

Our strategy

Helping to meet Britain's healthcare needs


As a leading integrated healthcare provider, we bring together the best people who are dedicated to developing excellent clinical environments and delivering the highest quality care.


Informed by our purpose, structured through our business model, we have evolved our strategy with a clear direction; not only in hospitals, but also across a range of primary care services, so we can better respond to growing healthcare demand in the UK.

Our five strategic pillars are helping us to meet evolving health needs across England, Wales and Scotland. We are focused on quality and safety, investing in our workforce and expanding our proposition, as well as championing sustainability and driving hospital performance.

Over the next few pages, we describe in more detail how we have progressed on each pillar over 2024.



 Our key performance indicators (KPIs) are explained in detail on [page 62](#)

 Read about our engagement with stakeholders on [page 55](#)

 Read about our work in sustainability on [page 38](#)

Our strategy continued



1. Driving 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 2024

- Invested in our hospitals business to transform care, quality and service through centralisation and digitalisation
- Increased private revenue by 3.7% to £995.2 million from £959.7 million in 2023
- £112.1 million capex investment across our estate, including solar energy and three new clinics
- New patient support centres

Priorities for 2025

- Deliver the next milestones on our digital transformation: a new consumer website and new CRM platform
- Ongoing margin enhancement towards 21% by the end of 2027
- Further savings and efficiencies to deliver a cumulative £80 million by 2026
- Delivering patient support centres to improve efficiency and service

Maximising growth in our hospitals

Performance in our hospitals business is driven by delivering a great experience for our patients, our consultants and our teams – ensuring safe care in well-run, high-quality hospitals underpins our ability to deliver results. Getting care right, as evidenced by patient, colleague and consultant feedback, results in good commercial outcomes and maximises patient safety.

Quality is therefore an integral part of every decision we make. All our business decisions, at both central and local levels, have clinical input and quality at their heart. For more see Strategy: Building on quality, on page 25.

We continue to improve our hospitals performance, ensuring all our hospitals work together to deliver our purpose of making a difference to people's lives through outstanding personalised care. We are doing this by transforming the delivery of our hospital services to our patients and our partners and investing in digitalisation.

To maximise performance in our hospitals, we are prioritising operational control, increasing capacity and maximising utilisation across our sites. Today, this remains a skilled, but manual, process that enables us to respond to issues of absence and cancellations in real time. Over the next two years, we will continue to automate these processes to further improve our resilience and performance. We have a clear plan for growth, including returning administration space to clinical use and growing our network of clinics and primary care facilities.

Delivering efficiencies

We continue to roll out our efficiencies programme to deliver material savings, efficiencies and customer service improvements, and have an upgraded ambition to deliver a cumulative £80 million in savings by 2026, working towards an adjusted EBITDA margin for hospitals of at least 21% by the end of 2027.

Our strategy continued

We had a successful year in our business transformation of the hospitals business in 2024. Our focus in 2024 was securing the foundations and making sure that we have the internal and external security in place as we initiate significant investment projects, leading to more visible transformation and modernisation from 2025. We have improved the performance of core digital platforms such as our hospital management system, and delivered digital check-in for patients using a tablet, thereby saving time. We have also developed a sophisticated integrated PMI booking tool to help most PMI patients access outpatient consultant bookings more rapidly. In addition, we have completed much of the groundwork in 2024 to launch both a new customer relationship management system and a new consumer website in 2025. We are seeing encouraging momentum from new initiatives such as workforce planning and scheduling tools, and the transformation of our pathology business, better buying and procurement.

In 2024, we expanded our first patient support centre in Essex, which services five of our biggest sites around London, and opened new sites in Cardiff and Seaham in Sunderland. The centres bring significant benefits, meeting demand for patient bookings and reducing costs. Bringing teams together centrally has improved patient response, accuracy and service, with a reduction in average handling times and improved call capture rate. It has also enabled us to re-purpose space and increase clinical capacity by reallocating to clinical use and gaining economies of scale and revenue.

Digitalisation

We are investing in digitalisation to work more efficiently; removing paper and automating repetitive manual processes. Our transformation programme will deliver savings, better experiences for our patients, teams and consultants, and give us advanced data capabilities to make better decisions and build long-term relationships – from improved appointment management, to updating electronic prescribing systems and observations that improve patient safety and clinical outcomes. By embracing data, exploring emerging AI technologies and fostering innovation across our organisation,

our colleagues will be better placed to provide personalised patient care, with reliable access to the right tools.

Our move towards digital patient records will improve patient booking experiences with secure, reliable and instantly available medical records. We have also introduced automated invoice receipting for more than 50% of hospital invoices, enabling us to increase invoice volumes without increasing our team size. This process significantly reduces clinical time spent manually recording and uploading information, as well as improving patient safety and care.

Tactical deployment of Robotic Process Automation capex investment allows us to harness the power of automation and eliminate repetitive manual processes.

This programme of transformation requires careful planning and significant programme management support to ensure that we transition the hospitals business safely, without disruption to clinical care or financial outcomes.

Increasing capacity

Our hospital directors, directors of clinical services and other hospital leaders maximise physical capacity and increase utilisation at our sites. We aim to make more of the space we have, such as moving work from theatres (if it can be done in an outpatient setting) to free up valuable space for more complex work, or returning administration space to clinical use. Physical capacity is the output of several factors: theatre space, beds, outpatient capacity and imaging, and the mix and acuity of patients. We have seen significant growth in utilisation over the past three years and measure sites with unused capacity.

Patients who say their experience of our service in hospitals was 'very good' or 'good'

97%

(2023: 96%)

Source: Patient Discharge Survey 2024.

**Strategy in action**

Excellence in clinical innovation – reducing average length of stay

Playing our part in partnering with the NHS to improve safety and provide quality care for waiting patients is a key priority, as well as increasing capacity to support NHS elective recovery.

In 2022, we started a project to reduce the length of stay for joint replacements, freeing up more beds to enable increased capacity. We also wanted to help reduce NHS waiting lists by seeing more patients more quickly.

Since launch, hospitals have created more capacity and treated 5,000 more orthopaedic patients, leading to an increase in revenue of £1.64 million. The average length of stay reduced by 0.65 days for hip replacement and 0.63 days for knees.

Connected to this, we have achieved a 60% reduction in avoidable venous thromboembolism (VTE) over 2023 and 2024, achieved through early mobilisation and improved hydration. All our benefiting patients have spent less time in hospital, while there have been stable levels of readmissions

and no reports of readmissions due to unsafe discharge in those with a shorter length of stay.

Increasing ward bed capacity has enabled us to increase the number of NHS hip and knee replacement procedures. Compared with 2022, an additional 2,600 NHS procedures were carried out in 2023 and 800 in 2024. This is an increase of 19% in 2023 and 5% in 2024.

Faster treatment through increased capacity enables patients to return to normal life, contributing to overall wellbeing and removing patients from waiting lists. The shorter length of stay has also freed up key clinicians' time, allowing increased throughput without requiring extra clinical resources, such as physiotherapists or nurses.

The new pathway has now been introduced at some NHS hospitals, sharing the learning and further reducing NHS waits within an NHS setting.

