Priory
Part of
MEDIAN Group

The Priory Plan

Our strategy 2026-30

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1. An introduction from our CEO, Rebekah Cresswell

Dear colleagues

I am excited to share with you the latest Priory Plan – our strategy for 2026-30. This is our vision and roadmap for the next stage of Priory's evolution and I want to say a huge thank you to everyone who has contributed to its development. From colleagues to patients, residents and loved ones, your feedback has been invaluable.

This plan outlines our ambitions through to 2030, building on the strong foundations laid by our previous strategy. At the same time, it acknowledges the complex and uncertain environment in which we now operate, shaped by rapid and profound change. Advances in AI and automation, shifting demographics, and evolving workforce dynamics are transforming every organisation. To succeed, we must remain ready to pivot and adapt whenever needed.

Building on strong foundations

When I became CEO of Priory in November 2021, I oversaw the development and delivery of the first Priory Plan, which concluded in 2025. I am immensely proud of all we have achieved together during this period, and of the impact we had. The principles set out in the original plan are now embedded in Priory's culture and language, providing strong foundations for us to build on.

Some of our notable successes from our last strategy include:

+ **Quality and safety:** 88%[1] of our sites are now rated as 'good' or 'better' by our regulators with none of our sites rated as 'inadequate'
+ **Record colleague engagement:** we received our highest ever score of 78% in our 2025 colleague engagement survey – up 20 percentage points from 2021, with 80% of colleagues saying they are proud to work for Priory
+ **Outstanding outcomes for the people we support:** 86% of our acute patients and 89% of our residents in specialist services have reported improved mental wellbeing, with family satisfaction reaching 94%, and more people than ever moving from high acuity to less restrictive environments[2]

1. As of December 2025
2. April 2024 to March 2025 figures (Priory Quality Account)

+ **More time back to care due to digital platforms:** 200,000+ hours of colleague time has been saved thanks to the introduction of innovative digital systems such as Nourish in our adult social care services, and e-prescribing solutions within our healthcare services

+ **Experts by lived experience:** we established an effective approach to lived experience partnership working. This promotes lasting and meaningful participation, engagement and co-production at all levels of Priory with people who have lived experience of our services. We currently have 28 lived experience partners (LEPs) working with us[3]

+ **Freedom to Speak Up (FTSU):** to promote transparency, inclusivity and a positive culture, we set up a network of over 140 FTSU champions to empower our colleagues to raise concerns when anything in the workplace is undermining the delivery of care or impacting their own wellbeing at work

+ **Investment:** since 2023, we have invested £31m in new buildings and facilities and on refitting and repurposing parts of our sites for the benefit of our patients and residents. This includes £4.5 million in 2024 to build a 12-bed unit for acute mental health patients in Lancashire

+ **A greener Priory:** we have launched our carbon reduction plan successfully and installed photovoltaic (solar panels) on 34[4] of our buildings – converting sunlight into electricity

Our purpose and our strategic goals

Central to everything we do at Priory is our purpose – Live your life. This is the guiding principle behind the care we provide and is about supporting people to live as fully and independently as they can, and restoring quality of life. In practice, it means focusing on what matters to each individual, their goals and aspirations, and creating an environment that supports their wellbeing and rehabilitation. It also ensures we involve the people we support, and their loved ones, in decisions about how they live and receive care. Every Priory colleague strives to make 'Live your life' a reality so that some of the most vulnerable people in the UK can live and achieve in a way they might not have thought possible previously.

In our last Priory Plan, we focused on seven strategic goals that covered our approach to: delivering care, our outcomes, the colleague experience at Priory, our role in the wider health and social care system, and our role in the community. We have now streamlined these to six goals (see p8) based on feedback and what we learned from delivering our previous strategy while keeping our main areas of focus the same.

Changes within the health and social care environment

Since the delivery of our Priory Plan 2023-25, we have seen a change in government in the UK and the publication of the NHS 10-Year Plan. As a nationwide provider, we have always worked closely with our NHS commissioners and funders to deliver an integrated service as part of local health and social care systems. In practice, this means ensuring the right care is available in the right place at the right time for some of the most vulnerable people in the UK.

