



Ramsay
Health Care



**PURPOSE
GOALS**



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Social Impact Report

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1 Foreword

Rt Hon Justine Greening, Purpose Coalition

We continue to be reminded of the importance health and wellbeing has in the lives of all people across the UK. From the experience of the pandemic, to rising health inequalities in-line with the cost of living crisis, healthcare organisations have only risen in importance and value in recent years.

It is becoming ever clearer that with increasing significance in people's day-to-day lives comes a responsibility to colleagues, patients and communities in delivering social value across a coordinated framework for action.

Sadly, the issues that faced the country pre-pandemic have only worsened, with those living in the most disadvantaged communities still being the individuals hardest hit by economic, social and health events. Health and wellbeing are inherently linked to other kinds of inequalities, with some of the most recent data finding on average, a 60-year-old woman in the poorest area of England has a diagnosed illness equivalent to that of a 76-year-old woman in the wealthiest area .

These inequalities follow a path set long before the pandemic, however they cannot be ignored any longer.

More and more organisations, from across both the public and private sector, are joining a consensus to take action - united by a shared purpose to deliver boosted social mobility and equality of opportunity for those people and families who need it the most.



Ramsay Health Care UK is in a particularly unique position. As the one of the largest independent healthcare providers in the country - with over 34 sites across England - its comprehensive partnerships with the NHS, large-scale workforce and connections with the local community means it has the potential to affect profound change across a range of the Purpose Goals.

In particular, this report will focus on Goal 3, Positive Destinations Post 16+, Goal 6, Fair Career Progression, Goal 8, Good Health and Wellbeing, Goal 12, Building Homes and Sustainable Communities, and Goal 13, Harnessing the Energy Transition.

Ramsay Health Care UK is innovating, particularly in terms of securing the future of generations to come - going above and beyond similar organisations with an unrelenting focus on sustainability and its accelerating internal journey to net-zero.

This report aims to benchmark Ramsay Health Care UK's activities against the Purpose Goals, assessing where it is meeting the Goals and the areas where it could make even more impact on its colleagues, patients and the wider communities it serves.

1 Foreword



Nick Costa, Ramsay Health Care UK

Since Ramsay Health Care was established by Paul Ramsay in 1964, the organisation has been built on the mantra of 'people caring for people' and the premise of doing what is right by our patients, colleagues, and communities.

Times are very different now to what they were in the 1960s, but our purpose and ideals are the same. As custodians of the Ramsay Health Care organisation, it is our duty to make sure we find ways to apply our enduring values to modern circumstances.

As a worldwide community, we are confronted with some particularly weighty challenges, many of which we come face-to-face with on a daily basis in the UK. We all feel the effects of the cost of living crisis to some extent, yet there are people on our doorstep who are more vulnerable than ever before.

Most of us have grown up taking access to quality healthcare for granted. All of a sudden, factors such as extensive waiting lists, escalating costs, skills shortages, and industrial action mean we must acknowledge that the high standard of care that should be available to all is not necessarily the reality for everyone.

It is daunting and it is difficult to know where to start to tackle the issues in front of us. For me, it starts with togetherness. With people and organisations uniting. With us all playing our part and contributing to the greater good.

Our partnership with the Purpose Coalition is a recognition that we cannot change the world on our own, but we can be a significant part of the solution. As people become more aware of social injustices, our patients, our colleagues, and our partners will demand that we live up to our responsibilities as a leading healthcare provider and employer. We are committed to doing our bit, and with the Purpose Coalition, our bit will be measurable.

The Purpose Coalition recommendations will be woven into the fabric of Ramsay Health Care in the UK as we deliver on our purpose of providing safe, quality patient outcomes and operating as a force for good in the UK.

2 Tackling the UK's Health Challenges and The Journey to the Purpose Goals

Ramsay Health Care UK and the Purpose Coalition are working together to tackle the UK's biggest challenges facing patients, customers, colleagues and communities. From helping people with the cost of living crisis in the short term, to levelling up across the country.

The steep recent rises in the cost of living have further outlined the deepening health inequalities in the UK and is the biggest issue facing healthcare organisations.

Life expectancy was falling in some areas of the country even before the pandemic, however recent years have seen this divide become even more stark. Addressing these inequalities takes a whole-life approach towards healthcare provision, and will require actions from all sections of our society - whether that be the public sector, business, or all of us as individuals helping out our friends, neighbours and local communities where we can.

The Purpose Coalition measures organisations against what they are doing for their customers, patients, colleagues and communities through the Purpose Goals with tools such as the Cost of Living Taskforce.

In 2015, as Secretary of State for International Development, Rt Hon Justine Greening led the UK delegation to the United Nations (UN). Along with 184 international partners, she helped to establish the UN's Sustainable Development Goals (SDGs). In 2017, the SDGs were made more 'actionable' by a UN resolution adopted by the General Assembly which identified specific targets for each goal, along with indicators used to measure progress towards each target.

These 17 interlinked, global goals were designed to be 'a blueprint to achieve a better and more sustainable future for all'. The SDGs emphasised the interdependent environment, social and economic aspects of development by centralising the role of sustainability. As Secretary of State, Justine recognised how useful a common set of accessible but ambitious objectives could be in galvanising action to effect change.

► The Journey

The pathway towards recovery is a chance for the United Kingdom to address these issues and level up but that requires updated and specific goals in order to outline, inspire and measure progress. The most committed signatories of the Social Mobility Pledge, the Purpose Coalition, and the Cost of Living Taskforce aim to improve social mobility in the UK and have responded to this challenge with the launch of the Purpose Goals in February 2021 and the Cost of Living Taskforce in August 2022.

The Purpose Goals build on the foundations laid by the UN's SDGs by outlining 14 clear goals, and draw on expertise provided by academia and businesses which has been applied to the unique challenges facing the UK currently in what has potential to be a profound levelling down moment for the country.

The Purpose Goals focus on key life stages and highlight the main issues that need to be resolved in order to create a level playing field for all in this country. The Goals are intended to guide how the urgent ambition to level up the UK can actually be achieved. The impact of the work carried out to do this can, and should, be measurable.

Sub-goals with quantifiable targets and measurements against which progress can be charted within the 14 goals are being developed by the Purpose Coalition. This will create a more transparent and measurable framework with which to monitor and subsequently address problems of social mobility and inequality. The Purpose Goals are designed to look at the outcomes of CSR strategies and measures that organisations operate. Many organisations are doing outstanding work and making important contributions to society but are still measuring this via inputs.





Crucially, these Goals are a shared framework. Justine and the wider Purpose Coalition, of which Ramsay Health Care UK is a key member, believe that with a common understanding and objectives, there can be action that drives change on the ground. Distinct entities, including universities, businesses, policy-makers, and public sector bodies can work together, with the shared Goals being a uniting and motivating foundation for progress. As the problems which cause social and health inequality in the UK are interlinked, it seems that the response to these problems must also be collaborative.

The healthcare system remains a revered and highly valued sector across the country and the world, but it is facing growing challenges. Still reeling from the COVID-19 pandemic and now faced by rising health inequalities in-line with a cost of living crisis bound to affect the mental and physical health of the poorest in our society, health in the UK is under severe pressure.

Healthcare organisations are anchor institutions for so many, often being the biggest employer and procurer of goods and services across large areas of the country. More and more healthcare organisations are committing to working with the Purpose Health Coalition, seeking to highlight innovative solutions, share best practice and identify areas for further development.

The Purpose Coalition has encouraged businesses, universities, NHS Trust's and Local Authorities to share their own best practice with other organisations so they are not only demonstrating their own commitment, but creating a shift towards purpose-led organisations. The Goals can encourage an extension of this co-operative exchange of information which can be used to address the cost of living crisis, and later level up the UK.