Our strategy continued

In addition, we have directly increased capacity by opening three new clinics in Abergele in North Wales, Harrogate and Norwich. These day case clinics allow more patients to be cared for out of hospital and free up space in our hospitals.

Investing in our estate

In line with our five-year refurbishment programme across our core estate, we have invested in improving many of our hospital sites in 2024, including highly-visible, patient-facing reception areas, new technology and sustainability developments to provide the best environment for our patients and colleagues and contribute to our net zero targets. Major projects have included:

- Over £4 million on major refurbishment at five sites in Huddersfield, Cardiff, Sheffield, Edinburgh and Southampton
- Over £6 million on five new MRIs and a further £8.5 million on X-ray, mammography and CT equipment
- More than £10.2 million on installing solar photovoltaic panels and building management systems (BMS) across our hospitals estate, with solar expected to lower energy consumption by 17.9% and BMS by 3%, and enhance the sustainability of facilities nationwide
- Over £2.8 million on fire safety

Tracking our success

As a multi-site business, we have adopted a 'retail' approach to tracking performance and making trading decisions to drive consistency and give clear guidance to maximise performance. We use key performance indicators to track the performance of our hospitals. Through a combination of daily reports and weekly site-led forecasts of activity and cost, we review relevant levers to understand our hospitals performance, including digital traffic and conversion, bookings, workforce planning and costs, as well as key support functions such as IT systems.

We capture use and application of data across the business and use it to improve our insight and improve processes. We review the data we submit to external bodies such as PHIN, procedure registries and PROMs, and use our data extensively for internal assurance, as well as analysing consultant intervention ratios, feeding into our key performance indicators and key patient safety metrics.

Partnering with the NHS

We believe private healthcare has an important role to play in tackling waiting lists by working in partnership with the NHS. We continue to help the NHS recover: our volume of NHS work increased again during 2024 and we saw increased NHS volumes in the second half of 2024.

We supported the former government's Elective Recovery Taskforce in 2023 and gave our support to the new agreement with the NHS in early 2025, both of which aim to reduce waiting lists by using the independent sector. A continued role for the independent sector and more choice for patients, supported by the government and freshly promoted legal rights to choice, saw more than 199,500 NHS patients in our hospitals in 2024. We continue to engage and develop our relationships with the Integrated Care Boards that bring together providers and commissioners of health and care services across geographical areas.

We have completed the sale of Spire Tunbridge Wells to the NHS; we continued to run the hospital for six months and it is now fully in NHS hands.

Services for children and young people

Children and young people are an important part of our patient mix. In 2024, we saw more than 45,000 children in our outpatient departments and cared for over 5,000 on our inpatient wards. We offer a broad range of paediatric services in a hub and spoke model with 12 hub sites offering full services and 15 spoke sites feeding in. Services range from initial consultation and diagnosis through to treatment and surgery, including general paediatric medicine, allergy, dermatology, orthopaedics, gastroenterology, and ear, nose and throat services with the latter the busiest service. We have introduced new services at some hospital sites, including cardiology and endocrinology.

66 We are investing in digitalisation to work more efficiently; removing paper and automating repetitive manual processes. Our transformation programme will deliver savings and better experiences for patients, teams and consultants."



Capex investment, including solar energy and three new clinics

£112.1m

(2023: £84.4m)

Hospitals business private revenue growth 2024

+3.7%

£995,300 in 2024 (2023: £959,700)

Our strategy continued



2. Building on quality

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

We are focused on maintaining high-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 recorded outcomes

Highlights and priorities

Highlights of 2024

- Implemented the NHS England Patient Safety Incident Response Framework (PSIRF) across all hospital sites, ahead of NHS England requirement
- Developed our Driving Clinical Excellence in Practice (DCEP) programme
- Progressed the five-year nursing and allied health professionals strategy, aligning to directors of clinical services' objectives
- Delivered eight DAISY and 23 IRIS awards to winners across the country

Priorities for 2025

- Continue to deliver against our quality standards
- Embed our outcomes and effectiveness framework and our knowledge and learning framework
- Create a bespoke programme for all our directors of clinical services, who manage clinical quality in each hospital, on clinical excellence and leadership
- Launch new clinical tool for patient observation, eNEWS

Outstanding clinical quality

Quality underpins everything we do, with the delivery of high-quality patient care and patient safety central to operations and embedded in our purpose and culture. As an integrated healthcare provider, maintaining quality is always our priority across our hospitals and primary care services.

We aim to deliver care to the highest possible standards at all sites, all the time. This means being uncompromising on patient safety, aspiring to the highest levels of incident reporting and the lowest level of moderate and severe incidents. We work hard to support our colleagues and consultants to ensure they have the skills and facilities they need to ensure patient safety. In 2024, 98% of our inspected hospitals and clinics are rated 'Good' or 'Outstanding' or the equivalent by regulators in England, Scotland and Wales. Both Spire hospitals in Edinburgh, Spire Clare Park in Farnham and Spire Cardiff were re-rated as 'Good' or equivalent. We are still awaiting reinspection of Spire Alexandra in Kent, which has not been inspected since 2016/17. All inspected VHG locations are rated 'Good' by CQC.

We engage with patients every day to better understand their experience in our care, their outcomes, and the broader patient experience before and after they came into our care.

Delivering continuous improvement

We drive quality in the hospitals business around our own three core frameworks that encompass our approach to patient safety, patient experience, and clinical outcomes and effectiveness. We collaborate and share vital information and learning across hospitals to improve safety and encourage continuous improvement, ensuring the right conversations are happening and vital lessons are learned. We also believe it is important to create safe spaces for all our colleagues to reflect and gain insight on key matters, where they can hold professional conversations without fear of retribution; we reminded colleagues of their safety regularly in 2024.

Our strategy continued

The implementation of the new **Patient Safety Incident Response Framework (PSIRF)** across our hospitals in 2024 has resulted in a step change in our culture and approach to responding and learning from patient safety events in the hospitals business. Our hospitals implemented this for all patients in all areas, beyond our obligation for English NHS patients. PSIRF promotes a proportionate approach to responding to patient safety incidents through a robust methodology and a system of improvement, with compassionate engagement and involvement with those affected. It recommends learning from incidents, with considered responses, and supportive oversight, focused on strengthening response systems and improvement. PSIRF's impact has been far-reaching; it has transformed our approach to responding to incidents and positively affected our culture. It:

- Empowers us to review and respond to patient safety incidents with robust engagement across multidisciplinary teams, including consultants and our resident doctors
- Addresses the whole patient pathway, not just an element of care, proactively bringing together different departments, so relationships are improved
- Ensures that learning is identified faster, and actions to make change are more meaningful and effective
- Enhances the creation of a psychologically safe environment for teams to share what has happened and ensure that we learn better and faster
- Influences our approach to quality as we use all the information we gather from PSIRF to influence improvement projects

For some patients, while rare, care does not go as planned. Our PSIRF plan, published on our website, highlights the incidents for which we have an increased focus. The PSIRF process supports us to engage early and transparently with colleagues and patients, and we undertake duty of candour when required. Learnings from incidents across all hospitals and sources are collated in our quarterly learning report which is discussed at hospital, executive and board quality meetings. We support hospitals with toolkits to share learning, and also share learning

outcomes across the group with 48-hour flashes, fortnightly consultant newsletters, and other means. We review our data in the context of other published data; in 2024, Spire was not an outlier for our transfers out, mortality or other key nationally published indicators. We monitor the transfer out of patients to another facility as a quality KPI, and review each transfer out to learn and spot any trends. These reviews have been significantly strengthened with the implementation of PSIRF and our transfer out rate remains very low. Spire's risk management system was upgraded in 2024 and now allows us to report NHS England patient safety events via the national system and to benchmark with all NHS providers.