3. As of January 2026
4. As of January 2026

We know Priory is unmatched in the scale of its network of sites and ability to deliver integrated health and social care pathways from hospital to community. Throughout the election period, and via our own Priory Manifesto, we set out our key priorities for the incoming government. These principles continue to be high on the agenda for Priory and include:

- **Care as a career:** ensuring there is clear career progression to tackle workforce shortages and help colleagues reach their potential
- **Focus on homes, not hospitals:** expanding community-based provision for people with learning disabilities, autism, and enduring mental health conditions
- **Commissioning integrated care pathways:** co-designing services with independent providers to meet patient needs holistically
- **Honouring the true cost of care:** establishing sustainable funding to maintain quality and capacity
- **Ensuring consistent regulation:** improving transparency and equity across Care Quality Commission (CQC) and local inspection regimes
- **Prioritising early intervention:** building stronger primary and community-based support to prevent crisis escalation
- **Improving addiction and dual-diagnosis services:** integrating addiction and mental health pathways nationally

The NHS 10-Year Plan

The NHS 10-Year Plan, published in July 2025, sets out a vision for a more integrated, sustainable and patient-focused health service. It emphasises a shift from hospital to community care, from analogue to digital, and from treating sickness to preventing it. The plan prioritises integrated and community-based pathways, outcome-led and personalised services supported by data, and improved colleague wellbeing and retention – alongside co-production and partnership working with patients and communities.

As a provider that supports the full patient journey – from the least to the most intensive interventions, across hospitals and communities nationally – I know Priory is well-placed to help deliver the commitments of this plan. Moving forwards, we will continue working closely with our commissioners and funders to meet local need. This is an exciting moment for health and social care, offering a real opportunity to transform the system together, as partners bringing distinct expertise and experience.

A huge thank you to our colleagues and partners

We have made huge strides at Priory in developing an open and inclusive culture where people feel they belong, which has helped us to attract and retain high-calibre colleagues. Moving forward, it will be Priory colleagues who drive the success of this strategy and hold us collectively accountable for its progress. I want to take this opportunity to thank everyone who works at Priory for your contribution and continued compassion and commitment to excellence, even in challenging times.

Finally, at Priory, we are continually striving to be an advocate for our patients, residents and for health and social care more broadly. We have formed strong bonds and partnerships with organisations who have a similar ethos, like Chasing the Stigma, a charity that helps people access a range of support via a free online directory called the Hub of Hope. I am extremely grateful for these supportive relationships and as we embark on our new Priory Plan, I am looking forward to establishing productive partnerships with more organisations and individuals so we can make a difference together.

I hope you enjoy reading the Priory Plan and I look forward to reporting back to you on our progress.

Rebekah Cresswell
Priory CEO

2. About Priory

Priory is the UK's leading independent provider of mental health and working age adult social care, supporting 24,000 patients a year.

We treat more than 70 conditions, including depression, anxiety, addictions and eating disorders, as well as children's mental health, across our nationwide network of sites. We also support autistic adults and adults with a learning disability, Prader-Willi syndrome and brain injuries, and enduring mental health conditions, within specialist residential care and supported living facilities.

There are 12,000 colleagues working at Priory across 270 sites. We are a significant partner to the NHS and local authorities. We offer private healthcare to individuals on a self-pay basis and in partnership with private medical insurers.

Priory is part of MEDIAN Group, a leading pan-European provider of mental health, specialist care and rehabilitation services, focused on restoring quality of life through effective, evidenced and data-driven care. MEDIAN Group comprises Priory in the UK, MEDIAN in Germany and Hestia Health in Spain.

Our strategic goals

01.

To cover the whole care journey from acute through to less intensive support and community-based services

02.

To be the provider of choice in health and social care achieving excellent outcomes through evidence-based pathways

03.

To provide outstanding career development and learning opportunities so that we are the employer of choice in the health and social care sector

04.

To embed a culture of openness, inclusion and trust where people feel they belong

05.

To be at the forefront of digital innovation

06.

To focus on sustainable funding and growth that supports our services, uses resources efficiently and protects the environment

Our **purpose**

Live your life

Our **vision**

Great outcomes for every person, delivered with compassion and innovation

Our **mission**

We support people to regain their quality of life and independence through compassionate, effective care, based on evidence and data

Our values

Live your life

'Live your life' means supporting people to live as fully and independently as possible so that they can achieve their personal goals and have a good quality of life.

Putting people first

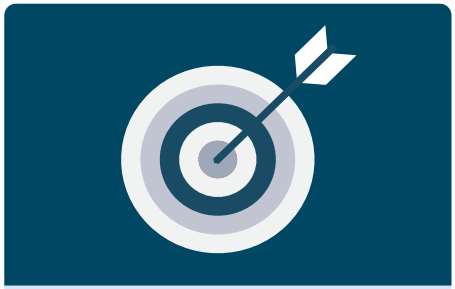
We put the needs of our patients above all else.

Being positive

We see the best in our patients and each other and we strive to get things done. We never give up and we learn from our mistakes.

Being supportive

We support our colleagues, our patients and their families when they need us most.