3 An Introduction to Ramsay Health Care UK and its role in the Purpose agenda

Introduction to Ramsay Health Care UK

Founded in 1964 in Australia, in 2007 Ramsay Health Care realised its offshore expansion plans acquiring Capio UK, the fourth largest operator of private hospitals in the United Kingdom. Today the company operates 37 healthcare facilities in England as well as a specialist diagnostics team. The organisation has established a strong reputation in region's across the country, continually year on year since its expansion to the UK fifteen years ago.

Ramsay Health Care UK now has a network of 34 acute hospitals and day procedure centres providing a comprehensive range of clinical specialties to private and self-insured patients, as well as to patients referred by the NHS. Ramsay Health Care UK cares for almost 200,000 patients per year and employs over 7,000 people in the UK alone.

In 2022 Ramsay Health Care UK also acquired Elysium Health Care, a leading independent operator of long-term medium and low secure hospitals and complex care homes for individuals with mental health conditions.

Ramsay Health Care UK is one of the leading independent healthcare providers in England. Its facilities provide a wide and comprehensive range of specialised clinical services from routine to complex surgery, day case procedures, diagnostic services and physiotherapy.

It is perfectly placed as an organisation to pursue its purpose, delivering social value and boosting equality of opportunity for its patients, its colleagues and the communities it operates in.

The graphic 'Our Pledge to you' features six circular icons arranged in a 2x3 grid. Each icon is accompanied by a text label below it. The icons represent: a clock for 'Short Wait Times', a calendar for 'Appointments to suit you', three people for 'Choice of Consultant', a price tag for 'Fixed Price Packages', a hand holding a card for 'Payment Plans', and a heart in a speech bubble for 'Unlimited Aftercare'.

Our Pledge to you

- Short Wait Times
- Appointments to suit you
- Choice of Consultant
- Fixed Price Packages
- Payment Plans
- Unlimited Aftercare

Levelling Up Priorities

Ramsay Health Care UK seeks to live its organisational purpose - people caring for people. This is exemplified in its dedication to achieving clinical excellence and outstanding patient care - this is reflected by 97% of Ramsay Health Care UK sites being rated as 'Good' by the Care Quality Commission.

Beyond simply a tag-line, as Ramsay Health Care UK begins its journey in the social mobility and levelling up agenda, it acknowledges that truly living this commitment is critical to its own success as a leading healthcare network.

Ramsay Health Care UK is also institutionally aligned with the Purpose Goals and the purpose agenda, supporting the UN Global Company and the UN Sustainability Goals: specifically Goal 3 (Good Health and Wellbeing), Goal 4 (Quality Education), Goal 5 (Gender Equality), Goal 8 (Decent Work and Economic growth), Goal 10 (Reduced Inequalities), Goal 12 (Responsible Consumption and Production), Goal 13 (Climate Action), and Goal 17 (Partnerships for the Goals).

Underpinning all of Ramsay Health Care UK's work against this agenda is its 'Ramsay Cares' strategy. Through developing this strategic vision, Ramsay Health Care UK aimed at operationalising the belief that a truly great company is one that makes the world a better place.

The Ramsay Cares strategy focuses on three defining pillars:

- ▶ Caring for its people
- ▶ Caring for the planet
- ▶ Caring for the community

Building out this framework of commitment across the UK has the potential to be a defining moment for Ramsay Health Care UK as a company, helping to break the stereotypes often associated with independent health provision and working closely in partnership with the NHS wherever needed.

Underpinning Ramsay Health Care UK's purpose strategy is the centering of its people as its route to success as an organisation. As a business, it understands that the safety, satisfaction, wellbeing and inclusion of its colleagues is essential to delivering high-quality patient outcomes and experiences. That is why its employees are at the heart of delivering Ramsay Health Care UK's purpose and values.

It invests in its workforce, and wants them to have fulfilling careers - with opportunities for learning and advancement throughout their working life. It makes safety a top priority and integrates safety and risk management into all daily operations. Ramsay Health Care UK is committed to rewarding and recognising its people for their important contribution to the organisation's success through specific schemes and initiatives. Though the sector remains challenged by systemic workforce shortages and pandemic-related absenteeism, it is proud to employ many of the brightest, most dedicated people in healthcare.

Ramsay Health Care UK's recognition and understanding that prioritising its colleagues and the communities it serves will deliver better patient outcomes and improve the organisation overall is crucial in operating as a purpose-led business and as a force for good across the UK.



4 Mapping Ramsay Health Care UK's Activities Against the Purpose Goals

Ramsay Health Care UK has demonstrated a significant positive social impact across five key Purpose Goals. This includes Goal 3: Positive Destinations Post 16+, Goal 6: Fair Career Progression, Goal 8: Good Health and Wellbeing, Goal 12: Sustainable Communities, Goal 13: Harnessing the Energy Transition.



Goal 3 Positive destinations post-16+

Every young person and young adult deserves the choice between a high quality route in education, employment or training.

Traditionally, we've pushed our young people down an academic path, to A levels and then onto higher education and a degree at university. We're seeing more young people become the first person from their family to get to university. It's vital that this path isn't blocked for those with the potential and who want that choice.

The very best purpose-led organisations are focusing on improving internal skills-related schemes and spreading these opportunities to social mobility coldspots through strategic outreach.

Career Paths

Over the next 18 months, the Ramsay Health Care UK team are creating specific 'Career Paths' for all roles.

Under the plan, potential applicants and current staff will be able to go on the organisation's website and in any role within Ramsay a set of needs, experiences and requirements will be shown.

The path beyond this role is also displayed, with progression opportunities upward and the pathway to these also mapped.

The page will also offer all necessary links, information and resources to prospective applicants or current staff looking to progress.

Apprenticeship Schemes

Ramsay Health Care UK offers a range of apprenticeship programmes, ranging from nursing to engineering.

Currently, over 200 Ramsay Health Care UK employees are undertaking apprenticeships in a wide range of areas. The apprenticeship scheme is a key route in boosting social mobility, with specified pipelines for talent to enter the organisation and quickly move up, learning crucial skills along the way.

One example of a potential route through the organisation is Health Care Assistants training to become Registered Nurses and Operating Department Practitioners.

Ramsay Health Care UK also offers a wide range of non-clinical apprenticeships including Accounting, Customer Service, and Coaching Professional.

As an organisation, it has also removed the minimum educational entry requirements for receptionists, opening it up to individuals who, for one reason or another, not achieved what they set out to academically. This has led to a large uptick in application's, recently there were 36 people applying for a single receptionist role.

Over 200 Ramsay Health Care UK employees are undertaking apprenticeships in a wide range of areas.

Case Study Tommy Daines

Tommy joined Ramsay Health Care UK in early 2018 as a bank administration member of staff and soon after was invited to join the Apprenticeship scheme later that year to complete a Level 3 Business Administration apprenticeship. Tommy made remarkable progress in his career with the help of the Apprenticeship scheme.

During his apprenticeship, he was heavily involved in a normal working environment and had the opportunity to take time out to focus on the apprenticeship itself. This helped him develop organisational and operational skills and grow in confidence working with a busy team. He believes this variety and diversity supported him in completing the apprenticeship with a distinction.

Following the apprenticeship, he was offered a full-time role in the NHS team and has held several positions, including EPR Lead at Site Level. He has most recently been appointed as the Bookings and Reception Manager.

Tommy Daines said of the experience: "I feel the apprenticeship had a part to play in how my skills and knowledge have grown in the last 5 years. I have found that throughout my employment Ramsay have been encouraging and supportive of my learning and progression and are an organisation that is focused on individuals development."

Ramsay have been encouraging and supportive of my learning and progression.



Case Study Alex Woolford

Alex Woolford began working at Ashtead Hospital in August 2018 and in early 2019 secured a place on the Ramsay Apprenticeship scheme, enabling him to study for Levels 3 and 4 of the Association Accounting Technician (AAT) accounting qualifications.

Alex recently completed his Level 4 apprenticeship and has been offered the role of Assistant Accountant for North Downs and West Valley Hospital, starting in March 2023.