Our **patient experience and engagement framework** enables our hospitals to focus on the key needs of our patients: it gives them the tools to probe their own patient data, and a toolkit for listening to patients. We rolled out this new framework across our hospitals in 2024 and internal feedback has been positive: hospital leadership teams are focused on improving patient experience and engagement by interrogating data and learning.

This framework aligns with our patient survey, which we use to understand key issues in care. We map findings from our patient survey against what we know to be important for our patients, as well as other comparable metrics such as friends and family (a metric used by the NHS). In 2024, 97% of our patients rated their experience as 'very good' or 'good', while 95% of patients said they felt 'cared for' or 'looked after' in our hospitals, both up one percentage point from 2023. In VHG, 94% of NHS talking therapies patients were satisfied with treatment, level with 2023.

As part of our patient experience and engagement framework, our hospitals hold regular patient forums to better understand specific issues raised by patients. They give us an opportunity to speak directly with our patients; they feed back on our patient literature and help to review and develop our services. Together with our surveys, this engagement helps us to identify areas for improvement and create solutions in partnership.



We are committed to learning and improving when incidents occur, including where patients are harmed as a consequence of care. Our 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 meeting for all central function colleagues. A fortnightly meeting for senior leaders is hospital focused and supported by a detailed weekly briefing for cascade. In February all hospitals implemented an additional safety huddle during out-of-hours working time.

Our **Quality Improvement (QI) programme** reflects our continuous improvement approach to safety and quality. We have introduced over 300 successful, locally led projects since 2022 and have delivered on our three national 2024 QI priorities:

- Reducing rates of venous thromboembolism (VTE) as a recognised complication of surgery: over 2023 and 2024, avoidable VTEs reduced by 60%, sustained using some of the PSIRF methodology
- Reducing average lengths of stay (AVLOS): in 2024, we reduced average length of stays by 0.65 days for hip replacement and 0.63 days for knees
- Improving patient experience after care: focus in 2024 on patients being clear about next steps after an appointment or on discharge

Over 2024, we have also introduced a group national tissue viability lead to support our hospitals on wound management and care and advise on procuring equipment to manage patients needing wound care. In 2025, new digital enhancements will include eNEWS and AI – enabled digital records.

We have also developed a **Knowledge and Learning framework** to improve our approach as an organisation with sustained learning. It is designed to direct the creation, implementation and evaluation of shared learning across the hospitals business, ensuring it is aligned with strategy and driving improvements in standards and care. It will be embedded in 2025.

NHS patients cared for in 38 hospitals

199,500
(2023: 200,000 in 39)

Regulatory inspections (with 5 reports published in 2024)

4
(2023: 6 inspection reports)

Our strategy continued**Freedom to speak up**

We believe culture is core to a safe patient environment. We support a culture of excellence and engagement, and we place a strong focus on having a culture of openness and transparency. Ensuring our colleagues feel psychologically safe is a prerequisite for improving quality and providing safe care. We support those who may feel that they can't speak out and remind everyone that they have a voice, will be listened to, and that there is an avenue to raise concerns or ask questions. We prioritise a Freedom to Speak Up (FTSU) culture, and we are proud of our network of 239 FTSU guardians and ambassadors (both consultant and colleague) across all clinical and non-clinical locations plus 6 in VHG. A key part of our assurance and oversight is regular hospital visits across all our sites by our board and leadership teams. The guardians are championed by our chief executive officer, who meets regularly with them. He also holds colleague forums without management present at site visits to encourage openness and trust. Two of the CEO's top four initiatives for 2024 were culture-based: 'listen up' and 'inspire kindness'. We are encouraged that, in 2024 surveys, 81% of colleagues say they are comfortable speaking up. We used colleague responses and feedback alongside listening sessions to shape our speak up strategy.

We submit our FTSU data to the National Guardian's Office (NGO) quarterly to support transparency; we regularly involve the NGO in safety meetings. The chief executive also spoke at the NGO's FTSU conference in 2024 on Spire's FTSU culture. We hold our annual FTSU month in October, aligned to the NGO national campaign, to raise the profile of speaking up and of the guardian role, as does VHG.

Colleagues can submit a Freedom to Speak Up concern via risk management software, which is managed by our trained guardians. Colleagues also have access to an independent, confidential whistleblowing helpline, enabling them to raise anonymous concerns. Training in this area is mandatory for all colleagues, and for consultants who practise solely in our hospitals. Colleagues use the NGO's three training modules: 'Speak Up' training for all colleagues, 'Listen Up' and 'Follow Up' are for managers. In 2024, VHG rolled out this training and FTSU efforts are now integrated across the group with monthly meetings, and all guardians attending one group annual conference.

We have been early to introduce Spire's version of Martha's Rule, called Ask to Escalate. This provides family members with the ability to request a second opinion if they are concerned. It also supports a culture of listening.

Governance and oversight

We continue to strengthen our governance standards, assurance and board oversight, using data to support hospitals through comprehensive reporting processes. We have developed an assurance model which monitors policies and processes and identifies areas of excellence and improvement. The final level of assurance is the patient safety quality review (PSQR) process which ensures hospitals continue to provide high-quality care.

Our integrated quality assurance framework includes a clear meeting structure that enables 'ward-to-board' reporting. We have a suite of KPIs which are used at hospital, executive and board level.

A subset of KPIs are reported to the board monthly. An expanded report with a full suite of KPIs provides information, context and actions to our board (clinical governance and safety committee) and executive (safety quality and risk) quality subcommittees to support robust conversations around assurance.

The safety quality and risk committee, and clinical governance and safety committee, review all KPIs and forensically probe for themes, trends or opportunities for patient safety improvement. They scrutinise consultant performance; identify quality outliers by consultant, hospital, or procedure; ensure full compliance with our policies around multidisciplinary meetings, especially in cancer; and review specialist services such as cardiac and young people's services. They also review any learnings arising from mortality reviews and always receive a presentation from hospitals on patient safety improvement. Sub-committees of the board cover specific topics including incidents, QI, mortality, medical professional standards, VTE and data governance.



To ensure our central senior leadership teams are engaged in discussions around quality, we have introduced regular operational level safety, quality and risk (SQR) meetings that include reported data and heat maps to show performance across the business and improve assurance for senior leadership SQR meetings.

We have extended our robust 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 primary care services have the same reporting structures and senior leadership for VHG. London Doctors Clinic and Spire Occupational Health are now reporting into VHG.

Investing in quality

We continue to invest in colleague QI training through our QI Academy. Over 2024, we carried out 34 days of QI training, including how to talk to colleagues, engaging with patients, and handling concerns and complaints to ensure we continue to deal with all cases with compassion and care. To date, more than 15,000 colleagues have accessed QI training, either virtually or in face-to-face sessions, and we now have more than 250 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. The use of PSIRF has increased colleague appetite for QI training by 100% with colleagues keen to learn how to be more effective and enable lasting change.

