

NHS Quality Account

2023/24



We aspire to be the best, the safest and the most effective health and wellbeing provider there is – an organisation where our patients, members and customers have a truly exceptional experience.

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We are the UK's largest healthcare charity and our purpose is to build a healthier nation.

We deliver outstanding clinical and wellbeing services and Programmes For All that address unmet health needs; partner with organisations to reach those living on lower resources or in underserved communities; and collaborate on research to improve health outcomes.

Where and how we offer them

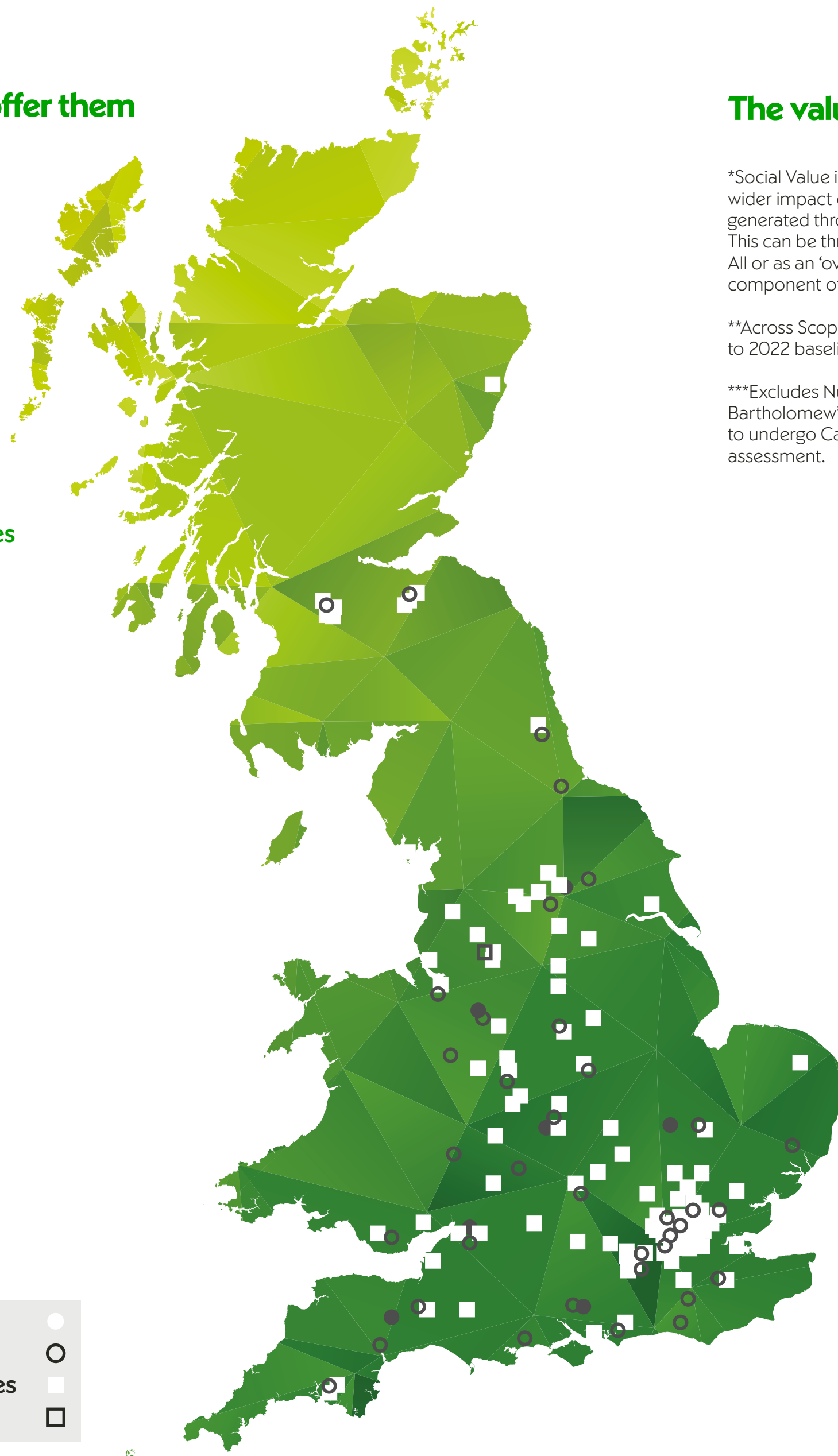
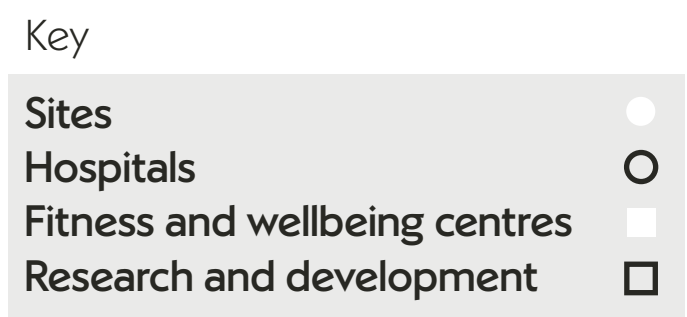
37
hospitals

112
Fitness and wellbeing centres

122
Corporate fitness and wellbeing locations

7
Hospitals Sterile Services Units (HSSU)

1
Research and development facility



The value we create

*Social Value is the £ value of the wider impact on society that is generated through an activity. This can be through Programmes For All or as an 'over and above' component of a trading service.

**Across Scope 1, 2 and 3, compared to 2022 baseline.

***Excludes Nuffield Health at St Bartholomew's Hospital, which is yet to undergo Care Quality Commission assessment.

1.79m
people reached

137,800
people living on lower resources reached (7.7% of total people reached)

£100m
social value*

11.4%
carbon emissions reductions in 2023**

374,724
fitness and wellbeing members

289,910
hospital episodes

100%
of our hospitals rated Good or Outstanding*** by national regulators

18,000
colleagues across our services

Our connected health and wellbeing services

Nuffield Health is the only major health and wellbeing provider to operate fitness and wellbeing centres, medical clinics, and hospitals, allowing us to provide a wide range of healthcare services.

Our connected healthcare model joins together our network of experts, facilities and services, both face-to-face and online. By offering connected healthcare, we aim to improve the experience and outcomes for our beneficiaries.

Health services



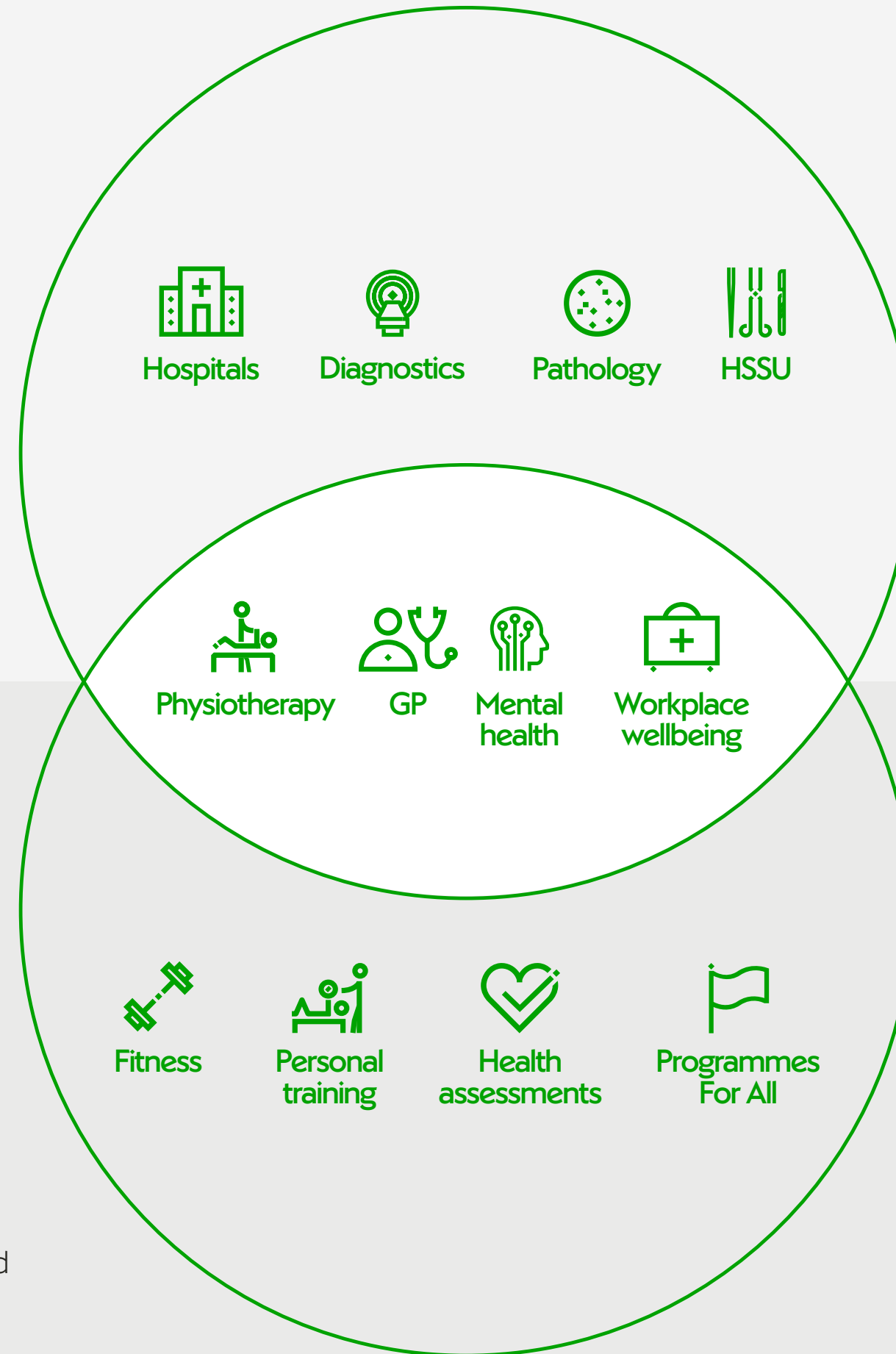
Hospitals
Consultant-led treatment, delivering the highest standards of care to patients referred from the NHS, private medical insurers, and self-pay



Diagnostics
Wide range of scans and imaging, giving immediate insight into a person's health, and assisting in diagnosis of early signs of disease



Pathology
Laboratory blood science, blood transfusion and microbiology services, tailored to requirements, to aid diagnosis



Physiotherapy
Treatments to heal and prevent injuries. We combine physiotherapy with fitness and mental health, for long-term benefits

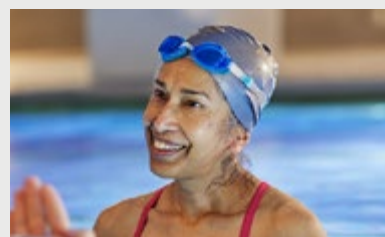


GP services
Access to private GP services, offering people flexibility to fit appointments around busy schedules, including during the evening



Hospital Sterile Services Units (HSSU)
Delivering decontamination and sterilisation services for reusable medical equipment

Wellbeing services



Fitness and wellbeing
Industry-leading personal trainers (PT) and gyms equipped with the latest technology, fitness classes and swimming pools



Personal training
CIMPSA accredited personal trainers deliver tailored fitness plans and specialise in rehabilitating long-term health conditions



Programmes For All
Unique, free community programmes, addressing unmet health needs, delivered by our expert PTs and Rehabilitation Specialists



Mental health
Preventative and curative treatments, including cognitive behavioural therapy and counselling supported by BABCP and BACP therapists



Workplace wellbeing
A range of connected services to meet employee' health and wellbeing needs, delivered through onsite clinics and gyms



Health assessments
In-person and online comprehensive health checks, covering concerns such as diabetes, heart health, cancer risk and emotional wellbeing

Our strategy

Underpinned by **OUR VALUES**

C Connected
We work together as one Nuffield Health to deliver the best experience to our patients, customers and colleagues

A Aspirational
We inspire individual and collective health and wellbeing







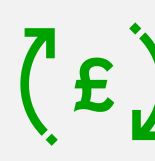
R Responsive
We listen, communicate and act in an open, straightforward way

E Ethical
We demonstrate our commitment to individuals, our communities, society and the environment

Our PURPOSE
To build a healthier nation, we advance, promote and maintain health and healthcare of all descriptions, and prevent, relieve and cure sickness and ill health of any kind, all for the public benefit.

reinforces our VISION
To help individuals achieve, maintain and recover to the level of health and wellbeing that they aspire to, by being a trusted provider and partner.

to drive our STRATEGY
Our purpose drives our strategy and underpins all our decision making. Each strategic aim contributes towards the success of our Charity.

Strategic aims						
 Create public benefit	 Data driven, market leading outcomes	 Deliver connected, beneficiary centric pathways	 Empower and develop our people	 Trusted brand partner and advisor	 Human first, digitally enabled care	 Financially sustainable

Underpinned by **OUR SUSTAINABILITY PILLARS**

Healthy work
We're investing in market-leading training and resources to help our people excel in their careers. And we're building an inclusive, caring culture, where our people feel they belong and can thrive.

Healthy community
We're playing a meaningful role in local communities, by addressing unmet health needs and providing support to underrepresented communities, to develop more sustainable ways of living.

Healthy environment
We're taking steps to reduce our carbon emissions, improve our supply chain and reduce our reliance on precious resources, all of which will help us towards creating a greener healthcare model.

A message from Caroline Smith

Chief Quality and Operating Officer

Nuffield Health is a truly unique and remarkable organisation. As the largest healthcare charity in the UK, our purpose is clear: to build a healthier nation, and everything we do is focused on delivering that goal.

At a time when the nation's health is in decline, the repercussions of the cost-of-living crisis have been keenly felt. I'm immensely proud to say that our incredible Charity has once again stepped forward to support more people than ever before to live happier, healthier lives.

If we are to identify the true heroes of a successful year, it is undoubtedly our people, as they are the real driving force behind every success we achieve. As I've met with teams across the nation throughout the year, a consistent theme I've encountered, has been their pride in delivering exceptional services and clinical care. A strong culture of clinical excellence, accountability, and transparency is critical to maintaining our position as a leader in quality. This is one of our strengths, and we are passionate about creating an environment where our people feel empowered to advocate in the best interests of our beneficiaries.

One of my proudest moments of the year is seeing the Charity take a leadership position with the introduction of the Patient Safety Incident Response Framework (PSIRF), as we were among the first to publish and implement our patient safety plans and recruit a Patient Safety Partner.

This is a once in a generation opportunity to evolve the safety culture across healthcare, and one of its key elements is adopting a 'Freedom to Speak Up' culture, which is something the Charity has fully embraced, and Rachel and David speak so eloquently about it in this report (see page 10).

This commitment to delivering exceptional quality was further evidenced at the end of the year when all our eligible hospitals were recognised as 'Gold' standard Quality Data Providers by the National Joint Registry.

Tasking ourselves with delivering the best possible outcomes in everything we do is something we will always embrace. Part of this is recognising and building on our strengths, whilst acknowledging where we can benefit and enhance our capabilities and offering with key strategic partnerships.

