

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

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



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.