Striving for excellence

For over 140 years, we have been trusted by our patients with their care. We take this trust seriously and constantly strive to improve the services we provide.

Acting with integrity

We are honest, transparent and decent. We treat each other with respect.

3. Shaping the Priory Plan

Overview

Following the success of our first Priory Plan (2023-25), it was important that our next plan was just as inclusive and meaningful. We wanted to hear from colleagues, the people using our services, and their loved ones, giving them the chance to influence our next Priory Plan (2026-30) so it reflects what matters most and helps everyone feel part of the journey.

In July 2025, over 2,000 colleagues, residents and patients across Priory took part in a listening campaign designed to shape our next strategy. Everyone was encouraged to contribute ideas on what we should celebrate, where we can improve, and what our organisational priorities should be for the future.

Colleagues shared their feedback through online surveys, team discussions, and dedicated listening sessions, supported by local and divisional leaders.

LEPs, patients, residents and their loved ones were invited to get involved through an online survey, an easy read form, patient and resident groups.

A detailed engagement toolkit with links to the feedback channels, guidance for running discussions, and frequently asked questions were produced to support the campaign.

This was one of the most wide-reaching engagement exercises Priory has ever undertaken and we were incredibly grateful to everyone who took part. This level of engagement reflected the deep commitment that so many of our colleagues, and the people in our services have, to shaping the future of our organisation.

Our leaders across Priory actively championed participation across our regions and services, and this meant we heard from a broad cross-section of voices, including site teams from both divisions, central teams, network and professional leads, our Equity, Diversity and Inclusion (EDI) steering committee, and our LEPs.

Celebrating what works well

Feedback from colleagues, residents and patients highlighted several consistent strengths across the organisation:

Quality of care

One of the strongest messages was about the quality of care. Colleagues consistently told us how much they value being able to deliver person-centred, compassionate support. Patients and residents spoke about colleagues who really listened, who treated them as individuals, and who helped them feel at home.

Career development and growth

A significant number of colleagues described positive experiences of professional development, for example, moving from healthcare assistant roles into nursing, or from frontline responsibilities into management and leadership positions. These accounts reflect the strong culture of learning and development across the organisation, and the dedication of managers who invest in developing their teams.

Inclusion and collaboration

There was widespread recognition of the organisation's progress in fostering an inclusive culture. Respondents praised our feedback channels, our focus on listening to a broad range of voices, and co-producing initiatives with people who have lived experience.

Priorities for the future

When asked what should come first in the next Priory Plan, colleagues ranked their priorities clearly:

1. **Quality of care** – ensuring seamless pathways, personalised recovery plans, and empowering patients and residents to shape their own journey
2. **Colleague wellbeing and development** – supporting our people better, providing clear progression pathways, and making sure feedback leads to action
3. **Innovation and technology** – using smarter systems to reduce admin, free up more time for care and introduce innovative solutions for patient and resident journeys
4. **EDI, sustainability and environment** – embedding inclusion, tackling estate challenges, and a focus on environmental responsibility

Patients and residents echoed many of these themes. They valued consistent, empathetic colleagues. They want meaningful activities and therapies, good environments, and support that recognises diversity and individuality.

Acting on feedback

The engagement findings were shared with our regional and central teams, who incorporated the feedback into their strategic plans. The feedback from our colleagues, patients, residents and their loved ones form the foundation of our Priory Plan 2026–30.

4. About this document

In the pages that follow, we have given you an overview of each of our six strategic goals and what they mean to us. We have then given some examples of how we plan to achieve these goals between now and 2030, and some examples of how we could measure our progress. While some of these projects and initiatives are already underway, this is by no means an exhaustive list. We recognise that new opportunities and challenges will present themselves during the lifetime of this strategy and we must be ready to respond and change direction as necessary. One of our key distinguishing features is how we identify unmet need so that we may better support commissioners and the people of the UK.

Strategic goal 1:
To cover the whole care journey from acute through to less intensive support and community-based services

What does it mean?

Our intention is to support as many people as possible, providing the right care, in the right place, at every stage of their journey with us. We plan ahead from the point of admission so that as people's needs change, we are ready to support their next step. This might mean helping someone move to a less restrictive setting, into the community or back to their home. We do this by understanding each person's individual picture, involving their loved ones, and working closely with health and social care partners. This approach helps avoid delays and encourages smooth transitions from one environment to another, supporting the people in our care to live as independently as possible.

With years of experience as a trusted provider, we have a network of different sites, services and homes across the country, and a growing number of digital and remote options. Since we support such a wide range of people, we adapt our services as needs evolve and are committed to showing that our care is both effective and offers good value for money.

