

The Priory Plan

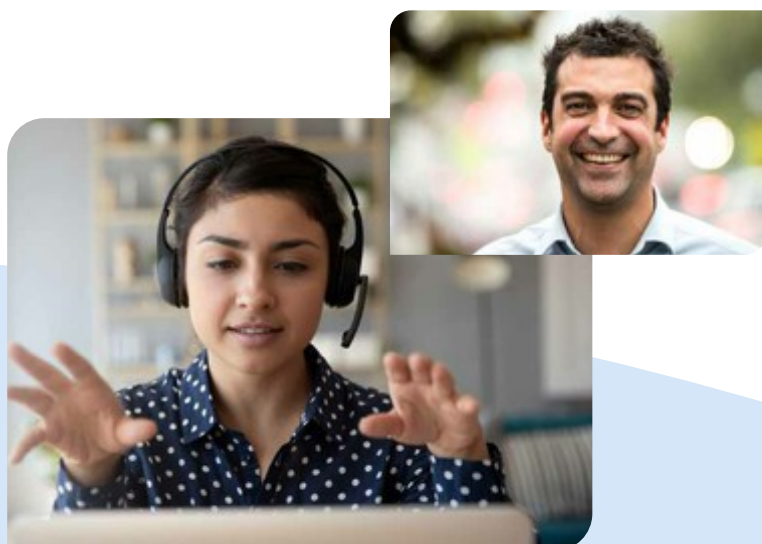
Our strategy 2023-25



Live your life

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An introduction from our CEO, Rebekah Cresswell

Dear colleagues

Welcome to the Priory Plan: our organisational strategy for 2023-25 and thank you for all your input and support so far in developing it. I am genuinely proud and excited to set out our vision for the next 3 years, as part of MEDIAN and how, together, we'll bring it to life.

Live your life

I want to take this opportunity to talk to you about what we stand for at Priory. As you know, our purpose is 'Live your life'. This is our 'why' or the reason we do what we do, and I'd like you to see it as our guiding principle. For me, 'Live your life' is about supporting people to live as fully and independently as they can, based on their needs. In practice, this means focusing on what matters to each individual, what their goals and aspirations are, and creating an environment and atmosphere that supports their wellbeing and rehabilitation. It also means making sure we involve the people we support, and their loved ones, in decisions about how they live and receive care. For many of you, this is at the heart of your role at Priory already, and I am extremely proud of all you achieve every day for some of the most vulnerable people in the UK.

Seven strategic goals

In the pages that follow, you'll read about our seven strategic goals which are fundamental for us to truly live our promise and implement our plans. As a health and social care organisation, we successfully support thousands of people

from very different walks of life, so we need to be nimble and innovative in responding to a big spectrum of need and the demands of the market we are part of. Creating effective pathways from the most acute care to the least intensive support is so important for our future.

Together, we have developed nine enabling strategies (p62) designed to help leaders and colleagues throughout our services and residences to implement our strategic goals. You'll notice we're becoming increasingly data-driven, and rightly so. Our vision is for all the decisions we make to be underpinned by evidence and robust data, so that we can clearly demonstrate our outcomes and the impact we're having every day on people's lives. Our plans around IT integration and digital development support this. Safety, driving up quality, and learning from any incidents we experience is core to the Priory agenda. Part of this work is looking at standardising our care pathways so we can provide the best possible treatment and care for our patients and residents based on individual needs, and so that we can track compliance with our pathways digitally. Gathering data and monitoring outcomes across our business helps us to understand the effectiveness of the care and support we provide, and allows us to demonstrate the value we add. Continuous quality improvement - delivering the best we can for the people we support, constantly learning and getting better - has to be our approach.

And this brings me to the culture I want us to continue to nurture at Priory. We have our Priory values: putting people first, being supportive, acting with integrity, striving for excellence and being positive, and it's so important that we continue to demonstrate these values in our behaviours and communication with one another. Creating an open, inclusive culture where people feel they belong is our collective responsibility, and this is part of what will enable us to attract and maintain a high-calibre, stable workforce, alongside ensuring our colleagues can develop their careers and are offered learning opportunities.

Of course, none of our strategic goals will materialise without careful planning, oversight and measurement. That's why, within each chapter, we've outlined some of our key performance indicators (KPIs) which will make up part of our strategic monitoring tool that we will measure.

We know that even the greatest plans need to be adaptive to the environment we operate in, as we saw during the pandemic, and we are prepared to change course when we need to.

Finally, while I know corporate documents such as these can sometimes feel like a tick-box exercise, I really want this one to serve as a roadmap for colleagues at Priory. Each of us shares collective responsibility for making sure this strategy is put into action. The success of it rests on us all. So my request to everyone working for Priory, both now and in the future, is to read these pages and consider what you or your team can do to help us achieve our strategic goals, and in what ways our strategy informs plans within your sites and services. I hope you can do this for me.

I look forward to working with you on making our vision a reality.



Developing our strategy together

Since July 2021, Priory has been part of the MEDIAN Group, based in Germany, and together we share the combined vision to become the leading European provider of mental health and rehabilitation services. While the health and social care system is quite different in Germany, our organisations have a great many similarities and have benefited from the synergies of sharing our knowledge, expertise and combined purpose – ‘Live your life’.

We’ve achieved a lot since our integration with MEDIAN, and ensured we have a really strong governance structure and cohesive leadership team. From this foundation, we can move forward confidently into the next chapter at Priory.

Our purpose

Live your life

Our vision

To become the leading European provider of high quality mental health and rehabilitation services



Our seven strategic goals

The starting point for Priory's 3-year strategy is our seven strategic goals. These are our 'big picture' objectives, and every plan we develop over the next 3 years should support one or more of these goals. It is important, as part of MEDIAN, that we are aligned on our strategic goals and our goals reflect those of the wider MEDIAN group. This is a great example of how organisations can integrate and enhance each other.

01.



To cover the entire service user journey from acute to less intensive support

02.



To offer evidence-based clinical pathways to patients and service users, focusing on the areas where we deliver best in class

03.



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

04.



To be in the top quartile for measured outcomes for all of our services

05.



To become the leader in digital healthcare for mental health and adult social care

06.



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

07.



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



Gathering feedback on our strategic goals

We established our seven strategic goals in September 2022 and launched them at our leadership conference. For the months that followed, we spent time engaging with colleagues and listening to how they felt they could deliver against these goals in their areas. We also engaged with patient and resident groups. Alongside surveys, interviews and workshops, we developed a toolkit to help colleagues run focus groups themselves and gather feedback. This gave us some additional insight into some of the challenges our colleagues and the people we support experience, and how our strategy could support them. For example, we know that having the right technology and connectivity on-site is important, and as a recurring theme, this had to be an area we addressed within our plans.

Similarly, recruiting and retaining a stable and high-calibre workforce at a time when there are profound labour shortages in health and social care is undoubtedly a priority – as is ensuring there are first-class learning and development opportunities available to all. Finally a focus on the people who use our services and their families – their needs, feedback and experiences – informing and becoming part of the fabric of our organisation through co-production, involvement and the patient or resident voice rightly needs to be at the centre of our approach. Over the next 3 years as we roll out this strategy, there will be more opportunities for everyone to influence the course we take as we respond to the challenges of our environment, and the needs of the people we support.



How strategic goals become plans

In support of our strategic goals, we have nine enabling strategies that outline our approach in key areas of our business, and that will support colleagues at our sites, services and homes to deliver operationally and move towards our goals. These are:

- + Data
- + Digital
- + Estates
- + IT
- + Marketing and communications
- + People
- + Procurement
- + Quality
- + Research and clinical effectiveness

In appendix 1 on page 62, we outline which goals each enabling strategy supports. Every enabling strategy has individual objectives and key performance indicators (KPIs for years 1, 2 and 3). They are designed as the scaffolding to support our goals, and have relevance no matter what part of the organisation you work in. For example, all of us need to have:

- + The right infrastructure, IT and processes
- + The right team in place
- + Access to the right data

We've developed a strategic monitoring tool to review and manage our KPIs for each enabling strategy, which will become part of our cross-divisional operating boards that will meet three times a year.

Under each of our strategic goals, we have already established strategic initiatives and projects that will help make our goals a reality. These initiatives and projects are wide-ranging and touch all aspects of our business: from introducing new technology such as electronic records, e-prescribing and e-rostering tools, to

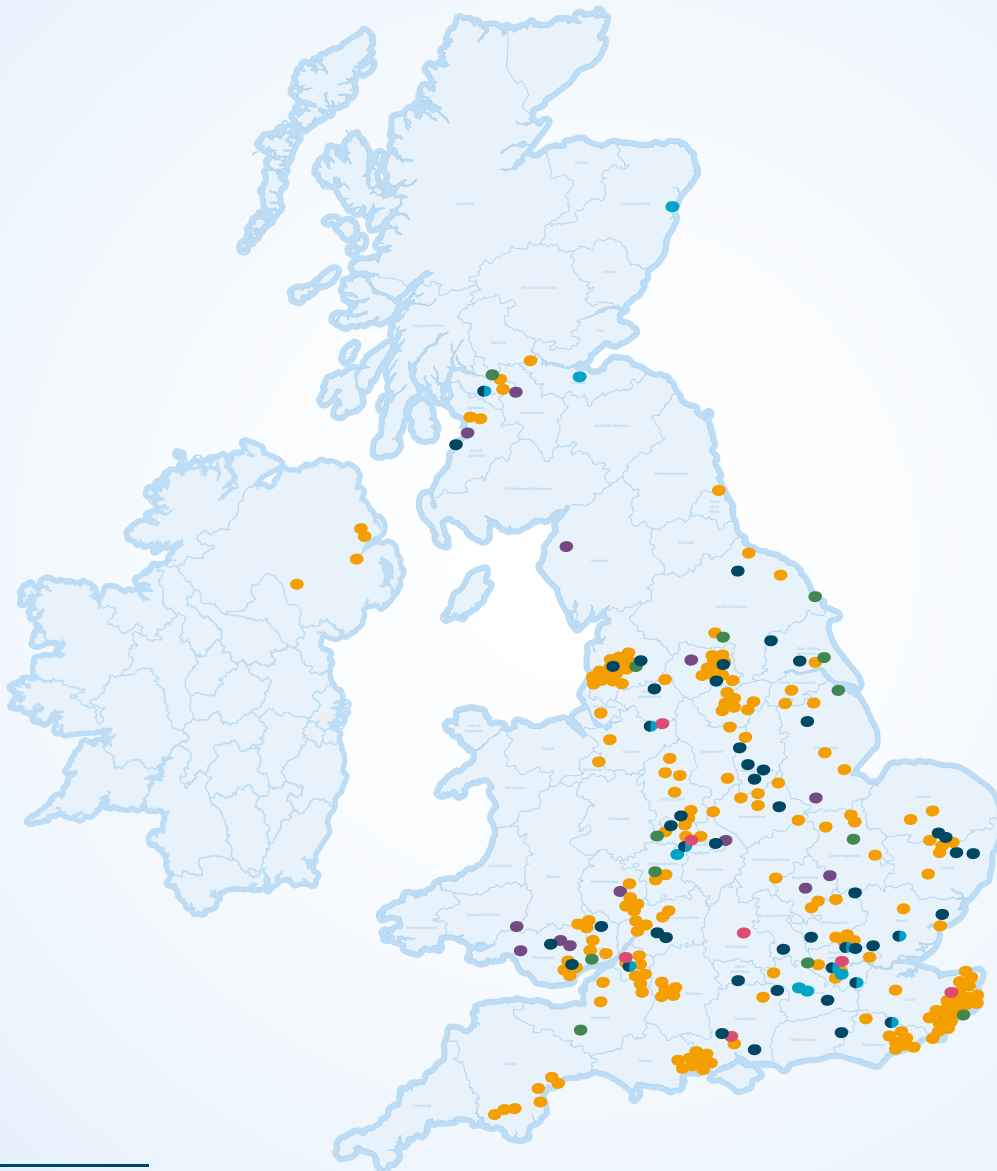
embedding and expanding on new models of care like our bespoke therapeutic placements (BTPs) for people with complex needs whose condition be managed in the community yet and who are also not suited to a ward environment. Since establishing this model of care we have noticed that we are reducing length of stay and enabling people whose need are more difficult to meet to move more quickly into the community. All of these projects represent progress, and they also represent a degree of change and may challenge the way we do things now.

What does it mean for me as a Priory colleague?

If you are in a management or leadership role at Priory, you will already know that setting objectives and ensuring that plans are delivered is part of your role – but each colleague needs to play their own part. If we know these seven goals represent our strategic focus for the next 3 years, it's important for all of us to reflect on what we are doing to contribute. For example, how are you personally creating an inclusive culture here at Priory? Or, how do you feel the patient journey could be improved and what action can you take? There will be support from regional structures and central services, but the true agents of change are at team, department and site level. Don't wait for someone to come and tell you what needs doing. Start creating local change that supports our strategy.



About Priory



PRIORY

Part of MEDIAN

-  290 sites
-  12,100 colleagues
-  28,000 patients
-  5,000 beds

- Priory was founded in 1980 with the purchase of Roehampton Hospital in London
- MEDIAN acquired Priory in 2021

Healthcare service lines

- Addiction services
- Adult acute and psychiatric Intensive care unit (PICU) services
- Brain injury services
- Child and adolescent mental health services (CAMHS)
- Eating disorder services
- Rehabilitation and recovery services
- Secure services

Adult Care service lines

- Residential services
- Supported living services
- Older people's care services

Key

-  Residential services
-  Supported living services
-  Older people's care services
-  NHS-only services
-  Private-only services
-  Mixed services
-  Wellbeing centres

About Priory

Priory was founded in 1980 with the purchase of Roehampton Hospital in London. Since then, we have evolved and expanded significantly and are now one of the largest health and social care providers with sites, services and homes throughout the UK.

Priory is often known for its private business, which treats a range of mental health conditions, including addictions and eating disorders, on an inpatient and outpatient basis. As well as our larger hospital sites and facilities, we also run wellbeing centres, providing accessible therapy on the high street and remotely, and continue to develop our digital products.

We are proud to be an independent provider of mental healthcare and rehabilitation services to the NHS, often supporting people who have very complex needs. We work closely with our NHS colleagues and partners, and play a vital role in the system by creating capacity, and providing expertise.

Our adult social care services include older people's care, residential homes and supported living facilities. We are experts in supporting

autistic people, people with a learning disability and people with mental health conditions, and are focused on supporting people to transition smoothly from hospital environments into the community. We work closely with over 200 funders to find the right placements for the people we support, ensuring we always involve individuals and their families in decisions

In 2021, we were acquired by MEDIAN – one of the biggest providers of rehabilitation in Germany. Our integration has had so many benefits and we've learnt a huge amount from each other's approaches. Together, we have an ambitious plan to expand and become the largest European provider of high quality mental health and rehabilitation services.