Paul Johnson, Finance Manager at Ashtead Hospital said: "Congratulations to Alex for passing his Level 4 AAT through the Apprenticeship Scheme, helping him to gain promotion to a Finance Role at North Downs and West Valley.

During COVID, Alex had to put in many hours being trained classroom-style on Microsoft Teams and a lot of hard work has paid off in the end."

Alex plans to continue his studies, working towards a Chartered Accountancy qualification. The team at Ashtead Hospital congratulates Alex and wishes him all the very best in his new role for North Downs and West Valley.

Case Study Stefanie Maggs

Stefanie Maggs resumed as a Theatre Healthcare Assistant (HCA) in early 2021 at Boston West Hospital after taking a break to look after her family.

On her return, Stefanie was presented with the chance to do a vocational qualification to support her HCA role. Initially unsure, Stefanie travelled to Ramsay Health Care UK Headquarters in London for an induction to the course and decided on the spot it was something she would like to pursue.

She commenced the Level 3 Perioperative Support Diploma with Hertfordshire College in May 2021 and has not looked back since.

Stephanie continued her development, now undertaking the Registered Nurse Degree Apprenticeship. With hard work and dedication, she is on track to qualify as a Registered Nurse in November 2023.

As part of her training Stefanie attends Buckinghamshire New University in Uxbridge and resides there for up to two weeks at a time, attending lectures and utilising a simulation suite for practical lessons.

Stefanie will also complete rational placements across other local NHS facilities, including Pilgrim Hospital, which is part of the United Lincolnshire Healthcare Trust. These placements last approximately six to eight weeks at a time and cover a wide variety of specialties.

Stefanie has support and guidance from senior members of staff at Boston West Hospital, along with protected time so that she can complete her placements and coursework.

Touching on the training, Stefanie said: “As a mother of adult daughters and now two grandchildren, it made sense for me to achieve my dream via the apprenticeship route. It means I can still work in a place I love, have a guaranteed job when I qualify, and I haven’t accumulated student debt. It’s a safe way of stepping out of my comfort zone and going for it. I have been extremely lucky with the types of experiences I have been exposed to and have planned. Patients recognise that my uniform is very different from the other student nurses on the wards, and they love to hear about my apprenticeship journey”.

Case Study Siobhan George

Siobhan George joined Oaks Hospital as a bank member of staff in 2017, helping with scanning in the Outpatients department while still at college. She was one of the first to step up and provide additional support when the coronavirus pandemic hit, carrying out temperature screening for all patients entering the hospital.

This crucial experience gave Siobhan an insight into the clinical side of Ramsay and inspired her to pursue a clinical career through the organisation’s UK apprenticeship scheme.

After initially completing a clinical up-skill programme - that enables non-clinical staff to assist the clinical teams - as well as the Care certificate, a discussion with line manager Michelle Webb led to Siobhan’s appointment as an Apprentice Healthcare Assistant and an acceptance onto a Level 2 Apprenticeship.

Michelle Webb said of Siobhan George: “Siobhan has seamlessly transitioned into her clinical role, rotating through all clinical departments during her apprenticeship. She has gained valuable skills and experience and I hope she will continue to grow within a clinical career pathway.”

► Mapping

Graduate Programme

In addition to apprentices, Ramsay Health Care UK also focuses on encouraging university graduates into the medical progression - and developing graduates to develop, grow and thrive in their careers within Ramsay Health Care.

Ramsay Health Care UK's Global Graduate Programme is a 24-month programme including experience in corporate and operational clinical environments. The Graduate Programme also enables the graduates to explore different parts of the world through an international rotation across the company's global corporate and hospital sites.

The company understands that it isn't just about entering the company, but getting on and progressing within it too. There are strong progression routes from the programme to permanent opportunities and rules through the

country. A testimony to this is the fact that many of Ramsay Health Care UK's current business leaders started out within the programme.

Global Ramsay Leadership Programme

The Global Ramsay Leadership Programme facilitates and supports the development of staff across the world.

In 2022 alone, there were 49 participants in the programme globally. In addition to the sector-leading Global Ramsay Leadership Programme, the organisation also attracted hundreds of participants in new leadership, nursing and allied health advancement programmes. Ramsay Health Care UK also recruited hundreds of new clinical and corporate graduates in the same year.

The scheme provides opportunities for graduates to develop a career in healthcare and comprises three placements, each eight months in duration.



Case Study Global Graduates

In September 2021 Sarah Hamilton and Nina Porter joined Ramsay Health Care UK as part of the Global Graduate Scheme.

Sarah worked within the People Team to develop the organisation's Diversity, Equity and Inclusion (DEI) strategy leading to the creation of the extremely successful People and Culture Forum.

Sarah said of the scheme: "I was given a fantastic opportunity to lead the evolution of the DEI strategy. Having the responsibility to progress an incredibly important piece of work that is integral to our Ramsay Way of 'People Caring for People' was an excellent experience. I particularly enjoyed researching and consulting with Ramsay colleagues to understand what matters to people, and how we can sustain and encourage an organisational culture of inclusion and equity."

Nina worked within the Customer Leadership team and was instrumental in launching the Ramsay Cares strategy in the UK.

Nina said of the experience: "I never imagined as a graduate I would be given the opportunity to lead such a large project. Being trusted with Ramsay Cares made my contributions to the company feel valued.

The placement gave me many great opportunities to grow professionally and people were always willing to offer their time. It has been a true pleasure to be part of this graduate scheme and I am excited to learn more about the business in my subsequent rotations."

In 2022, Sarah and Nina started their second rotation, the international placement. Both were based in Sydney; Nina in the Global Head Office and Sarah in the Ramsay Australia Head Office.



It has been a true pleasure to be part of this graduate scheme and I am excited to learn more about the business in my subsequent rotations.



Goal 6 Fair career progression

Opportunities for career advancement should be based on ability and potential, not connections.

The chance to keep developing once in work and progress in a career isn't just important from the perspective of increasing earnings and thus social mobility, it's about how individuals can continue to feel challenged and learn even once they have left traditional education.

Businesses that work out how to provide those opportunities to keep growing and moving forward will not only perform better, but will increase their delivery of social value towards colleagues.

Internal Focus

One of the three pillars of the Ramsay Cares strategy is 'caring for our people'.

The underpinning 'Ramsay Way' - focused on people caring for people - means patients, practitioners and the team are equally important in the Ramsay Health Care UK ecosystem, and it is acknowledged that none work independently without the best offering and support for all.

an impressive amount of engagement and success from all colleagues

Ramsay Health Care UK is focused on:

- Fostering a safe, caring and inclusive culture
- Engaging and developing it's people
- Delivering high quality patient outcomes and experience
- Being a trusted partner for doctors and clinicians
- Supporting the mental health and wellbeing of all colleagues

People and Culture Forum

In July 2022, Ramsay Health Care UK took the next step in its Diversity, Equity and Inclusion (DEI) journey, creating the People and Culture Forum for all 7,000 staff in the UK.

Sponsored by the Executive Team but very much a grassroots organisation, the People and Culture Forum is now central to Ramsay Health Care UK affecting positive change in the space of DEI through tailored staff mechanisms.

Colleagues vote directly on their representative to the Forum and since its inception has seen an impressive amount of engagement and success from all colleagues.

The next step in the organisation's DEI strategy, and the People and Culture Forum directly, is to set up a number of People Resource Groups.

These are Groups that are open for colleagues to be active in and engage on specific issues that are important to them. It can allow them to voice specific concerns or challenges and steer specific internal policy on Ramsay Health Care UK's DEI strategy.

The organisation's proactive and grassroots approach to DEI is unique and is an impressive first step in creating a comprehensive strategy specific to the UK.

Employee Engagement Survey

This agenda 'caring for our people', aimed at delivering for colleagues, is continually reviewed and maintained through an employee engagement survey conducted globally every year.