How will we do it?

Responsive service design and alignment

- Adjust and develop our services to meet the needs of the NHS, local authorities, individuals and families, and to changes in the environment like the NHS 10-Year Plan
- Re-design care journeys where needed to prevent people remaining in higher acuity environments than they need to

Growth and market expansion

- Offer a broader range of private services and price entry points, and increase our occupancy to 85% across the board
- Increase the number of adult social care services for working-age adults and acquire more sites to meet rising demand for community-based support, especially for people with complex needs

Digital and flexible models of care

- Provide simple digital tools to support people alongside their care, after their care ends, or as standalone options, with remote monitoring from Priory
- Open more therapy-led residential addiction treatment services for people struggling with alcohol, drugs, gambling, social media, gaming and other addictions, as well as grow our therapy-led division, Priory Restore

Exceptional experiences and access

- Ensure smooth transitions for people between our health and social care services, and make sure the individual and their family/loved ones are closely involved
- Offer a best in class experience for patients, residents and their loved ones from the point of referral to discharge – making sure feedback loops are in place
- Make it easy for funders and referrers to access our services by sharing clear, up-to-date information, responding quickly to enquiries, and meeting agreed timescales for reviews, assessments and admissions

Progress measures

- Number of Priory patients transitioned or stepped down from Priory's healthcare services like hospitals, to residential homes and supported living homes within the community
- Number of working age adult social care services established and sites acquired
- Number of new therapy-led residential addiction services opened (Flourish sites) and referral numbers
- Number of new therapy-led services
- Occupancy levels across Priory's private services
- Number of sites re-developed to meet individual need, or market need
- Patient or resident satisfaction ratings
- Increase in the geographical footprint of our services in the UK
- Changes in the public perception of Priory services

Strategic goal 2:

To be the provider of choice in health and social care achieving excellent outcomes through evidence-based pathways

What does it mean?

We aim to be the provider that patients, residents and partner organisations actively prefer because of the quality, safety and consistency of our care. At the time of writing[5], 88% of Priory sites were rated 'good' or better by our regulators, which is much higher than the national average – even when compared with NHS providers.

Our priority is to reach the best possible outcomes for the people in our care. We do this by using evidence-based practice, combining the latest scientific knowledge with clinical expertise to guide decisions and treatment. Outcomes are all about measuring improvements in patients' and residents' health, wellbeing, independence and quality of life. To demonstrate how effective our care is, we track, measure and report on the outcomes we achieve.

Keeping people safe is essential. Everyone at Priory works hard to reduce harm, and should something go wrong, we learn from the experience and share lessons so we can improve together. Key to this is our Quality Management System (QMS), which is a structured approach to making sure we do the right things in the right way every time, while learning from our mistakes and improving care. It combines quality improvement (QI) activities and quality assurance (QA).

5. December 2025

We understand how important it is to involve the people we support, as well as their families and loved ones, in decisions about care and in shaping how our services are designed. We have a network of LEPs at Priory who are people with lived experience of our services and the conditions we treat (including carers and relatives). LEPs are employed by Priory and work in partnership to help shape, inform and influence all aspects of our work.

The Patient and Carer Race Equality Framework (PCREF) is an anti-racism framework designed for all NHS mental health trusts and mental health service providers across England. It aims to address racial inequalities in mental healthcare by ensuring the voices of patients and carers directly shape service design, delivery and evaluation. We launched PCREF at Priory in February 2025 to support our journey to becoming an actively anti-racist organisation, and to ensure we are accountable for taking actions that reduce inequalities.

Being the 'provider of choice' is all about trust, reputation, excellent outcomes and a positive patient, resident and colleague experience. We are committed to continuously improving the quality of our services and we want Priory to help advance the fields we work in through research and advocacy – improving outcomes for everyone.

Measuring outcomes and driving QI

+ Collect data and report on our outcomes. For example, use our digital questionnaire tool to gather before-and-after results for the same patients (paired outcomes)[6]
+ As part of our QMS at Priory, develop our own accredited QI coaches programme and increase the number of in-house QI coaches and projects each year
+ Set up our own quality accreditation system, which explains the standard we expect each of our services to meet so we can demonstrate that care at Priory is consistently good
+ Promote Priory-led research and development and strengthen our collaboration with partner research centres

Evidence-based care and service design

+ Design pathways (the step-by-step journey through our services) based on clinical evidence, national guidelines, and proven best practice – making sure pathways are the same so we get consistent results, no matter who is involved in care or the location
+ Implement the changes brought in by the Mental Health Act 2025[7] reform effectively
+ Make sure that any forms of restrictive practices, like restraints or seclusion, are only used as a last resort when there is a clear and genuine need to keep someone safe while in our care
+ Involve the positive behaviour support (PBS) team in the development of environments for people with complex support needs