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; 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 create welcoming and friendly spaces for patients. In 2024, 35 hospitals achieved the National Joint Registry's Quality Data Provider certificate, with 25 receiving the 'gold' award (2023: 31 and 19).

We carry out patient safety quality reviews to ensure we continue to provide high-quality care throughout our hospital network.

Colleagues across the group

17,600
(2023: 16,800)

Patients who say they felt 'cared for' or 'looked after' when receiving care in hospitals

95%
(2023: 94%)
Source: Patient Discharge Survey.

Our strategy continued



Strategy in action

Investing in facilities to drive choice and quality

Spire Portsmouth Hospital has completed a £6.4 million refurbishment to expand theatre capacity, refurbish patient areas and deliver a wider range of inpatient and day case treatment options for patients.

The new facilities have increased Spire Portsmouth Hospital's overall capacity and are intended to help care for more than 1,700 additional NHS and private patients a year. Our new day case facility increases the hospital's capacity to deliver more scans and investigative treatments, while the refurbished walk-in unit provides patients with fast access to orthopaedic, ophthalmology, gynaecology and urology treatments, without the need for an anaesthetic.

Our investment into new facilities ensures we can build our services to care for more patients, increase revenue and meet changing patient demands towards shorter stays in hospital. It can also alleviate pressure on local NHS waiting lists and reduce diagnosis waiting times in the local area.

The refurbishment has also created a brighter hospital with comfortable waiting areas and patient bedrooms, ten-day case suites, and updated patient bedrooms and ensuites. The new facilities ensure a better working environment for our colleagues and brought Spire Portsmouth up-to-date for its 40th year of operating in the local community.

National Safeguarding Week is an annual campaign supported by Spire that aims to raise awareness about the importance of safeguarding and protecting adults from abuse and neglect. It brings together organisations and communities to discuss key safeguarding issues, share best practice and promote safer cultures. In November, Spire Manchester hosted the Independent Healthcare Providers Network's Safeguarding Forum.

Driving clinical excellence

Our clinical effectiveness and outcomes framework demonstrates that the care we deliver provides the desired outcome, in line with guidance and best practice. This framework covers five toolkits: national audits and registries, internal best practice, external best practice, multi-disciplinary teams, and clinical documentation. Each toolkit provides guidance and support on compliance, reporting, tools and support for our teams to ensure they are supported to deliver best practice, measure and analyse outcomes. We are rolling out this framework throughout our hospital sites and, by 2025, each hospital will have action plans to articulate outcomes and effectiveness.

Our five-year nursing and allied health professional (AHP) strategy (2023-2028) supports our nurses and AHPs to practice to high professional standards. It is structured around the core pillars of developing our workforce, delivering clinical excellence through practice and enhancing professional pride through celebration.

Our Driving Clinical Excellence in Practice programme supports our registered nurses and allied health professionals' continuing professional development and the requirements of their professional revalidation. In 2024, 350 people started the programme which is unique to Spire and is designed with the needs of patients at the centre. It reflects the needs of colleagues, their clinical competencies and incorporates lessons from incidents and themes from prior years.

66 Our hospital teams have really embraced PSIRF, engaged with it and embedded it. It's been a massive cultural shift – enabling our colleagues to make a change and make a difference.”

We recognise the dedication and care of clinical colleagues across Spire Healthcare hospitals who live our purpose every day. The new National Diseases Attacking the Immune System (DAISY) Awards recognise extraordinary nurses who are registered with the Nursing and Midwifery Council and rewards them for their nursing achievements. The Inclusive Recognition of Inspirational Staff (IRIS) Awards recognise all other clinical colleagues not registered with the NMC, for providing excellent care to our patients. Our colleagues can nominate each other, and we are also encouraging more patients to nominate colleagues.

We monitor excellence in our hospitals through an excellence in care delivery and safety framework to make sure colleagues are delivering the best quality care. We continue to review key safety and experience metrics thoroughly, listen to patient feedback and staff feedback, and monitor and assure around compliance.

We have introduced this professional framework, aligned with the national nursing and AHP strategy, to better understand how our colleagues are driving clinical excellence and quality within each of our hospital settings. We have standardised the objectives for all our directors of clinical services to make sure that every hospital is aligned to drive forward clinical quality and improvement, improve productivity and efficiency, and enhance quality and safety.



To read more, see the clinical governance and safety committee report on [page 103](#)

Our strategy continued



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 2024

- Introduced new reward framework for colleagues in hospitals
- Improved ability to attract and retain talent through improved in-house recruitment
- Sustained high engagement scores among colleagues during change
- Over 110 colleagues graduated from apprenticeship programmes

Priorities for 2025

- Supporting colleagues through business transformation
- Replace learning management system for all colleagues in hospitals and central functions
- Supporting development and career progression and development of colleague value proposition
- Implement updated equality, diversity and inclusion strategy

Creating a positive working environment

We recognise and value the hard work and dedication of all our colleagues – and we seek to make a positive difference to their lives. That's why investing in our workforce is a key pillar of our strategy. Our four key themes for 2024, led by our CEO, were: 'Listen up' embracing the gift of feedback, so we are open, honest and safe; 'Inspire kindness', having an open and honest culture; being a 'Change champion', so our future works better for everyone; and 'Making it count', growing our business. 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. We drive our colleagues to be curious and to challenge each other in a professional way to seek the best patient care, and ensure safety is paramount in the care that we're providing. We know when colleague, consultant, client and patient satisfaction join up, we see better performance.

We understand the importance of having high-quality leadership in our hospitals and our board annually reviews the calibre and diversity of our leaders, and visibility of our succession pipeline. We have an agreed target for ethnic minority representation in senior management (see more in Sustainability on page 38).

We are focused on creating a positive working environment, where people feel that they can speak up, with Freedom to Speak Up guardians at all sites. We are investing in our employee experience as part of our commitment to supporting and protecting our colleagues and our business. For example, during 2024 we introduced new initiatives including our new managers programme to support colleagues in hospitals and central functions who have recently moved into a managerial role, and bespoke learning sessions to support teams across the business. In VHG, in-house mentoring sessions developed colleagues' skills, confidence and networks.

Our strategy continued

We want our colleagues to have a great work experience, and if they feel engaged, they can perform at their best. Read more on how we engage with colleagues in Sustainability on page 38.

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 a business.

In 2024, we worked towards our new equity, diversity and inclusion (EDI) strategy, examining and improving our data to better understand our colleagues, leading to improved insights into what changes should be made and to cultivate a feeling of belonging. We have identified areas that we want to focus on to either improve diversity or make positive change, and the strategy will progress in 2025.

Our network groups provide safe spaces for our diverse colleagues to discuss issues of relevance, raise awareness and influence, and include our Let's Talk LGBTQ+ network, menopause network and race equality network in the hospitals business and further networks on women, LGBTQIA+ and race equality in VHG.