As you'll read many times in this document, our joint purpose is 'Live your life' – and this means we are always striving to ensure that our patients and residents can live as fully and independently as possible, and achieve their individual goals.



Strategic goal 1:

to cover the entire service user journey from acute to less intensive support



Our first strategic goal is about Priory supporting as many people as we can in the best possible setting for their individual needs – whatever stage they are in their journey with us.

As their needs change, we want to ensure we are preparing and looking ahead to their next step as individuals, alongside their families and carers – whether this is supporting someone to move through the care pathway to a less restrictive inpatient environment or specialist community-based setting, preparing them to have more specialist support, or even supporting them to return home. This approach requires planning and forward thinking at the point of an individual's admission or placement, a deep understanding of the people we support and their individual circumstances, involving families and carers at every stage, and strong partnership working across the health and social care system.

This will help us to prevent delayed discharges, ensure smooth transfers and discharges, and find alternative options if we can't provide them at Priory. It is the key driver behind our purpose, Live your life, enabling people to live as fully and independently as possible.

Our reach as one of the biggest providers in the UK

If you're new to Priory, or even if you've been a Priory colleague for a long time, you'll know the sheer size of our business, the complexity of some of the people we support, and their wide-ranging challenges, needs and goals. With a network of healthcare and adult care sites across the UK – as well as private outpatient facilities, wellbeing centres and an increasing number of digital solutions that allow people to receive care and support remotely – we want to ensure that within the service lines and specialties we offer, we can respond to the needs of our patients and residents, whatever stage they are at.

We are a large provider to the NHS and work with multiple local authorities within adult social care, alongside our private business where we work closely with corporate medical insurance companies and individuals. We support adults, as well as children and young people, and often have a lot of interaction with families and carers. Some people are extremely vulnerable, and some are experiencing mental health or social care services for the first time. Our reach is enormous, and this means our solutions have to be wide-ranging and person-centred. Over the next 3 years, it will become even more crucial that we can respond to the changing demands of the market, and provide flexible models of care and residential support.

Creating pathways between healthcare and adult social care

Having healthcare and social care facilities as part of Priory, allows us to create flexible pathways that respond to individual need, and part of our strategy is to embed and strengthen these pathways over the next 3 years. On the healthcare side, our inpatient facilities provide safe, secure and structured environments, including acute wards and PICUs, secure services, R&R services, as well as brain injury units. On the social care side, we offer specialist residential care within the community to autistic people and people with a learning disability, mental health condition and/or acquired brain injury (ABI), enabling them to live with greater independence and develop life skills. One of our key points of difference at Priory, which makes us unique, is our ability to

support people with some of the most complex needs. Our supported living environments are the next step in this pathway and offer the greatest independence where individuals are tenants in their own properties. We have so many brilliant examples of how we have successfully transitioned people from more restrictive to less restrictive environments, and have supported them to achieve their personal goals.

Assessment and transition directors

At the time of writing, Priory has two active assessment and transition directors whose focus is to support autistic patients with complex presentations, and people with a learning disability, from the point of their admission to hospital, through to their transition into a new environment – whether this is stepping down to a less restrictive hospital environment, or moving into a residential home or supported living. The assessment and transition director is a unique role to Priory. When an autistic person, who may also have co-morbidities such as a learning disability or a mental health condition, is admitted to a Priory inpatient unit, our assessment and transition directors will work with the clinical team in this environment to understand the individual's needs and provide training to colleagues as required. In some cases, they may make modifications to the physical environment to support an individual's sensory or emotional regulation needs, which could be anything from introducing special furniture, changing the paint or putting soft features on the wall. They work with families to plan a phased transition from one environment to another, monitoring the individual for the first 8 weeks or more, meaning the placement is less likely to break down. When there is a potential placement breakdown, this role also provides support to ensure individuals are able to remain in the least restrictive environments. Crucially, the assessment and transition directors work collaboratively to agree a transition plan and in 2022, successfully transitioned 37 autistic people with complex presentations from hospital into residential care in the community.

Providing this support throughout an individual's admission and transition reduces the likelihood that a placement will break down, and also recognises that an inpatient mental health setting

may not be the right environment for an autistic person, or someone with a learning disability. While it may be the safest environment in the short-term, as an organisation, we passionately believe that planning to transition inpatients into less restrictive environments and onwards into the community, should be considered from the outset and must be done in close collaboration with families, multidisciplinary teams (MDTs) and their current placement. This is why our investment as an organisation into these unique roles is so significant.

Bespoke Therapeutic Placements (BTPs)

Priory pioneered BTPs as a new model of care to support autistic people with complex and challenging needs. They are single-occupancy environments, purpose-designed around an individual's needs and preferences. They are often available at pre-existing hospital sites and provide a solution for patients who cannot function well on a hospital ward or within a mental health unit, but need to be in a safe, secure environment and are not yet able to transition to the community. They are designed to provide the least restrictive environment and act as a safe stepping stone to more independence. We have already noticed that if a person is in an environment that is individualised and not part of communal living on a ward, their length of stay in hospital is reduced.

Flexible solutions for those who need the least intensive support

Alongside our inpatient and residential options, we recognise that a large number of the people we support come to us for outpatient treatments, appointments at our wellbeing centres and day care. It is evident since the pandemic that more people want to access therapy online and in a way that fits in with their lives and commitments. At the less acute end of our service provision, we have a range of different ways to access our services and are increasingly using technology to overcome barriers to access and create digital pathways.

Alongside our hospital-based private services, over the next 3 years, we want to build on the success of our wellbeing centres, so we can reach

more people who need support, and expand our geographic footprint. In 2022, 67% of registered private patients were seen at wellbeing centres. Our current centres allow for people to visit a therapist at flexible times in a convenient location, some of which are on high streets in main cities. This service can also be accessed online. In addition, we intend to expand our network of remote therapists to areas where it's harder to reach a Priory hospital or wellbeing centre. We will continue to diversify our therapeutic offering and ensure that our therapists have the most up to date training to meet the needs of our patients. Ensuring we are responding to market demand and trends is always important, for example, in 2022 we saw an increase in demand for adult attention deficit hyperactivity disorder (ADHD) and autism assessments.

As an evolution of Priory Connect, which enabled the people we support to book and receive therapy through a Priory app, we are developing a new platform called Priory Together – a portal that will allow self-paying and insured patients to choose and book appointments. It will also mean they can take part in online sessions with therapists, access an extensive library of therapeutic resources, complete assignments and questionnaires and use our app, My Possible Self, for self-directed management and support.

As part of our strategy to establish an effective digital pathway, we are also developing a 'virtual ward' solution that will allow our service users to track and report their symptoms remotely under supervision from our clinicians and from home, following discharge.



Accessing Priory support and care

To ensure we can support as many people as possible at Priory throughout the pathway from most to least acute, we need to make sure that we effectively communicate and market our offer. We must have the right systems and procedures in place to ensure we can respond effectively to demand, routes to access our services are clear and easy to navigate, and we provide a positive customer experience. Priory has multiple different customers and 'audiences', from prospective private patients, to relatives, commissioners and social workers. Each of these groups have different needs and challenges, and interact with us in different ways. Over the next 3 years, we want to become even better at anticipating and responding to need and, as far as possible, ensure that we are providing a consistent experience of Priory as a brand to our customers.

We will build on our approach to customer service by providing easy access to Priory via our central call centre and where possible, introducing triage processes to reduce the time it takes for individuals to access the care they need. We will continue to digitalise our processes and capacity management, and work closely and responsively with our partners – be that our corporate private medical insurance partners, NHS and social care commissioners, or individuals – so that we can find suitable placements and services for those in need and ensure smooth referrals, transfers or discharges.

Our reputation

Before even thinking about choosing a Priory service, there is often a degree of understanding among our prospective customers of what Priory provides. As a household brand, we know Priory is often associated with addiction treatment and high profile patients, and while we are proud of the reputation we have built, we know that the business we now have covers a great many different specialties and services lines, and that a large part of our business is as an independent provider to the NHS. Through developing our brand strategy over the next few years, we intend to begin to re-position Priory so we are better known for adult social care as well as healthcare, and so that public perception about our accessibility changes. While this won't happen overnight, being clear about who we are, what we offer and in what ways we are unique, is very important to how we communicate about Priory. For example, we know that one of our key points of difference is that we deal with really high levels of acuity and some of the most complex patients, which other providers are unable to support.

Aside from interactions people have with Priory themselves and the opinions they form, public perception is also affected by the media, how we present ourselves through our communications channels and how opinion formers, such as those in the health, social care and charity arena, politicians and pressure groups, speak about Priory. Over the course of the next few years, we want to ensure that Priory is seen as a voice in our industry, a thought leader and a partner in the health and social care system – committed to high standards and developing new approaches.

Although reputation is a difficult thing to build or control, and we will always have our fair share of negative media coverage due the high risk sector we operate in, we intend to be relentless and consistent in our presentation of our successes and our full portfolio. For example, work is already underway to fundamentally re-develop our website presence so that, for the first time, we will present private healthcare, adult social care and NHS healthcare services on one unified platform, structured according to the needs of the people we support.





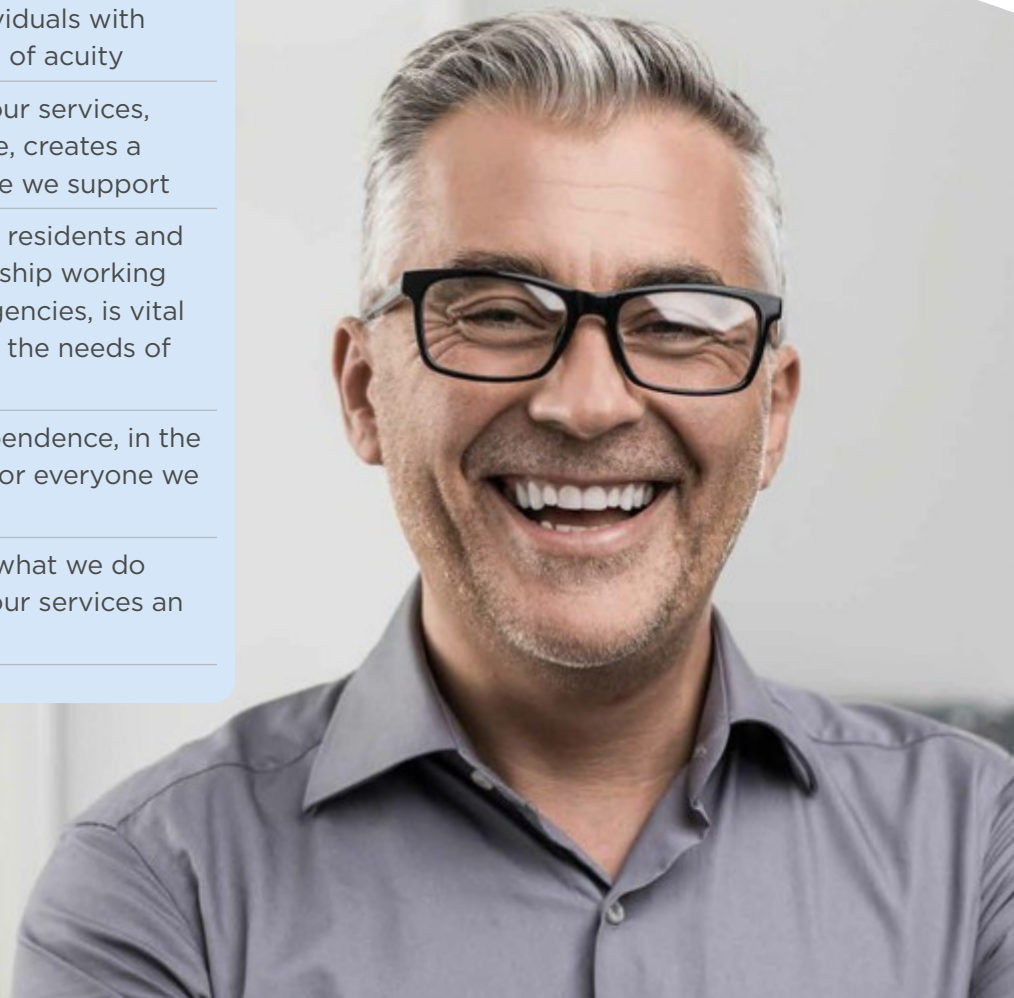
KPIs: how do we know if we're getting it right?

KPIs for this first strategic goal will include:

- + Number of patients admitted into adult social care services directly from hospital
- + Number of patients stepped down from PICU to acute services
- + Number of patients stepped down from a BTP into a community setting
- + Number of residents stepped down from specialist to supported living services
- + Number of patients stepped down from inpatient services to outpatient services/wellbeing centre services
- + Number of people using outpatient services and wellbeing centre services stepped up to inpatient services
- + Number of people receiving digital support from Priory, following discharge from our services

In summary:

- + We want to support as many people as we can - wherever they are in their journey
- + We can do this by adapting and developing our service models, hospitals and homes to meet an even wider range of needs
- + One of our key points of difference is that we treat, support and care for individuals with complex needs and higher level of acuity
- + Integrated pathways between our services, especially health and social care, creates a better experience for the people we support
- + Collaboration with the patients, residents and their families, as well as partnership working with other organisations and agencies, is vital to 'getting it right' and meeting the needs of individuals
- + Less restriction and more independence, in the safest possible way, is our aim for everyone we support (Live your life!)
- + It's important to communicate what we do clearly, and to make access to our services an easy and positive experience



Priory care pathways

Rohan's story



Rohan* came to Priory Hospital Mildmay Oaks under Section 3 of the Mental Health Act, after his parents had become unable to cope with his support needs. From this point, Rohan's care pathway was meticulously planned out to enable him to transition back to community living.

Rohan is autistic and has a learning disability, as well as a diagnosis of depression and anxiety. Due to this complex picture, he would often present with behaviours that challenged when he first came to Mildmay Oaks. The multi-disciplinary team at the hospital recognised that Rohan was in distress and worked closely with him to gain his trust and understand his needs. The support provided to Rohan included occupational therapy, with a focus on full sensory assessment, as well as work with a speech and language therapist and psychologist. He quickly appeared to benefit from the routine and structure provided by the hospital, and began to engage well with his treatment and develop meaningful therapeutic relationships.