6. We capture PROMs for anxiety (GAD7) and depression (PHQ9), alongside CROMs for psychosis (BPRS).

7. The Mental Health Act 2025 outlines how and when people living with mental illness can be detained and treated in hospital (often known as sectioned) – even without their consent

Listening, co-production and lived experience

+ Establish PCREF listening circles – forums within our wards and services that provide a safe space for patients and carers to share their experiences, and to drive improvements in practice, culture and safety across our services
+ Co-produce care plans with patients, residents and families, and embed feedback loops – proving that we have listened and taken action as a result
+ Expand our experts by lived experience programme at Priory to play a pivotal role in how we design and deliver services that meet people's needs and avoid assumptions
+ Launch an innovative new patient support programme designed by our LEPs to promote and protect the rights and needs of those in our care

Workforce development and inclusive practice

+ Deliver cultural awareness training to colleagues with the aim of ensuring fair and respectful care to all people from ethnically and culturally diverse backgrounds
+ Training and upskilling colleagues at our adult social care sites to deliver PBS – an approach to supporting autistic adults and adults with a learning disability to address the reasons behind behaviours that challenge and improve quality of life

Patient experience and wellbeing

+ Develop a standard, nutritionally-balanced meal plan across all our healthcare sites that meets different dietary needs and cultural preferences to provide a consistent catering experience to all our patients

Reputation, trust and supporting the wider system

+ Strengthen Priory's position in the market as a trusted provider by communicating and giving evidence for our Whole You model of care (our holistic approach to treating all aspects of a person's health and wellbeing)
+ Build and maintain trust with regulators, decision-makers, key partners, and the media so that Priory can continue to play an important role in the UK's health and social care system

Progress measures

- Increased volumes of paired outcome data collected across our specialties
- The number of Priory research projects seen through to completion and publication, and joint research projects undertaken with partner centres
- An annual increase in the number of LEPs employed at Priory as an integral part of our recruitment, training, service development and quality review processes
- A tangible reduction in racial inequalities within our service, evidenced by data and feedback that looks at access, outcomes and experiences of ethnically and culturally diverse patients and carers
- A reduction in the use of restrictive interventions that are not required across our services to zero
- An increase in enquiries from potential patients or their families that convert into private treatment
- Awareness levels of the Priory brand and knowledge of our unique Whole You model of care
- Number of stakeholder meetings held and the level of contact afterwards
- Priory's influence on policy or regulatory outcomes, and inclusion in working groups, panels or advisory boards
- Volume of positive media coverage in relation to Priory, with a reduction in negative media coverage
- Patient and resident satisfaction rates
- Duration of successful placements and reduced placement breakdowns, including hospital admissions
- Number of colleagues receiving PBS training

Strategic goal 3:

To provide outstanding career development and learning opportunities so that we are the employer of choice in the health and social care sector

What does it mean?

Our colleagues come first. We know our teams' work affects everything we do and the care people receive, so it is important that we have a strong, committed workforce who feel supported. Since 2022 we have grown our headcount[8] considerably and reduced our turnover rate to an all-time low, with our most recent colleague engagement score (2025) at 78% in our annual survey[9].

So that the best people want to join Priory and stay working for us, we need to stand out as an employer. One way we do this is by offering excellent career development and learning opportunities to everyone. Our intention is that every Priory colleague, in every role, has the chance to grow, build skills and advance their career while working with us.

8. Positive headcount means we have hired more people than the number who have left Priory

9. The annual colleague engagement survey is divided into themes such as recognition, purpose, leadership, diversity and inclusion, and growth – each with a series of questions. The results allow leaders to drill down into each theme and understand to what degree the response from their team was favourable, and how it compares to other teams at Priory

Having the right leaders who create an environment where colleagues are supported and coached to reach their full potential is essential too. Our plan is to build strong, future-focused leaders who demonstrate the behaviours, skills and vision we need to bring out the best in our teams. With the NHS 10-Year Plan and rapid advances in technology, we must plan for the long-term and make sure the skills and structures we need are in place, and that we have a pipeline of future leaders.

By investing in people at Priory, we create engaged and motivated colleagues who feel valued and supported. These colleagues then become our advocates, helping to boost our reputation and encourage more talented and committed people to join us.

How will we do it?

