



### Investing in our workforce

Aspire to attract, retain and develop the most talented people to our business

See page 27-30



### Championing sustainability

Become recognised as a leader in environmental, social and governance (ESG) in our industry

See page 31-33



### Expanding our proposition

Selectively invest to attract patients and meet more of their healthcare needs

See page 34-35

Which together delivers a strong financial performance for our shareholders and the fiscal strength we need to invest in future growth



Our key performance indicators (KPIs) are explained in detail on page 61



Read about our engagement with stakeholders on page 54



Read about our alignment to the United Nations Sustainable Goals (UN SDGs) on page 36



# 1. Drive hospital performance

## Continue to grow across our existing hospital estate with increasing margins.

As a preferred provider and partner, we aim to offer an outstanding patient experience in our hospitals, and ensure we are easy to do business with.



### Our goals

- Provide people with rapid access to diagnosis and treatment
- Provide market-leading offer to private patients, with targeted growth in NHS treatments
- Outperform the UK's overall hospital market growth
- Improve our hospital margins and maximise opportunities

### Highlights and priorities

#### Highlights of 2023

- Increased private revenue by 9.5% to £959.7 million from £876.7 million in 2022
- £84.4 million investment across our estate, including major projects at Spire Yale and Spire Cambridge
- Launched our new marketing campaign, 'The sooner you're better, the better'
- Enhanced our cyber security to strengthen information governance and our data security position

#### Priorities for 2024

- Drive further digitalisation, automation and efficiency in our business processes to deliver improved margins
- Continue to increase our private revenue and build the Spire Healthcare brand in new areas
- Maintain investments in the business at approximately 6-7% of revenue
- Work with our NHS partners to help address waiting lists

### Maximising our capacity

In our first full 'normal' post-COVID year since 2019, we delivered a strong performance, demonstrating that our strategy is working, despite having to navigate other issues, such as high levels of seasonal absence and consultant strike action in the NHS. While we have faced many challenges over the last three years, we have come through them well, and Spire Healthcare is a more resilient business than ever today.

Demand remains strong. 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 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. The first step has been to benchmark our systems, put foundations in place for our plan, and scope out the size of the savings opportunity. We have a clear plan to deliver material savings, efficiencies and customer service improvements over the next three years.

## Our strategy continued

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.

Ultimately, it's all about making every patient's journey a seamless one, from booking an appointment to accessing treatment, and helping them build an ongoing relationship with Spire Healthcare. By embracing data and fostering innovation right across our organisation, our colleagues will be even better placed to provide personalised patient care, with reliable access to all the tools they need, while we are proactively exploring the opportunities presented by emerging artificial intelligence technologies to improve those tools. All these changes will remove cost from the hospital business to deliver a stronger financial performance.

## Investing in our estate

Our focus on digitalisation doesn't detract from the continued investments we are making in quality across our core estate, as we committed a further £84.4 million in capital expenditure this year, a level of investment that stands out in the private healthcare sector. This included investments in diagnostic imaging of £14.1 million 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. These investments in state-of-the-art technology benefit both our patients and our hospitals, helping to provide the best environment for the consultants who work with us.

Major projects in 2023 that have supported expanded services to patients and revenue growth, have 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, due to open in early 2024
- A new £1.6 million ophthalmology theatre facility at Spire Cambridge
- A new £2.4 million daycase theatre suite at Spire Claremont in Sheffield
- And a combined investment of £3.4 million to enable us to provide robotic assisted cardiac surgery at Spire Nottingham and Spire Manchester

In line with our five-year refurbishment programme, we have spent almost £10.0 million improving many of our sites this year, including highly-visible patient-facing reception areas. We have also invested more than £8.0 million on important engineering and fire safety projects at our sites.

Patients say their experience of our service was 'Very Good' or 'Good'

96%

2022: 96%

Source: Patient Discharge Survey 2023.