Early in the year, following a successful pilot at our Derby Hospital, we announced the expansion of our work with Careology to provide remote monitoring for cancer patients. Separately, we moved to the next stage of our strategic partnership with the Icon Group, Australia's largest specialist oncology services provider. They have brought their technical capability and medical leadership to the Nuffield Health Cancer Centre London. Both partnerships will enable us to elevate our cancer pathways, allowing us to give our beneficiaries the best possible care at a time in their lives when they need us most.



We announced the expansion of our work with Careology at Derby Hospital

“We owe it to our beneficiaries to deliver the highest standards of quality and safety, and this is a priority that sits above all others.”



At Nuffield Health, we apply our rigorous approach to quality across all our services from preventative to alleviating ill health. We set ambitious targets to extend our reach and representation in 2023, and with the support of our teams across the UK, we've met those targets, achieving some incredible feats along the way. Since launching in 2019, more than 23,000 have now benefited from our free Joint Pain Programme, and almost 10,000 people in 2023 alone. So many people have found their lives turned upside down by the debilitating impact of chronic pain conditions, and it is inspiring to hear about the transformative impact our Rehabilitation Specialists are having, every day.

It has also been fantastic to see our people building strong links in their local communities to help those most in need. In total, our free Programmes For All supported more than 83,700 people last year, 27% of whom are living with lower resources. This significant growth is mirrored in our Social Return on Investment figures, with our Social Value climbing to £100m, a very meaningful contribution to the health and wellbeing needs of communities across the UK.

A key part of our drive to support the health of the communities we serve, is our focus on protecting the environment, and this starts at a local level. We have a responsibility to reduce our emissions and work towards a more sustainable delivery model. I am pleased that we made good progress this year and with behaviour change campaigns leading the way, we reduced our carbon output, targeting energy usage reduction, waste reduction and recycling. We also stopped using desflurane, an environmentally harmful anaesthetic gas, in all 37 of our hospitals, avoiding almost 1,000 tonnes of carbon emissions over the course of the year.

Our connected healthcare approach not only gives us a unique position in the market, but it also gives us a distinctive perspective and expertise. We must continue to play our part to rebuild the health of the nation, by strengthening our relationships with the NHS, and expanding our reach and service offerings.

2023 highlights:

£100m

Social Value created in 2023



83,700+

beneficiaries have been supported through our free Programmes For All, with 27% of those reached living with lower resources



23,000+

beneficiaries have benefited from our free Joint Pain Programme since its launch in 2019, and almost 10,000 people in 2023 alone



1,000

tonnes of carbon emissions saved in 2023 from removing the use of harmful anaesthetic gas Desflurane in all 37 of our hospitals



As the UK's largest healthcare charity, we stand ready to support our National Health Service. It's right that we should be offering the NHS our capacity to help relieve the elective care burden, and I hope to see a bigger role for the Charity in local system design so we can maximise our contribution.

Lastly, I want to extend my thanks and appreciation to all our 17,000 people. Your compassion, energy, and enthusiasm are the driving force behind Nuffield Health. Thank you.

Caroline Smith

The Nuffield Health Quality Account provides the statements on Quality improvement, accuracy and assurance that apply to all our products and services and shows data and information over the reporting period. The information included in the format prescribed by NHS England for 2023/24 for the indicators that are most relevant to the services provided by Nuffield Health's hospitals.



Quality assurance and outcomes

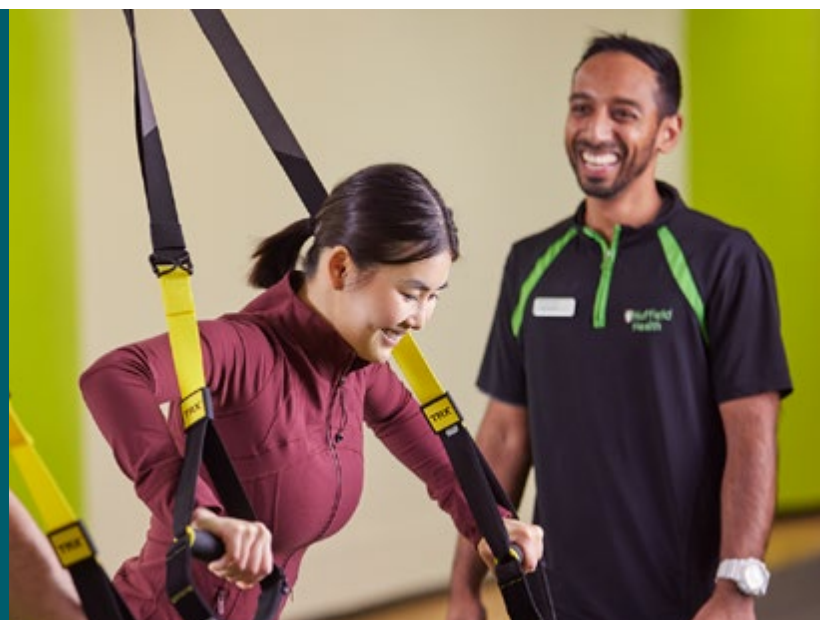
Across all our services, whether delivered through our hospitals, fitness and wellbeing centres, healthcare clinics, or our free programmes to support communities, we bring a relentless focus on quality to everything we do.

At Nuffield Health, this quality is built on the three pillars of our Quality Assurance Framework.

Quality Assurance Framework

Safety

Meeting the highest possible standards by avoiding harm, upholding professional standards and acting responsibly



Effectiveness

Being a trusted partner to our patients, members and customers by giving them a positive and reassuring experience

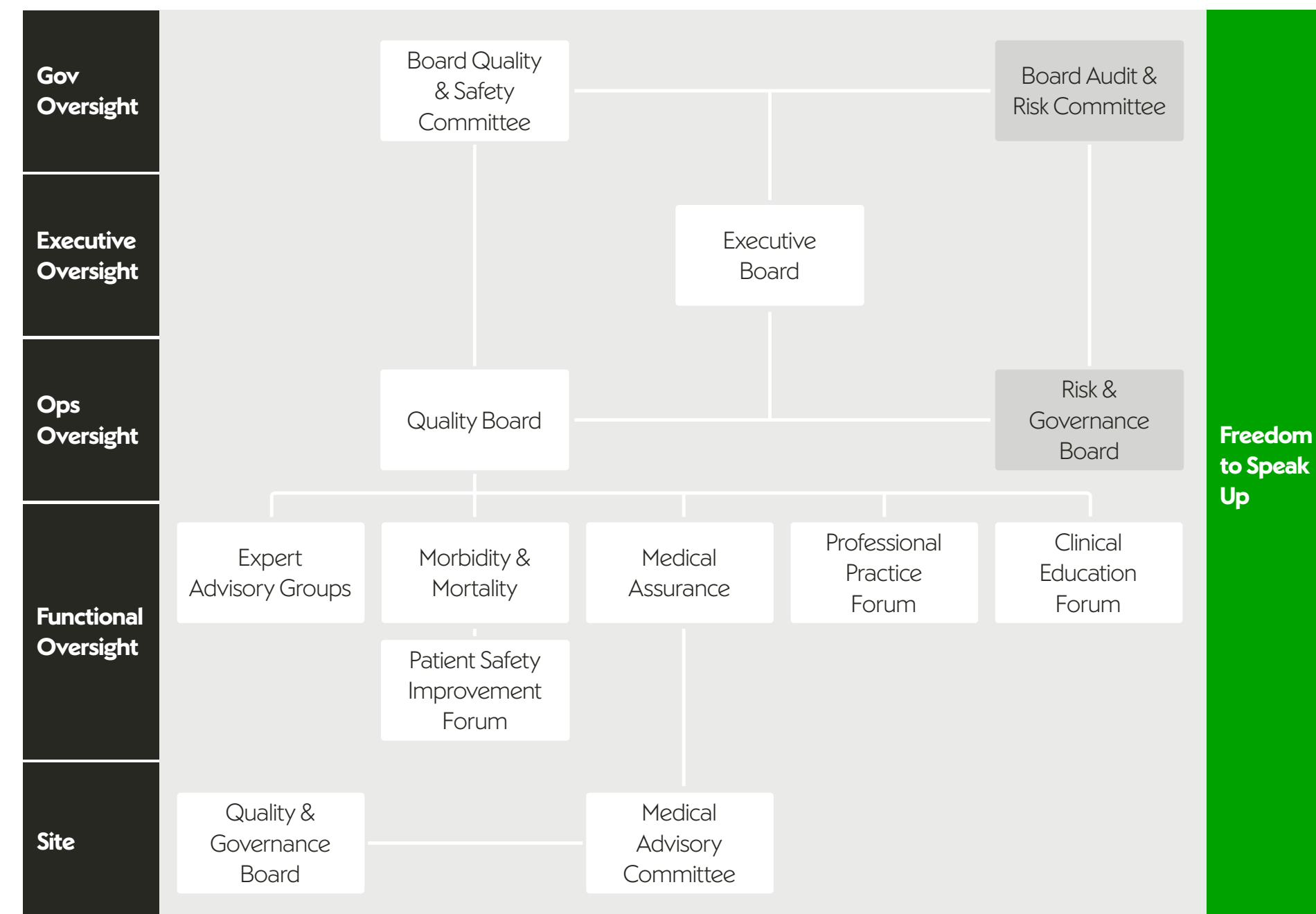


Experience

Providing evidence-based health and wellbeing expertise and services that lead to excellent outcomes



Quality Governance Structure



Assuring quality

We continually monitor quality at every Nuffield Health site, using a robust set of standards developed by our teams. We bring an evidence and data-led approach to defining the quality levels that each site achieves, and for identifying trends, innovative successes and, if applicable, areas that need attention.

Importantly, we devolve operational responsibility to our sites. They are best placed to maximise local opportunities or to address any need for remedial actions, whilst remaining accountable against our nationwide standards.



Radar: Safety reporting and analysis

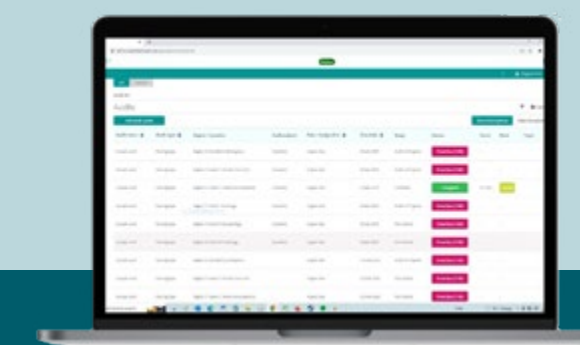
2023 marked a significant innovation to elevate safety at Nuffield Health. We rolled out a new quality management system called Radar, and with it a single, uniform safety reporting tool that extends right across our Charity.

Radar is the place to report, record and analyse any issue that has a bearing on safety. This includes adverse events, risk, complaints and patient safety alerts.

Moreover, it is a way to access the Freedom to Speak Up channel, where colleagues can report concerns that might compromise any aspect of safety for patients, members, or staff.

Since its launch, Radar's ease of use and intuitive interface has generated a better quality, and quantity, of data being captured across the Charity. In turn, this has led to better identification of potential issues.

Radar also facilitates our compliance with the Patient Safety Incident Response Framework (PSIRF) and is compliant with NHS England's Learn from Patient Safety Events (LFPSE) framework.



2023: advancing quality

We never cease looking to drive up our quality performance across our services, pathways and training. This always means looking for honest feedback, listening, and learning from our beneficiaries and our own people.

We also actively share and compare the wealth of experiences and data we gather from our sites and, externally, keep up to speed with new developments, technologies and ideas.

During 2023

We rolled out our new quality management system, Radar. This provides a single and uniform system for tracking adverse events, issues and risks. Crucially, it makes a significant contribution to the quality of our care, and to Nuffield Health becoming a data and evidence-based organisation when it comes to driving up quality (see left).

We brought people together to swap experiences and have valuable peer-to-peer conversations among colleagues in similar roles across different geographies, encouraging a much more multidisciplinary approach to conversations.

We held Patient Safety Lunch and Learn events where colleagues get together over food, while many more join remotely. We share knowledge and experiences, while building networks, breaking down silos, and celebrating success together.

Patient safety reporting: Embracing wholesale change



Alison McCourt, Clinical Services Director, on how Nuffield Health is embracing a landmark reform in patient safety.

At Nuffield Health, there is no greater priority than patient safety. We constantly strive to achieve ever-better performances for all our beneficiaries.

In this reporting year, the NHS's new Patient Safety Incident Response Framework (PSIRF) came into force. It brought a new methodology for handling patient safety incidents (PSIs), and is mandatory for all providers, such as Nuffield Health, who deliver NHS contracted services.

We have embraced PSIRF not just as a requirement, but as a significant opportunity to evolve the whole culture of safety and learning across the Charity. It extends across both primary and secondary care, and to NHS and private patients alike.

PSIRF shifts the focus from mandated investigations and timetabled submissions, to preventing similar incidents happening again. It promotes a system where the focus of any approach is on learning and improvement.

At its heart is a 'Just Culture', where:

- All our people feel comfortable and encouraged to highlight how things can be improved, without retribution or blame
- They feel they have the skills, and are equipped to have difficult conversations about PSIs with patients and their families, and with each other, and encourage everyone to be involved in incident responses and developing safety
- They are emotionally supported and feel that we recognise the significant impact an incident can have on any healthcare professional
- Patients and their families can bring their own perspective by playing a central role in our Quality Governance Team, through recruiting Patient Safety Partners as a key component of the new framework. This entirely reflects Nuffield Health's values and will raise the patient voice across the organisation.

As in medicine itself, prevention is always preferable as the Charity strives to learn from incidents, minimise the chance of repetition, and enable patients and those who care for them to have the best possible experience.



“There is no greater priority than patient safety.”



David Henderson, Health System Director, The Holly Hospital

“Our staff know better than I do how we can make the journey easier and safer for our patients, and improve the way we work. It’s therefore crucial that our people feel they can speak – and that we listen. Our Leadership Team needs to know about any concerns, blockages or worries, and with no atmosphere of blame or finger-pointing.

By having this constructive and open culture, we receive vital insights, and where we need to, we act. We have made some big decisions on the back of FTSU which have led to huge improvements in motivation and engagement. It has also helped to improve and develop some key managers and staff performances.”

Insights, loud and clear

The Freedom to Speak Up (FTSU) is of pivotal importance to Nuffield Health. It is also a core element of the NHS Patient Safety Incident Reporting Framework (PSIRF). Nuffield Health is therefore creating an environment where everyone feels free to speak up, whether it’s with an idea, an observation or a significant concern.



Rachel Burrett, FTSU Guardian and Lead

“My key objective is to raise the profile of speaking up and act as a champion for a Freedom to Speak Up culture. Colleagues can raise anything they want to through me, and I also help with training on ‘speak up’ for staff, and ‘listen up’ training for managers and leaders.

Speaking up works if you have good leaders who want to listen and follow up on concerns. And as Guardians we need to be confident to speak truth to power and make sure colleagues who do speak up are properly heard. It’s also good to take the spotlight off individuals or teams and focus instead on the types of concerns and themes that surface.

It’s about being constructive, improving patient safety and improving the wellbeing of us all.”