Given Rohan's progress, it was decided that a structured transition to a community setting would be in his best interests. The team at Mildmay Oaks looked into an available placement at The Old Rectory, one of Priory's residential services, and identified it as being well-suited for Rohan and his care needs. Regular visits were organised, to give Rohan the opportunity to build rapport with staff and support him to develop hope and optimism about his next steps. During this stage, the team from The Old Rectory would come to Mildmay Oaks to meet with Rohan and the MDT, and attend occupational therapy sessions and planned activities together.

Once strong relationships were established, Rohan started undertaking regular visits to The Old Rectory, along with his support team from

the hospital. This helped him become acquainted with the wider staff team, get to know the other residents, and familiarise himself with the environment and local area. Once he moved, Rohan was supported by dedicated key workers, with a detailed care plan in place. Although he used to struggle with social interaction, he became more confident in his new environment and asked if the team could support him to learn Makaton so he could communicate with other residents. His relationship with his family improved and he began to have regular contact with them. Rohan also enjoyed activities and trips, such as swimming, going to the cinema, and visiting the city of Bath on the train. Engaging in meaningful activity really supported Rohan with his self-regulation and the continuity of care that Rohan has received throughout his pathway has enabled him to progress to a level of independence at a pace which was right for him.

*Patient's name has been changed to protect their anonymity





Priory Linegate

Priory Linegate is a development in North Yorkshire containing six supported living flats designed for autistic people, people with a learning disability, and/or a severe mental health condition, to live independently within the community. Priory Linegate was a new development for 2022 and is part of our unique Priory pathway that enables people who may have been a patient in hospital to step down into self-contained flats as a tenant.

The focus of every Priory supported living facility is to encourage as much independence as possible within individuals' own homes and communities, and to support them to fulfil their goals. No two people are the same and each individual has different needs.



People may need support with:

- + Aspects of everyday life like personal care, healthy eating, medication, maintaining the home, paying bills, shopping, budgeting and cooking

- + Becoming more confident, taking part in community activities and maintaining contact with family

- + Accessing education, voluntary work and paid employment opportunities

- + Living within their new environment – for example, ensuring assisted technology is available, such as sensory lighting for autistic people

Tenants at Priory Linegate have received support to access the local community independently on public transport and to learn new cooking skills. One tenant has even had access to an allotment and enjoyed growing their own vegetables.

Overall, people living in the supported living facilities Priory provides have much more choice and control over their lives. They have their own tenancy, can choose their own care provider, and live their lives the way they want to, independently.

Strategic goal 2: to provide evidence-based clinical pathways to patients and service users, focused on the areas where we deliver best in class



Ensuring high quality care is at the heart of everything we do and every goal, initiative and plan that forms our strategy is driven by delivering the best for the people we support.

This means safe, effective, efficient, responsive, equitable, person-centred care and support. We want to achieve the desired outcomes for the people entrusted to us through evidence-based care that uses the best available scientific knowledge and clinical expertise to inform decision making and treatment choices. Introducing standardised pathways and an effective digital system to monitor adherence and analyse effectiveness in real time, is an important part of our approach to improving our outcomes.

It goes without saying that we will continue to take every step to minimise harm to our patients through promoting safety and, when something does go

wrong, learning lessons and sharing this learning so we can all improve. Similarly, we recognise how important it is to involve the people we support, their loved ones and their families, in decision making and care planning – listening to their feedback, concerns and expectations, and being willing to change. That's why over the next 3 years, we intend to involve those who are the recipients of our care and support in the design and delivery of our services, as partners. We know collecting, analysing and deriving insight from the right amount and sources of data is fundamental to this, as is a commitment to continuous quality improvement through iteration. Overall, we believe that quality in both healthcare and social care needs a multifaceted approach to deliver the optimal experience and outcomes for the people we support.

Implementing evidence-based pathways

Implementing evidence-based clinical pathways is one approach to providing patients with the highest quality of care, which is both tailored to their needs and proven to be effective. A clinical pathway within our healthcare services can be thought of as a roadmap or guide that healthcare professionals follow when caring for patients with a specific health condition. It outlines what needs to happen when at each stage of the patient's care journey.

At Priory, we have established a number of standardised clinical pathways for our areas of specialty, including eating disorders, addictions, personality disorders, ABI, forensic care and developmental disorders. Our clinical pathways are designed based on the best available evidence and medical guidelines and aim to improve patient outcomes, make sure care is delivered efficiently and enhance patient safety.

One of the benefits of an established clinical pathway is that it clearly outlines for healthcare professionals which tests, treatments and actions need to happen for individual patients and by when. This helps ensure that our patients receive consistent care, no matter which clinician they see or which service they are treated within. Established pathways also support healthcare teams to work together more cohesively, as everyone knows their role and what needs to be done and by when. And, as safety protocols and guidelines are part of the standardised pathway, they help to minimise the risk of adverse events and improve safety for patients. Our clinical pathways also support people to move out of long term hospital care and into community settings. We are achieving this through our health and adult social care divisions working closely together to create innovative solutions to system challenges.

Within our adult care services, we plan to establish standardised pathways in relation to learning disability, autism and Prader-Willi Syndrome.

Digital dashboards supporting effectiveness

As an increasingly data-driven organisation, we will continue to leverage technology to support high quality, safe and effective care. Part of our strategy is the development of digital dashboards which can track compliance with our standardised care pathways. Digital dashboards are already live for some of our healthcare specialties and once fully implemented, clinicians will be able to log onto them via Carenotes, our patient administration system. The dashboard will indicate which key interventions and activities have happened within the pathway's prescribed timeframe, allowing clinicians to see in real time the percentage of patients receiving the recommended treatment. The dashboards will show the extent to which pathways are being utilised, where patients are within the system and identify any bottlenecks. They can also provide alerts or notifications to flag deviations from the pathway, or delays in care, so issues can be resolved quickly.

By making the dashboards available at ward, site and regional level, clinicians will be able to track the effectiveness of individual clinical pathways and identify areas of non-compliance. Dashboards can have KPIs assigned to them, such as length of stay, and this data provides a more comprehensive picture of patient outcomes and how resources are used. The insight coming from the dashboards will help Priory clinicians to identify the highest quality and the most cost-effective clinical interventions – aiding decision making. They can drill down into the data to understand variations in compliance patterns, based on parameters like demographics, diagnoses or treatments, and adapt clinical interventions accordingly.

In addition to the dashboards being available at a site level, our plan is to develop a 'second tier' of monthly and quarterly dashboards so that leaders of our different clinical specialties, and our quality team, have an understanding of the different aspects of care pathway compliance and the impact on quality of care.

Within our adult social care services, we are taking advantage of the opportunities brought by the introduction of electronic records within our residential and supported living services, which give us greater visibility of care, support

delivered and interactions. Similarly, we intend to add metrics to our business intelligence (BI) digital dashboards to analyse outcomes captured by tools such as the Outcomes Star™, which is designed to support positive change and greater wellbeing.

Driving up quality in healthcare

We will continue to have a rolling programme of safety activities over the course of our 3-year strategy, and at the time of writing, designated safety leads are in place at all our healthcare sites alongside a network of local and regional groups that can share and develop good practice. These networks fully integrate our patients, residents and experts by lived experience who are involved in different co-production activities, from peer-review systems and processes where they are shaping our services, to carers delivering training for our colleagues. The focus on creating new ways of working, learning and engaging with the people we support is helping us to reduce incident rates and giving us extremely valuable insight into areas such as self-harm, absconion from mental health inpatient units, and managing violence and aggression. Equally, it's important that we recognise our frontline colleagues as the experts they are, and give them the resources they need to drive change and improvements in their areas.

Regulation has a vital role to play in ensuring patient safety, maintaining high standards, and promoting trust and confidence in the systems we operate within. We continue to work extremely closely with our regulators, and intend to use similar methodologies internally through a rolling programme of quality assurance, including regular audits. As well as the impact on the people we support, there is a clear financial consequence when we are unsuccessful in maintaining quality within our services; namely when suspensions have been mandated by our regulators, or when we take the decision to suspend a service ourselves through our own assessment processes. More than ever, we take all feedback from these processes seriously and act on feedback from regulatory reports quickly.

Maintaining high quality in adult social care

At the time of writing, our adult social care services have a 90% compliance rating with our regulators, compared to a national benchmark of 83%* and in our supported living environments this rises to 100% - testament to the relentless focus on quality within these services. One of our key objectives over the next 3 years is improving our services for autistic people and people with a learning disability, and we have appointed a specialist director to drive this work and support with developing pathways for people. We know how vital it is to ensure we match the right environment to the right person, transitions are managed correctly from hospital to community, colleagues have the right training and everyone we support has equal access to the community.

Within all our specialist residential homes, we are establishing action plans to ensure the principles



of the Care Quality Commission (CQC) initiative, right support, right care, right culture, are in place. We continue to use positive behaviour support (PBS) throughout these services to support people to live their lives with the least restriction possible. And within supported living, we are implementing the voluntary REACH standards, which is all about supporting people as individuals with unique expectations, wants and needs and ensuring that they have maximum control over their choices and lives.

The roll out of electronic patient records in adult social care is having a significant impact on quality, giving colleagues working in these environments time back to care as they document their care observations electronically, via a mobile device, and also verbally if they wish. In the future, managers will be able to review data from individual homes and, for example, ensure actions like quality walk-rounds have taken place. This greater visibility will undoubtedly help us to drive up standards even further and improve the experience of our residents.

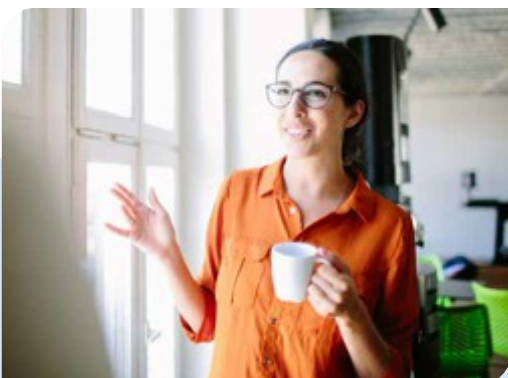
Throughout our adult residential care homes, we have implemented Outcomes Star™ – this is an evidence-based tool designed to support positive change and greater wellbeing. It is completed as part of conversations between individuals and their key worker, and different stars are used dependent on the individual's diagnosis. As of 2023, we plan to add metrics to digital dashboards within BI which analyse the outcomes from this tool using paired outcomes scores – which are results recorded at the beginning and end of a particular period. This dashboard can then highlight, for example, whether scores improved, remained the same or deteriorated compared to the previous period.



Engagement and co-production

Engagement and co-production are concepts that emphasise the active involvement of patients, residents and their carers in decisions about care, support, treatment plans, and the design and delivery of services. They promote a collaborative approach where patients, residents, healthcare professionals, and other stakeholders work together as equal partners to achieve better health outcomes. The benefits of this approach for the people we support include improved outcomes, person-centred care and support, increased satisfaction, empowerment and autonomy, and continuous improvement.

At Priory, we have an established patient reference group and residents group, work closely with experts by lived experience, and have the people we support involved in activities such as patient safety peer reviews. They also play a vital role as representatives in our hospital governance forums. Some of our patient and resident communities are more active and involved in Priory than others, and over the course of our strategy, we want to ensure we adopt a consistent approach to engagement, put in place the structures to allow consistent recruitment, training and support of lay partners and representatives among the diversity of people we support. Within our adult social care services, an initiative called 'Our Voice' supports colleagues to gain the feedback and views of the people we support in a meaningful and structured way. Through local meetings and regional meetings, Our Voice representatives from our residential care and supported living environments have the opportunity to give feedback and put forward ideas, and are assisted by Our Voice meeting supporters.



Strategic initiatives

Within an organisation as large and as complex as Priory, it is vital that our local sites lead and drive quality initiatives, and have accountability for ensuring sustainable improvements. To do this, we need to build capacity at our sites, and also regionally, through a cycle of quality planning, assurance, control and improvement. For example, a new digital quality assurance system is being implemented to help colleagues at our sites to complete self-assessments – supported by a library of rapid review tools so it's easier for our leaders to identify which audits and quality walk-rounds need to be completed at any given time.

We know the approach of our regulators across the UK is evolving and changing, and we will stay abreast of these changes and adapt our internal compliance systems accordingly. Expanding our programme of peer-led reviews of our services is one of our goals. Whether this is achieved in collaboration with the people we support, experts by lived experience or the Royal College of Psychiatry, we aim for 100% of our services to have had peer-led reviews by the end of 2024.

While embedding the role of our experts by lived experience even further, we also plan to deepen our relationships and engagement at a local health and care systems level, over the course of our strategy. We know, for example, that every integrated care board in England has different

quality-related priorities and unique challenges based on the populations they serve.

In strategic goals 4 and 5 on pages 34 and 38, we talk about how we will continue to harness the power of our electronic record systems for patients and residents to capture and report on data that supports decision making and operational effectiveness - reducing the administrative burden on our frontline colleagues and the room for error.

We are proud to have launched our quality coach training at Priory with one cohort of quality coaches planned to graduate by the end of 2023, and the second cohort starting during 2023. The primary responsibility of a quality coach is to support and guide teams and individuals in implementing evidence-based practices, adhering to quality standards, and achieving desired quality outcomes. They can support sites where they operate to adapt quality improvement methodologies, tools and techniques, and the expertise to assess, analyse and improve quality metrics. They can also improve processes by working closely with colleagues to streamline workflows, eliminate inefficiencies and improve care delivery.



KPIs: how do we know if we're getting it right?

KPIs for this second strategic goal will include:

- + Availability and use of dashboards at a ward, site and regional hub level
- + Analysis of data from the 10 networks to identify the most proactive interventions representing the best quality whilst being cost-effective
- + Based on analysis of data and modelling, refining care pathways to improve patient outcomes and reduce costs by removal of unnecessary expenditure
- + % of patients/residents receiving a service rated good/compliant or better
- + % of services rated good/compliant or better

In summary:

- + Standardising clinical pathways aims to provide consistent, safe care to patients, that is proven to be effective
- + Standardised clinical pathways are being developed for our main service lines at Priory to improve patient outcomes, efficiency and safety
- + Digital dashboards available at ward, site and regional levels will help to monitor and optimise compliance with these pathways
- + Patient safety is our most important priority and we have a rolling programme of initiatives and patient safety leads for each of our sites
- + We will continue to increase the involvement of our patients, residents and experts by lived experience in co-production activities, including peer-led reviews
- + Our compliance rates in our adult social care sites are consistently high and our focus is now on improving services for autistic people and people with a learning disability
- + The introduction of electronic records in our adult social care sites will have a huge impact; giving back time to our colleagues and allowing greater visibility of care and support delivered
- + We're using the Outcomes Star™ tool throughout our residential care sites to support positive change and greater wellbeing for residents
- + It's vital that local sites lead and drive quality initiatives, and have accountability for ensuring sustainable improvements
- + We are training in-house quality coaches to support sites to adopt quality improvement methodologies, tools and techniques, and gain the expertise to assess, analyse and improve quality metrics



Case study

A day in the life of...one of our patients



Part of our commitment to patient involvement and co-design of our services is fully understanding the patient perspective. In 2023, we ran a pilot of a new initiative called 'day in the life of' across eight of our healthcare sites, where a nurse, healthcare assistant or other member of staff spent the day as a patient. The idea behind this was to enable our colleagues to see the care they are delivering through the patient's eyes, and develop true empathy with their experiences – as well as making practical improvements to the wards where they work.