Leadership culture and ways of working

+ Embed clear leadership behaviours and measure them regularly
+ Encourage a coaching approach in our leaders that supports open, adult-to-adult conversations and a growth mind-set
+ Foster an environment of psychological safety and freedom to speak up

Leadership succession and talent pipeline

+ Establish a pipeline of aspiring leaders for critical roles so we can nurture talent and plan for changes in leadership
+ Attract school and college leavers to work for Priory and create a future talent pipeline

Career pathways and progression

+ Continue to develop Priory's 'care as a career' pathways so there is progression for those in care roles and opportunities to specialise – creating flexible career paths
+ Continue to develop our apprenticeship programme and opportunities to 'grow our own' for key roles
+ Expand Priory's learner placements across all nursing, allied health professionals, social work and psychology roles

Professional development and clinical excellence

+ Create new roles that are focused on delivering profession-specific training and support, and encourage colleagues to engage with national professional development programmes
+ Support mental health professionals to engage in research projects as part of their career development
+ Develop an employee value proposition[10] and brand to drive awareness of Priory as the employer of choice

Recruitment, on-boarding and employer brand

+ Ensure we have the best recruitment assessment process in place to recruit the right people with the right values to the right roles, support new joiners and colleagues transitioning to new roles internally

10. An employee value proposition (EVP) is the overall set of benefits and experiences an organisation offers to its colleagues in return for their skills, expertise and commitment

Progress measures

- Our colleague engagement survey results, turnover rate and headcount movement
- Percentage of key leadership roles which have been filled internally or that have identified successors in place
- Number of studies by Priory colleagues that our research committee supports and those that are seen through to completion and publication
- Ratings colleagues receive and feedback given in their annual personal development review
- Number of Priory colleagues pursuing further education, engaged in coaching and completing courses and training, including apprenticeships
- Number of school leavers and apprentices recruited and retained
- Reduction in the number of people leaving their role in the first 3-6 months or withdrawing from a recruitment process
- Increase in number of colleagues working in care, choosing to develop their career in a specialism
- Promotion rates for colleagues who participated in targeted development programmes
- Number of colleagues accessing leadership training

Strategic goal 4:

To embed a culture of openness, inclusion and trust where people feel like they belong

What does it mean?

Our aim is for Priory to be a workplace where everyone feels welcome, safe to speak up, included, and like they really fit in. This is not just for our colleagues, but also for our patients, residents, their families, and the partner organisations we work with.

We value diversity at Priory and recognise the strength that different backgrounds, viewpoints and lived experience bring. We know that by championing diversity we can better reflect and serve the communities we work in.

Psychological safety is important to us. Priory's culture is built on openness and trust, and we encourage colleagues to communicate openly, offer constructive feedback and raise issues with confidence.

When colleague engagement is high, it means colleagues feel motivated, committed and connected to their work and to Priory, and are willing to contribute positively to our success. We pride ourselves on communicating well at Priory and creating opportunities to listen and act on feedback.

We want Priory colleagues to strike a positive work-life balance, with flexibility around their personal circumstances, and we want to ensure everyone has access to resources that promote their wellbeing and personal resilience.

How will we do it?

Inclusive leadership and strong people management

+ Develop leaders who take responsibility for building a diverse workforce and an inclusive, equitable culture by removing barriers and promoting equal opportunities
+ Raise the profile of our EDI committee and networks[11] and encourage colleagues to actively take part in shaping our EDI plans
+ Support people managers to develop effective communication skills, including how to set clear expectations, have difficult conversations, give and receive feedback, and respond to concerns and complaints

Listening, colleague voice and speaking up

+ Create listening opportunities for colleagues and gather feedback, for example, through the annual colleague engagement survey, ad hoc pulse surveys, EDI networks, and colleague forums at our sites (Your Say forums)
+ Increase the profile of FTSU champions at our sites who colleagues can approach confidentially to share feedback or concerns

Colleague wellbeing

+ Support a healthy work-life balance by enabling flexible and hybrid working options to give Priory colleagues greater control over their time
+ Ensure colleagues have access to wellbeing services and resources – strengthening support for colleague mental health and personal resilience
+ Leverage digital tools and technologies to create smarter ways of working that reduce unnecessary pressure, streamline workloads and support our colleagues' wellbeing

Recognition, belonging and engagement

+ Celebrate success: take time to acknowledge individual and team achievements, for example, through our annual Priory award nominations and other local recognition initiatives

Lived experience and meaningful involvement

+ Create career pathways for LEPs with a view to more LEPs moving into full employment with Priory each year
+ Have meaningful patient, resident and carer forums at all Priory sites, ensuring that actions are completed and fed back. This includes implementing the PCREF
+ Use digital tools to gather and interpret data related to EDI – improving on our gender pay gap and workforce race equality reporting, and widening this approach to other protected characteristics