Doubling down on quality assurance

During 2023-2024, many of our primary care sites underwent a Quality Assurance Review (QAR) not once, but twice.

The initial phase was a self-assessment programme, where all 164 Primary Care sites judged their own performances. 80% of locations reported a self-rated verdict of ‘Good’ or ‘Outstanding’.

This was followed by formal QAR visits from Nuffield Health teams unconnected with those sites. 30% of the Charity’s sites were randomly selected from top, middle and bottom scoring segments of initial assessments. This second QAR included reviewing documentation, patient records, governance, clinical practice, and discussions with local teams.

Following review, each site received a personalised report identifying strengths and areas for improvement, along with an action plan to follow.

All sites scoring less than ‘Good’ were required to submit evidence highlighting improved compliance to the required standards. Following the completion of the programme every site had provided sufficient evidence to move their rating into at least a ‘Good’, with several going the extra mile to increase their score up to ‘Outstanding’.





Accreditation and achievements

Quality standards: a year of achievement

External verification of our quality and standards affirms confidence in our expertise and care among the NHS; GPs and other specialists who refer to us; regulators; insurers and of course our beneficiaries.

It is also a motivator to look for constant improvement, and a great source of pride to the successful teams involved and the Charity as a whole.

In 2023, these validations included:

UKAS accreditation



Since 2016, Nuffield Health's pathology departments have independently held separate UKAS accreditations and complied with the Medical Laboratories for Quality and Competence standards (ISO 15189:2012).

In 2023, all our pathology departments were accredited as a single entity. This entailed a five-month programme of multiple visits to all the disciplines and specialities within the laboratory network. The successful outcome means that every laboratory now holds the UKAS accreditation for four years.

As the first independent sector pathology network to be awarded accreditation as a single entity, we can be assured about the quality and consistency across all Nuffield Health hospitals.

ISO9001

The accreditation for our physiotherapy and Health Assessment service lines.



This standard recognises that one of the main ways we can deliver efficient services is to ensure we have standardisation and continuity of our services across our network. The accreditation process involved:

- Eight site audits across hospitals, fitness and wellbeing centres and corporate sites
- Three days of auditing for central services covering 12 different teams
- 10 education and preparation days for sites and teams
- An internal auditing day for both service lines.

Joint Advisory Group (JAG) accreditation



In 2023, two more of our sites achieved the highly sort after JAG accreditation for high quality gastrointestinal endoscopy services, with our Wessex and Tunbridge Wells hospitals achieving this for the first time. In addition, our Derby, Cheltenham and Warwickshire hospitals gained five year accreditations, meaning that in total 14 of our endoscopy services now have this accreditation. This was led by a multi-professional group of clinicians and managers, with input from patients, developing our standards and implementing quality improvement plans across these standards.

National Joint Registry



The National Joint Registry (NJR) monitors the performance of hip, knee, elbow and shoulder joint replacement procedures to improve clinical outcomes.

It runs a certification awards scheme to recognise those who achieve a series of six ambitious targets. One of these is compliance with the NJR's mandatory national audit aimed at assessing data completeness and quality within the registry.

In 2023, Nuffield Health was awarded a Gold Quality Data Provider Award, meaning that all 34 of our hospitals across England and Wales met the 100% NJR target for sharing data to improve clinical outcomes for the benefit of patients.



Leading from the front line



Marc Holl, Head of Primary Care, and Deborah Scott, Head of Clinical and Nursing Practice, explain how PL:AN is elevating quality assurance across both primary and secondary care.

Q You launched the PL:AN concept for primary care in 2021. What's the central idea behind it?

MARC: PL:AN stands for 'Professional Leadership and Assurance Network' and at its heart is the belief that the people who actually deliver frontline clinical services can make a vital contribution to leading our professional workforce, while focusing on improving quality. They know, see and feel what needs to happen and that makes them a fantastic expert resource that we need to use to the full. So there are no ivory towers; our frontline specialists are 'doing,' as well as directing our improvement over quality.

DEBORAH: ...and I'd add that, because they have a foot in the clinical camp, the decisions they make and the examples they set carry even more weight and credibility to the rest of their teams.

Q So how did PL:AN evolve and where are you now?

MARC: We launched PL:AN with the aim of maximising collaboration in leadership, clinical quality and governance within each of our primary service lines. These included mental health services, physiotherapy, GP, physiology and clinical fitness. Throughout 2022, we mobilised the new team, cementing ways of working and tweaking and refining. 2023 was the first full year of the

“Our frontline specialists are ‘doing,’ as well as directing our improvement over quality.”

concept in action for primary care, and we started to see the fruits of the previous 18 months' work.

We measure our quality as a combination of safety, effectiveness and the patient experience. Fast forward to June 2023, and our internal Quality Dashboard showed top ratings across the board for the first time in Physiotherapy. Staff retention was better and both our beneficiary and staff NPS scores were well above target. As importantly, we've also maintained that performance.

Q So Deborah, how are you taking PL:AN into secondary care?

DEBORAH: Essentially, we are now cloning the best parts of what Marc and the team have used in primary care. So I've

got 12 specialisms including areas such as Diagnostic Imaging, Cancer Services, Surgical Services, and children and young people. Through 2023 our team has mirrored Marc's proof of concept for primary care. And we've been forming that team, getting the right individuals in place, and getting national leads, quality leads and subject matter experts for those clinical areas.

In secondary care, there is also a big drive towards having specialists set up exemplar sites. Where PL:AN has drawn on the expertise and clinical leadership at our particular sites, we are working towards making those sites our flagships in the relevant areas. PL:AN works because the people leading clinical improvement are also involved in delivering the service, so this takes that to the natural next level.

100%

of our Quality dashboard was measured as on or above target in Physiotherapy for the first time in 2023.

Q Does PL:AN also apply to quality in non-clinical fitness?

MARC: We split our Fitness services into Clinical Fitness (those exercise and movement-based services focused on improving the function of those with long-term conditions and specific medical conditions through guided rehabilitation) and Non-Clinical Fitness (subscribed members accessing our gyms for generic health improvements i.e. those undertaking spin classes, yoga or swimming, for example). Due to the clinical nature of the services we provide within Clinical Fitness, this sits within our primary care PL:AN structure. We recognised we were missing a trick by not having a similar leadership and governance structure for Non-Clinical Fitness, so in April 2023, we decided to create a dedicated quality role for Fitness. This new post follows a similar model – our new leader leads the service from a quality assurance perspective but also maintains a job role at the frontline.

Q Is PL:AN another example of our Connected Health ambition?

DEBORAH: Very much so. In bringing together primary care and secondary care, we are not only trying to connect our health system for our patients and beneficiaries, we're trying to connect our ways of working together. An example is the training of physiotherapists – using a hub and spoke model where training is held at the hospital for the physios across the partnered Fitness and Wellbeing Centres. Increasingly, there is a joined-up approach to training and quality improvement.

My colleague the robot

Mr Hasan Qazi is a consultant urology surgeon at Nuffield Health Parkside Hospital and at St George's University Hospital NHS Trust. Below he describes the role of robotic surgery and his experiences with the da Vinci system, which has performed over 12 million procedures worldwide.



“Robotic surgery represents the biggest change I have witnessed in my career as a urologist. It’s revolutionising the way we operate. I started my career in 2001 and remember a patient having his prostate removed due to cancer. The incision on the abdomen was over six inches long, the operation took five hours, and there was almost a litre of blood loss.

He stayed in hospital for several days and required a catheter in the bladder for three weeks. When he returned to clinic six weeks later, he had only just about resumed normal activities. Today, the same procedure using keyhole robotic surgery takes under two hours, results in less than a quarter of the blood loss, and requires just an overnight stay for most patients.

The catheter stays in for about a week, and when I see patients in clinic in three weeks, they have already resumed a full range of day-to-day activities. The outcomes are superior and repeatable, thanks to the use of the robot.”

Less strain for the surgeon

“From a surgeon’s perspective, compared to open or even standard keyhole surgery, it’s far less demanding and there’s little difference in my energy levels between the first and the last case of the day.

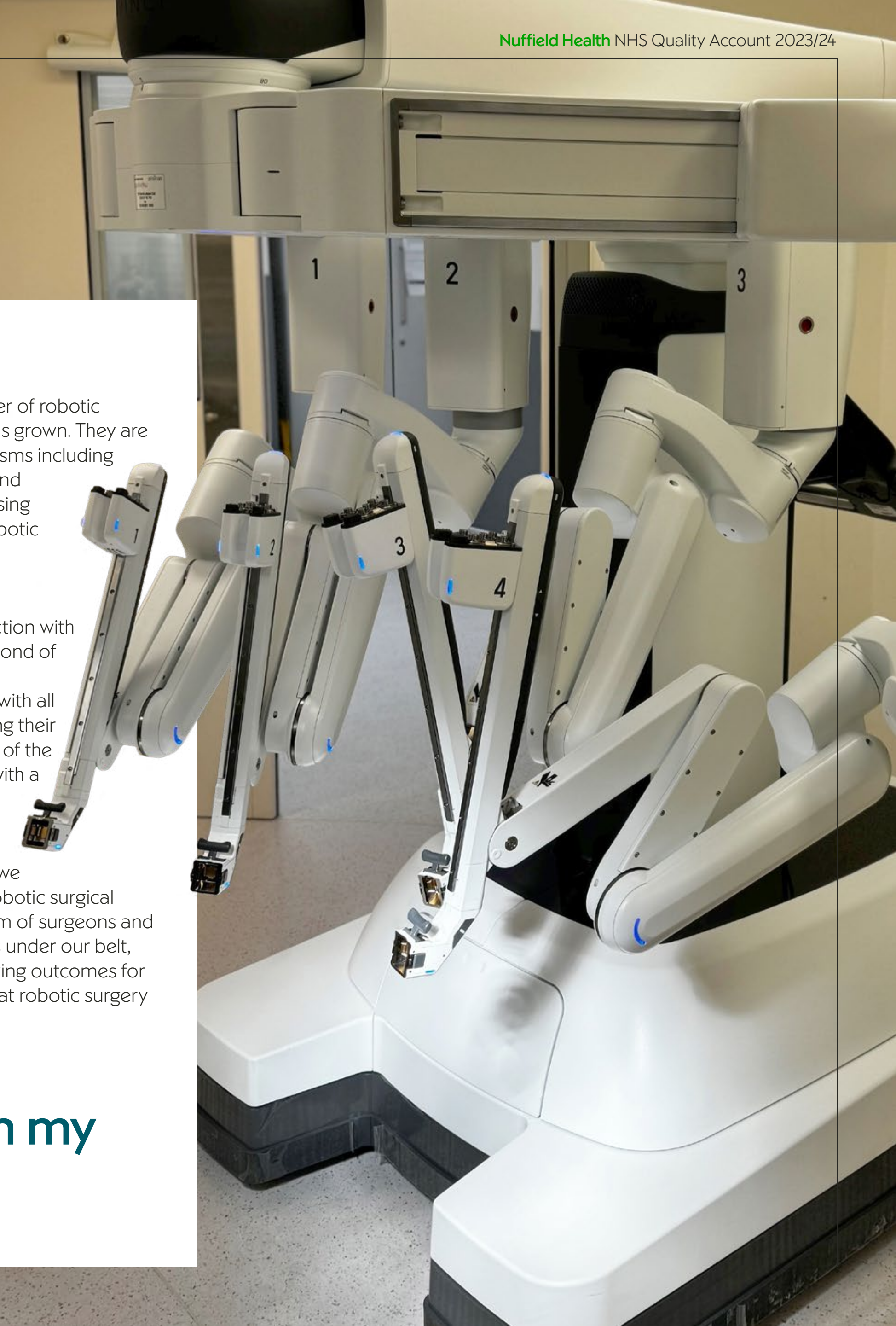
In my NHS practice at St George’s University NHS Hospital, all procedures for prostate or urinary bladder cancer are now done using the da Vinci robot, as is the vast majority of kidney surgery and reconstructive, non-cancer surgery.

Over the past decade, the number of robotic surgical systems across the UK has grown. They are being used for a range of specialisms including bowel, chest, ENT, gynaecology and paediatric surgery, with an increasing number of surgeons adopting robotic surgery as the standard of care.”

The human factor

“For a patient, the human connection with their surgeon is important; it’s a bond of trust and faith. The awareness that the surgeon, with all their human factors, will be fighting their corner is a hugely important part of the patient journey. Replicating that with a robot may not be easy.

At Nuffield Health Parkside Hospital in Wimbledon, London, we have invested in the da Vinci Xi robotic surgical system. With an experienced team of surgeons and with several thousand operations under our belt, we are looking forward to improving outcomes for patients and proving my belief that robotic surgery is the future.”



“Robotic surgery represents the biggest change I’ve witnessed in my career as a urologist. It’s revolutionising the way we operate.”

Embedding quality



In 2023 Nuffield Health introduced a new Surgical Service Expert Advisory Group to fully encompass the whole surgical pathway, rather than just theatres.

We have established clinical networks for pre-operative assessments, endoscopy, theatres, outpatients, hospital sterile services units (HSSUs) and ward managers. These networks are designed to enable sharing of corporate learning and to gather information from the site leads on any issues and risks with our surgical services.

We have updated 12 key policies, documentation and learning material for 2024, aligning with the new National Safety Standards for Invasive Procedures (NatSIPPS2).

This has been complemented by numerous forums on surgical safety to share standards and learning, and by appointing new surgical safety champions at all 37 of our sites, to embed our surgical safety policy and processes.

“My wish as CMO is to embed the three pillars of safety, effectiveness, and experience across our entire workforce and not just the thousands of doctors who are registered with us.

A surgical procedure is not just a ‘window’ in theatre but a procedure that started with a referral, became a consultation, led to a pre-operative workup and then an operation. Moreover, the pathway doesn’t finish there, it is followed by rehabilitation and follow up. Many people are involved in this, too many to mention individually. This illustrates the important role everybody plays and the need to share our collective responsibility for delivering high quality care.

We are all part of our connected health strategy, and we need to think about how our individual interaction with the beneficiary impacts on their journey, wherever that is.

But consider further, in the pursuit of ever improving care, when things don’t go according to plan how can we support our people. Rather than focusing on one person (as it is rarely the fault of one individual) look to improve the pathway.”