We were pleased to again be listed in the FT Statista Diversity Leaders index as the leading UK healthcare company, based on a survey of 100,000 employees across Europe. For the first time we were ranked 254 by the FT UK's Best Employers 2025, of 500 companies ranked and 20,000 surveyed. We were also ranked as 4th in the FTSE 250 Women Leaders Review and in the top 100 businesses by Women in Work for senior female leaders, who also praised us for having transparent maternity policies available for job applicants. Read more on diversity in Sustainability on page 38.

Valuing and rewarding colleagues

We are focused on getting the fundamentals right on pay, benefits and reward for our colleagues. We have invested in pay and reward this year with the implementation of our new reward framework across our hospitals business, which maps all our core

roles and associated salaries. The framework was shaped through listening sessions with colleagues and senior leaders. Our robust structure ensures fairness and equity, with clarity on where colleagues fit in our structure and how they are rewarded. It will also help us ensure that we remain competitive – recruiting at the right salary levels and paying colleagues at the right level.

With the ongoing cost-of-living pressures, our colleagues want clarity and certainty about their pay. That's why for all eligible colleagues we prioritised a 2.75% salary increase from September 2024, announced in May to give colleagues predictability. It should be noted that the introduction of increased national insurance contributions for employees in 2025 will add to our cost base. In 2024 we got ahead of this by increasing and accelerating our efficiencies programmes.

During a year of change, our HR colleagues gave significant support to all projects, recruiting and inducting a large number of colleagues, supporting reward framework conversations, and redeploying people into new roles during business transformation, and this will continue in 2025.

Most colleagues have access to PMI cover, and access to a comprehensive health assessment every other year. In 2024, we introduced a menopause assessment as an additional choice. We also offer a comprehensive employee assistance programme, providing confidential advice support online and via a free helpline, available 24/7 to clinical and non-clinical employees.

Mental health and wellbeing

Colleagues working in our hospitals hold emotional and challenging roles. Our network of trained volunteer mental health first aiders support colleagues at our hospital sites. In 2024, we ran new and refreshed training to ensure our first aiders have the support they need and the opportunity to acquire additional skillsets that prioritise self-care before helping their colleagues. We delivered five personal resilience courses to support colleagues to recover from adversity, stress and difficult situations. In autumn 2024, we ran a 'Kindness works here' campaign, covering colleagues' physical, emotional, mental, social and spiritual wellbeing.

**Strategy in action**

Investing in apprentices

Professional development is an important part of our offer to attract and retain the best people at Spire Healthcare.

In February, we appointed our first oncology support pharmacy technician at Spire Montefiore. This role runs the oncology pharmacy service with remote support, speeding up care for our patients.

It was borne from our apprenticeship programme, where we supported an apprentice through a two-year apprenticeship after four years in community pharmacy elsewhere, leading to a Level 3 Pharmacy Technician apprenticeship in June 2023, and further training with the lead oncology pharmacist in 2024.

At Spire, we encourage employees to share our value of investing in the future, by investing in their own learning and development to build their skills for the future. By growing and developing talented people, we are helping to address the shortage of skilled professionals in the health sector. We offer apprenticeships across the country in a range of skills including nursing, biomedical science, physiotherapy, laboratory work and engineering.

Some of our apprentices are school leavers, others join us mid-career, and a significant group already work for Spire but seek to improve and develop with us. Read more in Sustainability on page 45.

Our strategy continued

Bringing recruitment in-house

Our workforce is a critical enabler to deliver our strategy, and resourcing well remains important to building capacity across our services. We brought resourcing in-house in 2023, and over 2024 fully realised the benefits of developing and managing our own recruitment capability. While vacancies are a continuing challenge across the healthcare sector, notably for specialist clinical roles, the past year has seen high rates of fulfilment with reduced turnover.

We continue to attract talented people to join our teams, and actively promote people to new roles from within. We have record levels of permanent employment in the hospitals business, high retention rates of 86.1% (2023: 84.4%), and the lowest number of vacancies for some time, with a 20% increase in the number of permanent offers made to new colleagues, compared to 2023. This drives continuity of care to our patients and reduces our reliance on agency, leading to improvements in safety, quality and patient experience.

Agency costs remain a key area to manage for all healthcare providers, and rates for specialist skills have increased, but we are controlling them well. We 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, while retaining necessary flexibility for our workforce.

Working with consultants

Our practising consultant partners operate as self-employed practitioners in our hospitals across all medical and surgical disciplines. Each hospital's medical advisory committee (MAC) meets quarterly to ensure proper, safe, efficient and ethical medical use of the hospital. In addition, the MAC chair meets regularly with the hospital director.

It is important that we engage with consultants and make it easy for them to do business with us, not only so they understand our quality standards and how we wish care to be delivered, but also so we can support them as they develop their business. Over 2024, we spent time listening to them and understanding the consultant journey – from first referral to patient discharge. In summer 2024, we introduced a new consultant induction handbook and in-person consultant private practice development sessions to support those new to private practice and ensure that they are clear on their responsibilities when practising with us; both developments have received positive feedback and ensure a national approach.

Our annual consultant survey in 2024 showed that 84% of consultants now state that the care provided in hospitals is 'very good' or 'excellent' (2023: 83%). The percentage of consultants rating the quality of service provided to them by our hospitals as 'very good' or 'excellent' is 70% (2023: 69%). We use findings from the consultant survey for each hospital leadership team to develop action plans.

Absence and turnover

Managing absence and turnover supports our colleagues' wellbeing, is essential to maintaining a stable and productive workforce, and ensures continuity of care for patients. We use data to flex our workforce and manage capacity and resilience.

Absence rates in the hospitals business were level with 2023, though short-term absence continued to decline. The overall rate of absence was 4.7%. Our monthly turnover rate continued to reduce, to 13.3% (2023: 15.1%), with 6.7% fewer leavers in 2024. The highest recorded reasons for leaving are changes in personal circumstances, career progression and retirement; our focus continues to be on career development and flexible working solutions. The market for talented people remains competitive, with demand for nurses particularly high.

Absence rose slightly at Vita Health Group during 2024 with an overall rate of absence of 3.7% (3.6% in 2023). Turnover fell from 23.5% in 2023 to 18.3% in 2024. Absence at The Doctors Clinic Group during 2024 was 1.65% overall (1.2% in 2023), and turnover was 45% (46% in 2023).

 **Read more in Sustainability on page 38**

66 We are focused on creating a positive working environment, where people feel they can speak up, and we are investing in our employee experience as part of our commitment to supporting and protecting our colleagues and our business."

Colleagues proud to work for Spire Healthcare

76%

(2023: 81%)
Spire Healthcare annual survey 2024
(Spire Healthcare Limited and The Doctors Clinic Group).

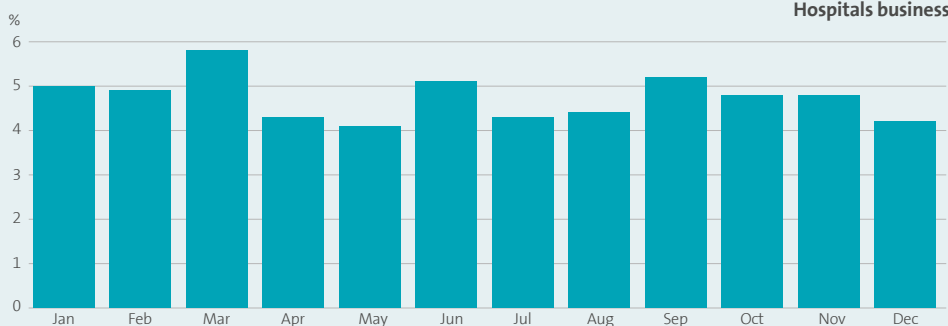
Consultants who describe the care provided to patients in hospitals as 'excellent' or 'very good'

84%

(2023: 83%)
Spire Healthcare consultant survey 2024.