Private inpatient revenue up 6%

£355.5m

2022: £335.3m



Strategy in action

## New outpatient and diagnostic centre at Spire Yale Hospital

An ambitious £9.5 million development at Spire Yale Hospital in Wrexham has seen us convert former administrative buildings into an outpatient centre.

This has created a more comfortable environment where people can receive much-needed diagnoses. The new Chesney Court Imaging, Orthopaedic and Outpatient Centre will increase the number of patients the hospital can treat per year by up to 20%, expand the patient services we offer, and provide faster care for daycase patients.

Chesney Court was part of an ongoing investment project at Spire Yale, which expanded the hospital's existing ward space from 18 beds to 24 to allow more patients to receive the overnight care they need.

Chesney Court's outpatient and diagnostic centre offers state-of-the-art MRI, X-ray and ultrasound facilities, as well as orthopaedic and physiotherapy rooms. The centre also includes nine consulting and treatment rooms, and provides people with rapid access to orthopaedic, urology, ophthalmology, gynaecology, general surgery and ear, nose and throat surgery, as well as diagnostic services for cardiac disease and chronic and acute pain conditions.

Through a mix of inpatient and outpatient services, this increases patient choice and in turn will help to address waiting lists in and around north Wales.



## Our strategy continued

**Building on our self-pay and PMI business**

Our self-pay revenue grew by 1.8%, while the private medical insurance (PMI) market has continued to expand, as employers seek to secure cover on a wider group of their employees. PMI revenue grew by 14.3% in 2023. We are building on our partnerships with insurers, demonstrating the value we provide through our effective operational performance and collaborative initiatives. We have value-based contracts with all four of the main PMI providers – Bupa, AXA Health, Aviva and Vitality – that are founded on clinical quality, patient experience and price. We continue to expand our marketing of the Spire-branded InSpire insurance product which gives easy access to private care at Spire hospitals and is underwritten by AXA Health. In 2024 we will grow capacity further to ensure prompt access for private patients, supported by online and digital improvements to enhance referrals.

To drive growth and build on our brand awareness, we launched a new multi-channel targeted marketing campaign in September 2023, developed in partnership with M&C Saatchi London and entitled 'The sooner you're better, the better'. The campaign focuses on the themes of accessing expert care quickly to make a swift recovery, getting back to being yourself, and returning to what you love doing. A 30-second TV spot spearheaded the campaign, with more media buy booked for early 2024. The campaign is designed to attract and retain customers, while appealing to consultants, employees, and NHS patients who may have an option to choose us. Since launch in September, we have recorded our highest-ever brand awareness and consideration scores. Since our first major campaign in 2021, we have seen a strong marketing return on investment.

**Supporting the NHS and its elective recovery plan**

We believe private healthcare has an important role to play in tackling waiting lists by working in partnership with the NHS. We were pleased to support the government's Elective Recovery Taskforce, which aimed to increase the volume of elective consultations and procedures for NHS patients carried out by the independent sector, to help tackle the backlog. We welcomed the Taskforce's recommendation, accepted by the government, of an increased role for the independent sector, more choice for NHS patients when first referred, and choice for anyone waiting longer than 52 weeks for treatment – static at around 337,000 patients according to NHS England – of hospitals with shorter waiting times.

We look forward to many NHS patients taking advantage of this newly promoted choice, to opt for a Spire Healthcare hospital or service, to receive their care.

Our volume of NHS work increased again during 2023, and we continued to help the NHS to treat patients waiting the longest. We have now cared for more than 623,800 NHS patients in our hospitals since the start of the pandemic in March 2020 with 195,950 in 2023. We also continued to engage closely and develop our relationships with the Integrated Care Systems (ICS) that bring together providers and commissioners of health and care services across geographical areas.

**Services for children and young people**

Children and young people are an important part of our patient mix. We offer a broad range of paediatric services in a hub and spoke model, from initial consultation and diagnosis through to treatment and surgery, including dermatology, orthopaedics, gastroenterology and ear, nose and throat services with the latter the busiest service. In 2023 we saw more than 48,000 children in our outpatient departments and cared for over 5,000 on our inpatient wards.