Mr Arthur Stephen
Chief Medical Officer and
Consultant Orthopaedic
Surgeon





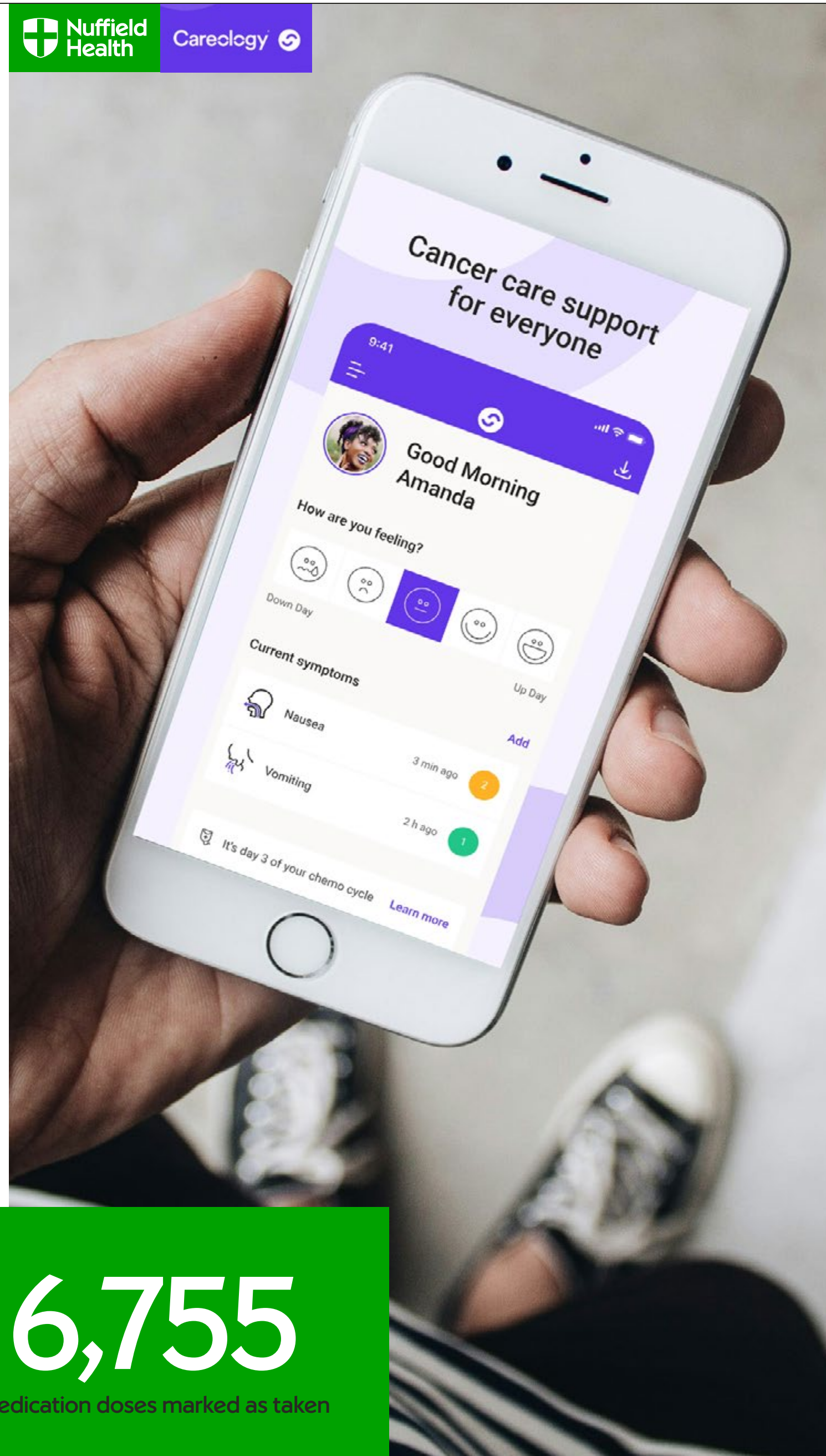
Digital cancer care

Strategic partnerships play an important role in Nuffield Health’s approach to safeguarding and improving quality. In 2022, we partnered with specialist cancer care provider Careology. And, in November 2023, following a successful pilot at our Derby Hospital, we announced the rollout of our partnership to 12 Nuffield Health hospitals across the UK.

An exciting development has been the ‘Virtual Ward’ trial, harnessing digital technology to improve the patient experience. Via an app, patients were provided with the Careology digital cancer platform. This allowed them to engage with their clinical nurses, from their homes, regarding their wellbeing, and log their symptoms in response to medication such as chemotherapy.

One patient described it as “like having your cancer care in your back pocket”. They went on to say: “I used it to keep track of my appointments and medication, and to report side effects. The app was supportive, and provided instructions if there were any problems.”

For the care teams, the app gives early visibility of any issues and allows them to focus on the patients who need them most. The digital platform is a recommended service by Macmillan Cancer Support.



Dr Davina Deniszczyc launching ‘Let’s knock out flu, with a jab’

Flu vaccinations: we roll up our sleeves

Flu is an annual threat, and in 2023, ahead of the flu season, Nuffield Health stepped up to enable staff to be vaccinated – both for their own protection and, by extension, the wellbeing of our patients and members.

This involved training additional vaccinators, procuring new vaccine refrigeration for many locations, and an extensive communications campaign to make our people aware of this free service. In total, more than 10,500 people came forward.

Throughout the programme, live data on the take-up of this service informed how we ordered the vaccines, minimising wastage of shots that could be used elsewhere.

This localised approach made it almost effortless for staff to get their jab. It typically required only a few minutes away from work.



Quality improvement plan for 2024

<h2>1 Freedom to Speak Up (FTSU) in Primary Care</h2>	<h2>2 Improving patient pathways – Orthopaedic</h2>	<h2>3 Pre-op assessment-optimisation / electronic pathway</h2>	<h2>4 Upgrade Pathology and Radiological systems</h2>
<p>What we plan to do:</p> <ul style="list-style-type: none"> Learn from our successful roll out of FTSU across our Secondary Care services and Hospitals and create a just culture across Fitness & Wellbeing Centres, incorporating both our Primary Care Clinics and Fitness Establish a network of FTSU Guardians, incorporating our Clinical and Non-Clinical colleagues across these centres Ensure the level of awareness and training across our Fitness & Wellbeing Centres are consistent with that across our Hospitals Enhance safety cultures by enabling all staff to speak up as a business-as-usual approach, with a focus on learning and improving Raising awareness of Just Culture and leadership development to ensure recognition of staff speaking up, appropriate responses to staff speaking up, actions taken and feedback Encourage psychologically safe cultures where staff can freely speak up and be protected from detriment. 	<p>What we plan to do:</p> <ul style="list-style-type: none"> Starting with Orthopaedics, review and design our signature acute pathways to improve quality of care, efficiency and safety for our beneficiaries Deliver standardised evidence-based care across our 37 hospitals that enhances patient outcomes but also reduces the variability in clinical practice, leading to more predictable and efficient use of hospital resources Shift care provision to the ideal location to deliver a holistic and connected health provision Enhance multidisciplinary collaboration to improve the patient experience but also foster a culture of continuous learning and improvement Work with our data and research teams to review our pathways to demonstrate health outcomes to payors backed by data collection and risk stratification. 	<p>What we plan to do:</p> <ul style="list-style-type: none"> Ensure standardisation of the pre-operative assessment process in Nuffield hospitals Ensure early screening and risk assessment for patients attending Nuffield Health outpatient departments, commencing screening at the time of decision to treat Ensure pathways of care for optimisation – referral back to Primary Care or referral to physio for pre-hab Early screening and risk assessment will aim to reduce late notice cancellations and cancellations on the day of surgery Establish a list of patients ready for surgery at short notice, to fill gaps in the theatre list and help utilise theatre capacity Set clinical requirements for electronic Pre-op assessment discovery phase. 	<p>What we plan to do:</p> <ul style="list-style-type: none"> Procurement and implementation of a new pathology-wide Laboratory Information System (LIMS) – to speed up diagnostic pathways, offering remote viewing and reporting that supports our connected health ambitions Implement a new consultant ‘Clinician Portal’ to improve our diagnostic capabilities and user experience Use the new system to improve patient pathways, increase security and safety, increase efficiency, and uptime, enhancing our reputation as a trusted brand for third-party referrals, and increase opportunity for business growth Introduce a system for radiological services that enables remote reporting capability which includes a robust secondary reporting mechanism and capacity for easier MDT and peer collaboration Greater access to system data will enable us to provide enhanced management reporting that can assist in the smooth and safe running of radiological department.

Prescribed information

2023/24

98% of primary hip replacement NHS patients treated by Nuffield Health reported an improvement 6-9 months after discharge

Based on completed Patient Reported Outcomes Measures



NHS England prescribed information

The data made available to the provider with regard to:

- (a) The value and banding of the Summary Hospital-level Mortality Indicator (SHMI) for the trust for the reporting period; and
- (b) The percentage of patient deaths with palliative care coded at either diagnosis or specialty level for the trust for the reporting period.

Nuffield Health statement

Fourteen NHS patients died during the reporting period (a rate of 0.023%). This is in keeping with the last reporting period, which showed eight deaths (a rate of 0.020%).

Of these deaths, all were unexpected and none related to palliative care. Palliative deaths remain stable at zero, when compared to the previous reporting period. Following local and independent reviews, no significant findings pertaining to clinical quality were identified in any of these cases.

Regarding unexpected deaths, Nuffield Health has systematically investigated all incidents, ensuring that all appropriate measures were undertaken and any learning obtained is used as a source of preventative action and quality improvement.

Nuffield Health has adopted an enhanced system and process in advance of the Medical Examiner System statutory function. A National Medical Examiner for Nuffield Health (NME) has been appointed, and has led on the enhancements in system implementation.

Each Nuffield Health site has established links with their locality NHS Medical Examiner's office, enabling independent scrutiny of Medical Certificate of Cause of Death (MCCD), in advance of the statutory system. There has been an education programme, with visits to each region, including a presentation to the Medical Advisory Committee (MAC) Chairs; face to face and virtual training with Directors of Clinical Services; and Lunch and Learns with a variety of clinical leaders.

All patient deaths in Nuffield Health undergo a Structured Judgment Review (SJR). The SJR incorporates feedback from investigations, with tools such as SWARMS and After-Action Reviews, ensuring contributions from members of staff and consultants with practicing privileges.

The SJR includes a section of learning and actions. Following initial completion, further sign off is required once the actions are completed. Learning includes sharing exemplary practice.

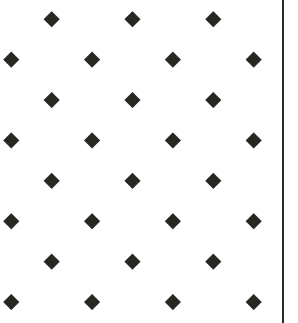
Nuffield Health has introduced early engagement with bereaved people who are asked proactively if they have concerns or questions about the care received. Concerns from the bereaved are investigated as part of the SJR. There is open dialogue with the bereaved, including the sharing of the SJR.

The NME chairs a monthly and quarterly Morbidity and Mortality meeting, which facilitates reviews of all deaths and cases that have gone, or will go, to inquest. The monthly meeting identifies cases for presentation at the Quarterly Morbidity and Mortality meeting for a more in-depth review and discussion. The subjects covered in the meetings include:

- Possible failings in care that require urgent escalation and investigation
- Themes and learnings
- Nuffield Health site teams present cases for in depth review, discussion, and sharing, including exemplary practice
- Discussions of summaries and learning from inquests
- NME provides update of communication from NHS, Lead NHS ME, Lead Coroner, and summation of relevant Prevent Future Deaths (PFDs) notices to other healthcare providers
- NHM shares summary slide of learning for each hospital site Medical Advisory Committee (MAC).

At site level, Nuffield Health completes the following:

- Support and care of the bereaved, with early and open engagement, is central to care following a death
- SWARM and After-Action Reviews are undertaken
- Provides wellbeing support for team members
- Lead on completion of the SJR with central support
- Locality links to the NHS ME office have been established to enable independent scrutiny and discussion of requirements for Coronial referral
- Links to locality Coronial services are in place to enable information sharing
- MAC reviews all deaths and SJRs
- MAC receives summary of national learning from the central team for sharing and possible practice change.



NHS England prescribed information

The data made available with regard to the provider's patient reported outcome measures core, during the reporting period, for

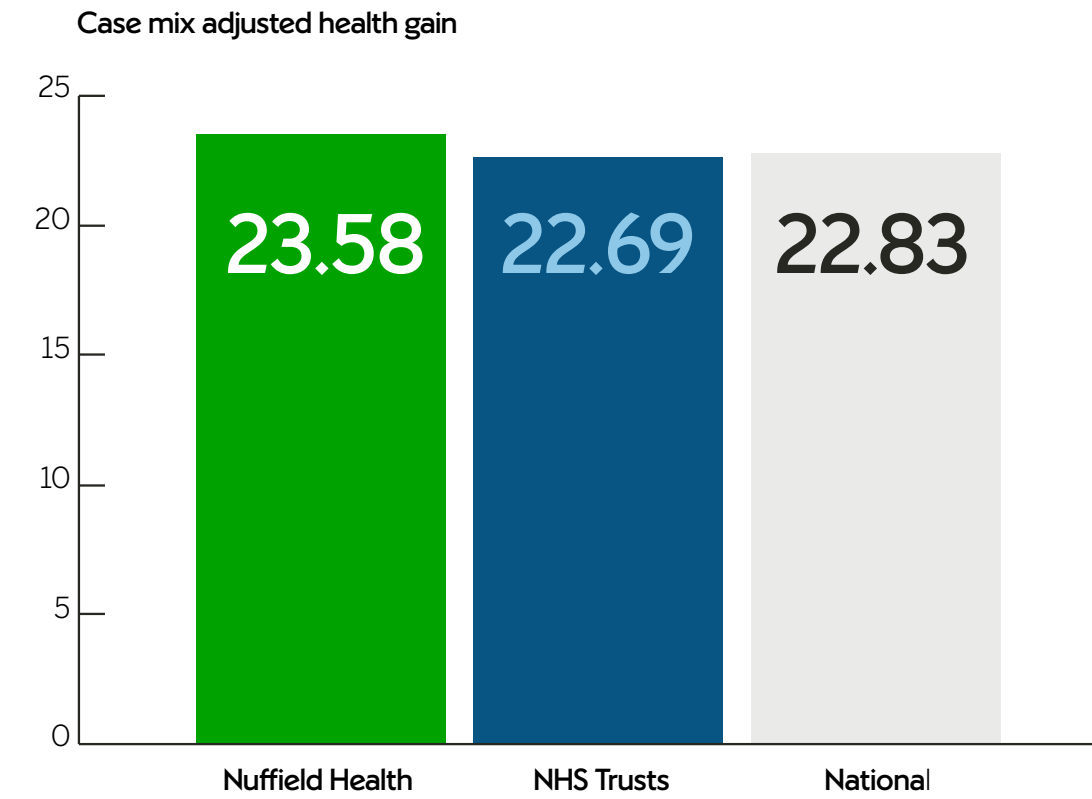
- (i) hip replacement surgery and
- (ii) knee replacement surgery

Nuffield Health statement

Nuffield Health continues to submit patient reported outcome measures (PROMs) for publication by NHS England. However, since the pandemic, insufficient data has been collected across the UK, (NHS and private), to make the data meaningful. Therefore, for the purposes of this report, the below data references the latest NHS England reported data, where meaningful comparisons can be made.

In the absence of national comparisons, Nuffield Health continues to monitor Patient Reported Outcomes with outliers investigated through a standardised consultant-led approach. Where necessary, lessons learnt and best practice are shared across the Charity to facilitate quality improvement and improved outcomes.

Delivering sector leading outcomes remains fundamental to Nuffield Health's strategy. To support this, Nuffield Health has invested significantly in technology and has partnered with a leading supplier of electronic patient reported outcomes (ePROMs) software. This investment will transform the way outcomes are collected, and our ability to further understand how we can continually improve patient outcomes and deliver efficient services to all patients.