Employee absence 2024

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

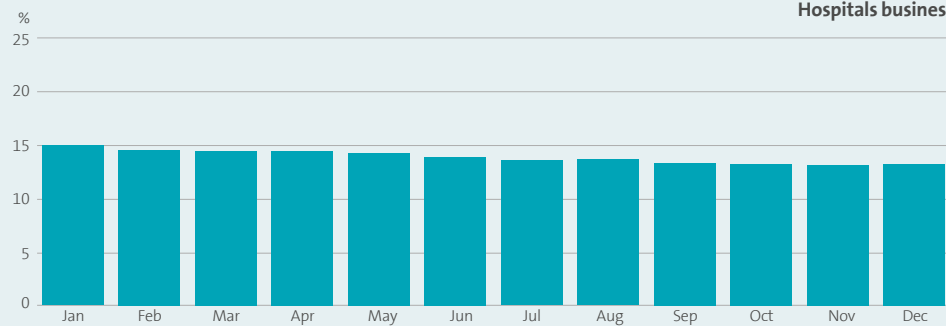


4.7%

Hospitals business

Employee turnover 2024

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



13.3%

Hospitals business

Our strategy continued



4. Championing sustainability

Become recognised as a leader in sustainability in our industry

We will deliver on our ambition to be a sustainability leader by focusing on our purpose, 'making a positive difference to people's lives through outstanding personalised care,' and seek to create lasting economic and social value through collaborating with our stakeholders.



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 2024

- Waste management initiatives saved 2,742 tCO₂e (2023: 358 tCO₂e)
- Investment of £10.2 million in solar panels and building management systems across the hospitals business
- 31.4% of dry mixed waste recycled (2023: 23.5%)
- Increased female representation in senior leadership roles to 54.7% (2023: 52.5%)

Priorities for 2025

- Refresh of sustainability goals to better reflect the whole group
- Refresh carbon reduction targets
- Increase recycling rates
- Better understanding of diversity, inclusion and belonging to improve patient and colleague experience

Championing sustainability

Sustainability is a core component of Spire Healthcare's strategy and operations. By managing sustainability successfully, we aim to create lasting social economic value. Our ability to succeed today and plan for tomorrow depends on us being able to positively contribute towards enhancing the world for current and future generations.

We have an important societal role to play as our delivery of people's care contributes to the health of the nation, and benefits society. As we execute our strategy, we seek to take a long-term view, whether through the investments we make in our colleagues, hospitals, clinics and services, or our interactions with the communities that we serve.

We aim to develop a business that is fit for purpose now and capable of providing lasting impact in the future. We believe that acting conscientiously as a business and investing responsibly to achieve positive social and environmental outcomes, are critical to the long-term success of the group.

Our sustainability strategy charts our progressive journey 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 everything they do.

Our ambition, through our sustainability strategy*, is to become recognised as a leader in sustainability in our industry and we are implementing this through our three-pronged sustainability strategy, outlined on page 33.

* The sustainability strategy was written for the hospitals business. We anticipate working to bring the rest of the group under the same plan in 2025.

Our strategy continued

Respect the environment

We are committed to minimising the environmental impact of our operations and maintaining the group's resilience to environmental risks and impacts.

Engage our people and communities

We are a people business. By hiring talented people and providing an environment in which to grow and develop their careers, our patients and the communities with whom we interact, and society at large, will benefit.

Operate responsibly

We aim to operate to the highest standards in everything we do, ensuring honesty, integrity, proper governance and compliance at all times. We promote an ethical culture across the group.



How we manage sustainability


Responsibility for approving Spire Healthcare's sustainability strategy and overseeing its delivery rests with the board of directors. Regular progress updates are provided at board meetings. Our Chief Financial Officer, Harbant Samra, oversees delivery of the sustainability strategy at a business level, while our executive committee tracks progress towards the group's sustainability targets on an ongoing basis throughout the year.

Our cross-functional internal sustainability committee brings together six members from across the business. The sustainability committee reports to the executive committee and acts with delegated authority. It meets quarterly to share progress on delivering actions and meeting targets and explore initiatives that will accelerate our progress and identify associated risks and opportunities.

The main roles and responsibilities of the sustainability committee are to:

1. Oversee, review and advise the executive committee on the company's strategies, objectives and commitments related to sustainability and environmental, social and governance (ESG) factors
2. Oversee, review and recommend changes to Spire Healthcare's sustainability-related goals, objectives, commitments and key performance indicators and monitor our progress against them

During 2024, the committee was reviewed and slimmed down from 15 members to six to improve accountability and decision-making. Late in 2024, it agreed to review our 17 goals; a refreshed set of goals, better reflecting activities across the group and the activities of VHG, Spire OH and LDC, and more integrated with our strategy, will be agreed in 2025.

 **Read more about sustainability and our goals, progress and KPIs in our sustainability report on page 38**



Strategy in action

Investing in solar to reduce emissions

During 2024, we began the installation of over 12,000 solar photovoltaic panels at our 38 hospitals across England, Wales and Scotland, as part of our decarbonisation strategy.

Backed by an investment of £10.2 million in both the panels and building management systems, we expect the solar panels to significantly lower energy consumption and enhance the sustainability of facilities nationwide. We aim to achieve net zero carbon emissions (Scope 1 and 2), and elements of Scope 3 by 2030.

Spire Healthcare was the first independent sector healthcare provider in the UK to commit to becoming carbon neutral by 2030. With energy costs expected to remain high for the foreseeable future, and with our drive to become a recognised leader in sustainability, investing in solar not only

makes sound financial sense, but is also a key part of our 10-year carbon reduction roadmap. This substantial investment underscores Spire's dedication in supporting renewable energy sources.

The installation of solar panels was mostly complete at the end of 2024 and will reduce our hospital estate's combined annual carbon footprint by approximately 994 tonnes, the equivalent of:

- planting 39,700 trees, or
- taking 370 medium-sized cars off the road or
- flying from London to Sydney over 220 times

Spire Murrayfield in Wirral was the first Spire hospital to have solar technology installed, with more than 400 panels installed on the roof and in the grounds of the hospital. The 400 panels are expected to generate 15% of the hospital's annual electrical needs.

6%

Behind 2024 target emissions – 26,522 tCO₂e emitted, target 24,963 tCO₂e (2023: 3% ahead)
Report on CO₂ emissions by SE First for Spire Healthcare.

Our strategy continued



Respect the environment

We continually seek ways to reduce the impact our business has on the environment. We have annual carbon emissions targets and are working towards reducing our carbon emissions to meet our 10-year plan to reach net zero by 2030. We also focus our efforts on waste and recycling, including reducing the use of single-use plastics, finding ways to reuse our single-use 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, in 2024, waste management initiatives saved 2,742 tonnes of CO₂ (2023: 358 tonnes). This is equivalent to: 9,475 trees planted each year, or 1,028 cars off the road, or 1,683 houses powered each year.