66 Digitalisation will remove cost from the hospital business to deliver a stronger financial performance, and make every patient's journey a seamless one, from booking an appointment to accessing treatment, and helping them to build an ongoing relationship with Spire Healthcare."

**Private new outpatient consultations 2023**

**+7.8%**

626,173 in 2023 vs 580,981 in 2022

**Private revenue growth 2023**

**+9.5%**

£959,700 in 2023 vs £876,600 in 2022

## Our strategy continued



## 2. Building on quality

We remain fully focused on quality and patient safety across the organisation, underpinned by an open, learning and quality improvement culture.



### 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

### Highlights and priorities

#### Highlights of 2023

- 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

#### Priorities for 2024

- 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

### 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, our one remaining site which has a 'Requires Improvement' rating, which has not been inspected since 2016/17. Inspected VHG locations are currently rated 100% 'Good' by CQC.

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 level 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 the year, 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. Read more on page 28. Aligned to this programme, in early 2024 we are rolling 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 registered allied health professionals' excellent care to our patients.



## Our strategy continued

### 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 our governance standards, 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 board members to support robust conversations around assurance. The 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 our policies around multidisciplinary meetings, especially in cancer; 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. To read more, see page 101.

### Quality and safety

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 makes Spire Healthcare more self-supporting, by ensuring that we need to do fewer transfers out where critical care needs arise.

### Regulatory inspections (with 6 reports published in 2023)

7

2022: 10 inspection reports

### Net promoter score among corporate customers towards VHG's employee assistance plans

97

Source: NPS scores, Vita Health Group.



### 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.

PSIRF builds on our open and learning culture, and we have trained all the people who need to be trained in our hospitals, ready for the full implementation in 2024. Ahead of full rollout, we have 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 we use 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, efforts to use fewer opiates for pain relief at discharge for orthopaedics, a nationwide project to improve resuscitation skills which was a finalist at the LaingBuisson Awards 2023, and a multi-year project to improve patient discharge scores across the group.

## Our strategy continued



Strategy in action

## Resuscitation quality improvement

Our resuscitation quality improvement (RQI) programme was delivered as part of a collaborative partnership with Netherlands-based Laerdal Medical.

They are a world leader in resuscitation initiatives, such as simulation skills, and worked with us to develop our clinical colleagues' skills.

We adapted what we learned from Laerdal to create a new centralised training overview, which has led to a standardised approach to resuscitation throughout our hospitals nationally. This has

brought a level of consistency and clinical skill across the group that would normally be seen as a challenge for one large hospital site alone to achieve, never mind a series of sites across the country.

The RQI initiative has been recognised as an example of 'Excellence in Training', having been selected as a finalist in the 2023 LaingBuisson Awards.

Colleagues receive training in our QI methodology through our QI Academy. To date, more than 13,000 colleagues have accessed the QI training, either virtually or in face-to-face sessions, 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 risk management software. The concern is managed by one of our trained FTSU guardians. We also have 31 consultant ambassadors to receive concerns.

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, we will be adding it to our mandatory training for consultants who practise at Spire Healthcare and VHG will be introducing in 2024. 'Listen Up' and 'Follow Up' are for managers.

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

In 2023 Vita Health Group (VHG) updated their Speak Up policy and enriched their established Freedom to Speak Up Guardian roles to embed a culture where individuals confidently raise concerns in confidence and identify opportunities to improve standards of care, working environments, and colleague wellbeing. The Doctors Clinic Group has two guardians who have started their National Guardian's Office training programme. Spire Healthcare and VHG both hold a dedicated FTSU month each October – aligned to the National Guardian's Office national campaign – to raise the profile of speaking up and of the guardians, and to offer further support and training to ensure colleagues know who they are and how to contact them. In 2023 the theme was overcoming barriers.