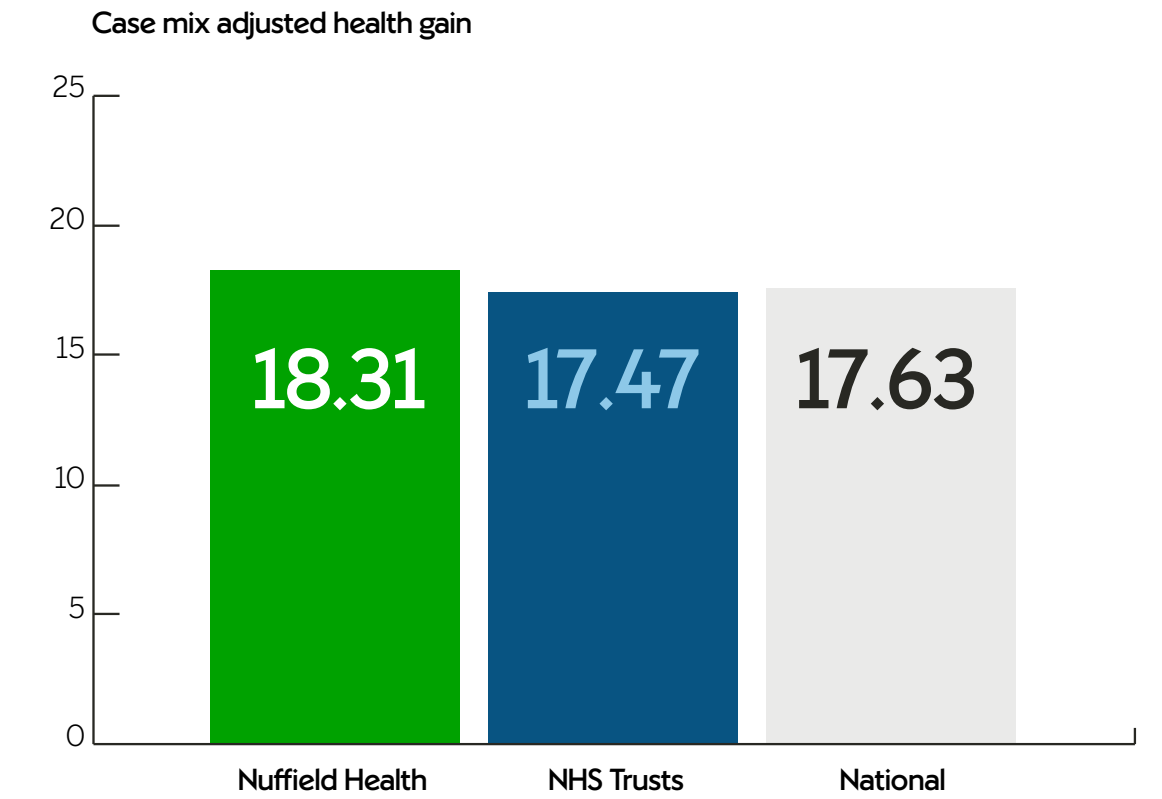


Primary Hip Replacements – Adjusted Health Gains (OHS)

Based on completed Patient Reported Outcome Measures, 67% of NHS funded patients treated by Nuffield Health achieved a 'better-than-expected' outcome (-4% vs last reporting period), with 98% reporting an improvement 6-9 months after discharge (no change vs last reporting period). Only 1.17% of patients were dissatisfied with the outcome of their surgery (+0.56% vs last reporting period). As noted above, data referenced is the latest data reported by NHS England from 2021/22.

98%

NHS patients treated by Nuffield Health reported an improvement 6-9 months after discharge



Primary Knee Replacements – Adjusted Health Gains (OHS)

Based on completed Patient Reported Outcome Measures, 69% of NHS funded patients treated by Nuffield Health achieved a 'better-than-expected' outcome (+8% vs last reporting period) and 96% reported an improvement 6-9 months after discharge (no change vs last reporting period). Only 1.36% of patients were dissatisfied with the outcome of their surgery (-0.06% vs. last reporting period). As noted above, data referenced is the latest data reported by NHS England from 2021/22.

96%

NHS patients treated by Nuffield Health reported an improvement 6-9 months after discharge

Period covered

April 2021 to March 2022. Published: 8 June 2023. Data Available at: <https://digital.nhs.uk/data-and-information/publications/statistical/patient-reported-outcome-measures-proms/hip-and-knee-replacement-procedures-april-2021-to-march-2022>

NHS England prescribed information

The data made available to the provider with regard to the percentage of patients readmitted to a hospital which forms part of the provider within 28 days of being discharged from a hospital during the reporting period, for patients aged:

- (i) 0 to 15 years; and
- (ii) 16 years or over

Nuffield Health statement

The percentage of NHS patients readmitted to a Nuffield Health hospital within 28 days of being discharged from a Nuffield Health hospital for the reporting period was:

- 0 to 15 years: not applicable
- 16 years or over: 0.15% of hospital episodes (-0.03% vs previous year).

Nuffield Health has maintained a concerted focus on understanding and learning from its readmission rate. During the reporting period we saw a decrease in readmissions.

There is a current drive across all health sectors to encourage people to return home as soon as possible. This is part of the general 'enhanced recovery protocols', and also a response to the British Association of Day Surgery and Get it Right First Time (GIRFT) recommendations to facilitate more day case surgery. Currently over two thirds of all surgical admissions are day case.

This initiative tries to return patients to their home, or familiar environment, as soon as it is medically safe to do so. This requires greater planning and facilitation, both pre and post-op. Patients need to be carefully selected, with a thorough preoperative evaluation. If required, it requires a robust 'back door' return to the hospital, in order not to overwhelm primary care with straightforward postoperative issues that should be dealt with at the secondary care facility.

Where a robust patient-initiated follow up system is in place, readmissions are inevitably going to be higher. The nature of these, and their appropriateness, is still under evaluation.

Our discharge processes are designed to facilitate safe discharge, and discharge planning effectiveness. In line with our governance framework, we continuously evaluate

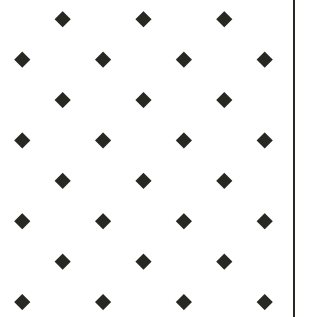
hospital readmission rates, examining case data and exploring outliers, trends, and themes. We continue to observe some variances in data collection relating to readmissions to an alternative location i.e. the local Trust rather than a Nuffield Health hospital. We recognise that we are reliant on the local NHS Trust sharing comprehensive readmission information with us, in order to have a complete data set.

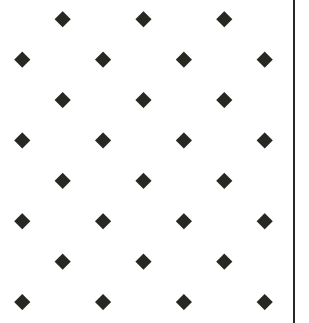
Quality initiatives that aim to enhance our existing systems and processes include:

- Updating our admission and discharge literature to provide patients with information relating to the main complications they may experience, including how they can help prevent venous thrombosis events (VTE). This information will be provided on the Nuffield Health website, so patients can review sections most relevant to them
- Patient safety meetings at all sites, and a multi-disciplinary team (MDT) approach to decision making around patient suitability for admission
- Pharmacy services have introduced a Central Pharmacy incident review forum to monitor medicine management incidents, identify themes, trends and resulting actions. A medicines' formulary approval approach has been implemented and our electronic prescribing system continues to roll out as a key tool to improving medicine safety
- Nuffield Health has introduced a lead anaesthetist for pre-operative assessment (POA) in the majority of our hospitals. A POA steering group has been formed. This includes a lead anaesthetist for the organisation and a multi-disciplinary team. The steering group reviews national policies and processes, and reviews cancellations on the day of admission to analyse trends and implement changes as required.

For 2024/25 our focuses include:

- Our POA transformation project has commenced in the majority of our hospitals. Transformation is in early screening and risk assessment at the time a decision is made to treat the patient. Optimising patients following the early screening; improving outcomes and decisions for patients not suitable for Nuffield Health earlier in their journey; commencing medical treatment soon after the decision to treat for unstable co-morbidities. We aim to fully embed the process in all our hospitals and enhance data collection from POA. Preoperative patient safety meetings have been developed to ensure the suitability of complex patients having surgery at Nuffield Health hospitals
- From a pharmacy perspective, we are developing a medicines optimisation strategy that will be published as a five-year plan. A medicines audit tool and dashboard will enhance our assurance framework
- We are continuing to encourage discharged patients to contact the hospital as early as possible so appropriate measures can be taken to reduce the risk of readmission. This includes management of early-stage wound issues via outpatient clinic; continued focus on data analysis, using internal and external benchmarking to identify outliers; exploring trends and themes and taking all appropriate quality improvement actions at national and local site level
- We are facilitating analysis of readmissions with regard to those admitted back to a Nuffield Health facility, and individuals admitted to another healthcare site. This will build on the development of strong relationships, facilitate accurate information flow, and provide a greater understanding of learnings and required actions.





NHS England prescribed information

The data made available to the provider with regard to the provider’s responsiveness to the personal needs of its patients during the reporting period.

Nuffield Health statement

Nuffield Health’s Patient Satisfaction Survey (PSS) is provided to all in-patients (NHS and private). It measures our responsiveness to the personal needs of our patients.

During the reporting period, this score confirmed:

- 86% satisfaction with overall care

Nuffield Health continues to use the feedback provided by our patients to improve the customer experience, and we maintain a focus on providing people with a positive healthcare experience.

- We have seen an improvement in survey participation. Particularly strong response rates were achieved to our survey invitations during the latter part of this reporting period.
- As a result of feedback, improvements have been made to the ways in which patients contact us, reducing unnecessary steps and simplifying the journey, thereby reducing friction.

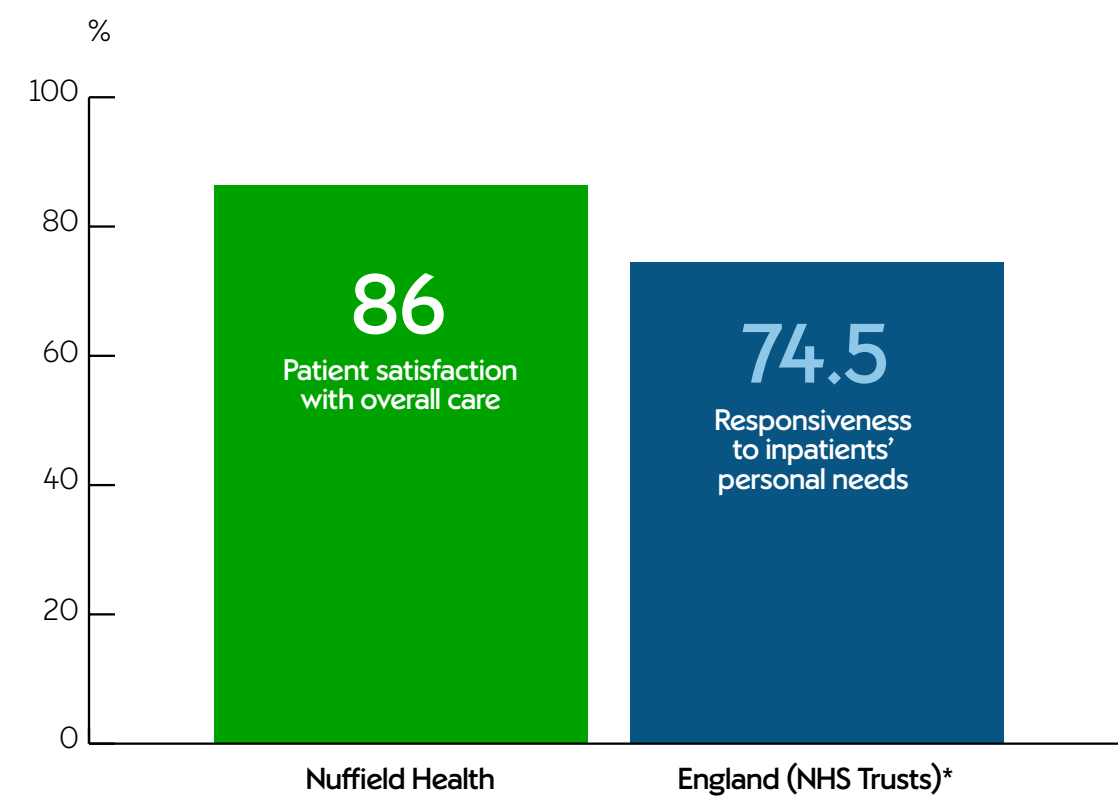
In 2024/25 we are launching a new Voice of the Customer programme in order to take the next step in listening to our patients and customers, and driving positive action for improvement from feedback. We are currently in a tender process for a new Strategic Survey tool, which will spearhead this programme.

The new system will enable us to gain greater insight, at more regular customer touchpoints. Our teams will get closer to the customers’ experience, with real-time reporting and response capabilities. This transformational programme will revolutionise the way in which we can truly bring to life the voices of our customers.

Nuffield Health intends to take the following action to maintain this performance and the quality of its services:

- We will continue to use feedback to drive improvements to the patient experience. Where an opportunity for improvement is identified, we will work to establish the actions required to enhance the quality of our services
- We will continue to monitor the engagement of our patients through our surveys to ensure we maintain strong response rates. Where we do not receive the engagement we expect, we will investigate the reasons why and take action.

Patient satisfaction measures (2023/24)



*March 2022 data, as reported by NHS England. Source: <https://digital.nhs.uk/data-and-information/publications/statistical/nhs-outcomes-framework/march-2022>



NHS England prescribed information

The data made available to the provider with regard to the percentage of staff employed during the reporting period who would recommend the provider as a provider of care to their friends or family.

Nuffield Health statement

At Nuffield Health we firmly believe that engaged employees contributes significantly to creating a thriving environment where our people can be their very best and provide the up-most care for our customers and patients. This is why we are committed to fostering environments where every team member feels valued and empowered to share their feedback and know their voice is heard.

In 2023, we established our Employee Forum, a representative body comprising members from all regions and business lines across the Charity. This forum convenes quarterly, bringing together frontline staff, senior management, and our Executive leadership team to collaboratively discuss and address key issues affecting both our customers and our workforce. By actively soliciting input from our diverse employee base, we gain valuable perspectives on what is working well and where improvements are needed to align with our strategic goals and charity priorities.

In addition to the forum and our Employee Resource Group, we continue to build on our Peakon Employee Voice survey. Conducted three times across the year, our survey enables us to delve deeper into specific areas of concern and gather actionable insights for driving positive change initiatives. The survey technology used, sends tailored questions to individual employees, enabling us to capture a comprehensive view of employee engagement levels across the organisation and at key points in the employee journey.

