



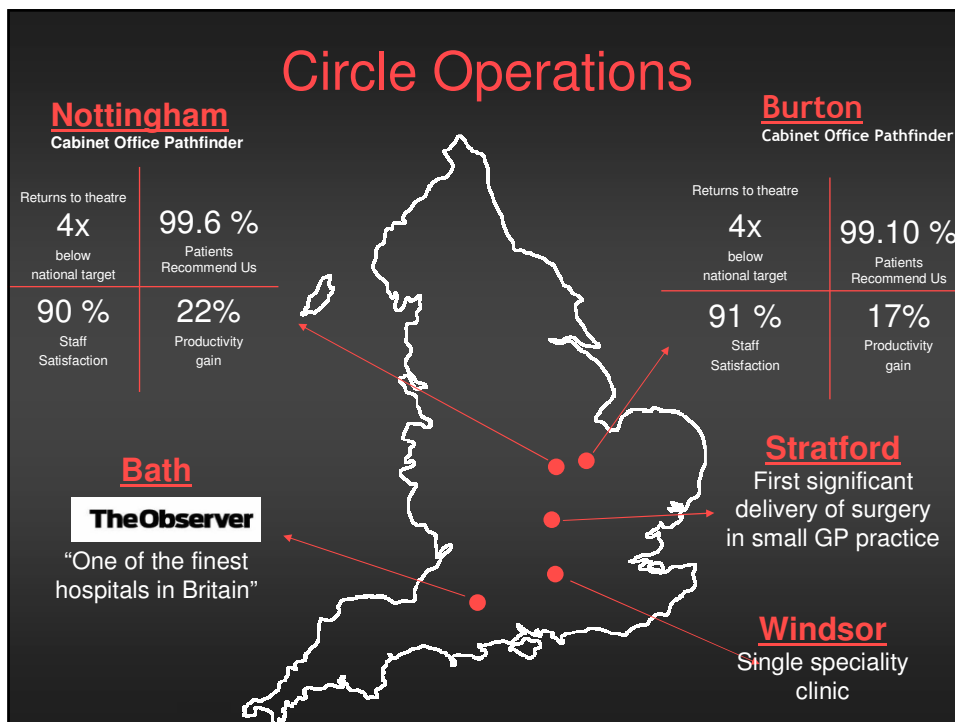
Balanced Performance

Aligning the interests of co-owners, customers and profit

Byron Woodmansee, Circle
November 17th 2010

Overview of Circle

- Founded 7 years ago
- Is the largest partnership of healthcare professionals in Europe - with nearly 2,000 clinicians as partners
- Is 49.9% owned all by clinicians and staff ("The Circle Partnership")
- Operates 3 hospitals and 2 clinics - treating both NHS and private patients
- Built and opened CircleBath - a new hospital, demonstrating Circle's aspirations for how healthcare should be delivered - both NHS and private
- Has demonstrated best in class track record of productivity gains, staff & patient satisfaction and clinical outcomes
- Is in the final round of bidding for the first private contract to manage an NHS acute hospital - Hinchingbrooke near Cambridge



Circle Credo

Purpose

Our purpose is to build a great company dedicated to our patients.

Parameters

We exclusively focus our efforts on:

- What we are passionate about.*
- What we can become the best at.*
- And what principally drives our economic sustainability.*

Principles

Our actions are measured by success in meeting all of our three core values:

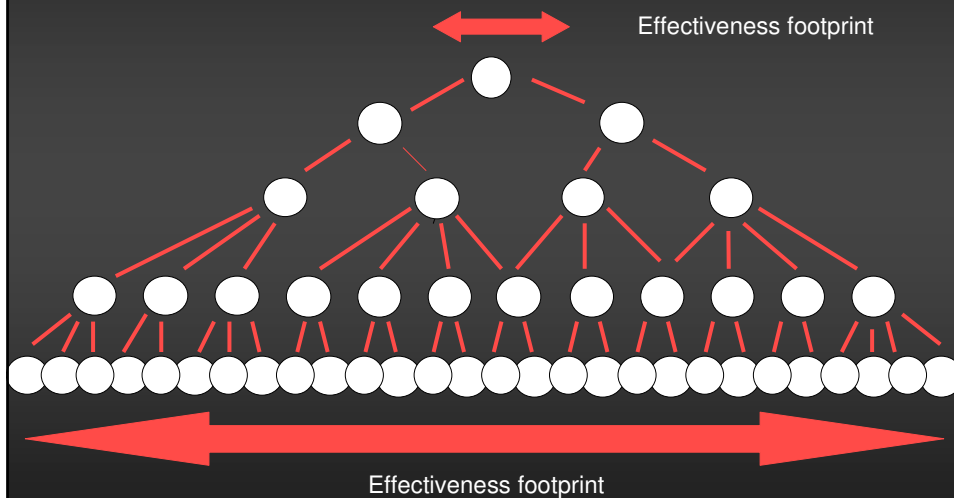
- We are above all the agent of our patients.*
- We empower our people to do their best.*
- We are unrelenting in the pursuit of excellence*

The Value Equation

$$\text{Outstanding Value} = \frac{\text{Patient Experience} + \text{Clinical Outcomes}}{\text{Unit Cost of Delivery}}$$

... With the most engaged Partners

Circle Operating System Plank 1: Power Devolved to the Frontline



Circle Operating System Plank 2: Toyota-like Total Excellence Programme



Some Pictures...

The results
of partner collaboration in
the design and delivery of Circle Bath