Inspected locations rated 'Good' or 'Outstanding' or equivalent by regulators England, Scotland and Wales

# 98%

2022: 98%

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

# 94%

2022: New question for 2023  
Source: Patient Discharge Survey



## 3. Investing in our workforce

### Recruit, retain and develop great people.

With the shortage of clinical staff across the healthcare sector, we aspire to attract, retain, train and develop the most talented people to our business.



#### Our goals

- Sector-leading colleague satisfaction
- Sector-leading consultant satisfaction
- Sector-leading private hospital apprenticeship programmes

#### Highlights and priorities

##### Highlights of 2023

- Brought our recruitment service in-house to improve attraction and efficiency, saving £0.5 million
- Launched a new Speak Up training module from the National Guardian's Office
- Welcomed a new cohort into our nurse apprenticeship programme
- Held our first colleague survey champions' day

##### Priorities for 2024

- Develop our new reward framework
- Refocus our equality, diversity and inclusion strategy
- Focus on the employee experience as part of our external employer brand
- Continue to develop networks to support colleagues

### 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.

### 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.



**Our strategy** continued

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.

**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 5.5% salary increase from September 2023. This built on our 5% increase last year and means that most colleagues will have seen a rise of over 10% in salary since September 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 we held our first-ever colleague survey champions' day at our head office, 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 the survey, 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.

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.



## Driving Clinical Excellence in Practice programme

We were pleased to launch our new Driving Clinical Excellence in Practice Programme this year. It is a bespoke educational initiative that covers a comprehensive framework of necessary competencies and skills for our registered nurses and allied health professionals. The programme encourages participants to engage with their peers to foster a deeper sense of community and reinforce pride in the profession. It will also support nurse revalidation, promote better patient outcomes, patient experience and promote better use of resources. The programme was launched at the beginning of November for our first cohort of registered nurses. The first education day was held

at Spire Manchester, with 27 registered nurses from 16 hospitals who work across wards, outpatients, recovery, theatres, eye centres and pre-operative assessment. The second education day took place at our head office and was attended by 44 registered nurses. The first cohort of registered nurses who complete the programme will be awarded their Driving Clinical Excellence in Practice badge and certificate at a graduation event to be held at our head office, where we will celebrate and acknowledge all of their hard work and commitment. This event is scheduled to coincide with International Nurses Day in May 2024. The second cohort of the programme is scheduled to begin in April 2024.

## Our strategy continued

Our equity, diversity and inclusion (EDI) strategy is based on four commitments: (i) we recognise the value of diversity, (ii) we understand how it will help us deliver our purpose, (iii) we respect and appreciate each other for who we are, and (iv) 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. Vita Health Group runs an LGBTQIA+ network.

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, and explored a new menopause-friendly uniform in 2023. Results from a second survey are expected in early 2024. The first survey showed colleague difficulties with insomnia, anxiety, low confidence and self-esteem.

Read about our race equality network, and more on diversity, in the sustainability report on page 45.

### 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 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, 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 ran using our new experience measurement platform, Qualtrics, and 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.

66 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 colleagues to feel confidence to bring their whole selves to work, which makes us stronger as a team."

### Colleagues proud to work for Spire Healthcare

81%

2022: 80%

Spire Healthcare annual survey 2023 (Spire Healthcare Limited and The Doctors Clinic Group)

### Consultants describe the care provided in hospitals as 'excellent' or 'very good'

83%

2022: 78%

Spire Healthcare consultant survey 2023

## Our strategy continued

## NHS sexual safety in healthcare charter

Following reports of sexual assault, harassment and abuse in the NHS, NHS England launched a new sexual safety charter this year – urging all NHS trusts, Integrated Care Boards and others across the healthcare sector to sign up. We stand in full support of anyone who has been the victim of this kind of behaviour and were pleased to sign up to the organisational charter which commits us to a zero-tolerance approach to any unwanted, inappropriate and/or harmful sexual behaviours towards our workforce. We also commit to actively working to eradicate sexual harassment and abuse in the workplace, and to promote a culture that fosters openness and transparency. These commitments apply to everyone in our organisation equally.