11. As of December 2025, our EDI networks include: Armed Forces Network, Disability and Difference Network, LGBTQ+ Network, Menopause Network, Men that Talk Network, Neurodiversity Network, Parents' Network, REACH (Race, Equality and Cultural Heritage) Network, Women's Network

Progress measures

- Increased diversity at a leadership level measured by the percentage of leadership roles held by individuals from under-represented groups
- An increase in applicants and hires from under-represented groups (as defined by UK protected characteristics) and promotion rates
- An increase in annual colleague engagement survey score for questions focused on EDI
- An increase in Priory colleagues accessing and completing training modules focused on EDI
- Percentage of colleagues attending cultural awareness training to better understand, and improve, the experience of patients and carers from ethnically and culturally diverse groups
- Improvement in colleague survey results for questions focused on wellbeing, combined with results of regular pulse survey results which look at colleague wellbeing, resilience and stress levels
- Number of nominations received for the Priory awards (annual colleague award scheme)
- Increased participation rate in annual colleague engagement survey and pulse surveys
- Number of EDI networks and colleagues joined
- An annual increase in the number of LEPs recruited, trained and fully employed at Priory
- Launch of a new intranet platform to improve how we communicate with our colleagues
- Improved colleague satisfaction rates with line managers and site leaders

Strategic goal 5:
To be at the forefront of digital innovation

What does it mean?

Being a leader in digital innovation means using technology to make the care we provide better and easier. Today, people expect smooth and consistent digital experiences in everyday life, and we need to do the same in health and social care. By using tools like electronic care records, e-prescribing, and even virtual reality (VR), we can work more efficiently and give colleagues more time to focus on direct care.

Digital innovation is not just about adding new technology – it means rethinking how we do things. Collecting and using data helps us make better decisions. For example, real-time digital dashboards give our clinical teams a clear and accurate picture of the people in their care. Tracking outcomes across our services helps us see how effective our care is and shows its value for money. We are also embracing AI to speed up repetitive tasks so colleagues can spend more time with patients and residents, as well as in our back office environments.

We are proud to be innovators, collaborating with big companies and small start-ups to bring the latest technology and therapies into our homes and hospitals.

Our IT strategy supports all of this by updating our systems to allow more digital growth. Together, we focus on collecting the right data, sharing it effectively, and reducing manual work, so our information is accurate, useful and easy to use.

How will we do it?

Digitally enabled care and access

+ Grow our digital services so that patients can access care at every stage – from prevention and initial online assessments, to full digital treatment plans and follow-up care – all through a single digital entry point

+ Explore communication aids for non-verbal colleagues within our adult social care services

Data, outcomes and insight

+ Embed digital outcome tracking across all our specialties, including our working age adult care homes

+ Give more colleagues access to a reporting tool (SAP BI) that draws data from various systems into a single view with a user-friendly interface – providing fast, reliable insights in real-time

Digital capability, skills and innovation

+ Strengthen our in-house teams' digital skills and innovation set up: improve our ability to create and test products, use data effectively, and carefully research and evaluate new ideas and potential partners

+ Improve the data literacy of colleagues across Priory so they can understand, interpret and confidently use data to make decisions and solve problems

Automation, AI and collaboration

+ Embrace how AI and other digital tools can automate repetitive and time-consuming tasks: for example, introducing a planning and forecasting tools in finance, and AI transcription in clinical services

+ Collaborate across borders with colleagues within the MEDIAN Group to champion innovative new techniques and therapies, from research to development and implementation in our hospitals and homes

Progress measures

+ Creating one digital eco-system: where patients, residents, alumni and our external partners can access our digital offerings in one place

+ Patient, resident and colleague adoption of digital tools: for example, downloads, app sign-ups, completion rates and engagement length

+ Increased volumes of paired outcome data collected across our specialties using systems like the electronic questionnaire tool and mobile care records: gathering before-and-after results for the same patients to better assess the impact of our care

+ Implementing reliable and valid outcome measures for our working age adult care homes and gather data consistently

+ Time back to care and increased efficiency: hours saved thanks to AI and other digital tools that alleviate the admin burden

+ Reduction in medication errors thanks to digital tools: effective oversight and management of medication, linked to electronic records and quicker processes

- Adoption of novel technology and therapies: such as VR in exposure therapy for the treatment of addictions
- Percentage of wards with real-time access to patient data to support clinical decision-making: an increase in the number of patients receiving timely, data-informed updates about their care
- Successful wider roll-out of SAP BI: percentage of teams actively using SAP BI at Priory for reporting and decision-making, and the number of SAP BI dashboards launched
- Reduction in the manual production of reports and data manipulation
- Digital products successfully commercialised: number of patients and residents self-paying for Priory digital products, or products reimbursed by private medical insurers or the NHS

Strategic goal 6:

To focus on sustainable funding and growth that supports our services, uses resources efficiently and protects our environment

What does it mean?