Thousands of Ramsay Health Care UK colleagues shared their ideas and feedback in the 2021 global employee survey and it experienced improved engagement in six of eight countries. The response has been used to develop regional action plans, focusing on local needs.

On the back of this, several immediate 'people priorities' became clear:

- ▶ providing more flexible working conditions
- ▶ offering accessible learning and training opportunities
- ▶ expanding leadership programmes
- ▶ investing in technology to simplify processes and allow employees to spend more time with patients

As part of Ramsay Health Care UK's global sustainability goals, announced in 2022, it has committed to continue strong progress towards its quarterly set employee engagement goals - this goal is currently partially met and is improving with each quarter.

Talent Mapping

As part of its extensive employee offering - Ramsay Health Care UK offers talent mapping for a large group of its staff.

This involves a sit down with each colleague and tracks current performance and potential.

360 people were talent mapped in the last cycle and the organisation has aspirations to carry out the process for every single employee.

People Caring for People

Maintaining a strong workforce remains an ongoing challenge in the industry, and in response Ramsay Health Care UK has reviewed how it can continue to support and invest in staff to help them further develop and reach their potential in their roles. Investing in its workforce to 'grow our own' is a fundamental pillar for the organisation.

Six employees have benefited from scholarship funding to undertake further studies. An Orthopaedic Scrub Academy is also being set up to enhance and diversify the skill set of qualified staff, providing further experience and securing a pipeline of future clinical leaders within the organisation.

Ramsay Health Care UK acknowledges that to deliver the best care to patients, it must facilitate the progression and prospects of staff. This means ensuring all colleagues receive the same support and offered to patients.

In response, it has rolled out a successful Mental Health First Aider (MHFA) programme for staff to choose to take part in and become an accredited MHFA within the business.

100 MHFA's have been trained since its launch in 2020, and are now able to provide mental health first aid support to colleagues in an emergency situation and signpost individuals to the right resources if they are struggling.

This supports the overall ambitions of the Ramsay Cares Strategy, which is focusing on how the business can become a more sustainable healthcare provider focusing on People.

► Mapping

Planet and Communities.

Ramsay Health Care UK is now exploring how to further enhance the service to meet the needs of the entire team including consultants and senior leadership who may feel unable to access the current service provision.

The organisation's goal is to ensure that all of its teams are able to access suitable support whenever they need it, making sure it continues to demonstrate its 'people caring for people' pillar.

Cost of Living Staff Support

The Cost of Living Crisis threatens to be a blocker to staff progression, both mentally and financially.

In response, Ramsay Health Care UK has ensured no staff member at any of its sites across the UK will be paid under £10.45 and a large majority of staff received a pay increase of 10%. It also offered a £250 one off payment to all staff members.

Nutrition is a key factor to success that may slip in times of financial hardship. A recent survey has revealed that one in seven working people in the UK are skipping meals due to the rises in the cost of living .

To counteract this, it offers a subsidised canteen for colleagues where they can purchase food at lower than market value prices. For example, staff can purchase a sandwich and a portion of soup for £1.60 at the Winfield Hospital in Gloucester.

Free tea and toast is also offered every morning to all staff members, as well as a diversified catering calendar celebrating different days of the year, especially religious holidays.

Scholarship Fund

The organisation runs a Scholarship Fund every year, which allows employees to - if applicable to

their role or work generally - receive funding to support their work if not delivered or offered internally.

Over £30,000 was spent last year by Ramsay Health Care UK through the Scholarship Fund.

Case Study **Ramsay Scholarship Fund**

Electronic Patient Record Clinical Lead Tommy Capstick took full advantage of the development support offered to Ramsay Health Care UK staff by using the Ramsay Scholarship Fund to help complete his MSc in Health Informatics to Distinction Level.

Tommy said of the opportunity: "In September 2019, I started an MSc in Health Informatics supported by the Ramsay Health Care UK Scholarship Fund. As Clinical Lead for the EPR programme, my responsibility is to ensure the system and its processes are implemented safely and effectively. So I was inevitably apprehensive about starting such a challenging course alongside my role at the climax of the EPR project."

"The MSc in Health Informatics covered a broad spectrum of modules, including the design, development, safety, evaluation and implementation of digital health technologies. The experience of completing the MSc has given me a unique insight into how hospitals operate and interact with IT infrastructure, teaching me how to work with staff and teams to improve software design and configuration for large, complex healthcare organisations."

" I am very grateful to Ramsay for supporting me through the scholarship fund. It is a source of pride to work in an organisation that has embraced such a massive change in its ways of working and use of modern digital health technology".

Progression Programmes

Effective employee progression is key to Ramsay Health Care UK's people pillar. It offers a range of internal colleague progression programmes, allowing all employees - clinical and non-clinical - access to social mobility boosting career development:

- ▶ 'Leading our Leaders' - An internal course for prospective hospital directors. The course offers a Level 6 qualification, with the groups aimed to offer 50/50 equal representation between men and women.
- ▶ 'Managing our workers' - An extensive practical development programme offered to all Ramsay Health Care UK employees.
- ▶ 'Leading with Influence' - A programme tailored for those currently not leading a team but with leadership aspirations. This programme is proactively advertised to all colleagues and is focused on building on leadership skills and capabilities. This programme runs one day a week for four consecutive weeks face to face, and runs three times a year.
- ▶ 'Managing our People' - A practical programme aimed at all managers of teams. It focuses on the specific practical elements of managing people and is centred around correct and effective processes. This programme is run four to five times a year with 26 different sessions that are continually updated.
- ▶ 'Leading our People' - This programme is aimed at colleagues already in leadership positions and are looking to take on a bigger or broader role. The programme is run one day a month for ten consecutive months. If this programme is completed, successful staff secure a Level 5 Institute of Leadership and Management Qualification.
- ▶ 'Leading our Business' - This programme is aimed at the most senior colleagues, hospital directors for example. The course aims to help colleagues reflect on and understand the impact they have as a senior leader on the culture they create and the importance of displaying the correct behaviours and the correlation to the output of their teams.
- ▶ Assessment Centre - if a colleague is interested in becoming a Hospital Director, they can take part in an Assessment Centre process which takes them through a potential application process for the role and will be given feedback at each stage of the process. At the end of this process each applicant will be given a specific development plan. Of the eight people who applied to the programme last year; two are now Hospital Directors, two went on to senior roles in the Corporate Team and one went on to take part in an internal Senior Leadership programme.

Effective employee progression is key to Ramsay Health Care UK's people pillar. It offers a range of internal colleague progression programmes, allowing all employees - clinical and non-clinical - access to social mobility boosting career development



Goal 8 Good health and wellbeing

Improving mental and physical health at all ages to boost overall well-being and allow people to fulfil their potential.

Health and wellbeing inequalities lie at the heart of driving levelling up and improving social mobility with good health and wellbeing often the precursor to a person being in a position to make the most of their talents and in work, and feeling they can consider taking the next step in their career.

The COVID-19 pandemic has shone a stark light on the health inequalities that exist across the UK and how they impact on wider life. The statistics on diverging life expectancy offer a clear sense of how communities even living side by side can have very different outcomes.

Healthcare organisations therefore play an even bigger role in delivering against Goal 8. Often operating as bedrocks of the community with an expectation of delivering the very best clinical care to patients, while championing wellbeing across its workforce.

Best-in-Class Clinical Outcomes

Ramsay Health Care UK operates with an unwavering focus on clinical quality, governance and patient safety. This has been reflected in 97% of Ramsay Health Care UK sites holding ratings of 'Good' by the Care Quality Commission.

During the pandemic, with an unrelenting focus on safety, the organisation was able to operate without disruption and to provide vitally needed services to patients.

Using its 'Speaking Up For Safety' programme, which enables staff to speak up to maintain patients and their own safety, clinical teams across the globe came together to review and deploy appropriate clinical protocols and pathways. The impact of this programme was recognised with the business winning the 'Healthcare Outcomes' award in the UK.