## Creating value for each other

With the pressures of the past few years compounded by the cost of living, high inflation, and recession in the economy, supporting our colleagues' health and wellbeing remains a top priority. Our Helping Hand initiative uses bespoke notice boards at all hospitals where our people can ask for or offer help such as donating or loaning useful items or offering their skills and time. Our virtual monthly nightcap club remains in place, giving colleagues a safe space to share how they are doing. One of the chief executive's key messages for 2023 was 'Be Kind', supported by messaging on financial, mental health and exercise, and a 'Be Kind' Christmas campaign.

We introduced new questions in our 2023 colleague survey about wellbeing to enable us to better understand how colleagues feel they are being supported. We offer discount savings via our online colleague portal, Spire for You, and have promoted Blue Light cards to colleagues; these provide more than 15,000 discounts for healthcare workers.

## Absence and turnover

Managing absence and turnover helps us understand our colleagues and ensure they are valued and rewarded. We use data to flex our workforce and ensure we have sufficient capacity and resilience.

Our absence rates show a further reduction in 2023, particularly short-term absence. The overall rate of absence was 4.7% (5.9% in 2022, 6.3% in 2021). Cost of sickness absence reduced by over £2 million across the group in hours lost compared to 2022. Our monthly turnover rate continued to reduce significantly, with 23% fewer leavers in 2023, compared with 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.

Absence rose at Vita Health Group during 2023 with an overall rate of absence of 3.6% (3.2% in 2022). Turnover fell slightly from 24% in 2022 to 23.5% in 2023. Absence at The Doctors Clinic Group during 2023 was 1.2% overall, and turnover was 46%.

## Overseas nurses recruited

115

2022: 112

Spire Healthcare Limited recruitment data

## Colleagues who get satisfaction from their work

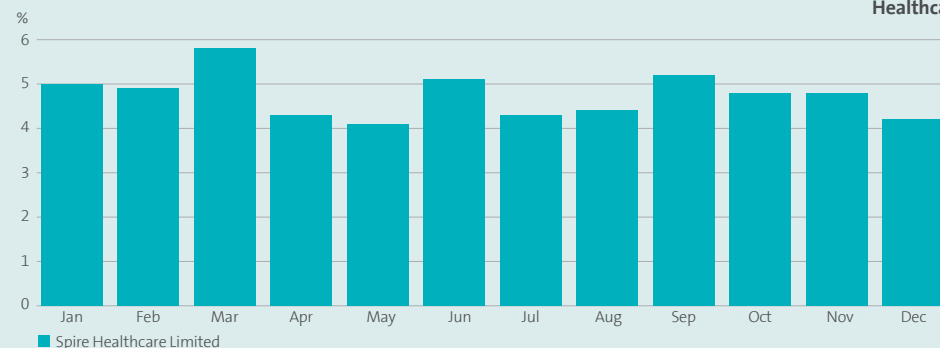
84%

2022: 84%

Spire Healthcare annual survey 2023 (Spire Healthcare Limited and Doctors Clinic Group)

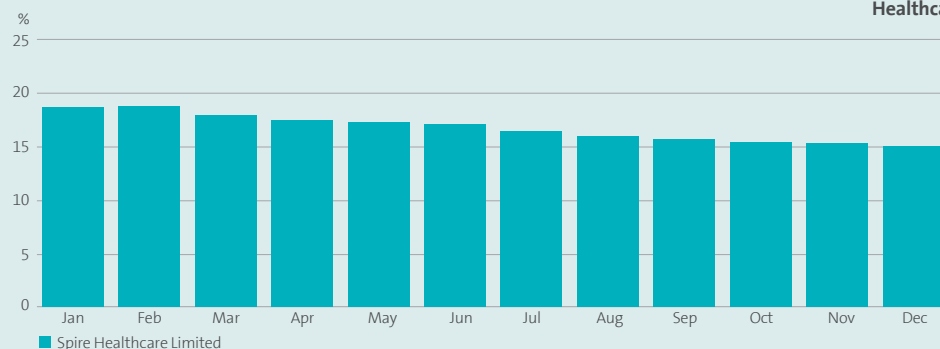
## Employee absence, 2023, Spire Healthcare