11,000+

of our people took part in our Peakon Employee Voice survey in April 2024

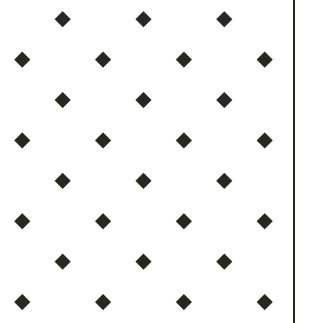
Our engagement platform offers several benefits, including:

- Anonymity protection so everyone can be honest and authentic in the feedback they share
- Personalised real-time dashboards and team insights for all line managers
- Accessibility to complete the survey via mobile devices and QR codes, helping to engage frontline teams and all who do not have computer access.

In our ongoing efforts to enhance staff engagement and thereby elevate service quality, we are committed to:

- Sustaining diverse channels for engaging with, and listening to our employees, including staff forums and listening groups, locally and nationally with a focus on continually improving our people experience
- Actively seeking feedback from our people at key stages of their journey with us, from onboarding to exit, helping to identify opportunities for enhancing their experience journey at every touchpoint
- Ensuring that our employees remain connected to our organisational purpose and are informed about the changes being made and how their feedback is influencing positive outcomes.

By prioritising employee engagement, we not only cultivate a more positive workplace culture but also drive continuous improvement in the quality of care and services we deliver to our patients.



NHS England prescribed information

Friends and Family Test – Patient: The data made available to the provider for all acute providers of adult NHS funded care, covering services for inpatients and patients discharged from Accident and Emergency (types 1 and 2)*

Nuffield Health statement

Nuffield Health has a specific patient Friends and Family Test (FFT) that is consistent with the questions asked of all NHS patients. At the end of the reporting period:

- 94% of our in-patients rated the service they received as very good or good

Nuffield Health strives to ensure that people have a positive experience of care; such a high rating of the service they received is suggestive of a positive experience.

Nuffield Health intends to take the following action to maintain this score, and thereby the Quality of its services, by:

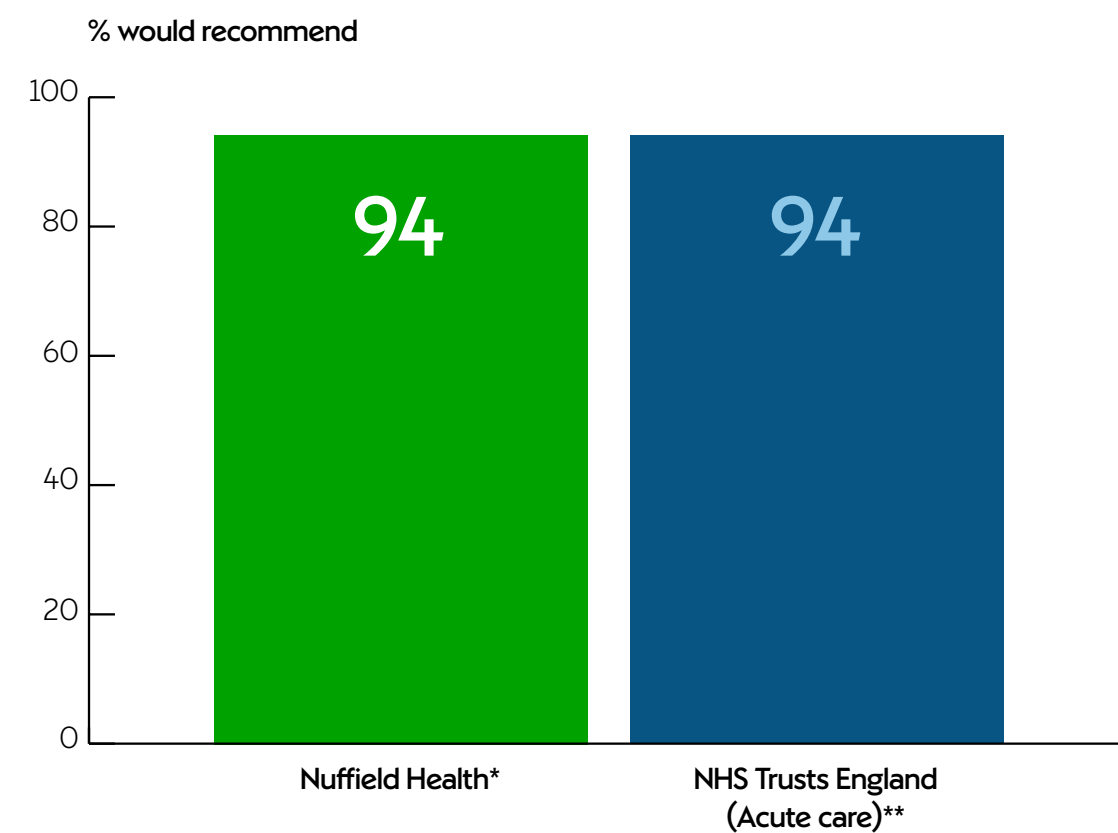
- Continued focus on the patient experience. As discussed earlier in this report, the new Strategic survey tool when launched will further enhance our insights into our patient experience and allow further improvements in experience through these learnings
- The launch of data apprenticeships has looked to further enhance services and patient outcomes by equipping team members with new data led skills to utilise information in their clinical areas.

We continue to hold CQC good or outstanding ratings throughout our hospital and clinical sites, following the recent introduction of the CQC single assessment framework – a key component of which is the patient satisfaction of services received.

The quality initiatives within our Quality Improvement Programme all contribute to a positive patient experience. They are an important area for approved initiatives and we monitor their positive implementation and embedment.

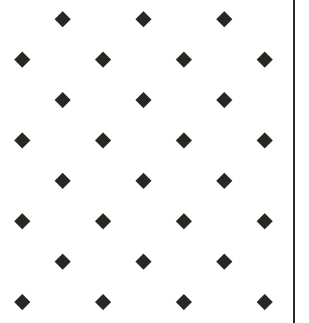
An example of a quality initiative has been the hip and knee pathways which enhance the patient clinical journey, delivering timely treatment and rehabilitation for the best possible outcomes.

Patients’ friends and family test outcomes (2023/24)



*Accident and Emergency discharges are not applicable ** February 2023 Inpatient score as reported by NHS England. Source: <https://www.england.nhs.uk/publication/friends-and-family-test-data-march-2024/#heading-2>





NHS England prescribed information

The data made available to the provider with regard to the percentage of patients who were admitted to hospital and who were risk assessed for Venous Thromboembolism (VTE) during the reporting period.

Nuffield Health statement

All patients admitted to hospital received appropriate VTE risk assessment during the reporting period.

Nuffield Health is committed to treating and caring for people in a safe environment and protecting them from avoidable harm.

The trend of VTEs remains consistent in comparison with the previous year 2023/24 - 0.1% (2022/23 – 0.1%).

VTE was one of the Charity’s identified areas for further review on the Incident Response Plan, following the launch of the Patient Safety Incident Response Framework (PSIRF) and the publication of our Patient Safety Incident profile analysis. The inclusion of VTE on the Response Plan followed a longitudinal data analysis of incidents. As well as data analysis, the investigation included deep dive reviews into individual patient clinical records. The review outputs included that the frequency of VTEs was favorable when reviewed against national benchmarking data. In addition:

- Appropriate post-op VTE prophylaxis was consistently utilised
- Rare, however, occasional delays in VTE diagnosis a reminder was cascaded to clinicians that if VTEs were suspected then prophylaxis treatment should be adopted
- Efficiency of future monitoring of VTE care management would be supported by an enhancement of our Quality Management System (Radar) to include an integrated VTE risk assessment tool (for both oncology and non-oncology patients). This work was already planned and further supported by this investigation.

Nuffield Health quality governance regarding adverse events ensures proactive analysis of all incidents and the ability to flag to appropriate forums, any no-harm or harm themes or trends. This includes VTE events to review effective utilisation of VTE care management and any learning for sites and nationally.

Nuffield Health sites continue to engage with their local NHS Trusts, to facilitate sharing of information regarding patients who have been admitted due to a VTE event and are working collaboratively to facilitate shared learning. In addition, we report directly into NHS England’s Learning from Patient Safety Events (LFPSE) for NHS patient to support the national thematic analysis and learning of all events, including VTEs.

Our continuous improvement activities for 2024/25 include:

- The launch of the VTE assessment tool within Nuffield Health’s quality management system Radar, which will enhance the data quality and ability for thematic review of VTE events at a local and central level
- The launch of the Radar audit tool which will include audits to ensure appropriate clinician interventions, including VTE management. This will support ongoing assurance regarding the quality and safety of assessment and care, and identified continual improvement.



NHS England prescribed information

The data made available to the provider with regard to the rate per 100,000 bed days of cases of C difficile infection reported within the provider among patients aged 2 years or over during the reporting period.

Nuffield Health statement

Nuffield Health maintains high standards of Infection Prevention (IP) and Control, which contributes to the maintenance of a safe environment and provides protection from avoidable harm.

Our Infection Prevention framework comprises robust policies and procedures, continuous education, and measures that aim to assure and reaffirm evidence-based practices. These facilitate safe and effective care delivery and positive clinical outcomes.

Nuffield Health's rate of cases of C. difficile infection in the reporting period is:

- 2.0 per 100,000 bed days in 2023/24 (compared to 1.6 per 100,000 bed days in 2022/23)

Thematic investigation concluded that only one of the C. difficile infections during the reporting period was attributable to Nuffield Health intervention, triggered by antibiotics given at the time of surgery.

During 2023/24, Nuffield Health has continued to deploy and update, in line with changing national guidance, a range of quality improvement and key activities aimed at reducing C.difficile incidents and enhancing infection prevention standards. These included:

- Continued development of the Infection Prevention Educational Programme aligning with new NHS IPC Educational Framework
- Continued development of the comprehensive infection prevention audit programme as a component of our Quality Assurance Framework, including hospital review programme
- Continued development of the Anti-Microbial Stewardship Forum, to monitor and manage antimicrobial use
- Continued development of Healthcare associated infections (HCAI) surveillance systems to support identification of all infections, including C.difficile.

During 2024/25 Nuffield Health will continue to seek opportunities to enhance our existing high standards of Infection Prevention through staff training and education; best-practice clinical management (e.g. mechanisms that facilitate appropriate prescribing). This includes championing the collective work of Nuffield Health in placing sustainability at the heart of everything we do, driving greener infection prevention practices that maintain high standards of quality whilst reducing Nuffield Health's carbon footprint.

NHS England prescribed information

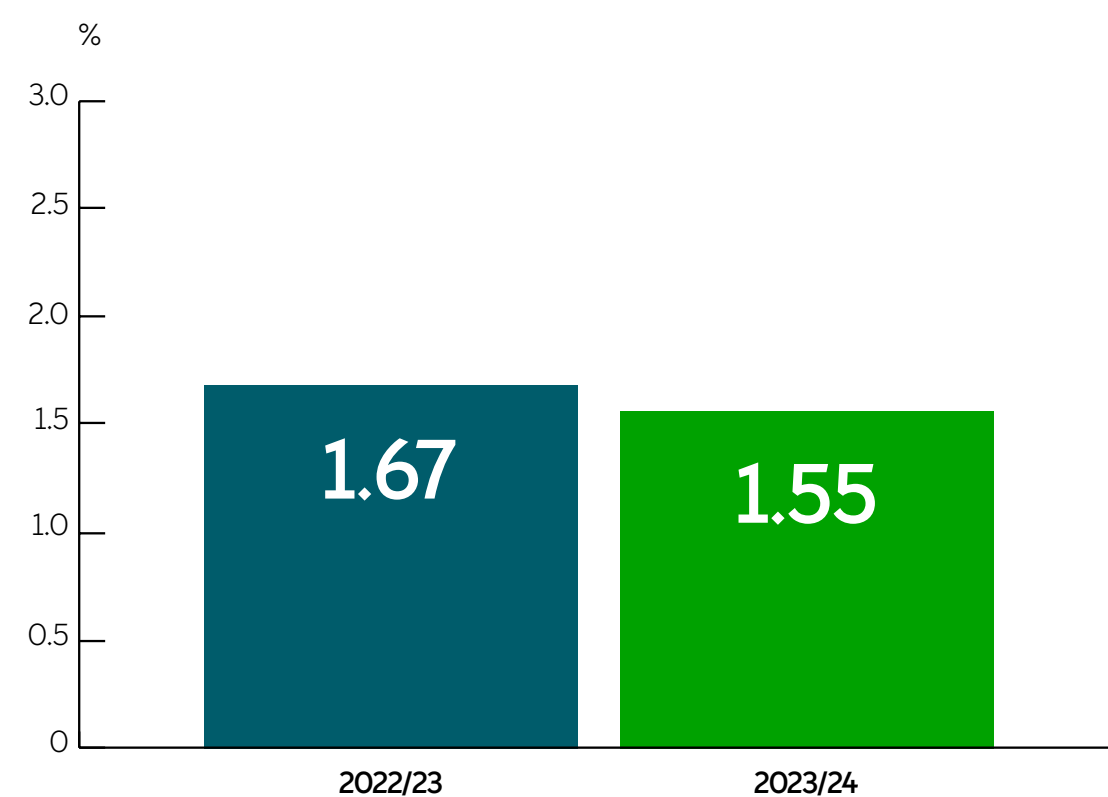
The data made available to the provider with regard to the number and, where available, rate of patient safety incidents reported within the provider during the reporting period, and the number and percentage of such patient safety incidents that resulted in severe harm or death.

Nuffield Health statement

Nuffield Health had the following patient safety incidents relating to NHS patients during the reporting period:

- Number of total patient safety incidents (including those that resulted in severe harm, moderate harm, low harm and/or death): 932 (1338 2022/23) a decrease of 348 compared against 2022/23 (of which the majority are low harm events)
- Rate (percentage of episodes): 1.55% (vs 1.67% for the previous year)
- Number resulting in severe harm/death for NHS patients: 17 (14 patient deaths and 3 severe harm events, compared against 8 deaths and 2 severe harm events in 2022/23)
- Rate (percentage severe harm/death): 0.03% (0.03% in 2022/23).

Percentage of patient safety incidents*



*Accident and Emergency discharges are not applicable

Nuffield Health continually strives to build a just safety culture that is grounded in openness, transparency and accountability. Our incident rate continues to remain low.

Following the introduction of our new Quality Management System, Radar, we have now launched the system across the entire estate and have continued to introduce further enhancements while it embeds. We have launched an integrated analytic tool which enables ease of visibility of incident themes and trends at a national, regional and site basis which drives continual improvement and appropriate preventative action.

In our contribution to the national understanding of patient safety events, and to support learning and improving patient safety and quality of care, we continue to be fully compliant with submissions to NHS England’s Learn from Patient Safety Events (LFPSE). This also allows access to Integrated Care Boards (ICBs) to have visibility to incidents which have affected NHS funded patients in their area.

Following our launch of Quality Scorecards for primary and secondary care in 2022/23 this has supported internal and external benchmarking across all areas of Quality (Safety, Effectiveness, Patient Experience). We have further enhanced this area with the launch of Quality Scorecards across specialty services. This is being completed in a phased approach. However, the initiative has already supported data-led decision making in areas of quality improvement. This information is currently being used centrally and will be further utilised in site-based quality improvement.