During their day, our proxy patients participated in all the normal ward routines and activities, including therapy, and set out to observe and feel what it was like to walk in a patient's shoes. As well as documenting their first impressions of the ward, they also observed what the communication was like between colleagues and patients, the freedoms and restrictions they had, and how safe they felt on the ward.

The day typically lasted 10 to 12 hours, during which time, colleagues experienced being admitted to the ward. Some reported that this part of their day in particular led to feelings of overwhelm and anxiety, for example, having their belongings searched

and items removed if they were restricted. Being escorted by members of staff also gave them the direct experience of losing some of their freedom.

Feedback from the initial pilot showed how important it is to engage patients in decisions about their care, and the value of giving choices and options. It also pointed to the impact of colleagues not doing what they say they will, and how following through is central to building trust, for example, carrying out activities as planned, or making sure doctors attend the ward at the time they say they will. One colleague who completed a day on an addictions ward, reported on what it is was like to complete an alcohol screening process in front of other patients. In response to this feedback about patients' privacy and dignity, the ward in question has now created a separate, private area to complete this screening.

Case study

Our patient safety peer review tool

To understand more about how safe it feels to be on our hospital wards, we designed a tool to gather feedback from patients, by patients. We drew on patient insight to co-design the tool which was piloted across seven areas in February 2023.

The tool involves a volunteer patient, supported by staff, visiting a different ward to the one they are currently on, and reviewing it. They do this by recording their own observations on the approach to safety, and asking for feedback directly from other patients, either individually or as part of a group.

The tool includes a series of prompts to make it easier for patients to know what to ask, and what to look for. It covers:

- + First impressions of the ward (for example, is it homely? Is it too large?)

- + How patients are engaged in their care and how they receive information

- + Patient perceptions of staff on the ward, their knowledge and understanding

- + Safety

- + Culture

Patients completing the review give feedback directly to the ward manager and record their results. This feedback is discussed at the next community meeting on the ward and with the local clinical governance group, and reported upwards – allowing us to act on the insight and share it.

The unique benefit of this review tool is that patients often feel more comfortable discussing their views with other patients who understand their position. They feel they can be more open with someone who is listening to them through a non-professional lens. Colleagues have also been enthusiastic about getting involved with this initiative, which demonstrates Priory's commitment to safety and acting on feedback.



Strategic goal 3: to provide outstanding career development and learning opportunities so that we become the employer of choice in the health and social care sector



With an increasingly competitive workforce market, attracting and retaining talented, values-driven colleagues has never been more important.

Our people affect every aspect of our business and the quality of the services we provide is dependent on them, so maintaining a strong and stable workforce is essential. To realise our goal of becoming an employer of choice in the health and social care sector, we must differentiate ourselves in the market. Our goal is to be known for providing outstanding career development and learning opportunities. In fact, our intention is that every colleague who joins Priory will have the opportunity to grow, develop, and progress their career during their time with us. In this way, we hope to create Priory advocates among our colleagues who will raise our profile and support us to attract and retain other high performing colleagues.

Joining Priory

Over the next 3 years at Priory, we want to transform the recruitment, hiring, and on-boarding process to ensure a positive and engaging experience for every new colleague. We understand the importance of attracting talented team members, and developing a new employer brand and employee value proposition (EVP), reflective of our strengths and digital aspirations, is central to that.

In addition, we plan to harness the power of internal talent. This means tapping into our own pool of highly skilled colleagues, providing internal career growth opportunities and recognising the talent that already exists within our organisation.

What should truly set us apart from other employers over the next 3 years, is our commitment to delivering a personalised and engaging hiring experience. We understand that each candidate is unique, and we intend to leverage data and technology to tailor the hiring process to meet their individual needs. By embracing technology, we are able to streamline administrative tasks, freeing up valuable time to focus on the human-centric experiences that really matter. This means prioritising more meaningful interactions, so that candidates feel seen, heard, and valued throughout the hiring journey.

Furthermore, we plan to embrace 'always on' hiring. This means we will maintain a constant presence and actively seek out talent, even when specific positions may not be open at the moment. We will then stay connected and engaged with potential candidates, building relationships and fostering a talent pipeline that allows us to connect the right people with the right roles as they arise.

We are already introducing measures to improve the quality of our applications, to avoid hiring managers needing to spend time with unsuitable candidates. Another approach we are adopting is values-based recruitment. This places a strong emphasis on aligning the values and beliefs of candidates with those needed in the roles we offer, such as compassion, integrity, respect and empathy.

Induction, core learning and specialist training

We recognise the significance of establishing strong foundations when embarking on a new role. That's why we intend to make big strides in improving our induction and on-boarding process, ensuring an engaging and motivating experience for every new colleague. Our ultimate goal is for each individual to begin their journey with Priory feeling confident, competent, and equipped with the essential skills and knowledge to excel in their new position.

To achieve this, we are committed to providing easily accessible corporate induction materials that cater to all colleagues across our various locations. These materials will be thoughtfully designed, available in the right format, and accompanied by realistic completion dates, ensuring a seamless on-boarding experience. They will supplement the thorough local induction that will help each new colleague understand their site and the people they support.

In addition to our focus on induction, we strive to elevate the quality of our core learning materials and enhance compliance throughout the organisation. Core learning encompasses vital training modules that all colleagues must complete and stay up to date with, to adhere to legislation. These modules cover crucial topics such as moving and handling, fire safety, and safeguarding. By improving access to specialised training, tailored to specific roles and services, we aim to provide comprehensive support to all colleagues within their first year of employment and beyond.



Leadership development and coaching

At Priory, we believe in the power of strong leadership and effective management. Our leaders and managers play a vital role in supporting all of us, and it's essential that they, themselves, feel supported. As part of our learning and development initiatives, we are currently establishing a comprehensive leadership framework. This framework will act like a scaffolding and provide our leaders and managers with a clear understanding of the principles that guide their daily actions and help them embed our vision and purpose throughout the organisation. It's an exciting endeavour that reflects our commitment to growth and excellence, and will clarify what we expect from our Priory leaders.

Sitting alongside this framework, will be a cohesive leadership and management development offering that clearly outlines the training and qualifications available at all levels of management and leadership, to enable colleagues to thrive in their roles. To support this, we have created a leadership development matrix that details all of the leadership and management-related training that is available to our respective managers and leaders across Priory.

In addition, over the next 3 years, we plan to increase uptake to our in-house leadership and development programmes. These programmes are designed to benefit both individuals aspiring to become managers and those who already possess leadership experience. They encompass essential leadership principles as well as a more comprehensive examination of the fundamental qualities and skillsets necessary for effective leaders. These programmes also help to develop high performing colleagues that we have identified within our succession plans as having the potential to assume key leadership positions. This approach not only supports individual career progression, but also business continuity.

Another important aspect of our learning and development focus is coaching. We strongly believe in empowering our team members to solve everyday challenges on their wards and within their homes, and to look for opportunities to challenge and improve their practice. By actively fostering a culture of coaching, colleagues will have the necessary skillset to support each other's growth. We are offering coach training and a formal qualification to a number of colleagues within Priory, with the intention of creating an in-house coaching register.



Care as a career

At Priory, we believe unequivocally that care is a career, and that formalising career structures and pathways is desperately needed to attract and keep people in adult social care roles, healthcare assistants and hospital roles. For example, in adult care, we are proud that so many of our colleagues who are now home managers at Priory, began in the role of support worker before progressing through the ranks to senior support worker, deputy home manager and then home manager.

To establish these clear career pathways in care, we are already making significant progress at Priory by identifying and standardising the responsibilities and skills required for particular roles, and ensuring the training is in place to support colleagues to move to the next level. Alongside upwards progression into more senior roles, we are developing opportunities for talented colleagues to expand their knowledge base and develop a specialism within their existing role. For example, a healthcare assistant may not wish to become a senior healthcare assistant or manager at this stage of their career, however, they may want to become an expert in an area such as eating disorders, dementia, PBS or ADHD. This helps to retain colleagues with Priory by nurturing their growth, while bringing huge value to their team, department or site.

By making these career pathways in care more visible and highlighting that upward mobility is not the only option, we hope to demonstrate that these opportunities are available to all and take a more systematic approach to our colleagues' progression. In turn, we expect to attract high-calibre colleagues who want to build a career at Priory and are inspired by the many examples of others who have followed a similar path.



Apprenticeships and 'growing our own' nurses

We take great pride in nurturing our own talent, and as of 2023, we celebrated 5 years of 'growing our own talent'. At the time of writing, we are already offering 35 different apprenticeships across our divisions, and we have invested significantly in apprenticeship training. For example, we've supported over 130 healthcare assistants onto our nurse degree and apprenticeship programmes, helping them to become qualified nurses while remaining in employment, with more than 50 having already completed their qualifications.

Apprenticeships offer a unique opportunity to learn and earn simultaneously, alleviating the burden of student debt. We understand the financial challenges faced by students, particularly in the nursing field, where student nurses can accumulate debts exceeding £50,000 while completing their university education. However, as a nurse apprentice at Priory, we take care of your course fees, and you will receive your contracted salary while pursuing your studies, providing a debt-free pathway to a rewarding career.

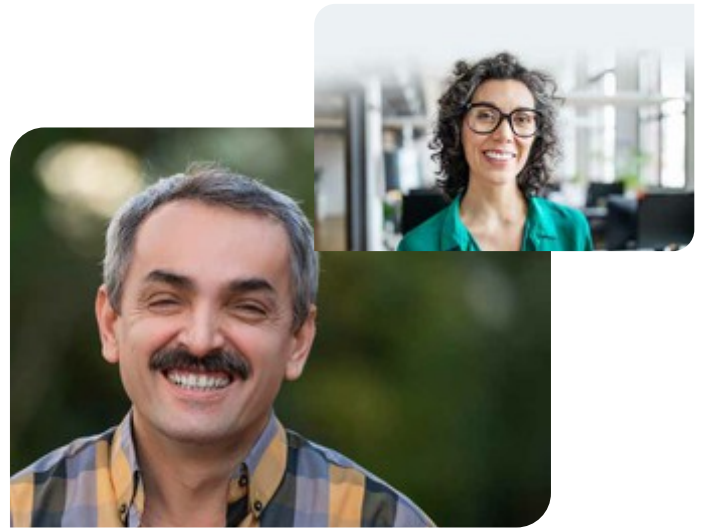
Via the apprenticeship levy, it is our intention to create a pipeline of new nurses, occupational therapists, social workers, advanced nurse practitioners and support staff, including those in administrative roles, executive assistant roles, and maintenance staff.

As the apprenticeship levy is only available in England, we plan to expand our offering through alternative courses, via external providers, to colleagues in Northern Ireland, Scotland and Wales, to ensure all our colleagues have access to development opportunities.

Continuing professional development (CPD) and further education

As well as the core skills required to carry out your role and to gain a formal qualification, we encourage CPD at all levels of our organisation. Individual divisions may fund formal qualifications or skills-based courses for members of their team, or support them to attend conferences and events to expand their knowledge and network. Indeed, some colleagues have completed diplomas and degree courses, with Priory's support. Currently we offer colleagues 'soft skills' courses online and in person, as well as live webinars, and these typically cover topics like better communication, how to develop positive workplace relationships and how to increase productivity.

By investing in our leaders, managers, and teams, we are building a culture of continuous learning where everyone can reach their full potential and contribute to our shared success.



KPIs: how do we know if we're getting it right?

KPIs for this third strategic goal will include:

- + Positive net headcount growth
- + Reduced overall time to hire
- + Increased conversion rate of offers to hires
- + Reduced colleague turnover
- + Increased participation in leadership and development programmes
- + Increased numbers of internal promotions
- + Increased numbers of trained in-house coaches





Jessica Knowels: From support worker to deputy manager

Jessica Knowels, Deputy Manager for Westfield House and Fitzwilliam Lodge in Rotherham, joined Priory in January 2018 as a support worker and quickly progressed to a team leader role within 6 months. Following her return from maternity leave, Jessica was appointed deputy manager in April 2022.

Jessica said: "I always want to strive to better myself to improve the lives of my family and I knew I wanted to progress into a management role.

"I completed my Leader Adult Care Worker Level 3 Apprenticeship with Qube Learning in July 2021. I discussed this with my manager during my personal development review (PDR) and she showed me exactly how to apply via career pathways and the academy.

"I am currently undertaking my Level 5 Leader in Adult Care Apprenticeship, with a planned completion date of November 2023.

"I know that I will be able to apply all of my learning into my role which will enable me to be even more successful, and overall, a better manager for the benefit of my team and the people that I support.

"Studying alongside work can be challenging at times, however, it is possible to maintain a good balance of work and home life and still be successful in my studies. The main challenge is finding time to complete the work or research that is required for the units.

"If you are thinking of starting an apprenticeship I would say go for it 100%, there is nothing to lose. You will feel more confident in fulfilling your role and also any qualification will stand you in good stead when one of the many opportunities for development and progression comes along."

Angela Ntiero, Professional Lead Dietitian at Kneesworth House Hospital

"I am based at Kneesworth House Hospital in Hertfordshire. I started working here back in 2013 and have enjoyed being the sole dietitian, looking after the nutritional needs of around 100 plus service users.

"Alongside my permanent role, I became the professional lead dietitian back in 2021. This role was the first of its kind within Priory and has been a fantastic addition to my role within the company. My professional lead role has helped me build strong networks with other dietitians nationwide, share good practice and look at ways to continually build our clinical and professional skills.

"I have been a Health and Care Professions Council (HCPC) registered dietitian for the past 20 years. I have been fortunate enough to have worked in a number of different clinical specialisms and have always had great mentors along the way. I got to where I am now by not being afraid to fail, staying focused, always being keen to learn new skills, being open to new challenges and remaining positive.

"Any challenges that I have faced over the years have appeared to work out in my favour. I have missed out on training opportunities, been overlooked for promotions and on occasions, generally not taken seriously in certain healthcare or commercial working environments.

"Priory is very fortunate to have such a diverse group of employees. We respect and celebrate each other's similarities and differences, and tend to have a family orientated working environment. If we have any concerns or if we feel as though our voices are not being heard, we have systems in place to escalate and work through these issues.