Total sickness absence in hours as a % of total employed hours

4.7%  
overall Spire  
Healthcare

## Employee turnover, 2023, Spire Healthcare

12-month rolling turnover rate as a % of total headcount

15.1%  
overall Spire  
Healthcare

Read more about diversity networks, allyship and data in our sustainability report on [page 36](#)



Read more about apprentices and learning and development in our sustainability report on [page 36](#)



Our strategy continued



## 4. Championing sustainability

### Become recognised as a leader in environmental, social and governance (ESG) in our industry.

Spire Healthcare's purpose, strategy and sustainability ambition are integrally linked to each other. By managing sustainability successfully, we aim to create lasting economic and social value.

#### Our goals

- Leading the independent sector in being carbon neutral by 2030
- Contributor to Britain's healthcare workforce and a diverse employer
- Protect and manage all sensitive data
- Reduction in waste and improved recycling

#### Highlights and priorities

##### Highlights of 2023

- 3% ahead of 2023 emissions target (27,017 tCO<sub>2</sub>e achieved vs target 27,750 tCO<sub>2</sub>e)
- 35% of overall waste is recycled, up from 30% in 2022
- 47% female representation at board and executive committee level combined at end 2023
- 18.9% of colleagues classify themselves as non-white by ethnicity, up from 17.3% in 2022

##### Priorities for 2024

- Continue to seek opportunities for carbon reduction at all Spire Healthcare sites
- Continue to encourage, and train for, effective recycling and waste management
- Further increase female representation at executive committee level in pursuit of 40% board and executive committee combined target by 2025
- Strengthen security measures governing the storage of and accessibility of sensitive data

### 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 create lasting 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:



\* The sustainability strategy covers Spire Healthcare Limited only at this stage; we anticipate working to bring the rest of the group under the same plan.

## Our strategy continued

## 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 CO<sub>2</sub> 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. Read more in our sustainability report on page 36.

## 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.

3%

ahead of 2023 target emissions: 27,017 tCO<sub>2</sub>e achieved, target 27,750 tCO<sub>2</sub>e (2022: 9% ahead, 25,854 tCO<sub>2</sub>e achieved, target 28,163 tCO<sub>2</sub>e)

Report on CO<sub>2</sub> emissions by Inenco Group Ltd for Spire Healthcare

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. Vita Health Group (VHG) has additional networks for faith, women and carers.

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. Read more on page 49.

To promote services to 'hard to reach' patient groups, our VHG colleagues work closely with voluntary sector partners to stimulate referrals and bring services to supermarkets, libraries and community centres through a network of partnership liaison officers. In 2023, VHG commissioned a 'mental health bus' which stimulated community awareness of NHS talking therapies in the east Midlands.



Read more about our diversity and people initiatives in our sustainability report on page 36 and in the strategy on workforce on page 27



Strategy in action

## Ramping up our recycling culture

As our business grows, we have launched a number of initiatives to improve further our recycling culture across Spire Healthcare. All sites are now set up with facilities to recycle food and glass, and we are planning an initiative to turn our hard plastics into benches and planters that we can donate to schools, parks and other places where they will add value to our communities.

Previously, items such as disposable curtains and tray wraps would find their way into general waste, but we are now set up at most sites to segregate these and dispose of them properly.

We are also exploring alternative solutions to using disposable paper tissue roll in many of our outpatient areas.

Another area planned for 2024 is a 'gloves off' campaign, to reduce, within strict safety parameters, the use of disposable gloves. A reduction in glove use would reduce carbon emissions and cost both in procurement and the cost of waste management.