Despite a challenging environment and frequently changing evidence surrounding the virus, Ramsay Health Care UK is proud that its robust management of clinical pathways coupled with outcome data demonstrates that the risk to patients was mitigated and patients were not put at undue risk of acquiring COVID-19 when receiving treatment in its hospitals.

Health and Wellbeing Tracked Improvement

As part of the organisation's sustainability goals, Ramsay Health Care UK has a number of health and wellbeing based tracked actions:

- 100% accreditation for Ramsay Health Care UK facilities - this is ongoing.
- Better than national quality benchmarks - this is achieved.
- Maintain patient experience outcomes - this has been partially met.
- Maintain focus on patient safety training - this is ongoing.
- Maintain workplace safety performance - this is ongoing.
- Train 3% of the workforce in mental health first aid by 2026 - this is on track.

- ▶ Continue to facilitate leading medical research and clinical trials in Ramsay Health Care UK facilities to advance patient and community health outcomes - this is ongoing.
- ▶ Partner with a focus on preventative healthcare and mental health - this is ongoing.
- ▶ Support local communities and promote awareness of the importance of health and wellbeing - this is ongoing.
- ▶ Establish Group Mental Health, Wellness and resilience framework - this is ongoing.

Covid-19 Response

Ramsay Health Care UK colleagues across the UK, and the globe, continue to play a leading and active role in the COVID-19 response.

As well as delivering urgent care for COVID-19 patients, its staff have made significant and wide-ranging contributions to combat the pandemic and protect communities.

On the back of Ramsay Health Care UK's dedication and comprehensive support to its communities and the NHS over the pandemic period, the group was nominated as 'Private Hospital Group of the Year 2021' on the back of an exemplary response to the crisis.

The organisation carried out the highest volumes of NHS surgeries in the independent sector, delivering 144% of the agreed planned activity and provided 750,000 episodes of care for NHS patients.

Over 16,000 cancer treatments, both NHS and privately-funded, have been provided by Ramsay Health Care UK since March 2020, including critical breast and colorectal surgery alongside chemotherapy – providing vital services to patients in their time of need.

Despite challenges from the ongoing pandemic, the business has continued to invest in building healthcare capacity and has opened two brand new, state of the art day-case hospitals and continues to pioneer the day-case pathway.

Ramsay Health Care UK was delighted to be named the first independent sector organisation to achieve National Joint Registry (NJR) Quality Data Provider status across all of its hospitals that provide orthopaedic services, offering vital frontline healthcare during COVID outbreak.

As an organisation, it was clear that it would play its role in supporting the NHS by ensuring all its resources including capacity, staffing and equipment would be at the disposal of the NHS as needed to help manage the outbreak.

Ramsay Health Care UK opened up over 1,000 beds and 100 operating theatres for use by the NHS and provided 750,000 episodes of care for NHS patients for outpatient appointments, diagnostics and surgery, including urgent services such as cancer, trauma and acute care.

In addition, Ramsay Health Care UK provided ventilators and specialist equipment for use as required in NHS hospitals. Its team members have worked almost 40,000 hours in NHS Trust ICU and palliative care wards, supporting their NHS colleagues.

The Ramsay Health Care UK mobile diagnostic team has also undertaken over 130,000 Magnetic Resonance Imaging (MRI) and Computerised Tomography (CT) scans for NHS and privately funded patients and it welcomed over 800 new doctors into facilities to help deliver these services including over 500 junior doctors.

A critical part of Ramsay Health Care UK's support to the NHS has been the delivery of cancer surgery and chemotherapy care to maintain the provision of acute services in spite of challenges presented by the pandemic. Many of Ramsay Health Care UK's hospitals have hosted NHS cancer services to great success, with over 16,000 cancer treatments provided to patients since March 2020.

► Mapping

Investment in Diagnostic Services

Ramsay Health Care UK invested over £28m into diagnostic services in 2020/21 in recognition of the growing demand from patients and referrers, particularly in relation to cancer services.

The mobile fleet is now made up of seven MRI scanners and three CT scanners, with additional mobile MRI and CT mobile scanners joining the fleet in 2022. The organisation also has a further six static CT and eleven static MRI scanners across its hospitals. With upgrades completed this year for three hospital MRIs and new MRI installs completed in 2022 to support the local health market, the organisation has a clear investment strategy to increase its diagnostic capacity.

On average, the mobile service performs 45,000 scans each year, in addition to the scanning undertaken in Ramsay Health Care UK radiology departments within the hospital setting. Since

March 2020, over 130,000 patients have been scanned within a Ramsay Health Care UK diagnostic facility.

Its investment in 2021 included six 3D mammography machines, alongside many other imaging modalities including C-arms, ultrasound, digital x-ray and the cross sectional modalities. The 3D mammography machine creates multiple images of the breast from different angles and is used to look for breast cancer in people who have no signs or symptoms.

This technology can also be used to investigate the causes of breast problems. The machine enables teams to provide a superior breast imaging service, with high demand from privately insured or self-paying patients.

Ramsay Health Care UK has an ambitious programme in place to deliver its diagnostic strategy, and the considerable investment is set to continue ensuring services are accessible at all hospital locations for all patients.



Patient Case Study **Heath Samples**

Five years ago, 50 year old Heath Samples from Scarborough, North Yorkshire was told that he would need hip surgery. Worried that surgery and recovery time would affect his active lifestyle and work, Heath decided to put it off until the pain was so bad that he walked with a limp.

Heath said: “I was told five years previously that it was ‘well wrecked’ by an orthopaedic surgeon friend who had seen an x-ray, but I decided to leave it as I was both too busy and didn’t want to go through the operation and recovery. In the end the movement was so restrictive that I was struggling to do anything with a smile, I would decline active invitations to do things and my hobbies were starting to narrow. My family and friends were all telling me that I was limping and it got to a point where the pain was getting unbearable and I was in discomfort 24/7.”

In 2017, Heath met Consultant Orthopaedic Surgeon, Tony Maury at Ramsay Health Care UK’s Clifton Park Hospital in York, and decided to use his insurance to pay for his treatment. “Tony was fantastic. I remember seeing my x-rays and the hip was a real mess...It was a very professional yet relaxing approach to my hip replacement. The information was continual and I was fully informed of the whole process, start to finish, in a nice simple manner. It put my mind at complete rest. The ward staff were really helpful, supportive and fun, nothing was too much trouble.”



Heath’s hip replacement surgery meant a three night stay in hospital, and as part of his recovery, was treated by the physiotherapy department on-site at Clifton Park Hospital.

After a week, he was back on his feet; walking unaided by four weeks Heath chose Clifton Park Hospital after a recommendation.

“I knew it already had an excellent reputation from friends who had used it before. I went on that recommendation and it was the best thing I ever did. The whole experience was fantastic.”

When asked about his experience, Heath said: “Do it. Do it now. It’s absolutely nothing and it will change your whole life, trust me, I wish I’d have listened to people telling me five years ago.”

I knew it already had an excellent reputation from friends who had used it before. I went on that recommendation and it was the best thing I ever did. The whole experience was fantastic



Goal 12 Building homes and sustainable communities

Communities that are safe, with a good quality of life and homes people can afford are communities that are sustainable in the long run. For communities that aren't, they risk losing their talent and driving away the very opportunities from business investment that could transform their fortunes.

Industry-leading socially conscious organisations are taking a whole-life approach to their operations, and are taking deliberate measures to improve the communities within which they operate.

Caring for the Community Pillar

One of the three Ramsay Cares pillars is 'caring for our community':

Through beginning the Ramsay Cares journey, underpinned by three clear operational pillars, As an organisation, it acknowledges the responsibility it has within the local communities it serves - its action in the community must stretch beyond simply connecting patients to skilled practitioners. Ramsay Health Care UK realises that it has an important role to play in local communities, and in serving society at large.