"The career advice I would give to all colleagues is to stay focused and be professional at all times. Be compassionate, kind and keep learning. Never be afraid to fail, then get up and try again."



Care as a Career: Brennan Peat, Registered Manager at Woodthorpe Lodge, Chesterfield

Brennan has worked at Woodthorpe Lodge since November 2019, having started his career in care as a support worker, and moving up gradually to senior manager.



Brennan says: “I was inspired to get into care by my Mum who worked at a children’s school that supported children with physical disabilities and mental health needs. So as a teenager, she would take me to work to help out. I think that being around other children and interacting and supporting children with support needs influenced me the most to pursue a career in care.

“Aside from the day-to-day aspects of running a service, my role involves supporting the team to deliver care to the people that live at Woodthorpe Lodge. Myself and the deputy manager are nurturing the team to deliver care within a collective vision, doing our best to ensure that the people we support don’t just get their support needs met but we go beyond this in making sure that they have their best life.

“We have a motto at Woodthorpe Lodge, which we’ve had for a while: ‘To Live and not just to exist’, which stems from us wanting to do something different from other care homes. We don’t just want to meet your physical and everyday basic needs – we want to dig deeper. We want the people we support to have a fun and fulfilling life, a life that is meaningful and gives a sense of purpose and that is personal to them. We want to offer opportunities and support that works with people around their dreams and aspirations. To support people in doing the things they want but never believed possible.

“Priory’s purpose, ‘Live your life’, captures the same sentiment, so it’s great that other sites will now be looking at how they can go beyond the normal in improving the lives of people we support.

“In terms of career development, my most significant training is becoming a qualified social worker and working in this role for a number of years. It was a great experience and gave me lots of insight, but I never felt that the work was as fulfilling as when I worked in social care and working directly with people, and feeling that you are making a difference in people’s lives.

“I also think it’s important for a person to look at how their development impacts their life in terms of their personal journey. It allows people the chance to learn new things, new ideas, and develop their overall knowledge and understanding that will impact and benefit people in their role.

“From my own experience, a career in care can be very rewarding, but the work can be hard and it can, at times, feel like a thankless task, but then something will happen positively with someone you support, and it all just feels worth it. I do believe that if you work in the caring industry, you really do need to care about the lives of others and you have to have a caring nature.

“There are so many roles in care and it’s important to understand what drives your motivation so that you know the best role for you. I started out in care many years ago as a support worker, and moved up until I became a senior manager. My last role was as a board director, which was great and some aspects of the role I loved, but it was very time consuming and I lost the feeling that I was doing something worthy and rewarding. It didn’t fulfil my sense of purpose and what drives me, which is ultimately managing a service and working directly with the people we support and feeling what I do makes a difference. I now feel that where I am is my perfect place in care, and where I thrive best.”

In summary:

- + To maintain a strong and stable workforce we need to attract and retain talented, values-driven colleagues
- + We want to be known for offering exceptional career development and learning opportunities – our new careers brand will showcase this
- + We plan to transform the recruitment, hiring, and on-boarding process to ensure an exceptional experience for new colleagues
- + We will establish a leadership framework and increase uptake to our leadership programmes
- + To establish strong foundations for new colleagues, we are enhancing induction, core learning and specialist training
- + We want to harness internal talent and recognise existing skills through direct-sourcing strategies and succession planning
- + To empower colleagues and encourage growth, we are fostering a coaching culture with trained in-house coaches
- + Apprenticeships will continue to help us to ‘grow our own’ staff in key positions – helping us to retain talented colleagues and providing career development for them
- + Care as a career is central to the Priory ethos – we are developing structured career pathways for all our care colleagues and opportunities to specialise within current roles



Strategic goal 4: to be in the top quartile for measured outcomes for all of our services



When we talk about outcomes, we mean the results or effects of any interventions, treatments or services we provide, on the health and wellbeing of the individuals we support.

We measure these outcomes to assess the effectiveness, safety and quality of the care and support we provide, and to continuously improve everything we do and demonstrate our impact as a provider of health and social care. This impact is based on the difference our treatment, care and support is making to someone's life and links to our purpose as an organisation, **'Live your life'**.

Some of the outcomes we look at are clinical outcomes, or the impact our care has had on a patient's condition, for example, a reduction in their symptoms. We also look at functional outcomes, or measures that assess an individual's ability to complete everyday activities or specific functions, like improved mobility, cognitive abilities or improved quality of life. The safety outcomes we track, focus on preventing or reducing harm to patients. This includes areas like medication errors, hospital-acquired infections and serious incidents. For example, we are committed to ensuring incident reporting remains high across Priory, while taking action to reduce the

number of serious incidents occurring. In terms of use of resources, we also assess what our re-admission rates to hospital are like, our patients' length of stay, and the costs associated.

An extremely important measurement is our patient reported outcome measures (PROMs) which give us a patient's perspective on their own health and wellbeing status, or how they feel about their symptoms, functional abilities and quality of life. We obtain this feedback via questionnaires and surveys, and our strategy is to use technology to ensure we can capture this feedback at correct intervals in the patient pathway, and to support supervised aftercare once patients have been discharged. This way, they can continue to self-report digitally and our clinicians can intervene should their results indicate they may be relapsing

Within our social care services, we are using the Outcomes Star™ – an evidence-based tool designed to support positive change and greater wellbeing among adults in residential care.

Data-driven outcomes in healthcare

To provide the best possible outcomes for the people we support, we must have access to data, and in turn, insight to guide and optimise our decision making. Priory collects a lot of data but historically, this hasn't always been accessible to frontline clinicians or our clinical networks in a format that maximises its value in improving clinical effectiveness. Over the next 3 years, we plan to increasingly collect data within a single unified system, and ensure that we develop a database that includes patient socio-economic data, medical history, and data from the therapeutic treatments and care pathways, as well as objective, quantifiable outcome data and Patient Reported Outcome Measures (PROMs). On page 39 in strategic goal 5, we talk more about digital development at Priory, including the roll out of e-prescribing which will complete our data set on treatment interventions for the individuals we support.

Our clinical networks and central data teams at Priory will use the data we collect to identify the most effective combinations of evidence-based treatments - maximising the patient outcomes without unnecessary additional costs. Applying algorithms will assist in identifying patterns that affect treatment success using large pools of patient data. This analysis of predictive models will support our understanding of the important factors in delivering quality care, with the ultimate goal of being able to effectively individualise therapy pathways, as informed by data.

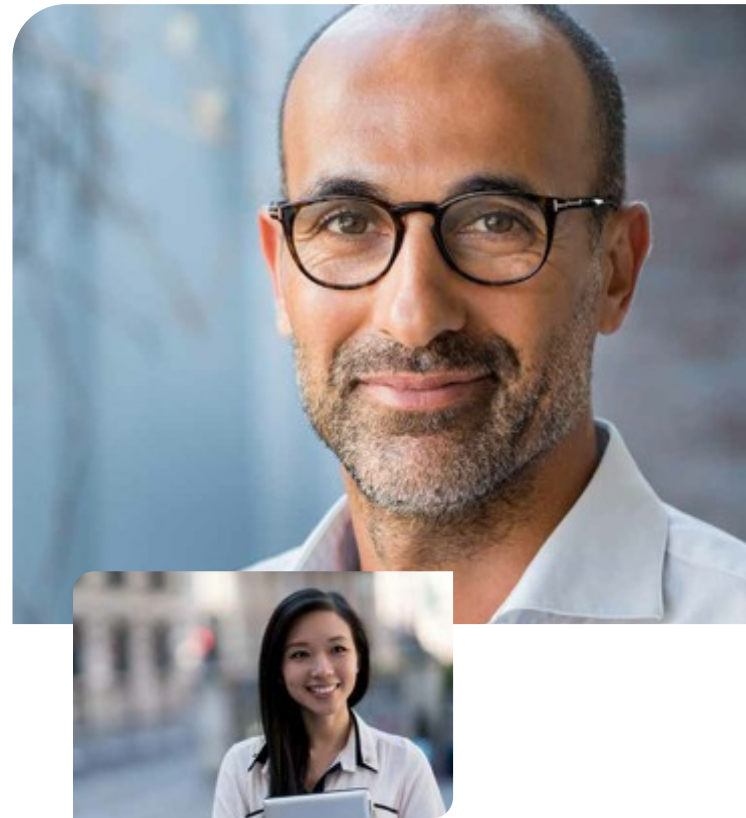
Research at Priory

Over the next 3 years, it is our intention to implement a research strategy at Priory and strengthen our research capability, which could be very impactful given the scale and range of the services we offer. The benefit to Priory of having a research and effectiveness strategy is that we will develop a culture of enquiry, innovation and continuous quality improvement so that we can deliver evidence-based care and improve outcomes. Research can help us to identify best practice and benchmarks to help standardise the care we deliver. For talented health and social care colleagues, organisations that offer opportunities to become involved in research are attractive in terms of professional growth, making an impact and collaborating. Becoming a research organisation also means Priory is more likely to become involved in research collaborations and partnerships with other institutions, where we can share resources, expertise and scale the work we are undertaking for the benefit of all.

Historically, Priory has made sure it had a robust quality assurance process for all internal and external research monitored by our research committee. The process was mainly focused on supporting Priory colleagues to engage in small research projects as part of their professional development and helping them to evaluate their services. The research committee would consider the ethics of any research projects before approving them. While this process delivered a strong and consistent quality assurance framework for research, it did not enable us to take part in larger research projects driven by our 10 clinical networks and we have, up until now, not been able to fund our own research initiatives. We recognise that this has potentially stifled

innovation and means we were overly dependent on external research, which didn't always have the same relevance to our own clinical environment or patient population. This in turn impacts on the culture and data awareness of our clinical colleagues.

From 2023 onwards, we have established a dedicated research fund to invest in developing this culture of enquiry, improvement and data awareness, and support the vital research generated with and by Priory. In 2023, we have allocated funding to three clinical-based studies, one of which is an external study we are a designated centre for. Alongside these main studies, we will also continue to support smaller studies that enable professional development and support colleagues to apply for external grants to conduct their research. Going forward, each of our clinical networks will have a standard section in their meetings dedicated to research and discussing research ideas. We are planning our very first research conference to celebrate the progress we are making and grow our research culture.



KPIs: how do we know if we're getting it right?

KPIs for this fourth strategic goal will include:

- + Forming strong links with external researchers and participating in multi-centre research trials and by publications in high index research journals
- + Publication of a Priory research newsletter and presentation of research at conferences
- + The number of clinically-facing research projects put forward by our clinical networks each year
- + Reduction in duplication in the recording of data and the removal of manual collections of information
- + Integration of the collection of data into routine operational processes



In summary:

- + Outcomes mean the effectiveness of interventions, treatments or services we provide on the health and wellbeing of the people we support
- + We also track safety outcomes and how effectively we use our resources, and patients report their own outcomes to us (PROMs)
- + Reliable data that is accessible and can be interpreted easily is a huge part of delivering quality services and understanding our outcomes
- + We can use this data to gain insight into the most effective combination of evidence-based treatments
- + Gathering large volumes of data can allow us to model scenarios predictively and individualise our treatment
- + We are implementing a research strategy and building research capability at Priory to create a culture of enquiry and continuous quality improvement



Strategic goal 5: to become the leader in digital healthcare for mental health and adult social care



Becoming a digital leader in healthcare and adult social care means taking a proactive role in leveraging technology and digital solutions to drive innovation, improve patient care, and transform how care and support is delivered. We are living in an age of constant connectivity via the internet, social media and mobile phones, where the quality of the digital experiences we provide is becoming as important as those we deliver in physical spaces. All of us, including our commissioners, insurance partners and the people we support, expect intuitive digital experiences that are consistent across every touchpoint with our organisation. To remain competitive, we must deliver a strategy that provides a positive digital experience for all.

We know that digital development is not about incorporating technology into existing business processes, but developing new ways of working and evolving our user-centric culture. We want to be at the forefront of adopting new technologies and strategies – such as electronic records for patients and residents, e-prescribing and virtual reality (VR) – so we can improve our operational efficiency, deliver better patient and resident outcomes and give our colleagues time back to care.

Improving access to our services and homes

To support online access to our services, we are creating a patient portal which will be accessible via our website. Known as Priory Together, the portal will act as a one-stop-shop for private patients to book and pay for treatment, access care plans and self-help resources, and attend online consultations. It will replace and expand the functionality of the Priory Connect app, which allowed clinicians to deliver remote consultations. The portal will also support our internal teams to manage patients who have private medical insurance via their employer. They will be able to register patients, assess consultant and therapist availability and room space, as well as booking in appointments.

Over the next 3 years, we will continue to strengthen our site connectivity so that reliable Wi-Fi is available throughout our homes, hospitals and wellbeing centres to both colleagues and the people we support. We know how important it is, particularly for inpatients and residents, to be able to communicate with their friends and family. Similarly, for colleagues, we want to make sure they have access to the digital tools and information they need to perform their roles effectively, and to make use of the mobile applications we are bringing in that will release time to care. In addition, we will continue to focus on providing sufficient internet bandwidth, managing and prioritising key traffic, while ensuring a robust data centre and approach to cyber-security.



Digital patient pathways

Creating a comprehensive digital patient pathway is part of our long term strategy to allow us to support people before, during and after admission to our services, as appropriate. The least acute end of this journey sees Priory offering unsupervised products such as My Possible Self. This app provides self-directed care with resources and tools any individual can use to manage their wellbeing. All the clinical information available through My Possible Self is provided and verified by Priory to ensure its accuracy and quality. Over the next 3 years, we intend to develop this product even further – expanding its functionality and reach, as well as developing an exclusive version with enhanced content and functionality for our private patients. Importantly, we plan to develop a suite of data analytics through My Possible Self so that we may begin to clinically validate unsupervised interventions to improve both their efficacy and credibility.

To monitor patients remotely and support them within their own environments and post-discharge from hospital, we intend to establish a 'virtual ward' model, known as My Priory Journey. The aim of this part of the digital pathway is to supervise aftercare by supporting patients to self-report their symptoms and activities remotely via an app. This model has been used in other areas of healthcare effectively and intends to improve patient engagement and compliance with their treatment. Potentially, it will also prevent relapse and reduce admissions by allowing clinicians to intervene early and target therapeutic interventions based on particular indications. In the long term, data gathered in this way could be analysed to predictively model which circumstances are prevalent before a relapse occurs, providing even greater support to patients and insight for clinicians.