Our strategy continued



66 In 2023, we improved waste segregation and reduction, removing 358.15 tonnes of CO<sub>2</sub>. This is the equivalent of planting 1,194 trees, removing 134 cars from the roads or powering 218 houses for a year.”

### 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. 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. Read more on page 53.

 Read more about sustainability and our goals, progress and KPIs in our Sustainability report on [page 36](#)

### Dry mixed recycling rate for hospital sites only

23.5%

2022: 18%

Source: Spire Healthcare waste report 2023.

### Female representation at executive committee and board level combined

47%

2022: 37%

Source: Spire Healthcare data.



Our strategy continued



## 5. Expanding our proposition

### Selectively invest to attract patients and meet more of their healthcare needs.

Expanding our proposition enables us to meet changing demands for healthcare, reach a wider target market, and provide a broader service to patients and the public.



#### Our goals

- Develop Spire Healthcare as an innovative integrated healthcare business
- Build new revenue and profit streams by building and acquiring new services, as well as partnering to expand our proposition
- Meet more of Britain's healthcare needs with a broader service

#### Highlights and priorities

##### Highlights of 2023

- Acquisition of Vita Health Group for £73.2 million
- Developed our first diagnostic and outpatient clinic in Abergele in north Wales, opened early 2024
- Integrated The Doctors Clinic Group, rebranding as two business units – Spire Occupational Health and London Doctors Clinic (LDC)
- 8,000 GP appointments each month across our Spire GP and LDC businesses

##### Priorities for 2024

- Begin the integration of Vita Health Group into Spire Healthcare
- Expand our national footprint of diagnostic and outpatient clinics
- Grow our occupational health services, working closely with employers
- Expand our network of NHS talking therapy services

#### Becoming an integrated healthcare provider

While running great hospitals remains central to Spire Healthcare, we are responding to the rapid and fundamental changes taking place in the UK healthcare landscape by making selective investments in new services that are designed to attract new patients and meet more of their healthcare needs. We want to take a more proactive role in our patients' care before and after a stay in hospital. More than that, we want to be with people throughout their whole healthcare journey. That means offering the services they need, when they need them – like private GP consultations, occupational health, musculoskeletal treatment, and even NHS talking therapies services, bridging the gap between physical and mental health services.

Becoming an integrated healthcare provider and meeting more of people's needs also helps us to boost Britain's economy, as we can lift some of the burden on the NHS by helping to tackle the causes of ill health and low productivity. More than ever, employers are looking to improve their employees' health and wellbeing, and this can often be done better outside of hospitals before a health issue becomes a major concern. Prevention is an increasingly important aspect of healthcare, and we believe this is an area to which Spire Healthcare can make a significant contribution.

#### Occupational health

# 800+

corporate clients through Spire Occupational Health and Vita Health Group

#### Integrated healthcare provider

# 4%

of our revenue is now from new services

## Our strategy continued

### Acquisition of Vita Health Group

We made a significant addition to our business with the acquisition of Vita Health Group (VHG) late in 2023. VHG provides NHS outpatient mental health talking therapies, musculoskeletal and dermatology services, with operational hubs in London and four regional centres in Bristol, Orpington, Oldham and Leicestershire. Talking therapies are effective and confidential treatments delivered by trained and accredited practitioners for conditions like depression, and anxiety. With a customer base of 16 NHS integrated care boards and more than 200 corporate clients, the company also offers outsourced physiotherapy and counselling services to the corporate and occupational health markets.

The acquisition enables us to expand our capabilities into low-acuity mental health while providing synergies with the relationships we have already built with corporate and PMI customers, and occupational health businesses. VHG is a leading provider of community-based healthcare solutions, and comes to the group with outstanding patient feedback, a proven management team, and a strong track record in winning new contracts – several of which are likely to come online in early 2024. And 100% of inspected VHG locations are rated ‘Good’ by the CQC.