Ramsay Health Care UK's community-based strategy is focused on:

- Advancing health outcomes through medical research, clinical teaching and training
- A global approach to preventative health care
- Responsible sourcing and ethical supply chains
- Making high quality healthcare more accessible through facilities in a growing number of regional cities and towns
- Providing local job opportunities, promoting economic growth and regional stability
- Contributing to scientific and medical research capacity, building knowledge and partnerships
- Supporting important community causes, charities, awareness and education campaigns

Case Study Sue Ryder Hospice Support

As part of the wider Ramsay Cares strategy, each contracted employee can take a day of leave per year to contribute to charity, community and other good causes. This is known as 'Giving Back Day'.

Ramsay colleagues at the Winfield Hospital in Gloucester used their Giving Back Day to provide much needed assistance to their local Sue Ryder Leckhampton Hospice. Sue Ryder supports people who are living with terminal illness, a neurological condition or who have lost someone.

Mark Thomson, Tracey Wilson, Imogene Douglas and Clare Roberts spent a day volunteering at the hospice, digging out bases in readiness for a new summer house. The summer house, which overlooks Cheltenham and the Malvern Hills, will provide families and friends with somewhere to go to get away from a clinical setting.

Investment in Community Hospitals and Local Services

Despite the challenging operating environment, Ramsay Health Care UK has continued to invest in, and develop its estate, opening three brand new, state of the art, day-case hospitals in the UK since March 2020.

The new hospital facilities based in the Staffordshire, Stourside, and Preston areas build upon the excellent relationships of existing hospitals in those areas, adding a 'hub and spoke' model to the services being provided and improving Ramsay Health Care UK's ability to continue to pioneer its day surgery model.

Buckshaw hospital, in Preston, works in partnership with local commissioning groups to deliver joined up healthcare services in Preston, Chorley, and the surrounding communities - a region with some of the most disparate health inequalities in the UK.

The hospital was opened by Professor Tim Briggs CBE, National Director of Clinical Quality and Efficiency of NHS England, as well as representatives from local businesses and the local community.

The organisation's innovative model has facilitated this investment by harnessing its skills - providing a rapid service, for the benefit of patients and referrers.

The pre and post-operative processes are well managed, and by taking steps preoperatively to minimise postoperative effects of anaesthesia, pain, and nausea Ramsay Health Care UK is able to offer patients a superior service. In turn, this provides theatre efficiencies that allows doctors to treat more patients and for referrers to receive commercial benefit through clinical innovation and the organisation's model of care.

The delivery of care and reform of pathways is inevitable, and therefore investment into this model of care is a core pillar of Ramsay Health Care UK's major development programme and overall strategy.

Since March 2020, the organisation has invested over £28 million in its diagnostic capabilities, including 13 new diagnostic imaging modalities - MRI, CT, and 3D Mammography.

Despite the challenging operating environment, Ramsay Health Care UK has continued to invest in, and develop its estate, opening three brand new, state of the art, day-case hospitals in the UK since March 2020.

► Mapping

This investment programme will continue into the coming years as part of the diagnostic strategy to ensure early diagnosis and improved patient outcomes.

This is no better illustrated than through the organisation's Glenwood Hospital project - adding a fourth day case and diagnostic centre in the Kettering area.

Building has commenced on a brand new state-of-the-art day case unit and diagnostic centre in Glendon, Kettering. The new facility will be an extension of services already offered at Woodland Hospital, part of the Ramsay Health Care UK group, just under 4 miles away.

The new hospital is planned to open in summer 2023 and will provide services for private, insured and NHS patients within the local community and further afield. Facilities will include two theatres and an endoscopy unit, outpatient consulting rooms and a fully comprehensive radiology department including digital Mammography, static CT and MRI, X-Ray and Ultrasound.

This major development will also create new employment opportunities in the local area, with approximately 150 vacancies in nursing, nursing support, clinical, administration and support services, with many opportunities for training and professional development.

New employment opportunities in the local area, with approximately 150 vacancies in nursing, nursing support, clinical, administration and support services

Case study Best Practice Partnership with East Suffolk and North East Essex NHS Foundation Trust (ESNEFT)

In 2022 Ramsay Health Care UK was awarded the LaingBuisson Award for excellence in Public and Private Sector Partnership. This involved a successful strategic partnership between the public and independent sectors with a focus on outcomes, value for money and innovation.

In 2016, the North East Essex (NEE) Clinical Commissioning Group (CCG) approached Oaks Hospital, part of Ramsay Health Care UK with a proposal to establish a formal arrangement for the delivery of elective care in the Colchester and Tendring area. Oaks already maintained a positive working relationship with Colchester Hospital University Foundation Trust, but the NEE CCG felt additional value could be gained by formalising their synergy in a number of key areas such as delivery of elective work, shared consumables and procurement. As a result, the NHS and Ramsay Health Care UK teams formed the foundation of a long-term partnership based on cross-functional collaboration.

In 2017, the collaboration with NEE CCG and Colchester NHS FT - which later became part of East Suffolk and North Essex Foundation Trust (ESNEFT) - was expanded to include Ipswich. This enabled consultants to travel between Colchester and Ipswich while working with Oaks on the local health economy's elective waiting lists.

The relationship was strengthened further when the pandemic struck in March 2020. ESNEFT shifted its focus to managing COVID positive cases, and Oaks repurposed its facilities to become the designated COVID free and 'green site' in the area.

The most serious concern identified by ESNEFT was for the immediate treatment of a group of 30-40 colorectal cancer patients. The decision was made collectively that Oaks would be the best place for these patients to undergo

surgery, but the complexity and serious clinical risks associated with such procedures were not typical for an Independent Sector hospital. As the teams were used to solving problems together, within literally 18 hours whole teams were lifted and relocated from the Trust. NHS teams trained Oaks staff in new competencies and processes and Oaks was transformed within days to support complex cancer patients and ensure they could access the critical care they required.

During the pandemic, Ramsay Health Care UK was asked to assist with CT services as the Trust lost all CT scanning capacity and was struggling with demand, especially in regards to suspected cancer patients. Without hesitation, Ramsay Health Care UK contracted a mobile CT scanner and began scanning all suspected cancers for the entire Suffolk & North East Essex (SNEE) ICS. This ensured identified patients were not required to wait an unknown length of time for a diagnosis. This occurred over a 9-month period and was sufficient to support the business case for an additional static CT scanner, positioned at Oaks, which continues to provide this service in the local area.



The partnership is a success because of the organisations' collaborative approach to support, mutual aid, and shared problem solving. Those behaviours were critical to the response during COVID, when whole services including the colorectal cancer pathway, urology and gynaecology clinics, were relocated to the hospital, frequently with little to no notice. Challenges were overcome through a best-efforts approach, constant communication at all levels of both organisations and a solution-focused attitude. Daily meetings were held during the peak of the pandemic and continue to this day to discuss system issues and allow teams to prioritise as needed.

Paul Gibara, Director of Performance Improvement for NHS Ipswich & East Suffolk CCG, West Suffolk CCG and North East Essex CCG said:

“The current relationship which has been created over a number of years between Oaks, Suffolk and North East Essex system and ESNEFT has strengthened our ability to respond to what has been an extremely challenging 2 years and look to future recovery from a sound foundation.

Principles which have served to typify this relationship can be best described as based on close partnership between ESNEFT developing into a joint integrated approach to waiting list management, open and transparent inclusion into system conversations and committees, belief that independent sector partners have a significant role to play in the delivery of elective care and wellbeing of our population, mutual learning and opportunities to improve the quality and access to care.”

The partnership is a success because of the organisations' collaborative approach to support, mutual aid, and shared problem solving



Goal 13 Harness the energy transition

People and the planet are two sides of the same coin. As we progress further with the energy transition it will become an ever more fundamental part of the debate on opportunity creation and social mobility.