Improving colleague experience and patient safety

Integrating systems and being able to automate processes that place a heavy administrative burden on our colleagues, is a significant aim within our digital strategy. When systems are layered on top of each other, it can become cumbersome, particularly for those colleagues working in patient or resident-facing roles, who must input the same information multiple times, in different ways. Working with systems that are not integrated leads to duplication errors and reduced time to care. The benefit of getting systems to 'talk to each other' is that this margin for error narrows, and the data can be used more effectively and efficiently to generate insight and inform decisions.

MuleSoft, for example, is a tool which was successfully implemented at Priory and will be rolled out further going forward. This system automates the population of data across multiple systems and is already saving many hours for our colleagues, who previously had to complete this task manually. MuleSoft allows the extraction of different types of data in multiple different formats too, which can support treatment decisions, as well as giving time back to care. MuleSoft is built on the principal of reusability so that once an integration with a system is created, the application programming interface (API) can be re-used, saving time and reducing duplication of efforts.

Electronic records for patients and residents

Electronic patient records have revolutionised the delivery of healthcare in many ways, and we are now making sure that our adult social care services have the same access with the use of two new digital administration systems tailored to their

needs – Nourish and Person Centred Care (PCC). We have invested £850,000 ahead of many other social care organisations to revolutionise our care homes, allowing colleagues in residential care, for example, to make care observations from a mobile device and verbally, giving a more comprehensive picture of a resident's day. Aside from the time back to care that this digital advancement has given to our colleagues, the benefits include fewer breaches with the regulator as records are better aligned, improved data security with a move away from paper-based records, more remote oversight of residents' support and safety regimes, accurate and time-stamped entries, and the option for residents to input into their own records. The systems we use were chosen directly by our different services, based on their needs, and mean that a different system was chosen within our older people's services, and residential services.

Similarly, e-prescribing in our healthcare services, will be fully implemented across Priory by the end of Q1 2024. Having piloted this system for 2 years, we are confident it can improve clinical efficiency and have a significant impact on patient safety with reduced medication errors.

We plan to introduce a mobile version of our current patient administration system within our healthcare sites. This will mean all patient observations can be inputted in real-time into a handheld device on a ward, rather than via a shared PC on a ward. Whereas traditionally, colleagues collect observations manually and store them as paper records, Carenotes mobile will collect observations and store them digitally, improving reporting, quality, safety and audit.

Using digital technology to improve and track outcomes 'My Priory Journey'

We plan to use the same technology as the mobile Carenotes solution to introduce a digital questionnaire tool to capture PROMs. We call this 'My Priory Journey'. Initially, this will be piloted with mental health patients using the GAD7 PROMs anxiety symptom assessment, and the PHQ9 PROMs which looks at the severity of depression and responses to treatment. In addition, we will also be collecting the DIALOG+ outcome measure for all in-patients. The questionnaires will be provided digitally to patients at certain intervals in their care pathway and treatment with us. For inpatients, for example, this means we will be able to systematically collect questionnaire responses over time, measure patient satisfaction when it comes to their care and care team, and understand whether or not they feel they are responding to treatment. To be able to report globally on outcomes and aggregate different time periods will be a huge step forward and will provide us with the data to show the impact of the care and treatment we deliver, and reassure families of those we support, and commissioners of our services.

As described in strategic goal 2 on page 19, for each of our healthcare service lines, we have established standard care pathways and corresponding clinical dashboards. The dashboards promote standardisation with a view to every patient with a particular condition receiving optimal care and treatment. They allow us to track the care we've delivered, and understand how closely it meets the standard pathway we've defined.

Digital support for recruitment and retention

As covered in strategic goal 3, recruitment and retention of talented colleagues is vital to the success of our business. To this end, we are piloting systems to streamline the process of joining Priory, including improvements to our applicant tracking system, improvements to how we process applications and communicate with candidates, and improving our on-boarding system for new recruits, where we will use technology to provide greater automation.

We are also introducing a new app to support rostering our shifts in both our healthcare and adult social care services digitally. Allocate is an app that is linked to our rostering system, Allocate Optima, and will deliver new functionality so our colleagues can select and access their shifts and update annual leave. They will also be able to connect and communicate online and join groups, giving Priory another channel to communicate with colleagues effectively.

Emerging technologies and the benefit for the people we support

Over the coming 3 years, we will continue to investigate emerging technologies and how they can be used in direct application to improve patient care and resident support. For example, we are investigating the use of virtual reality (VR) to allow patients to experience scenarios which might trigger some of the symptoms associated with the conditions they are being treated for. For example, using VR glasses for social anxiety scenarios, where a therapist can also be present with the patient in the virtual world to talk through a situation.

We will continue to source and adapt assistive technology, which help to improve the quality of life for the people we support and help them to perform everyday tasks and increase their independence. For example, there is a range of assistive software available for people with sensory impairments and a learning disability, including communication tools for people who are non-verbal.

We are investigating smart devices and wearable technology to see how this could improve patient care and outcomes. Devices like smart fridges, for example, can remotely send temperature readings from drug fridges to ensure compliance and reduce wastage or errors. Smart devices, kettles, light switches etc., can build up a pattern of behaviour in supported or residential living and prompt an early intervention if this changes within normal boundaries.

Use of data to inform decisions

We know how important it is to have reliable data to make informed decisions and optimise our performance. Not only do we need this data to be collected in a timely manner, we also need to ensure it is presented in a format that colleagues understand and can derive insight from. In this way, data can help us to answer questions like what happened? Why did it happen? And what is likely to happen? Part of our strategy is to introduce a BI platform to analyse our many sources of data and turn them into actionable insights so we can make better decisions. This system, is being developed on the SAP BI platform. With this platform, we can take current and historical data and present the findings in easy to digest reports, dashboards, graphs, charts and maps that can be shared. It will provide a single source of truth for Priory and ensure we have valid and reliable data.

In addition, accurate data can also help us horizon scan so that we can disrupt any threats and challenges to Priory in our environment, and take full advantage of opportunities. This might include changes in the regulatory landscape, competitors, funding, changes in patient/resident acuity or presentation, what experience people who use our services tell us that they wish to have, technological advances and societal changes.

It is essential that our colleagues can trust the data Priory provides to them, and feel able to challenge it, which is why we are focused on creating an open and transparent culture. Moving forward, we plan to give greater support to colleagues in terms of data literacy and defining the skills needed for data and systems owners. This is to ensure the data we are gathering is timely, accurate and complete, and that the systems we have are fit for purpose to collect and process data. With the new systems and initiatives we are bringing in, our strategic focus is on delivering data-driven intelligence on our outcomes so we can better demonstrate our value.

We have already identified 40 areas of improvement within our data sets, which we intend to implement, alongside continuing to meeting regulatory requirements with relation to data governance, data as an asset, data quality and data security. Interoperability of our systems to reduce the administrative burden on our colleagues and release time to care, is integral to our strategy and we have already had many successes in integrating systems at Priory, such as Salesforces, Carenotes, DocuSign and Stripe, and with the advent of our MuleSoft implementation, we anticipate many more improvements.





KPIs: how do we know if we're getting it right?

KPIs for this fifth strategic goal will include:

- + Number of services using electronic care records systems
- + Increase in the use of assisted technology in supported living services
- + Introduction of electronic observations
- + Number of patients booking appointments via Priory Together directly as a percentage of all bookings
- + Completed roll out of electronic patient records in our adult social care services that leads to a reduction in regulatory breaches linked to documentation



MuleSoft:

Giving time back to care



Priory introduced the MuleSoft Anypoint platform in 2022 to connect and automate clinical data across multiple systems securely. In a short period of time, it has significantly lessened the administrative burden on clinicians at our 60+ sites and given them time back to care.

MuleSoft Anypoint is a middleware software that allows information to be populated across multiple different systems simultaneously based on one entry. It enables Priory to leverage fast healthcare interoperability resources (FHIR) compatible APIs with out of the box assets, converters and libraries to facilitate interoperability between legacy healthcare systems. This makes it easier to drive standardisation across healthcare data exchange, and to provide information to clinicians from a wide variety of devices, including computers, mobile phones and tablets.

Before, our clinicians regularly faced the challenge of inputting data into multiple, disparate systems. Often, the data collected was the same, or similar, and resulted in duplication and input errors as well as impinging on clinicians' patient-facing time. Now, when a clinician uses our e-prescribing system, the medication they have prescribed updates automatically in the patient's record. As an example, within the first month of using this integration at just four of our sites, we saved approximately 93 hours of time by avoiding this kind of duplication. In addition, these four sites saved a further 209 hours within the month by creating admissions and discharges automatically from a single patient records system, and being able to effectively manage information about allergies between the systems.

As well as time-saving benefits, MuleSoft Anypoint also allows us to extract and report on

data in different formats, which supports clinical decision making and greater visibility of individual patients' care. And, while we are currently using the MuleSoft solution at Priory across multiple in-house systems only, it has the potential to securely interface with external systems used by our health and social care partners too – supporting more integrated working across the system and access to accurate, real time data.

Since adopting MuleSoft, we've automatically created 43,500 incidents from our incident system to our patient record – saving clinicians around 3,600 hours of time and allowing us to respond to incidents quickly and mitigate risk. So far, MuleSoft has enabled us to integrate our rostering, procurement, patient administration, risk management and e-prescribing systems – and there are many more applications we see coming online, including integrations from our new rostering system into legacy applications. The initial MuleSoft integration took 4.5 months to design, build, pilot and go live. As the APIs provided are secure and re-usable, we can scale effectively and deliver new integrations within 3 months, and we have already re-used the APIs we previously built.

In a pressurised system, time efficiencies are invaluable and MuleSoft has helped us to create capacity by saving approximately 10,477 hours or 261 full working weeks in the 18 months we have been on this journey. Modern, integrated digital systems are also attractive to potential recruits and feedback from site staff has been extremely positive, noting saving site-based colleagues time and removing duplication of work, which caused frustration in the past.



In summary:

- + In an age of constant connectivity, the quality of the experiences we provide to people online as well as offline is increasingly important
- + To support online access to our services, we are creating a patient portal, accessible via our website, where patients can book and pay for treatment, and access their care plans and self-help resources
- + Connectivity and Wi-Fi accessibility is so important at our different sites for the people we support to stay in touch with their loved ones, and for colleagues to make the most of new digital solutions giving them time back to care
- + Creating a comprehensive digital patient pathway is part of our long term strategy to allow us to support people before, during and after admission to our services through self-directed products and supervised apps that serve as virtual wards
- + We plan to create data analytics within the My Possible Self app so we can begin to clinically validate unsupervised interventions
- + Integrating systems and automating processes reduces errors and the administrative burden on patient and resident-facing colleagues – giving them time back to care
- + Introducing a digital questionnaire tool to gather PROMs will help us to report on outcomes effectively
- + Harnessing the power of emerging technologies, such as VR, can benefit patients and residents
- + Data-driven decisions require that we collect and present data that we can trust, and colleagues feel they can challenge
- + Electronic records are being rolled out across our adult social care homes and will revolutionise how colleagues record care and support delivered

Strategic goal 6: to embed a culture of openness, inclusion and trust where people feel they belong



Every colleague at Priory deserves to be treated with respect and valued for their unique contribution. So that we can all thrive at work and realise our potential, we must take responsibility for creating a culture where everyone is free to express themselves and share their ideas without fear of judgement or discrimination. We know that in open, transparent workplace cultures with a strong sense of trust, colleagues feel encouraged to communicate honestly, give feedback and raise concerns. They feel their voices are heard and that they have a say in the organisation's direction. Similarly, organisations which are truly inclusive recognise diversity as a strength and encourage it - reaping the benefits of wide-ranging perspectives and experiences, and building an engaged and productive workforce which better represents the communities they serve.

These ingredients are essential if colleagues are to feel like they belong at Priory. Belonging means being yourself, feeling at ease, having a greater sense of connection with your work and commitment to your team. It's easier to collaborate, innovate and think creatively in a team where you belong, and a sense of belonging can often lead to better decision making and problem solving. Crucially, it can be the reason colleagues stay at Priory for longer and experience greater job satisfaction - meaning we retain talented team members and reduce our turnover, which benefits us all.

Ensuring our colleagues have a voice

To embed a culture of openness, inclusion and trust, we have to understand the experience of our colleagues at all levels of the organisation. We can all contribute to this by creating safe and supportive environments at work, where we encourage active listening, and give feedback to each other in a constructive and respectful manner. As people drive every aspect of our business, knowing as much as we can about our colleagues' motivational factors and concerns is essential. Over the next 3 years, we plan to build on the mechanisms we have in place already to engage a greater number of colleagues and capture broader feedback at regular intervals. This insight will allow us to respond more effectively and quickly colleagues' need at each stage of their journey with Priory and make decisions that are increasingly data-led. Working closely with local and regional leadership, and looking across the data we capture from different sources, will help us to better understand what drives engagement within teams, and identify emerging issues based on service, location and demographics, for example.



Annual colleague engagement survey

All Priory colleagues are invited to complete the annual colleague engagement survey and analysing the results gives us invaluable insight into their experience, satisfaction levels, and where we need to make improvements. This insight, overlaid with other data sources, will continue to drive positive organisational change over the coming years, and help us to cultivate an agile, responsive approach to feedback. We know that communicating the results of our annual survey effectively to our teams is essential. We also want to build on the support we provide to managers to interpret feedback and respond with a clear action plan that they will be held accountable for.

The survey itself is divided into themes, such as recognition, purpose and values, 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.

One of the key metrics within the survey is the overall engagement score. This indicates how passionate and enthusiastic colleagues feel about working at Priory and their sense of purpose within their role. Over the next 3 years, our goal is to increase our overall engagement score as well as the percentage of colleagues who complete the survey. To evidence that we've taken action on feedback, we will continue to use tried and tested formats like 'You Said, We Did' (YSWD) to communicate our progress, and take learnings from colleagues' experience of completing the survey, to help shape the questions for the following year.



Listening to colleagues and acting on feedback

In the time between the annual surveys, we are planning regular 'pulse' surveys to gather quick and targeted feedback. By asking for our colleagues' thoughts on particular issues in real time, we will be able to make quick adjustments to our strategy and identify any trends or areas we need to give more focus to. One of the ways we plan to do this is using our new communications tool within our rostering application, introduced in 2023, to enable us to send out quick surveys and polls, segmented by colleague groups and sites.

Over the next 3 years, we want to introduce new feedback forums and strengthen those that already exist so they are as effective and visible as possible. For example, Your Say Forums (YSF) were created by Priory several years ago as a formal framework for colleagues at sites and within homes to give feedback and be consulted on change. Currently each site (or cluster of small sites) nominates a YSF representative and they are responsible for collating ideas, issues, and questions on behalf of their colleagues. They then communicate these with senior leaders to help resolve concerns quickly. YSF representatives attend regional forums with regional leadership to discuss common themes. Every region also has access to a colleague engagement lead, who acts as another channel for feedback, runs in-person drop-in sessions at sites, tracks issues and makes sure action is taken.