### The Doctors Clinic Group – integration and rebranding

The integration of The Doctors Clinic Group (DCG), which was acquired in December 2022, is progressing well. We have spent a lot of time with the DCG team in 2023, integrating our systems and sharing best practice, governance and ways of working. We have also restructured the business into two units – Spire Occupational Health and London Doctors Clinic, Part of Spire Healthcare (LDC). Both units have new branding, with Spire Occupational Health focused on developing customised health services for employers, building on more than 600 existing corporate clients, while LDC offers a range of private GP services including blood tests, sexual health, men’s and women’s health, mental health and ECGs, as well as referrals for diagnostic investigations.

Having reviewed the LDC estate during the year, we took the difficult decision to close down four clinics in Manchester and Birmingham to focus the business on London and the south east. We have since opened five new clinics in our core target areas of Bank, Chiswick, Fulham, Hampstead and Islington. We did not meet our goal of being break even in 2023, owing to investment in new clinics and a delay to our ability to offer in-house laboratory services. This is now rolling out and profitability is expected in 2024.

With the acquisition of VHG, integration will again be a key workstream as we benefit from synergies between areas of the business.

### Nationwide private GP network

Our Spire GP primary care services continue to grow in recent years, with patients attracted by a high-quality service offering efficient access to a GP near to where they live. Patients also value the longer appointment times that enable a fuller examination and discussion of their medical needs with the GP. Spire GP is now available through almost all of our hospitals, providing people with a fast and convenient way to access the diagnoses and treatments we can offer in our hospitals.

With our Spire GP and LDC businesses, we now have a large, nationwide private GP network with 18 rapid-access clinics in the capital, delivering around 8,000 GP appointments each month.

### Getting people back to work

Following a year of integration, we will now look to develop and expand our newly rebranded Spire Occupational Health business. Together with VHG’s occupational health business, it is poised to make a positive difference to Britain’s working population in the year ahead. During 2023, the government launched two consultations aimed at improving access to occupational health services, which we welcomed. At the time of writing, we are awaiting a final decision from the government on whether to introduce incentives into the tax system to encourage employers to provide high-quality occupational health services to employees. We believe that this would be a positive step forward, which would result in greater take up of occupational health, with positive benefits for employers and employees.

### Treatment clinics

Opening new clinics that offer daycase care is a big part of expanding our footprint, allowing us carry out minor treatments in many areas. The first of our new clinics in Abergele, north Wales, opened in early 2024 (see more, right), with work on another in Harrogate underway.

The clinics offer ambulatory care, enabling us to build in efficiencies from the start, which is not possible when running a full hospital. Some of the clinics will follow an ‘outreach’ model, opening close to existing hospitals and enabling us to move some of our outpatient functions and minor treatments away from our hospitals. Others will be in completely new parts of the country where we don’t currently have a presence, enabling us to meet the healthcare needs of more people, and to build relationships with new consultants.

 **Read more on our 17 sustainability goals on page 36**



Strategy in action

## Broadening our community healthcare services

Following several months of building work during 2023 to upgrade the old Spire Abergele Consulting Rooms at North Wales Business Park, we were pleased to open the new Spire Healthcare Abergele Clinic in early 2024.

The clinic provides patients with access to Spire GPs and will deliver up to 4,000 operations every year to patients who don’t require an overnight stay. Spire Healthcare Abergele Clinic represents an important step in broadening our community healthcare services, giving local people fast access to our diagnostic services, as well as treatments for orthopaedic, ophthalmic, dermatological, and gynaecological conditions – showing our determination to deliver outstanding personalised care in the community. Those people needing more complex care or treatment that requires an overnight stay can be referred to our Yale Hospital in Wrexham.

### Private GP consultations in 2023

99,000

2023: 35,798 Spire GP, 63,270 LDC

2022: 32,900 Spire GP

Spire Healthcare data

### Patients cared for by Vita Health Group in 2023 since acquisition

46,000+

2023 full year: 225,380, 2022: 168,906

Vita Health Group data