Our journey towards achieving net zero carbon by 2030 is progressing, and in 2024 we were just short of our target, coming in 6% under our goal. The sustainability committee intend to review all 17 sustainability goals in 2025 and review the net zero plan in light of changing external factors. We have paused our purchase of renewable energy guarantees of origin in 2024 owing to the significant increase in cost. Government policy in supporting the decarbonisation of the National Grid, and degassification of heating systems, will be critical to enable us to achieve our net zero target.

We invested £10.2 million in solar energy and building management systems, and have increased the amount of dry mixed waste we recycle at hospital sites to 31.4% (2023: 23.5%), with most domestic waste now diverted from landfill and used for renewable energy, reused or recycled. All our sites now manage food and glass recycling.

Engage our people and communities

To deliver our purpose, we need a dedicated and engaged workforce. We aim to provide a stimulating, diverse, inclusive and healthy working environment in which colleagues can thrive and achieve their career goals and aspirations, and so we invest in our workforce through strong recruitment, retention and development programmes.

Our overall median gender pay gap in Spire Healthcare Limited is 11.6% in 2024 (2023: 9.2%) and the mean is 16.2% (2023: 17.7%). Gender pay reflects the structure of our workforce and the differences in the balance of male and female workers within the wider healthcare sector. We understand and value the benefits that diversity can bring across all levels of the organisation. Having a visibly diverse leadership fosters a culture of inclusion that both attracts a broader talent pool, and allows our future talent to recognise that progression is possible to senior leadership roles. 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 to help reduce the gender pay gap. These efforts are underpinned by a targeted talent pipeline strategy, designed to identify, develop and support female colleagues at all levels. We are also embedding equity, diversity and inclusion across the group, with active colleague-led networks for sexuality, race and mental health and a new EDI strategy.

Alongside expanding our healthcare services, we also fundraise throughout the year, including during our annual charity drive each summer, during which our teams can choose to support our chosen company charity or a local cause. Our charity drive included bike rides, fun runs, book and cake sales, and walks.

Locally, our teams supported high-profile fundraising events in 2024 such as the Macmillan Cancer Support coffee mornings and Breast Cancer Now's 'Wear it Pink' day, alongside informal local activities. Our dedicated charity committee, which includes representatives from across the business, help design and coordinate our fundraising initiatives and in 2024 introduced 'grants' to support local teams' charity efforts. The committee also began to offer fundraising donations for individuals undertaking personal charity challenges. The committee plans to expand these initiatives in 2025. 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. They seek to enable equitable access to services, including those who are underrepresented and face additional barriers.

Operate responsibly

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.

 **Read more on our 17 sustainability goals on page 38**

 **Read more about our diversity and people initiatives in sustainability from page 45 and Investing in our workforce on page 29**

Dry mixed recycling rate for hospital sites only

31.4%

(2023: 23.5%)

Source: Spire Healthcare waste report 2024.

Female representation at executive committee and board level combined

47%

(2023: 47%)

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 the group 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 2024

- Opened three new diagnostic and outpatient clinics in Abergele in north Wales, Harrogate and Norwich
- Won a large new NHS talking therapies contract in Kent and Medway, and a second in Derbyshire to start in 2025
- Won new occupational health contracts, including with a prominent UK retailer
- NHS contracts in Bromley, Oldham, and Basildon and Brentwood were successfully renewed

Priorities for 2025

- Continue to realise the benefits of an integrated primary and secondary healthcare business to improve our patient offering, experience and pathway
- Harness synergies between acquired primary care services and hospitals to create integrated value
- Expand our national footprint of new diagnostic and outpatient clinics
- Grow our services for corporates to help people stay healthy and safe, and to get back to work

An integrated healthcare provider

We offer localised care through a combination of primary and secondary healthcare services when and where people need them – including private GP consultations, occupational health, musculoskeletal treatment, and NHS talking therapies services. We aim to care for people in new ways, in new locations and at more stages in their care pathway, and meet more of their healthcare needs.

Our primary care services are tackling the causes of ill health and low productivity, working in partnership with the NHS to care for more people, while offering synergies to our hospital business. More employers or corporates are seeking to support their employees' health and wellbeing, with a preventative approach that addresses health issues before they become a major concern. Early intervention is an increasingly important aspect of healthcare, and we believe Spire Healthcare can make a significant contribution.

Management structure

As part of our integrated, group-wide approach to healthcare, Derrick Farrell, CEO of Vita Health Group (VHG), has been appointed to lead all our primary care services and now sits on our central executive committee. In 2024, a central management team was formed to run primary care services with work during the year to align cultures and priorities across our new acquisitions from 2022-2024, and with the hospitals business.

Occupational health

800+

corporate clients through Spire Occupational Health and Vita Health Group (2023: 800+)

Integrated healthcare provider

8%

of our revenue is now from primary care services (2023: 4%)

Our strategy continued

Vita Health Group (VHG)

At the heart of our primary care services is VHG, a major provider of mental and physical health services in England. Through this group, we provide NHS outpatient mental health talking therapies, musculoskeletal (MSK) and dermatology services, with operational hubs in London and six regional centres in Bristol, Harington, Oldham, Leicestershire, Nottingham and Newcastle. Approximately 75% of the business provides care for NHS patients and 25% for patients covered by employer schemes or PMI.

We provide MSK services to NHS, private and corporate patients, and work with over 500 companies to help their workforce stay fit and healthy. Our physical health services range from physiotherapy to exercise classes and treatments, such as acupuncture and injection therapy, while mental health services include cognitive behavioural therapy (CBT), guided self-help and group therapy.

NHS talking therapies are effective and confidential treatments for conditions including depression and anxiety. Unlike our hospital services, this area of our business operates through long-term contracts, giving a high degree of revenue visibility. We work with 16 NHS integrated care boards. We also offer counselling services to the corporate and occupational health markets.

The core quality metric for all our services is recovery: whether our patients have recovered to the extent that their issues allow a return to their usual activities. NHS talking therapies are above the national NHS target of 50% at 53.1% for 2024.

In 2024, VHG won and mobilised a new NHS talking therapies contract in Kent and Medway, worth £70 million over the life of the contract. Another was won in Derbyshire which will start in 2025. Contracts in Bromley, Oldham, and Basildon and Brentwood were renewed through 2025 and VHG's financial results are ahead of plan. We continue to push services into new geographies, prioritising areas where we already have a hospital or clinic presence, increasing the opportunity for downstream revenue into hospitals.

In 2025, we will continue to link more VHG services with our digitalisation programme in hospitals and in our customers' journeys, and accelerate hub working, making Spire more efficient so we can continue to deliver on our purpose.

Spire Mental Health

In 2024, we launched Spire Mental Health, which harnesses the expertise of our experienced and accredited mental health therapists in VHG, to give self-pay patients confidential access to virtual cognitive behavioural therapy and counselling. Patients can gain fast access to treatment and book and pay online without a GP referral.

Spire Clinics

Our new diagnostic and outpatient day case clinics carry out lower complexity care that doesn't require an overnight stay, enabling us to see patients in the correct setting for their care, and free up space for more complex care, meet the healthcare needs of more people and build relationships with new consultants. Every clinic offers Spire GP services.