Focusing on sustainable funding and growth means ensuring Priory is financially resilient – able to withstand economic pressures – while growing in a steady, responsible way that we can sustain over the long term. As a health and care provider, we are an important part of communities across the UK. We want our homes and hospitals to keep serving people because closures can be very harmful for individuals and families. That is why, when we make financial decisions or agree on funding, we always think about the long-term impact.

For Priory to continue to be successful over a number of years, we need to make sure people are aware of our services, what we stand for and why we are an important part of the health and social care system in the UK. This means cultivating our reputation and relationships that support us, and being able to demonstrate the impact of our work through our outcomes.

Using resources efficiently and carefully is essential to all at Priory. This includes reducing waste, improving productivity, investing in digital and preventative care, and designing services that are joined up and focused on the person.

Finally, protecting the environment helps build healthier communities, a stronger workforce, and a more secure future for our services. We are committed to reducing our carbon footprint year after year, both from our own operations and from the wider impact of our suppliers and partners.

How will we do it?

Financial sustainability and value for money

+ Track fees and make sure all our services are appropriately funded, financially viable and delivering value for money

+ Support our internal teams with procurement, making sure we buy goods and services from approved suppliers who are sustainable and provide the best value for money

Environmental sustainability and net zero

- Stay on target to achieve net zero carbon emissions by 2045 – reducing scope 1 and 2[12] emissions by 5% annually up to 2030
- Commit to reducing our scope 3 emissions generated by our value chain[13] – for example, the emissions generated from goods and services that we buy
- Ensure by 2045 that 100% of the energy we use is from renewable sources
- Install ground-mounted photovoltaic 'solar farms' at a minimum of three Priory sites and continue to maintain 34 sites with photovoltaic solar panels – designed to generate energy
- Roll out voltage optimisation year-on-year across all sites and replace lightbulbs with LED lights

Sustainable and responsible procurement

- Include a 20% weighting towards sustainability in tenders for new suppliers
- Prioritise UK-grown produce in our catering departments
- Grow our market share by running both brand awareness and direct response marketing campaigns[14] so that Priory's name remains familiar and memorable to future patients, residents and their families when they need care
- Re-develop our Priory logo and our brand architecture (how different parts of our business fit together visually) so that they represent today's Priory and are fit for the future

Market insight, service development and access

- Analyse market intelligence, referral data and commissioner engagement across different regions to help us re-develop our services and establish new services in line with the NHS 10-Year Plan
- Optimise our enquiry and admission process so we can help more people who need our services

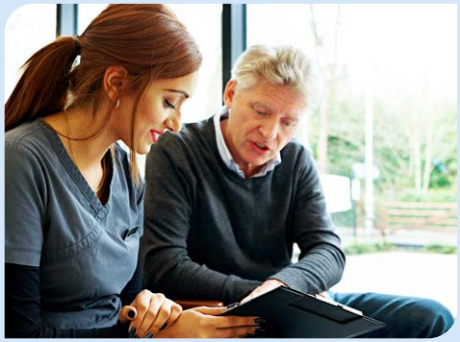
12. Scope 1 and 2 emissions are the greenhouse gases produced directly by an organisation's own activities (scope 1) and indirectly from the energy it buys and uses, such as electricity and heating (scope 2)

13. A value chain is the full range of activities we perform to design, produce, market, deliver, and support our services

14. Brand awareness campaigns help people recognise and remember a brand, while direct response marketing campaigns encourage people to take an immediate action, like making an enquiry

Progress measures

- An increase in occupancy in Priory hospitals and homes and an increase in outpatient sessions
- Tracked savings as result of our procurement strategy
- Standardised models of care and reportable outcomes established for each of our private healthcare service lines
- An annual reduction of 5% in our carbon emissions until 2030
- Number of old gas boilers replaced with energy efficient versions
- Number of air source heat pumps purchased and installed
- Number of sites that use oil for heating converted to mains gas or liquefied gas petroleum (LPG)
- Number of new sites that have introduced rainwater harvesting
- Evidenced through market research, positive shifts in perception and greater awareness of the Priory brand
- Challenges to historic fees that led to uplifts being applied to protect our services
- Number of sustainable services operating comfortably to ensure their long-term future for the people of the UK



This document is also available in other languages, as easy read, large print and audio format on request.

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Priory
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