The transition to a net-zero Britain is a unique opportunity to forge new careers and roles but strategically targeted in the very places where they can make the most difference.

First however, organisations across all industries need to take a serious and rigorous approach towards achieving net-zero as quickly as is possible - while also investigating possible areas for further people-based social value creation as a result.

Caring for the Planet Pillar

One pillar of the Ramsay Cares strategy is 'Caring for our Planet' - Ramsay Health Care UK recognises that protecting the environment for future generations is critical and must be central to all operations moving forward.

In-line with this pillar, the organisation is focused on:

- Reducing greenhouse emissions and acting against climate change
- Reducing energy and water usage
- Reducing resources use, including single use plastics, whenever it is safe to do so
- Increasing recycling and reducing waste
- Working with suppliers and its supply chain on more sustainable product choices

The organisation ensures it remains on track and is continually reviewing and improving its sustainability practices, tracking internal progress each year with the publication of an annual impact report - covering measures across all three pillars of the Ramsay Cares strategy.

Most recently, Ramsay Health Care UK has renewed its commitment by adding to an already extensive number of best-in-class sustainability measures amongst independent healthcare providers in the UK;

- The organisation has committed to net-zero greenhouse gas emissions by 2035 through the Independent Healthcare Provider Network (IHPN).
- In 2021/2022, Ramsay Health Care UK avoided or replaced more than 38 million single-use plastics.
- The organisation now runs on 100% sustainable electricity across the UK.
- It has already partially met its goal to achieve a 12% reduction in energy intensity by 2026.
- It will continue to identify new water saving opportunities.
- Ramsay Health Care UK has committed to achieving sustainability assessments covering 80% of external suppliers spend by 2026 and is currently on track to achieving this.

Sustainable and Responsible - Development of the Sustainability Strategy

Key to the success of Ramsay Health Care UK's planet pillar, is the acknowledgement of the responsibility it has as a caring organisation to ensure this sustainability agenda is adhered to and extended to the best of its ability.

The organisation recognises that our changing world has shone a bright light on the importance of being a sustainable and responsible business. Ramsay Health Care UK truly understands that caring for its people, supporting its communities and looking after the environment are vital to individual happiness, collective success and future way of life.

The organisation decided to review its sustainability strategy, starting with an in-depth look at what it does and how it adds value to its stakeholders, seen through the prism of the company's guiding philosophy of 'people caring for people' – The Ramsay Way.

Ramsay Health Care UK colleagues across Australia, Europe, the United Kingdom and Asia were engaged with a global project to refresh the organisation's sustainability approach. This process has energised its institutional commitment to long-term sustainability across the company.

The Ramsay Cares strategy is focused on fostering healthier people, stronger communities and a thriving planet.

Ramsay Health Care UK embraces the responsibility that it is here to make a positive impact for current and future generations through health care services that are sustainable, innovative and delivered in 'The Ramsay Way'.

Technology and innovation are giving patients more choice, convenience and control of their treatment and provider.

To keep pace with these changes, Ramsay Health Care UK is growing its technological capabilities, developing new ways of working and creating the partnerships needed to make the organisation a leading, integrated healthcare provider of the future.

This year, Ramsay Health Care UK became the first independent healthcare provider in the UK to implement an Electronic Patient Record (EPR) system of this scale across all its hospitals. The Electronic Patient Record centralises and streamlines patient record keeping across the 34 hospitals to support modern, integrated healthcare.

Implementation of a Fully Electronic Patient Record

In November 2021, Ramsay Health Care UK marked an important achievement of implementing a full Electronic Patient Record (EPR) across all 34 UK hospitals.. The successful roll out, delivered in partnership with IMS MAXIMS, makes Ramsay Health Care UK the only acute private hospital provider in the UK to operate from a single patient record system across multiple site locations.

Over 11,000 active users now operate from a single system to manage patient information consistently supporting the entire patient journey from referral through to discharge. This accomplishment fulfils the Care Quality Commission regulation for healthcare providers to operate from a single contemporaneous record, delivered ahead of all other major independent healthcare providers.

Users are granted access to the EPR based on criteria for their role, and are required to complete training and competency assessments to use the system. Key functionality includes patient admission and discharge information, referral management and triage, scheduling and appointment correspondence, order communications, referral to treatment pathways, real-time bed management and theatre management.

The project, which has been in progress for a number of years, was achieved through commitment by the entire Ramsay Health Care UK and MAXIMs teams across all departments. A dedicated EPR project team was in place – which included subject matter experts in clinical, non clinical, information security, technology and digital – to ensure that the system was fit for purpose, clinically safe and set up to support the ongoing programme of digital transformation that Ramsay is committed to.

► Mapping

The approach to implementation promoted active stakeholder engagement across a wide range of key groups that included clinical and non-clinical staff, and doctors across all specialities. An intense programme of training and change management was introduced to prepare teams for the system roll out, and a team of hypercare specialists were deployed at go live to provide face-to-face support to users and to minimise disruption to services for patients.

Ramsay Health Care UK now leads the sector in introducing a comprehensive, standardised digital journey across all hospital sites. The platform has allowed the organisation to implement consistent pathways, processes and assessments in every hospital, meaning patients, clinicians, payors and wider stakeholders can be confident of high quality services wherever care is received in the organisation. With instant access to patient records, which are updated at the point of care, clinicians and staff are assured that they have the most up to date information regarding the patient. The ability to access records remotely has also been a significant change for Ramsay Health Care. Doctors are

now able to review patient information from outside a Ramsay Health Care UK hospital and benefit from real time information regarding patient status.

Furthermore, patients, clinicians and referrers can be reassured that information regarding the individual is comprehensively and clearly recorded. The team designed the system to be patient-centred to enable the efficient management of information in a consistent, reliable and secure way. Driving efficiencies in the management of the patient pathway and bringing together information in a standardised manner enables robust reporting of outcomes that can be measured and benchmarked in a continuous cycle of clinical and operational improvement.

Ramsay Health Care UK has invested over £25m into the project, which has revolutionised the way it operates. It is the first step on the road to digitising services. To meet the needs of patients, referrers, doctors and industry regulators, it must continue to develop, digitise and deliver outstanding care in a person-centred, accurate and quality assured way, utilising suitable technology to enable it to do so.





Case Study Innovative Care Delivery through Home Chemotherapy Treatment

In recognition of the anxiety patients have felt during the pandemic to come into hospital settings, Ramsay Health Care UK has established and now offers an innovative, home chemotherapy service.

Providing a holistic, end-to-end service, the dedicated HomeCare team of nurses provide continuity of care and develop a relationship with each patient, being part of their entire cancer treatment experience both in and out of the hospital setting.

The benefit to the patient is significant and feedback on the service has been extremely positive. To support this, clinicians have access to systems that allow them to review patient care and monitor the patient journey remotely

including the EPR, multi-disciplinary teams, electronic prescribing and administration of chemotherapy drugs.

In 2022, Ramsay Health Care UK is set to introduce a patient app to further enhance the patient experience and provide additional support to the patient 24/7.

Patient Testimonial, May 2021: “Facing chemotherapy was quite daunting so after the initial sessions, it was great to know that the hospital team could come to my home for blood tests and chemotherapy. I didn’t have my own transport or someone to take me to the hospital and stay during the treatments, so the home care made a huge difference. I was more comfortable and the team’s dedication to my wellbeing and recovery were invaluable as we could also discuss any other issues or worries that I might have about my cancer.”

5 Analysis

Ramsay Health Care UK has a significant role to play in leading the independent healthcare sector in the UK.

It is innovating, delivering best-in-class patient outcomes through large-scale investment in technologies. For its colleagues and the communities it serves, Ramsay Health Care UK is leveraging its work against the comprehensive Ramsay Cares strategy - ensuring as an organisation, it is continually reviewing and improving its work in producing social value for these groups.