Following Hospital Quality Reviews across the whole estate in 2022/23, we used a more data-led and risk-based approach of site-based reviews in 2023/24 across



Our PSIRF plan aims to prevent and enhance management of patient safety incidents (PSIs)

secondary care and specialty services. This allowed the development of individual site action plans and is contributing to Nuffield Health’s Quality Improvement Programme, for national quality initiatives for 2024/25. The methodology of the Hospital Quality Reviews was enhanced in 2023/24 to consider the new CQC Single Assessment Framework.

The Charity has strengthened its clinical governance processes by implementing the Patient Safety Incident Response Framework (PSIRF) in October 2023, aiming to prevent and further enhance management of patient safety incidents (PSIs). Key focuses include compassionate engagement with all involved parties in a PSI, shifting towards proactive prevention rather than reactive response, and aligning PSIRF with the Freedom to Speak Up agenda.

NHS England prescribed information

The data made available to the provider with regard to the number and, where available, rate of patient safety incidents reported within the provider during the reporting period, and the number and percentage of such patient safety incidents that resulted in severe harm or death.

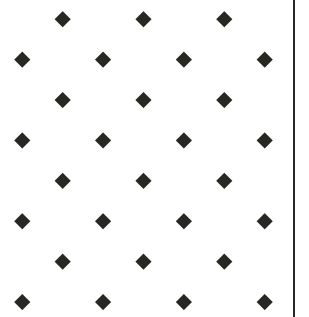
Nuffield Health statement continued

Creating a psychologically safe environment is paramount, fostering an atmosphere where staff feel comfortable raising concerns and contributing to incident analysis for improvement. Tools like 'SWARMS' and 'After-Action Reviews' facilitate learning from PSIs, with feedback indicating high staff appreciation for the supportive environment and inclusive decision-making. The Charity's commitment to patient safety is further demonstrated through initiatives such as weekly 'Patient Safety Lunch and Learns', promoting ongoing education and knowledge sharing across primary and secondary care settings.

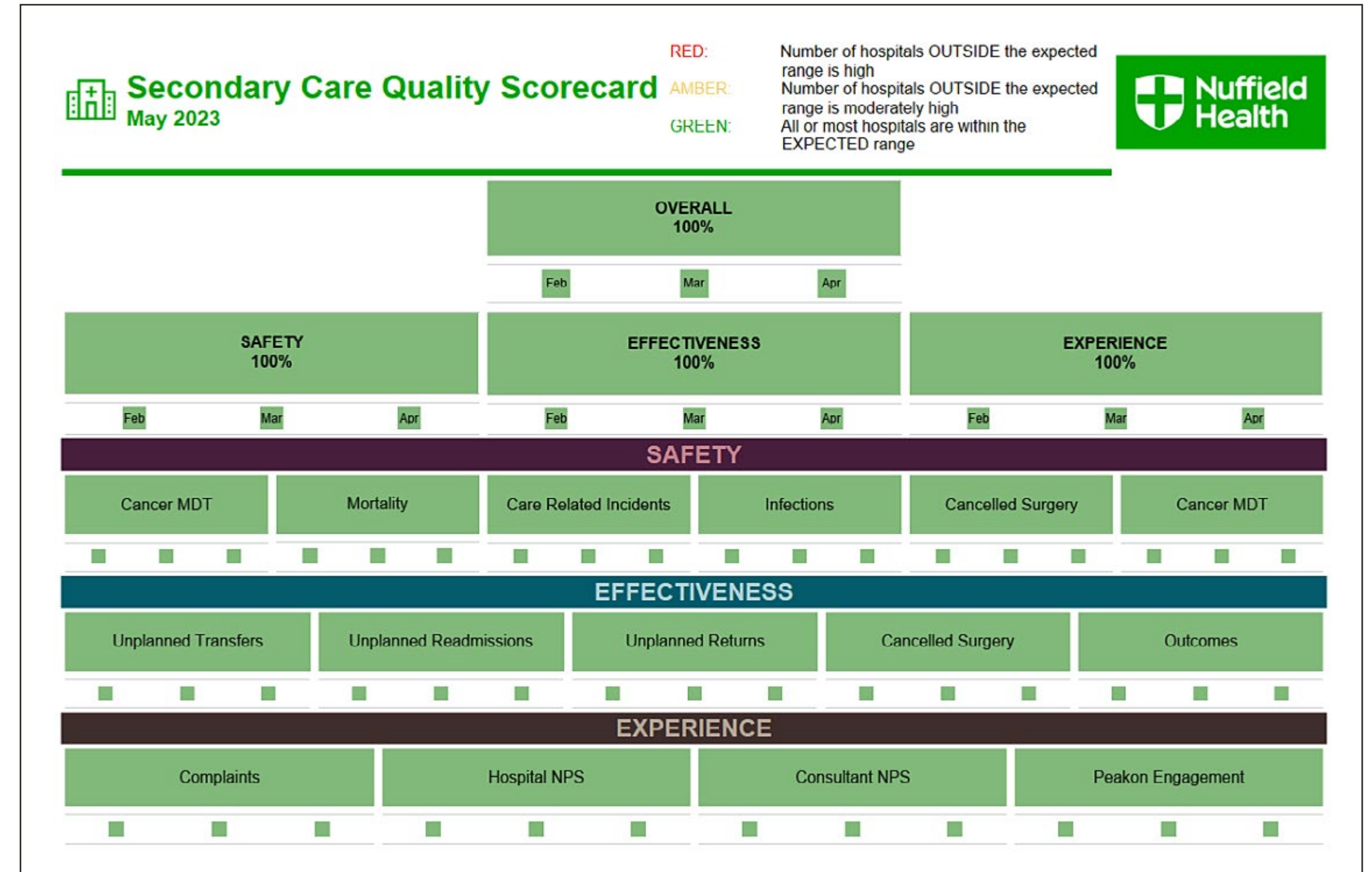
Following the introduction of PSIRF we have further enhanced our quality governance with the introduction of a Morbidity and Mortality Forum, Patient Safety Improvement Forum and a Weekly Adverse Event Forum. The Weekly Adverse Event Forum has wide stakeholders across a range of subject matter experts (SMEs) with both Primary and Secondary care. The forum is able to work efficiently due to having SMEs availability to identify themes and trends.

The identified areas for review are shared with the appropriate forum, or board, for a further deep dive and actions. The forum has a particular focus on 'No harm' events to ensure proactive review of incident themes of those which, if repeated, could cause patient harm. The Patient Safety Improvement Forum leads on coordination and management of the identified Patient Safety Incident Investigations (PSIIs), including as appropriate any required system learning and action plans.

A major way of engaging with patients for safety is through Patient Safety Partners (PSP). The Charity has appointed its first PSP and it is envisaged that they will provide the patients' perspective on our current safety practices and plans. In addition, they will support and read Patient Safety Incident Investigations into the more serious events, to ensure they have been written in language which patients or their carers will understand.



Secondary Care Quality Scorecard example



Nuffield Health continues to prioritise patient safety and the following activities are planned in 2024/25:

- Complete the roll out of specialty dashboards, allowing a data-led approach to assurance and quality improvement
- Expand the suite of quality dashboards to support identification of themes and trends across reported incidents
- Launch a standardised methodology for quality improvement across the Charity
- Appoint further Patient Safety Partners to further enhance the patient voice.



NHS England prescribed information

Details of ways in which the provider’s staff can speak up (including how feedback is given to those who speak up) and how they ensure staff do not suffer detriment.

Nuffield Health statement

Nuffield Health is committed to facilitating an open safety culture, where all staff feel able to engage with us and raise issues, concerns, or improvement suggestions.

Speaking up is encouraged across the Charity. All members of staff have access to a variety of channels and escalation mechanisms that support the raising of issues or concerns. These include escalation through the local line manager and Senior Leadership Team (Director of Clinical Services/ Hospital Director); and direct escalation through our Head of Safety Culture (HoSC), regional Freedom to Speak Up (FTSU) Leads, onsite hospital FTSU Guardians and Champions.

Anonymous disclosure of concerns is possible via Safecall, our 24/7 confidential, independently managed, hotline. Or, if concerns are raised formally, through Nuffield Health’s grievance process.

During 2022/23, we created a bespoke FTSU case management system, only accessible to the HoSC, FTSU Regional Leads and Guardians. This enables confidential case management; the recording of key themes and trends and data analysis; and the learning and improvement of cultures across the Charity.

In all instances, issues and concerns are reviewed and investigated, with feedback provided appropriately.

In addition, Wellbeing Champions in our hospitals work with the FTSU Champions, and can contact the FTSU Guardian on behalf of a member of staff. Our Employee Forum and equity networks link with the FTSU Guardians.

The executive and non-executive FTSU leads promote and actively engage with the FTSU network.

The Executive FTSU lead and Head of Safety Culture co-chair monthly Safety Culture Network meetings to triangulate FTSU issues, human resources and employee relations issues, grievances, exit interview feedback, doctor concerns, clinical concerns and incidents, regulatory compliance, safeguarding, complaints, incidents and risks.

Mandatory FTSU training has been implemented. ‘Speak Up, Listen Up and Follow Up’ is accessible to all employees through our Academy Online (AOL).

The national Freedom to Speak Up policy has been adopted and we have successfully implemented the Patient Safety Incident Response Framework (PSIRF).

Nuffield Health continues to prioritise patient safety and intends to take the following actions in 2024/25 to advance its Speak Up culture by:

- Further developing Regional FTSU Leads, and the network of operational onsite FTSU Guardians, across every hospital and the Charity’s sites within primary care and Fitness and Wellbeing Centres
- The FTSU Regional Leads and Guardians promote healthy Speak Up cultures and respond to concerns raised at local levels, signposting and escalating concerns to the relevant leaders for action
- The FTSU Regional Leads and Guardians request that feedback is given directly to the individual speaking up, and that they are thanked for coming forward
- Issues raised and actions taken to resolve matters are recorded confidentially within the case management system, and used to help influence positive learning and improvement for the whole Charity



An example poster for our FTSU campaign

- The FTSU Guardian network is overseen by the Head of Safety Culture, who collects data on concerns raised and attends regional NGO FTSU Guardian network meetings, to learn from colleagues across pan-sector organisations including the NHS, the independent sector and social care.

NHS England prescribed information

Details of ways in which the provider’s staff can speak up (including how feedback is given to those who speak up) and how they ensure staff do not suffer detriment.

Nuffield Health statement continued

Improving insight, strategy and practice:

- Continue to implement and embed the organisational FTSU strategy, focusing on evolving our safety culture. This will enable updates to policy framework and Standard Operating Procedures (SOP), aligning with the National Speak Up Policy. Attention will be paid to triangulating information with patient experience, complaints, employment relations, sickness absence rates and causes, attrition and retention rates, exit interviews (including the introduction of internal movement exit interviews), workforce emotional wellbeing, staff surveys and Equality, Diversity and Inclusion (EDI)
- Continue to deliver our Speak Up improvement plan, including aligning with the National Guardian Office (NGO) updated guidance and expectations of best practice
- Continue to support the workstream for staff engagement and Just Culture, to ensure shared learning and improvement
- Continue to develop leadership capability to ensure all leaders feel confident in enabling a safe Speak Up culture, and how to recognise and respond to concerns raised
- Continue to support and develop ED&I in relation to psychological safety and speaking up
- Continue to review and investigate Speak Up incidents, ensuring all concerns are appropriately investigated, and that feedback and follow up is given and used as a driver for clinical and organisational improvement
- Continue ongoing evaluation of current systems and processes. Standardise and streamline where necessary to improve resource effectiveness so we invest in credible, high-impact methods and strategies. For

example, cost benefit analysis of the SafeCall system to assess whether this expense could be put to more efficient use in strengthening FTSU awareness and learning, and improving cultures across the Charity. Our aim is to drive and strengthen a business-as-usual approach to FTSU.

Ways staff can Speak Up & Prevention of Detriment:

Staff can Speak Up in a number of ways throughout Nuffield Health. Currently, Freedom to Speak Up Guardians are only active within the hospital sites, although this is due to expand across primary care and our Fitness and Wellbeing Centres.

Best practice promotes a business-as-usual approach to creating safe cultures, so staff are encouraged to speak up to their colleagues, managers and senior leaders at the time the concern arises, or very soon after. They can also speak to colleagues within the ED&I networks, as well as to the Wellbeing Champions, Surgical Safety Champions, and Employee Forum Representatives.

Regular Hospital Quality Reviews provide staff with an opportunity to meet senior central leaders and raise any concerns they may have. Managers are encouraged to seek advice from HR and ER, in supporting and dealing with staff speaking up. The independent, and anonymous, SafeCall telephone line is also available to log any concerns. Issues are escalated to the ER team for further action.

In addition to these approaches, staff are aware they can contact the CEO and other executive leaders direct to raise any concerns they may have with them.

Issues raised with ER, are treated in the same way as a grievance and staff will be given the opportunity for a hearing meeting to understand the concerns in more detail. Following investigation, the individual receives a full investigation report of findings. Due to confidentiality restrictions, there may be some areas that cannot be disclosed to them, however they do receive a final report.

“Our Leadership Team needs to know about any concerns, blockages or worries, and with no atmosphere of blame or finger-pointing.”

David Henderson

Health System Director, The Holly Hospital

Most calls to SafeCall tend to be anonymous, so the only means of communication is via the Safecall portal. Concerns are acknowledged and a further message sent to ask if the person would like to speak to someone direct from HR.

Preventing detriment is crucial. This is included as part of our Speaking Up awareness training for all staff and, specifically, as part of our leadership training and how to respond to staff who raise concerns or issues.

We keep in touch with staff who have raised issues or concerns and they are encouraged to inform us if they feel they are suffering any form of detriment. It is vital that confidentiality is maintained throughout an investigation process. The individual has a key contact, usually the investigation manager, so, if there are any concerns, they know who to reach out to. If potential concerns of detriment or victimisation were raised, these would be investigated immediately.



National and local Audit

Clinical audits continue to be an important component of Nuffield Health’s Quality Assurance Framework. They support assurances around regulatory compliance and clinical quality, while helping facilitate quality improvement.

During 2023/24, the Charity completed 4,643 audits. There were a mixed of national and local clinical audits, of which 31 were national. Significant attention was given to Infection Prevention (13), which continues to be a key area of focus. We continue to deploy a robust infection prevention audit schedule, underpinned by UK Health Security Agency (UKHSA) guidance.

Multidisciplinary Team (MDT) compliance has continued to improve, following a time of ongoing education and embedding of process. Cancer related audits continue to give evidence of improved safety and quality.

Work continues on the planning of our integrated audit systems within our Quality Management System. This will facilitate improvement efficiency of audit completion, and an ability to monitor quality assurance and track audit-linked action plans.

In 2024/25 Nuffield Health will:

- Launch our new Clinical Audit Infrastructure and Clinical Audit Framework
- Continue to enhance the use of Clinical Audit data within our quality dashboards, to highlight areas of best practice and those with a focus on quality improvement
- Continue to consider system enhancement for ease of audit analysis and provision of immediate feedback to sites
- Launch Careology, in Q1 2024, and begin to collate quality of life data to allow us to continually improve the care for cancer patients based on data trends relating to treatment and real-time patient need
- Continue working with NHS England regarding the introduction of the JAG mandatory audit of incidents of post colonoscopy colorectal cancers (PCCRC). This audit will support Nuffield Health in monitoring and maintaining quality colonoscopy procedures for all patients, using endoscopy services across the Charity.