We have a pipeline of clinic openings and in 2024, we opened new clinics in Abergele, north Wales, Harrogate and Norwich. The Abergele clinic provides patients with fast access to diagnostic services and treatments such as ophthalmology, dermatology and gynaecology, and works closely with Spire Yale in Wrexham and Spire Wirral. Our new clinics in Harrogate and Norwich opened in December 2024 and offer a variety of services, including a new MRI in Harrogate in early 2025. Patients needing more complex care can be referred to Spire Leeds or Spire Norwich. More than five new clinics are in development.



Strategy in action

Increasing capacity and broadening services

In December, we opened Spire Healthcare Harrogate Clinic to provide day surgery treatments and minor orthopaedic procedures, Spire GP services and X-ray and ultrasound diagnostics.

The clinic will deliver up to 1,500 operations every year to patients who do not require an overnight stay. This £13.5 million investment provides people across North Yorkshire faster access to a range of surgical treatments, as well as the ability to select a consultant and treatment time. People needing more complex care or treatment that requires an overnight stay can be referred to Spire Leeds.

This is an important milestone in broadening our services, providing local people fast access to outstanding personalised care in their own community. Harrogate clinic is part of a network of new clinics to complement our 38 hospitals across England, Scotland and Wales. Spire Abergele Clinic in North Wales opened in March, and our Spire Ella May Barnes Clinic in Norwich welcomed its first patient in early December.

Special focus has been given to ensure the comfort and safety of patients within the warm and inviting environment of Harrogate Clinic. Clinical areas comprise GP and diagnostic suites, a minor procedure area, and a comfortable discharge suite.

Our strategy continued**Spire Occupational Health**

Spire Occupational Health offers services to over 600 corporate clients throughout the UK. We enhance the health, safety and productivity of employees by helping to prevent ill health at work, and proactively supporting mental and physical wellbeing. In 2024 we won new contracts, including one with a prominent UK retailer.

In line with operational focus in our hospitals division, we centralised operations and streamlined processes in 2024. We are focused on maintaining the highest standards of clinical excellence and successfully renewed our SEQOHS accreditation in 2024.

We are actively exploring opportunities for marketplace consolidation, guided by our commitment to identifying the right partnerships at the opportune moment and at the right price. We are also seeking to streamline our offering to corporates in 2025, seeking synergies between Spire Occupational Health and VHG, allowing us to offer advice to employers and employees, and to then care for and provide the right treatment options for that employee as a patient.

Our private GP services

Our nationwide private GP network has 16 rapid-access clinics in central and greater London, delivering around 8,000 private GP appointments each month. Offering same-day private GP appointments, our consulting rooms provide health screens, blood tests and other GP services, and provide a seven-day service with a variety of appointment lengths and online options. Three locations relocated to improved premises in 2024 – Kings Cross, Liverpool Street and London Bridge. The trading position for London Doctors Clinic (LDC) still shows a small loss for 2024; improvements in 2025 will result from bringing Spire GP and LDC under a single management structure.

Spire GP is available in all our 38 hospitals, providing patients with 30-minute GP appointments and a fast way to access the diagnoses and treatments we offer in our hospitals.

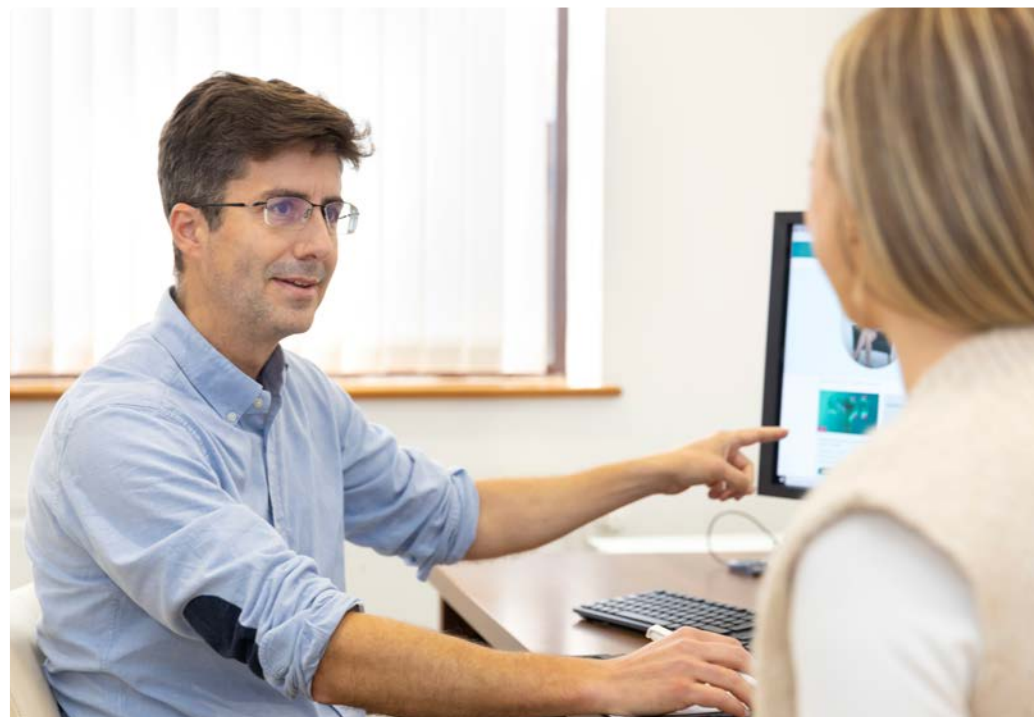
Growth and synergies

As we integrate our healthcare offerings, we expect to accelerate the benefits of offering both primary and secondary care services to deliver a more joined-up patient pathway. We have the ability to identify a problem, provide different levels of in and outpatient treatment, carry out potential surgery and restore patients back to health through rehabilitation. For example, we now offer MSK services, covering triage, community-based physiotherapy, pain management and conditioning, through to diagnostic consultant-led services, surgical interventions and rehabilitation.

To drive more patients to our primary care services, we are addressing key geographical areas and creating a hub model for local regions, as well as building our virtual service hubs, to ensure we offer a complementary proposition with the right services in the right place. In 2024 we opened new patient support centres in Cardiff and Seaham in Sunderland, in conjunction with an expanded centre in Essex; this will support integration of primary and secondary offerings.

We are identifying good synergies to develop our primary care services, especially in referrals and corporate relationships. Our strategy to grow our primary care services includes:

- Leveraging the combination of our services to provide a group platform for growth, to meet customer demand and create new offerings
- Building an exceptional team and optimising our operations to meet the evolving needs of our patients, while delivering improved overall margins
- Centralising operations and streamlining processes to enhance service delivery and cost savings
- Expanding into new services, notably in MSK
- Exploring opportunities for marketplace consolidation, guided by our commitment to the right partnerships at the opportune moment and at the right price

**Private GP consultations in 2024**

96,900

36,324 Spire GP, 60,598 LDC
(2023: 35,798 Spire GP, 63,270 LDC)
Spire Healthcare data

Patients cared for by Vita Health Group

276,500

(2023: 225,380)
Vita Health Group data