Crucially, it is the leading independent healthcare provider in partnership with the NHS.

Outlined in Goal 12 - Building Homes and Sustainable Communities - Ramsay Health Care UK's best in practice approach to working with the NHS is encapsulated through its partnership with East Suffolk and North East Essex NHS Foundation Trust (ESNEFT). The relationship began in 2016, however was developed and strengthened during a time of need for the NHS during the pandemic. ESNEFT and Ramsay Health Care UK now operate a joint integrated approach to waiting list management and a transparent inclusion into system committees.

This work displays the unique position independent healthcare providers have in the delivery of care and the overall wellbeing of the population - as well as providing learning opportunities for both sides. Ramsay Health Care UK's activity in this space during the pandemic earned the organisation nomination for the 2022 LangBuisson Award for 'Excellence in Public and Private Sector Partnership'.

Crucially, Ramsay Health Care UK acknowledges the importance not only of community partnerships on the ground but also more macro-level changes needed in relation to sustainability and the path to net-zero. This is outlined in Goal 13 - Harnessing the Energy Transition.

A key pillar in the Ramsay Cares strategy is 'Caring for our Planet'. The organisation has already displayed industry-leading commitment to this pillar, operating on 100% sustainable electricity across the UK.

In November 2021, it also rolled out the implementation of a full Electronic Patient Record (EPR) across all 34 hospitals in the UK. The service now has over 11,000 active users, with Ramsay Health Care UK the lone acute independent hospital provider in the country offering such a service. The service not only benefits the planet, using less physical resources for patient-recording, but it also aligns with the NHS goal of bringing care closer to people's homes and communities - boosting the access to and the streamlining of care.

Despite the extremely challenging environment for all organisations across both the public and private sector, Ramsay Health Care UK continues an ambitious focus on investment in clinical technologies and an extension of its hospital sites. As outlined in Goal 8 - Good Health and Wellbeing - this focus has been reflected in 97% of Ramsay Health Care UK sites in the UK holding ratings of 'Good' by the Care Quality Commission.

In 2020/2021 alone, Ramsay Health Care UK invested over £28 million into diagnostic services in acknowledgement of the growing demand from patients and referral services, particularly in relation to cancer patients. As part of this investment, Ramsay Health Care UK extended its mobile fleet of MRI and CT scanners, with the service now performing 45,000 scans a year.

This type of innovative service is bringing quality care to people's homes, where they may not be close to or able to travel to healthcare facilities. It is also part of Ramsay Health Care UK's comprehensive diagnostic strategy, aimed at ensuring early detection and diagnosis - facilitating an overall increase in preventative care and of wellbeing across communities in the UK.

Its ambitious and comprehensive people-focused approach to care is extended to Ramsay Health Care UK's colleagues.

One of the three key pillars underpinning the organisation's social value, Ramsay Cares, strategy is 'caring for our people' - with Ramsay Health Care UK seeking to extensively develop its already impressive work in these areas.

This agenda has been developed and is continually reviewed through Ramsay Health Care UK's global Employee Engagement survey conducted every year. The level of engagement has been steadily increasing in recent years, and responses have been used to develop localised action plans.



Ramsay Health Care UK's approach to its colleagues extends further down the talent pipeline, to young people seeking their first opportunity or those who are currently out of employment - with its broad apprenticeship scheme. The scheme ranges from clinical to non-clinical opportunities, meaning individuals without specific experience or academic qualifications can flourish within the organisation.

Critically, in boosting social mobility, Ramsay Health Care UK offers a well-defined route into and up the organisation - with the apprenticeship programme leading to Health Care Assistants training to then become Registered Nurses and Operating Department Practitioners.

The scheme ranges from clinical to non-clinical opportunities, meaning individuals without specific experience or academic qualifications can flourish within the organisation.

6 Recommendations

Ramsay Health Care UK has displayed an impressive organisational commitment to the Purpose Agenda and the wider deliverance of social value to its colleagues, patients and the communities it serves.

The following recommendations have been suggested after analysing, against a strict social impact framework, where Ramsay Health Care UK could go even further in delivering against its underpinning purpose - people caring for people.

Prioritising NHS Partnerships

1 | Ramsay Health Care UK is already leading the way in the UK's independent healthcare sector, especially in partnerships with the public sector.

In particular, its partnership with East Suffolk and North East Essex NHS Foundation Trust (ESNEFT), beginning in 2016 but developed significantly during the COVID-19 pandemic, earned the organisation the 2022 LangBuisson Award for excellence in Public and Private Sector Partnership.

Ramsay Health Care UK's continued committed integration with ESNEFT means the two organisation's now operate a joint unified approach to waiting list management and a transparent inclusion into system committees from both sides.

However, Ramsay Health Care UK's reach is much further than simply East Suffolk and

North Essex. The organisation has a significant footprint across the UK, with 34 healthcare facilities spread out across the country.

Although there are other cases of Ramsay Health Care UK partnering with the NHS, this case of best-practice with ESNEFT should operate as a spring-board for the organisation to prioritise place-based care partnerships and integrated solutions with the public sector wherever possible.

Ramsay Health Care UK could use the model - proving successful at ESNEFT - of integrating waiting list management and inclusion into system committees with local NHS and public healthcare providers.

Integrated partnerships between the public and independent sector only stand to further benefit communities within which Ramsay Health Care UK is already deeply embedded. It also allows the NHS to lean on and gain support from the organisation in a time of acute need for the public sector.

The plethora of NHS Trust's and organisations already within the Purpose Health Coalition offer an opportunity to pursue and prioritise this agenda.

The plethora of NHS Trust's and organisations already within the Purpose Health Coalition offer an opportunity to pursue and prioritise this agenda.



Talent Pipeline

2 | Ramsay Health Care UK has an extensive agenda of apprenticeship and graduate opportunities. All have clear options for progression within the organisation, for both clinical and non-clinical roles.

Many colleagues have moved up, from an administrative role for example, to a clinical-based role, gaining crucial skills and qualifications while working with the organisation - boosting their social mobility.

Ramsay Health Care UK however could develop a more strategic and planned outreach approach to schools, colleges and universities in the regions where it has a significant presence. As early engagement as possible, with school children, around career opportunities within the organisation and the healthcare sector in general would allow Ramsay Health Care UK to produce the most value out of its already comprehensive internal talent pipeline.

Initially, Ramsay Health Care UK could prioritise outreach into local primary and secondary schools - especially in areas with particularly high deprivation - to offer information around careers with the organisation.

This outreach could feed directly into the fantastic work Ramsay Health Care UK undertakes in its apprenticeship schemes and graduate programmes.

Socio-economic Tracking

3 | As mentioned previously, Ramsay Health Care UK offers a number of internal training, coaching and mentoring programmes - supporting career progression for colleagues with extremely impressive results.

Another important, but sometimes overlooked, aspect crucial to fair career progression is a proactive identifying of what kind of employee progresses, and where potential blockages may appear for particular individuals.

The organisation could identify individuals in need of further support through strategic socio-economic tracking.

Ramsay Health Care UK is also ready to take the next step in its equality, diversity and inclusion strategy; the use of effective tracking to produce a framework of tailored support would be sector leading.

Through four questions developed and implemented by the Equality of Opportunity Coalition - a key part of the wider Purpose Coalition - Ramsay Health Care UK could identify the socio-economic background of all employees and any potential barriers to progression that may appear.

These four questions are;

- ▶ 'What was the occupation of your main household earner when you were 14?'
- ▶ 'Which type of school did you attend for the most time between the ages of 11 and 16?'
- ▶ 'If you finished school after 1980, were you eligible for free school meals at any point during your school years?'
- ▶ Did either of your parents attend university and gain a degree (e.g BA/BSc or equivalent) by the time you were 18?'

Through the application of this mechanism and further information is collected on employees - bespoke support systems can be undertaken.

**PURPOSE
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