Our intention is to have the most comprehensive picture of colleague experience we can, so we are equipped to target changes and interventions within particular sites and teams, and dig deeper where needed through the use of focus groups when we see trends emerging. That's why other sources of data and insight, like feedback from our diversity and inclusion network leads, exit interviews, new starter and leavers' surveys and learnings from grievance processes, are essential to supplement what we know from surveys and colleague forums.

In addition, improving how we communicate important updates with colleagues to build trust, a sense of community, and alignment around our common purpose, is very much on our agenda between now and 2025. One approach we have introduced in 2023, is our Priory 'town hall'

meetings. These are online open sessions with Priory senior leadership, which any colleagues can attend to hear about developments in the organisation, give feedback and take part in question and answer sessions.

Freedom to speak up (FTSU) guardians

The FTSU guardian initiative is about creating an environment where colleagues feel comfortable and empowered to raise concerns without fear of reprisal. People are the eyes and ears of our organisation and their views, suggestions and observations are vital to ensuring safe care and a positive experience for all of us.

FTSU guardians were originally established within the NHS to foster a culture of openness, transparency and learning. At Priory, we have implemented the same model so that our colleagues feel empowered to speak up on issues affecting patient and resident safety and care.

The role of the FTSU guardian at Priory is to provide advice and support to staff when they have concerns. As a confidential and impartial sounding board, they support colleagues to express their concerns and navigate our internal processes – signposting them to information where needed. When necessary, the FTSU guardian will escalate concerns to senior management to ensure they are dealt with promptly and effectively. They also provide feedback to senior management on systemic issues and trends identified through the concerns raised. This helps to drive change and improvement.

Over the next 3 years, we plan to establish a network of FTSU Guardians across Priory who will be trained to support colleagues to know how to raise concerns. This is an important step towards ensuring we develop an open, reflective culture focused on continuous improvement and learning. When people speak up, we all benefit.

Culture

People are the driving force of organisations and disengaged employees will simply not deliver. The link between positive employee experience, productivity and enhanced business performance is indisputable. People want to be recognised as more than their employee ID; they are thinking, feeling people who spend a significant part of their lives at work. They expect, and deserve, the same focus on experience at work, as they experience in their personal lives. It's important to remember that how a colleague feels about work can be as much about how they see others experience work, as well as what they experience themselves. And from a candidate perspective, if they have a bad experience with us, they are bound to share this with their friends, family and wider network.

How we attract talent into Priory sets the tone for what they can expect when joining our business. And if we don't get our experience right, we will lose them. Of course it's not just about attracting people, it's about attracting the right people who will make our business even better than it is today. So that Priory colleagues feel valued from the outset, we know our hiring experience must be as efficient and person-centred as possible, and we are exploring new approaches and technology to improve this process iteratively. Similarly, it's really important that all our new colleagues have a motivating induction and on-boarding experience, equipping them with the knowledge to move forward in the first phase of their Priory career with confidence.

Once on board, it's our goal for every colleague to have a PDR twice per year, where they have an opportunity to give and receive feedback with their line manager, co-create their objectives and discuss their personal development. We have made steady progress in this area, and as of May 2023, we have achieved a total PDR completion rate of 93.1% across the organisation. Where there are performance issues within teams, we will continue to support Priory leaders to challenge underperformance in a positive way, which balances the wellbeing of the colleague concerned. One of the developments we plan to roll out is a leadership behavioural framework.

This will outline what we expect of our Priory leaders, and guide them to consistently and visibly demonstrate our values in how they lead their teams.

We recognise that having a systematic approach to managing and retaining talent planning is vital. This will give us the ability to identify high potential individuals effectively and develop them in preparation for moving into business critical leadership roles at Priory in the future. When colleagues do choose to leave the business, it is important we understand as far as possible what their motivation is, to gauge whether we need to make changes to stem any future attrition. This means ensuring we analyse feedback from new starter and pre-exit surveys, and exit interviews, and other external sources of insight such as Glassdoor. In addition, we want to ensure we have clear, standardised measures in place that leaders can explore to retain valued members of their team if they do wish to resign; this includes promoting flexible working options and Priory's career pathways framework. Managers also need to feel equipped to conduct meaningful one-to-ones with their direct reports so that they can identify issues or concerns early and look at how to address them before team members begin to consider alternative options.

In addition, we want to make sure colleagues understand how they speak up and raise concerns, and prioritise creating a culture where everyone feels confident to do so without fear of retribution and in the knowledge that their concerns will be addressed positively. This could be through our whistleblowing policy and procedure, or via our FTSU guardian mechanism, which allows colleagues to raise concerns about patient and resident care, and other matters that affect their daily work.

Ultimately, our goal is to provide a consistent experience to colleagues that reflects our values throughout the attraction, hiring, on-boarding, developing, retaining and off-boarding lifecycle.

Colleague wellbeing

As an organisation, Priory provides a number of health and wellbeing services as part of our business. Protecting and promoting the wellbeing of our own colleagues is equally important. Over the next 3 years, we will continue to strengthen our colleague assistance programme, which currently offers access to UK-based British Association for Counselling and Psychotherapy (BACP)-accredited counsellor, 24 hours a day, 7 days a week, for immediate and scheduled support, alongside a raft of online health, lifestyle and workplace information. All colleagues have access to My Possible Self – an app developed with our clinicians to support colleagues to manage their own wellbeing and use tools like the mood tracker where colleagues will be asked how they feel and what kind of things might make them feel that way. Colleagues will also be offered suggestions to improve their current frame of mind and they can choose what to try.

Care first is our colleague assistance provider and offers free online resources, as well as advice and information on a range of workplace and personal issues, including stress management, maternity, finance, housing and nutrition. Colleagues at Priory can log onto Care first at any time, and managers are able to make referrals to Care first where they identify a need.

In addition, we have already begun to train more cohorts of mental health first aiders (MHFAs) and over the next 3 years, a key focus is to ensure that every site and central team has access to a MHFA. Their role is to be the first point of contact for colleagues who are experiencing a mental health issue or emotional distress. This interaction could range from having an initial conversation, through to supporting the person to get appropriate help. As well as in a crisis, MHFAs are valuable in providing early intervention for someone who may be experiencing a mental health issue and can offer non-judgemental listening and guidance.

We know flexible working options are becoming increasingly important to our colleagues and the candidates we are keen to recruit. There is often the misconception that it is impossible for clinical colleagues to work flexibly, however, over the next 3 years we want to develop new models and ways of working that allow greater flexibility, so colleagues feel they are able to balance their personal and working life more effectively. This includes looking at remote working, hybrid working, job share options, compressed hours, part-time working, term-time working, weekend-only working and career breaks.



Equality, diversity, inclusion and belonging

At Priory, we firmly believe in the fundamental principles of equality, diversity, inclusion and belonging (EDIB), which promote fairness, respect, and equal opportunities for all, regardless of characteristics, backgrounds or identities. Not only are we committed to attracting, retaining and developing diverse talent, but also to promoting and delivering these core principles as an essential part of good people management.

In the year 2023, we took a proactive step towards ensuring that our EDIB practices reflect best practice and to ensure we are compliant with legislation. We commissioned an EDIB audit, which reviewed our policies, procedures, and working practices in detail, and provided recommendations for how we could develop our strategy going forward and improve our processes. One particular area of focus for us is improving the data we collect to help inform our decision making. This means developing a standard process for recording and reporting on demographic data, including protected characteristics such as age, disability, gender identity or expression, marriage and civil partnership, race, pregnancy and maternity, religion or belief, sex and sexual orientation. We recognise that having better quality data is vital in shaping our employment practices and ensuring that we create a truly inclusive environment. An important part of building the right culture is giving colleagues the skills and tools to support it, and that is why we make training available to our colleagues on topics like unconscious bias, menopause, autism and inclusion and belonging.

Addressing the underrepresentation of colleagues from ethnic minority backgrounds within our leadership – both at site, within central functions and at operating board level – is part of our strategy, and intrinsic to creating an inclusive workforce. Part of our strategy is to develop a coaching programme to support high potential colleagues from ethnic minority backgrounds who we have proactively identified as potential successors to leadership positions at Priory. We also intend to invest in a mentoring scheme with external senior leaders from ethnic minority backgrounds. Our attraction and recruitment processes also need to be refined to ensure they

provide an accessible, inclusive application, hiring and on-boarding experience.

We understand that fostering a culture that prioritises the principles of EDIB is not a mere tick-box exercise, but a continuous journey, and this needs to be a lived reality at Priory. We are proud of the thriving diversity networks that are already established at Priory which, at time of writing, include the BME network, LGBTQ+ network, menopause network, men's network, women's network, parent's network, disability and difference network and our neurodiversity network. All of these self-organising groups bring together colleagues who share common characteristics or traits, or who colleagues described as 'allies' who support and advocate for the concerns of the network. It is a supportive space where colleagues can connect with others who share similar experiences and challenges, and a platform where they can voice concerns which are fed in to our EDIB committee. We also aim for our networks to support cultural competence and raise awareness at Priory of different backgrounds, traditions and perspectives, fostering a more inclusive and respectful environment. Growing the membership of our networks is one of our KPIs, and we envisage their role and influence growing steadily over the next 3 years.

We know that embedding an open, inclusive culture with high levels of trust is something we all have to commit to and work at every day so that everyone has an equal opportunity to thrive.





KPIs: how do we know if we're getting it right?

KPIs for this sixth strategic goal will include:

- + Improved overall engagement score
- + Reduction in number of anonymous/external whistleblowing
- + Increased ethnic minority leadership representation (site leader and above)
- + Increased participation in colleague networks
- + Increased provision of MH FAs
- + The increasing use of FTSU processes to give feedback and have issues resolved

Feeling safe enough to be my true self

*By Cassie Obee,
Neurodiversity
Network Lead*



"Hi, my name is Cassie and I am neurodivergent. However, like so many, I only discovered this as an adult after my mental health had deteriorated to the point where I needed support. That's when I was diagnosed with ADHD, having received a diagnosis of dyslexia some years before.

"I joined Priory as an operational information analyst. Just as Priory has worked towards embedding a culture of openness, inclusion, and trust where people feel they belong, I decided when I started my new role that I wasn't going to try and hide my mental health or neurodivergence - in fact, I wanted to embrace it. Working for Priory made me feel safe enough to be my true self and although it was daunting, given I'd spent most of my life trying to hide who I am, it was also liberating.

"My line manager has supported me to really thrive within my role at Priory and in my first year, I was honoured to receive the newcomer of the year award at the Priory Awards 2022, as well as being promoted to senior operational information analyst.

"Understanding that I am different, not deficient, has changed my life completely. My personal experience of being dismissed continually as a

neurodivergent individual motivated me to use my lived experience to support others. I now lead the neurodiversity network at Priory, which aims to raise awareness, educate and create a space where neurodivergent individuals can connect, learn from and support each other.

"I believe that it's important to tell your story; it is the shared lived experiences that have helped me and so many others the most. While it can be a very vulnerable experience, doing so could help someone else, and to me, that makes it all worth it."

Priscilla Masvipurwa, Diversity and Inclusion Steering Committee Chair and Hospital Director at Kneesworth House



"When I became the diversity and inclusion steering committee chair and I posted an update on LinkedIn, I have been inundated with messages from people within Priory and beyond, asking me for advice to further their career, how I have dealt with challenges and what it is like to be a black leader.

"Representation matters and I now understand better why it is important for people from all communities to see different types of leaders - if you can see it, you can be it. It sounds so simple but we know it's not.

“I’ve seen black colleagues and those of colour achieve leadership positions, only to find that once they get there, there are no support structures for them, no understanding of who they are or the unique challenges they may face, and that can often lead to colleagues leaving. This is why we need unconscious bias training, which is available to everyone at Priory, to have a better understanding of your own biases and how they can negatively impact those around you.

“When a leader of colour fails, these negative experiences often deter the people around them too. Others may feel less confident about stepping outside their role into more senior positions, even though they are capable.

“We need to create a landscape where everyone can thrive and we have the capacity to understand that different people need different things and start at different points. I’m pleased that Priory has launched inclusion and belonging training for our current leaders to help them understand how they can create spaces where colleagues feel safe, can be themselves and thrive.

“Our current leaders must champion, mentor and endorse their teams, including those from underrepresented communities, to be the leaders of the future. Rebekah Cresswell, our CEO, is reverse mentoring me; she has invited me to many meetings to observe and at the beginning of every single one she will say who I am, what I am doing there and tells the room my aspiration to be a great leader at Priory. That is powerful and important for both me, and for them.

“Current leaders must understand their power and privilege – they should nurture, mentor and coach colleagues. They should speak to their teams about what support is needed for them to thrive and put that in place. I say to leaders I meet, these are your people and the benefits of diverse teams have been well documented. Why wouldn’t you want your team to thrive?

“There is work to be done as an organisation too. Every organisation needs to put the support structures in place to enable colleagues from underrepresented groups to thrive. We have laid the groundwork with training and with our networks, now we have to work on our data to understand exactly who we are as an organisation and where our gaps are. An ethnic minority mentoring scheme is also part of the people plan.

“We are in a great position at Priory – we have a CEO and a board willing to fight this fight, they have moved beyond words and are taking action, but we all need to join them and play our part.”

Priory’s menopause network – on a mission to ‘normalise’ menopause

*Mandy Waghorne,
Menopause Network Lead*



“We have come a long way since I became the network lead in May 2021. I can confidently say, for some individuals, the network has significantly changed their outlook on life.

“Menopause affects everyone differently and there are over 100 menopause symptoms. It can make your working life challenging, and make you feel that you want to leave employment. Thanks to our network, and the supportive nature of the people in it, we’ve prevented several colleagues from leaving Priory and empowered them to have conversations with their line manager about their experiences.

“I’m really proud of our network – we’re a team who support each other. Our group chat buzzes all day long, sometimes there is a serious post and someone needs support and virtual hugs, whereas other times it’s more light hearted. We have built a firm foundation of friendship which is important, as menopause can be so isolating.

“We had one colleague who had been prescribed antidepressants by her GP because she was struggling. She reached out frequently for support from the menopause network and after 4 weeks, was comfortable enough to ask her doctor if she could come off them, which she attributed to the support she’d received from us.

“It’s essential to normalise the conversation around menopause and in 2022, we signed up to the Menopause Workplace Pledge. We worked with Menopause website and community, Henpicked, who created an e-learning module on menopause which is available to all our colleagues. And I host a monthly webinar for leaders to help them to support their colleagues in the workplace with menopause.”

