



Our strategy continued

05 Expand 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 healthcare business
- Build new revenue and profit streams by building and acquiring new services, as well as partnering to expand our proposition

Our performance

Progress during 2022

- Significant growth in Spire GP appointments
- Commenced plans for new diagnostic and outpatient clinics
- Acquired The Doctors Clinic Group, a provider of occupational health and private GP services
- Started a nurse-led diabetes care pilot working with the Leicester Diabetes Centre

Priorities for 2023

- Continue to expand our national footprint of clinics
- Build further on the success of Spire GP and integrate, and grow, our occupational health services
- Explore new services to support long-term conditions
- Explore the potential for supporting female health

Relevant UN SDGs



Broadening our impact

In the aftermath of the pandemic, increased waiting times and growing demand for healthcare aren't just affecting people with conditions that need treating in hospital. More and more, it's affecting people wanting to understand if they have a problem, and what they can do about it with the right medical support in an appropriate setting.

That's why, at the same time as we are building capacity at our hospitals, we are actively seeking innovative ways to broaden our impact in the communities we serve. That means supporting the delivery of a broader range of healthcare services which complement our existing offer to patients, and taking a more proactive role in their care before and after a stay in hospital. The key principle is that we want to be with our patients throughout their whole healthcare journey.

Building on the success of Spire GP

The majority of the work we do begins with a GP referral and our Spire GP service, which is available through almost all of our hospitals, was set up primarily to provide people with a fast and convenient way to access the diagnoses and treatments we can offer. We saw another significant increase in the demand for Spire GP this year, driven by perceived or experienced difficulties for people accessing NHS primary care, with around 32,900 Spire GP appointments, compared to 23,000 in 2021.

As demand for our Spire GP service grows, it is becoming more of a revenue generator for the business, and we are building on the premium GP service we provide. Patients can choose between varying length consultations as long as 30 minutes, face-to-face, and discuss multiple symptoms at a single visit if they wish. As part of Spire Healthcare's strategy to expand our proposition, we will look to grow Spire GP, both organically and by further acquisition where appropriate.

Highlights

Occupational health

700

New corporate clients through
The Doctors Clinic Group acquisition

Spire GP visits

32,900

2021: 23,000
Spire Healthcare data

GPs

128

2021: 90
Spire Healthcare data

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Acquisition of The Doctors Clinic Group

We acquired The Doctors Clinic Group (DCG), an integrated provider of occupational health and private GP services, for a total consideration of £12 million, in December 2022. This increased the number of locations where we provide GP services to 58 and means we now have 128 GPs, making ours one of the largest networks of GPs in the independent sector. DCG has a strong presence in central London, establishing a footprint for the group as a whole in that market for the first time.

DCG provides occupational health services to more than 700 corporate clients, and the acquisition will provide us with a strong platform to enter and expand in this fast-growing sector.

Treatment clinics

An important part of expanding our footprint will be opening new clinics that offer GP and outpatient consultations, and where we can carry out minor treatments, in particular ophthalmology, dermatology and gynaecology. The clinics will not be diagnostic centres, but will focus on surgery that doesn't require a general anaesthetic. We will offer ambulatory care, but through daycase units only, with no beds. This approach means we can build in efficiencies from the start, which is not possible when running a full hospital.

The first of our new clinics in Abergele, North Wales, is due to open in late 2023, and our ambition is to open a second clinic and have a further two clinics in development by the end of 2023. Some will be outreach clinics close to existing hospitals, which is a model we use already, allowing us to move some of our outpatient functions and minor treatments out of 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.

Chronic condition management

With many people struggling with a general deterioration in their health since the start of the pandemic, this is leading to more acute and chronic conditions over time. When we speak with these patients, they tell us that they find it difficult to get a joined-up service in many parts of the country, so we are looking to improve this by offering paid-for services that help people to manage long-term conditions.

We are piloting the first of these services for patients with Type 2 diabetes. It's a nurse-led subscription service, using digital technology for home monitoring with 1:1 support from a diabetes support nurse. The next step may be to offer similar services for other conditions, offering digital care supported by 1:1 personalised care, as we recognise that, for most patients, access to an app is more valuable with a clinician to respond and support.

Supporting female health

There are a number of other areas where we think we can build healthcare services that better support people on an ongoing basis and we believe that female health is one of these. While many discussions around female health may centre on specific issues such as the menopause or fertility, the need for ongoing support and fast access to appropriate treatment and care for women is far broader. For example, more women are likely than men to die or be misdiagnosed after a heart attack, and more women than men have strokes. In dermatology, many skin diseases are more prevalent in females. And conditions like endometriosis and polycystic ovary syndrome can go undiagnosed for years. In our early stages of discovery we are pleased to be engaging with specialists and charities to explore how we can better support women and their health.

Spire Diabetes Care

As part of our plans to develop new services to support the management of long-term conditions, we are piloting a subscription-based, nurse-led service for people with Type 2 diabetes. Spire Diabetes Care combines digital innovation and physical consultations, giving patients use of an app and platform provided by InHealthcare to help them manage their conditions remotely, supported by clinicians. Patients will have a virtual appointment with a Spire GP twice a year to review the results of blood tests and discuss any recommended changes to their medication, and both virtual and face-to-face appointments with a diabetes support nurse. During the face-to-face appointments they will have a blood test and foot check. We are delighted to be working with the Leicester Diabetes Centre, a Centre of Excellence for diabetes care, which will support our pilot with nurse training and mentoring, and evaluate the service throughout 2023. We will publish a paper detailing this evaluation in March 2024, with a view to offering Spire Diabetes Care as a service on a commercial basis.



Making a positive difference to Britain's working population

The addition of occupational health to our group extends our services into the workplace, providing support for companies to keep their employees in work, protected, supported and healthy. Our ambition is to be a leading provider in this space and we believe the combination of the skills in Maitland and Soma (part of The Doctors Clinic Group) combined with Spire Healthcare give us a unique advantage. We will extend the offering to include rapid access to diagnostics and treatment to more than 700 corporate clients. These integrated services will help our clients reduce absence, improve productivity, recruit and retain a talented workforce, meet their legal obligations and provide exceptional corporate wellbeing offerings, delivering real and tangible business benefits.