In summary:

- + Developing an open culture with high levels of trust means one where colleagues feel able to communicate honestly, give feedback and raise concerns
- + When colleagues feel they belong at Priory, they tend to stay for longer and experience greater job satisfaction
- + The insights from the annual colleague engagement survey help us understand colleague experience and make plans to improve it
- + We can find out more about what colleagues think through pulse surveys, YSFs on-site, regional engagement leads, diversity networks, exit interviews and leavers' surveys
- + Our people make our culture so we need to make sure everyone has the right support from the start of their Priory journey, and throughout, and that we are all clear on what we can expect from our Priory leaders
- + The wellbeing of our colleagues is essential: MHFAs will support this
- + Priory is committed to attracting, retaining and developing diverse talent, and ensuring principles of EDIB are an essential part of good people management



Strategic goal 7: to focus on sustainable funding and growth that supports our services and uses resources efficiently



As a health and social care provider, as well as a business, we play a vital role in a system that is integral to society and to many different regions across the UK.

Providing sustainable services is not only about ensuring our business is financially viable and not loss-making, but also planning ahead so that we can respond to emerging demand and meet the future needs of the people we support and their families, in the context of economic, social and environmental changes. As well as providing the right services and homes in the right places, we need to ensure we are funded appropriately and can attract the right colleagues into our workforce, so our hospitals and homes can thrive. This is important, as the risk of service closures can be detrimental to communities and individuals. For all our services and departments, this means effective use of resources and comprehensive financial stewardship. Making the most of the resources that we have, especially in a difficult financial climate, is a task for every Priory colleague. We all need to think carefully about how we spend money, be clear about the true costs of the activities we commit to, and make sure we are obtaining the best value, highest quality goods and services for the organisation, our patients and residents. Through our Priory Green initiatives, we are also thinking about our impact on the environment, from buying green energy and reducing our use of gas and oil, to recycling and looking at the infrastructure needed to include electric vehicles in our fleet.

Ensuring sustainable funding

Despite the size of Priory, with over 300 sites throughout the UK, our services are locally focused. As part of our strategy, we will work ever closer with our commissioners and funders to ensure we are meeting the needs of the population in the regions where we operate, in line with the vision for integrated care systems. In healthcare, we are currently part of 22 provider collaboratives and in adult care, we work with over 250 funders, including local authorities and the NHS. As a partner in the health and social care system, it's important that we continuously adapt to our referral pipelines and invest in new and existing services lines. By monitoring any decline in commissioner demand, we can move quickly to 're-tool' our premises to meet emerging needs in innovative ways. For example, for patients or residents with complex behaviours that challenge, who are unable to be supported in environments with communal living, we are able to reconfigure our properties to create single-occupancy units which allows transition from hospital into a less restrictive community-based environment.

Increasingly, our partners who commission care and purchase our services want to understand from the outset the pathway, or next move, for the individuals they are placing with us. As an organisation that provides care across the full spectrum, from the most intensive support to the least intensive support, we must seek to take a cross-divisional approach to planning for an individual's long term needs and goals. Over the next 3 years, we intend to establish and strengthen pathways between healthcare and adult social care so that we can support people to move between Priory environments. Being able to deliver that kind of pathway from within one organisation in an integrated, timely way, is better for the people we support as it provides a smoother transition, consistency and continuity of care, while being reassuring for families. It allows us to anticipate need, and plan to have the right services in place.

Ensuring we are funded appropriately is central to creating sustainable services now and in the future. This means being upfront and transparent about the true cost of care when we negotiate

contracts, fees and pricing for new and existing placements, so that our services remain viable. We know that the care needs of each individual can change over time, and with the current financial climate, it is essential for our services that we challenge historic fees and make sure uplifts are applied appropriately so we can continue to operate services and avoid closures.

The right locations and facilities

To sustain our services, we need to have a robust estates strategy in place so that we can deliver safe and secure environments for our patients, residents, their families and our colleagues. Between 2019 and 2022, we invested £122m in our services and buildings - a large percentage of which was focused on safety improvements. Going forward, we will continue to invest in the refurbishment and improvement of new and existing buildings and facilities - ensuring they are sustained to a high standard with a regular maintenance regime in place. We will also continue to manage our property leases and renewals carefully, source new properties, acquire additions to our business, and re-tool environments quickly, so we can guarantee continuity of care. By managing the whole lifecycle of our facilities, we will negotiate competitive rates and obtain best value, should we need to let go of a property for any reason.



Making the best of our resources

Maximising the use of our resources and obtaining the best value for money is something we all need to be mindful of, and in a tough financial climate, it is a factor that can help us to mitigate the effect of low inflationary uplifts. As part of our organisational strategy, we have a robust approach to procurement so that we receive high quality and value for money from the goods and services we buy, and so we are able to respond to challenges and opportunities, while reducing the risks the organisation is exposed to. This is something each of us with purchasing power and budgetary responsibility really needs to factor into our approach to work. Our procurement strategy means that we already have more than 200 preferred suppliers on our purchasing system. All these suppliers have agreed fees, costs, and terms and conditions, and are often backed by a service level agreement and KPIs. As a result, if you use these suppliers, you can be sure of an agreed level of quality; it allows you to plan your budget more accurately and reduces the administrative burden. Notably, when our central procurement team invites tenders for new suppliers, they consider environmental factors as part of a weighted scoring process. Through our procurement strategy, we have also structured a significant amount of our spend through catalogues and guided forms. This means that the standard items you might use regularly can be bought through this channel at a preferred price and on agreed terms. Buying items in this way allows you to have access to information on availability, delivery costs and discounts, and you know that the goods you receive will be of a consistent standard. Similarly, as far as possible, we want

to spend through contracts rather than on an ad-hoc basis. Again, this drives efficiency, quality and standardisation. It means we can achieve the best prices and purchase goods on favourable payment terms. With agreed contracts, Priory is taking less financial risk and therefore has greater control. It is also really important that our invoices are supported by purchase orders, and at the time of writing, 86% already are. We want to get this to as near 100% as possible. Using purchase orders reduces unnecessary spend, often requires a contract with terms and conditions that Priory negotiates, keeps us within in our budget limits, and gives our finance team oversight of money that is committed but not yet invoiced, allowing us to plan ahead.

Housekeeping and catering services

Over the course of our strategy, we will also standardise our catering services through the creation of a UK nutrition board. This will ensure that we consistently deliver quality food and nutrition to the people we support, that meet their specific needs, delivered as Priory Fresh. This approach will not only deliver value for money, but give us an indication of patient/resident satisfaction as we will consistently monitor feedback to drive improvements.

Outsourcing housekeeping services to specialist companies will help deliver consistent high standards in accordance with our requirements, providing professional training and support to the team on-site, that adhere to NHS cleaning standards and those set by regulators.



Sustainable workforce

As you will have read in our chapters about strategic goals 4 and 6, we are putting multiple different measures in place to attract and retain colleagues, and foster an inclusive culture where people feel like they belong. Ensuring we have the right team in place to deliver high quality care and support, is vital to the sustainability of our services. It is important that we take into account the rise in the cost of living and the national workforce shortages when considering salaries, so that we can attract and retain a stable workforce and reduce our reliance on agency. We are proud to have introduced as a minimum the 'real living wage' for our healthcare assistants and support workers. We have already established a preferred supplier list (PSL) for agency staff so that we can access the hours we need and the agencies we use are completing the correct pre-employment checks. Where able, we block book agency colleagues, so they are locums in our services. This means there is better continuity of care and indeed, these colleagues sometimes become permanent members of staff. In order to ensure that talented, dedicated people choose to stay at Priory, we must ensure that we are engaging with colleagues to understand their career aspirations, development needs and supporting their wellbeing. A robust succession and talent review process is also essential to ensure that we identify the roles critical to current and future success of Priory, and create a talent pipeline. As you'll have read in our chapter about strategic goal 3, at Priory, we believe unequivocally that care is a career, and that formalising career structures and pathways is desperately needed to attract and keep people in adult social care roles.

Priory Green

Taking our cue from MEDIAN who have made great strides in reducing their energy consumption, we have a number of initiatives at Priory to roll out as part of our strategy, including an ambitious target to reduce our greenhouse gas (GHG) emissions by 25% over the next 5 years. Since October 2021, we have been buying 100% green, renewable energy – generated via wind turbines and hydro plants. We are looking at

where we might be able to establish photovoltaic (solar) panels at our sites to convert energy from the sun into electricity – especially on our larger sites that have grounds that we could use for this purpose. As far as possible, we are moving away from heating oil and converting sites to either mains gas, or where mains gas is not available, liquified petroleum gas (LPG) which are both better for the environment. Where possible, we will continue to roll out the use of air source heat pumps, which replace traditional gas and oil boilers. These take heat from the atmosphere and air, and can be used to heat whole properties more efficiently. Whenever we need to replace any equipment, fixtures and fittings, we do so with a more energy efficient product, such as replacing regular light bulbs with LED fittings – which, over a large number of sites, has an impact.

We want to reduce our carbon footprint by looking at how we procure and lease vehicles at Priory. Ideally, we would like to migrate our fleet of vehicles (approximately 500) so that they are fully electric or hybrid, but to do this, we need to make sure we have the right infrastructure at our sites. We also need to have access to the right supply of vehicles – we often use seven to nine seater vehicles and need to find the appropriate electric equivalents, which are likely specially designed. We will also be introducing electric cars under the salary sacrifice scheme to colleagues.

Individually, we can all do more to reduce our consumption and limit waste, including recycling, reducing printing, turning off lights and being cautious about having the heating on when it's not needed. If we all do this across our 300 sites and central services, it will make a big difference. Thinking about sustainability in purchasing decisions is also key – such as trying to limit the number of deliveries a week you receive on-site to one delivery only, and ensuring you are buying from PSLs where sustainability has been considered as part of the agreement.



KPIs: how do we know if we're getting it right?

KPIs for this seventh strategic goal will include:

- + Rationalisation and consolidation of quality suppliers
- + 5-6% reduction in spend via on contract spend
- + Meeting budget across our divisions, regions and central services
- + Manage the Priory Green agenda to ensure Priory achieves its targets by reducing GHG emissions by 25% over the next 5 years
- + Number of new services opened
- + Number of acquisitions

Powering Priory with clean energy at Kneesworth House



Kneesworth House Hospital in Hertfordshire used to have inefficient boilers running on kerosene that needed to be replaced. The most economic option was to replace them like for like – installing new boilers using the existing infrastructure and oil tank. But with Priory's commitment to becoming more environmentally friendly and reducing its carbon footprint, we chose Liquefied Petroleum Gas (LPG) boilers instead, which are less polluting in terms of emissions and storage.

LPG is a greener carbon-based gas produced as a by-product of the petrochemical industry. It saves about 15% to 18% on CO² emissions when compared with kerosene. It can be used for everything from heating and hot water to cooking. LPG boilers are easier to maintain than their oil equivalent as the fuel has a cleaner emission. We opted for modulating boilers, which can operate at between 50kW and 240kW. This means they can run for longer on a lower heat – rather than stopping and starting – and this improves energy efficiency too.

Combustion produces a number of by-products, such as nitrogen oxide (NO_x) which

is a greenhouse gas that contributes to climate change. Our LPG boilers have low NO_x ratings of less than 40mg/kWh compared to an average of 120mg/kWh for an oil boiler.

It took 4 months to replace Kneesworth House's boilers with an energy-efficient solution, at a cost of £200,000. The success of this project has led us to making the switch from oil to LPG fuel at other Priory sites.

Air source heat pumps (ASHPs) at Llanarth Court



Priory Llanarth Court is a very old listed building in Monmouthshire. By the end of 2023, the site is set to transform its approach to heating by replacing oil with a mixture of LPG and Air Source Heat Pumps (ASHP) – reducing its CO² emissions.

Back in 2020, the oil boilers on-site needed replacing and energy efficient LPG boilers were installed. After 18 months of running these, the team at Llanarth Court installed its first ASHP on Arwen Ward. This method of heating sees the pump extract heat from the air (even air below 10°C!) which can be used on existing radiator circuits along with underfloor heating.

In summary:

- + We must work closely with commissioners, funders, the people we support and their families, to understand local need and develop appropriate services
- + Ensuring we reflect the true cost of care in our negotiations and challenge historic fees and make sure uplifts are applied appropriately is key to protecting our services
- + Investing in our sites and facilities, maintaining them and planning for the future contributes to guaranteeing sustainable services
- + We can all conserve resources and make efficiencies by purchasing items from preferred suppliers, through approved catalogues, and for larger purchases of goods and services, with a contract and always with a purchase order
- + High quality services need a high calibre workforce to ensure they are sustainable
- + Recycle more, reduce printing, turn off lights and be cautious about having the heating on when it's not needed - every small change amounts to a big one



Next steps

We hope you have enjoyed reading the Priory Plan, 2023-25, and feel inspired by our commitment to continuously improving the quality of care and support we provide, alongside our investment in our colleagues and culture.

Developing and implementing this strategy is a milestone in Priory's history and our journey towards even greater success and sustainable growth. Our strategic goals are not just aspirations, but actionable objectives with clear metrics to measure their progress. They are reliant on meticulous planning, close collaboration and systematic analysis of our results. Like all organisations with a culture of continuous improvement, we know we will need to adapt our strategy over the course of its 3-year lifespan. In the increasingly complex and uncertain environment we operate in, we must remain agile in the face of new challenges and emerging opportunities.

Although it's important to have a public document like this, outlining our roadmap, we recognise

there is much more to be done to implement our strategy and embed the principles beneath it. Everyone has a role to play in us achieving our strategic goals; please reflect on how you and your team can contribute.

As we continue to transform as an organisation, we want to thank our patients, residents and their families and our partners and stakeholders, for their continued support.

Thank you for being part of our journey. We look forward to updating you on our progress.



Appendix 1

This table outlines which of our enabling strategies map to which strategic goal:

STRATEGIC GOALS		1.	2.	3.	4.	5.	6.	7.
		To cover the entire service user journey from acute to less intensive support	To offer evidence-based clinical pathways to patients and service users, focusing on the areas where we deliver best in class	To provide outstanding career development and learning opportunities so that we become the employer of choice in the health and social care sector	To be in the top quartile for measured outcomes for all of our service users	To become the leader in digital healthcare for mental health and adult social care	To embed a culture of openness, inclusion and trust where people feel they belong	To focus on sustainable funding and growth that supports our services and uses resources efficiently
ENABLING STRATEGIES	Data	X	X	X	X	X	X	X
	Digital	X	X	X	X	X	X	X
	Estates	X	X	X				X
	IT	X	X	X	X	X	X	X
	Marketing and communications	X				X	X	X
	People			X			X	
	Procurement	X						X
	Quality		X		X			
	Research and clinical effectiveness	X	X	X	X	X		X

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

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