Our hospitals

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The National Joint Registry (NJR) has given 'Gold' Quality Data Provider awards to 34 of our hospitals, for our commitment to high quality care and patient safety reporting in orthopaedics surgery.



Independent regulators' hospital reviews

Our hospitals are inspected by independent healthcare regulators to ensure they meet the fundamental standards of quality and safety, as determined by the regulating body of each country. The table details the rating of each of our hospitals, according to the findings of the [Care Quality Commission](#), [Health Improvement Scotland \(HIS\)](#) and [Health Inspectorate Wales \(HIW\)](#). Full reports of the inspections are available on the regulators' websites.



Hospital	Report published	Overall	Safe	Effective	Caring	Responsive	Well led
Bournemouth	June 2022	Good	Good	Good	Good	Good	Good
Brentwood	June 2017	Good	Requires improvement	Good	Good	Good	Good
Brighton	December 2022	Good	Good	Good	Good	Good	Good
Bristol	April 2024	Good	Good	***	Good	Good	Good
Cambridge	November 2016	Requires improvement	Good	Good	Requires improvement	Requires improvement	Requires improvement
Cancer Centre London	February 2020	Good	Good	Good	Good	Good	Good
Cheltenham	January 2023	Good	Good	Good	Good	Good	Good
Chester	December 2016	Good	Good	Good	Good	Good	Good
Chichester	December 2021	Requires improvement	Good	Good	Requires improvement	Good	Requires improvement
Derby	May 2016	Good	Good	Good	Good	Good	Good
Exeter	October 2016	Good	Good	Good	Good	Good	Good
Guildford	July 2019	Good	Good	Good	Good	Good	Good
Haywards Heath	December 2017	Good	Requires improvement	Good	Good	Good	Good
Hereford	March 2017	Good	Good	Good	Requires improvement	Good	Good
Highgate	May 2017	Good	Good	Good	Good	Good	Requires improvement
Ipswich	November 2016	Good	Requires improvement	Requires improvement	Requires improvement	Good	Good
Leeds	June 2017	Requires improvement	Good	Good	Requires improvement	Requires improvement	Good
Leicester	October 2023	Good	Good	Good	Good	Good	Requires improvement
Newcastle	August 2016	Good	Good	Good	Good	Good	Good
North Staffordshire	January 2022	Good	Good	Good	Good	Good	Good
Nuffield Health at St Bartholomew's		Hospital opened May 2022 – as yet not rated					
Oxford	June 2022	Good	Good	Good	Good	Good	Good
Parkside	November 2021	Good	Good	Good	Good	Good	Good
Plymouth	July 2022	Good	Good	Good	Good	Good	Good
Shrewsbury	October 2018	Good	Good	Good	Good	Good	Good
Taunton	February 2024	Good	Good	Good	Good	Good	Requires improvement
Tees	April 2022	Good	Good	Good	Good	Good	Good
The Holly	May 2017	Good	Good	Good	Good	Good	Requires improvement
Tunbridge Wells	July 2017	Good	Good	Good	Good	Good	Good
Warwickshire	March 2017	Good	Good	Requires improvement	Good	Good	Good
Wessex	January 2023	Good	Good	Good	Good	Good	Good
Woking	August 2017	Good	Good	Good	Good	Good	Good
Wolverhampton	October 2022	Good	Good	Good	Good	Good	Good
York	June 2017	Good	Good	Good	Good	Good	Good
Cardiff & Vale*	February 2022	No issues identified by HIW					
Edinburgh**	March 2022	Good (HIS)					
Glasgow**	November 2020	Good (HIS)					

Rating key: ◆ Outstanding ◆ Good ◆ Requires improvement

* HIW conducts a review and provides a letter of findings, but not a rating. No breaches were identified in its inspection.
 ** Inspected by HIS – areas of patient experience, safe care and leadership/change improvement all recorded as Good. HIS does not produce an overall rating.
 *** Not enough evidence to rate.

Bournemouth Hospital

About the hospital

Nuffield Health’s hospital in the centre of Bournemouth was established in 1957 and was the first to be acquired by the Charity. Highly trained teams provide care on an individual basis, with the aim of creating a safe and welcoming environment to encourage fast recovery and wellbeing.

Offering a wide range of first class medical and surgical services, Nuffield Health Bournemouth Hospital attracts many of Dorset’s leading consultant surgeons and physicians. It has a reputation for the delivery of an extensive range of services and treatments. Specialist focus is on orthopedics, cardiology, ophthalmology, cosmetic surgery, paediatrics, and men and women’s health.

Facilities include 39 beds; three operating theatres; an endoscopy suite; a catheter laboratory; two theatres for minor operations; and a physiotherapy gym, which includes a hydrotherapy pool. A full range of on-site diagnostics is offered, including MRI, CT, and mammography scanning.

Voice of the customer score

93%

Patient satisfaction with their experience at our hospital



“As Director of Clinical Services, I’m proud to lead a fantastic team that is passionate about delivering excellent patient focused care in a safe and welcoming environment.”

Louise Dennington
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Data Provider Gold Award (2022/23)
- ◆ With two functioning robots onsite, the hospital is developing and supporting orthopaedic robotic surgery
- ◆ Maintained strong links with the local university, supporting innovation in healthcare.

Brentwood Hospital

About the hospital

Nuffield Health’s hospital in Brentwood, Essex, has been serving the community since 1970, and has a reputation for clinical excellence and patient satisfaction.

This modern hospital specialises in orthopaedics; general surgery; men and women’s health; children’s services; and cosmetic surgery. A large team of consultants, working with specialist nurses, treats children for a variety of conditions.

Unique in the area, a dedicated endoscopy unit performs a wide range of camera-led procedures, dramatically improving patient outcomes. State-of-the-art diagnostic equipment includes a new X-ray and MRI suite. Skilled teams look after patients before, during and after a procedure, significantly reducing time spent in hospital.

Facilities include 40 beds; 25 outpatient rooms; one digital and three laminar flow theatres; onsite pathology, pharmacy, physiotherapy, and radiology services, offering a full range of diagnostics; and an onsite gym.

Voice of the customer score

93%

Patient satisfaction with their experience at our hospital



“Our hospital team is committed to providing a professional, high standard of safe care, where we are always looking to improve the patient experience.”

Alison Williams
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ Invested in new computers for outpatient rooms and surrounding departments, moving to the use of new Electronic Patient Record system in September 2024
- ◆ Installed state-of-the-art X-ray machine, with the latest imaging technology. A new MRI scanner will be installed during 2024, with the ability to scan complex cardiac conditions
- ◆ CQC rating ‘good’, with ‘outstanding’ across the board for safety and service for children and young people.

Brighton Hospital

About the hospital

Nuffield Health's hospital in Brighton, East Sussex, was founded in 1976, in Hove. It moved to its current site in Woodingdean in 1995, to meet increased demand for its clinical services.

The hospital is one of the UK's leading gender affirmation centres, offering supportive and specialist care throughout a person's journey. With over 20 years experience in this field, Nuffield Health Brighton Hospital has some of the country's leading gender affirmation surgeons, and a highly skilled support team.

A wide range of services and treatments are offered, with specialisms including orthopaedics; ophthalmology; spinal and general surgery. The latest technological medical equipment complements exceptional facilities, to deliver fast, effective and efficient healthcare.

Facilities include 36 beds; three theatres; 11 outpatient rooms; a minor operations suite; and a dedicated oncology unit. A full range of diagnostics is available.



Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



“We're extremely excited to be installing brand new, multi-million pound, state-of-the-art CT and MRI scanners in June 2024. Added to this, we'll unveil our new Mako[®] orthopaedic robot in October. This will be a big year for Brighton!”

Michael Turner
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ Launched our free COVID-19 Rehabilitation Programme.
- ◆ MacMillan Quality Environment Mark awarded to the Oncology Department
- ◆ Supported employee development through apprenticeships, in order to grow our own theatre practitioners, ward nurses, and oncology nurse associates
- ◆ Dedicated Gender Services Team, leading on trans health innovations, locally and nationally
- ◆ Delivery of a new Mako[®] orthopaedic robot in March 2024
- ◆ Refurbished Medical Imaging Department, with new CT and MRI scanners, opening July 2024.

Bristol Hospital

About the hospital

Nuffield Health’s hospital in Bristol opened in 1961. In October 2013, a new hospital opened on the site, combining leading-edge clinical facilities with Nuffield Health’s outstanding dedication to quality customer care. With a Grade II listed Georgian villa as its centerpiece, the hospital is an established part of the local community.

A wide range of services and expertise are offered, from spinal surgery and eye care to women and men’s health clinics. Orthopedic specialists provide exceptional treatment, including state-of-the-art Mako® robotic arm assisted joint replacement surgery, with Recovery Plus support available at either of Bristol’s two Nuffield Health Fitness and Wellbeing Centres.

Facilities include 30 beds; three digital operating theatres; one minor surgery suite; 11 consultation rooms; and a modern imaging department offering a full range of diagnostics, including on-site MRI and CT scanning.



Quality inspection rating



Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Data Provider Gold Award (2022/23)
- ◆ Renewal of Joint Advisory Group (JAG) accreditation for Endoscopy services
- ◆ Appointment of Director of Clinical Services in September 2023
- ◆ Appointment of Director of Operations in October 2023.

Voice of the customer score

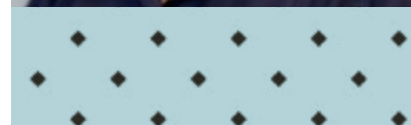
95%

Patient satisfaction with their experience at our hospital



“It is a privilege to work with a dedicated team that is committed to delivering outstanding care and an exceptional experience to our patients.”

Eva Seccatore
Director of Clinical Services



Buckhurst Hill, The Holly Hospital

About the hospital

Nuffield Health's The Holly Hospital is located in Buckhurst Hill, in the midst of Epping Forest, on the borders of London, Essex and Hertfordshire. It is one of the leading private hospitals in the South East of England and renowned for high standards of patient care and a friendly atmosphere.

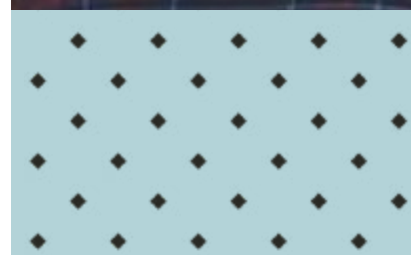
Working with more than 260 of the most experienced consultants and specialists in the country, The Holly provides a wide range of services including outpatient clinics, and treatment in most specialties. These include cardiology; ophthalmic; gynaecology; general medicine and surgery; oncology; orthopaedics; paediatrics; and urology.

Facilities include 42 beds; day care and chemotherapy suites; oral surgery and dentistry suite; as well as 24 outpatient-consulting rooms. In addition, the hospital provides diagnostic imaging; chemotherapy; a private GP service; pharmacy; pathology; and sterile services for patients, the local community and other healthcare organisations. There is also a physiotherapy and sports centre.

Voice of the customer score

96%

Patient satisfaction with their experience at our hospital



“Our mission is to provide first-class independent healthcare for the local community in a safe, comfortable and welcoming environment: one in which we would be happy to treat our own families.”

Olivia Santos
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ Awarded The Association for Perioperative Practice (AfPP), UK Accreditation Service (UKAS), and Macmillan accreditation
- ◆ National Joint Registry (NJR) Quality Provider Gold Award (2022/23)
- ◆ Strong patient engagement with established Patient Focus Group and Patient-led Assessments of the Care Environment (PLACE) audit completion.

Cambridge Hospital

About the hospital

Nuffield Health's hospital in Cambridge opened its doors in July 2015, featuring state-of-the-art clinical facilities. It brings together a wide range of first-class medical and surgical expertise, ensuring rapid access to excellent treatment and quality care.

Addenbrooke's hospital and Cambridge city centre are within close proximity of the hospital, which attracts many of Cambridgeshire's leading consultant surgeons and physicians. Areas of expertise include cancer care; cancer and orthopaedic surgery; neurosurgery; cardiology; and specialist paediatric services.

Facilities include 36 beds; three high specification surgical theatres; one day case theatre; a close monitoring unit, with specialist one-to-one nursing; an oncology suite; and paediatric services supported by a registered children's nurse. A physiotherapy suite, with skilled rehabilitation specialists, is located at the local Nuffield Health Fitness and Wellbeing Centre. It offers specialist services for orthopaedic and spinal care, as well as cancer rehabilitation.

Voice of the customer score

92%

Patient satisfaction with their experience at our hospital



“We pride ourselves on providing excellent standards of clinical care by prioritising innovative service development, clinical expertise and focusing on patient safety and experience.”

Lorraine Sizer
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Data Provider Gold Award (2022/23)
- ◆ Silver award in Aseptic Non-Touch Technique (ANTT[®]) awarded to the Infection Prevention Lead and clinical teams
- ◆ Completed over 1000 Mako[®] robotic assisted joint replacements
- ◆ Supported the NHS in carrying out scoliosis correction surgeries for children, young people, and adults.

Cardiff & Vale Hospitals

About the hospitals

Nuffield Health's Cardiff & Vale hospitals provide first class private healthcare to Cardiff and the Vale of Glamorgan, as well as across South Wales and surrounding regions.

The Vale (mainly in-patients) and Cardiff Bay (day cases) are multi-specialty hospitals, combining the finest consultants and latest medical technology with the unrivalled reputation of Nuffield Health. Located in the tranquil setting of Hensol, The Vale is included in the top 30 most technologically advanced hospitals in the world for design and technology within its two operating theatres.

Specialisms include orthopaedic joint replacement; spinal surgery; ophthalmology; ear, nose and throat (ENT); urology; gynaecology; and general surgery. In addition, the hospitals offer an excellent child and young persons service.

Facilities at The Vale include 29 beds and two state-of-the-art theatres, with a minor operations suite located at Cardiff Bay, as well as the latest digital X-ray equipment.

Voice of the customer score

96%

Patient satisfaction with their experience at our hospital



“I’ve been Director of Clinical Services since June 2023 and it’s a privilege to work with such a hardworking, dedicated team. They are passionate about delivering excellent care, always putting the patient at the centre of everything we do.”

Charlotte Miller
Director of Clinical Services

Regulated and quality checked by



Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Data Provider Gold Award (2022/23)
- ◆ Installation of state-of-the art digital X-ray and fluoroscopy machine
- ◆ First private hospital in Wales to offer MAKO® robotic joint replacements, completing over 100 procedures within the first year
- ◆ Unannounced HIW inspections saw both hospitals receive outstanding feedback across all areas.

Cheltenham Hospital

About the hospital

Nuffield Health’s hospital in Cheltenham relocated to its current site in 2000. Situated on the edge of the Cotswolds, the hospital has an excellent reputation for offering modern medical facilities and technology to treat a wide range of conditions in a safe and caring environment.

A full range of clinical and surgical specialties is offered, including orthopaedics, spinal services, urology, gynaecology, and sports injury, as well as a rapid access breast clinic. The hospital brings together medical and surgical expertise, backed by the latest diagnostic imaging facilities. It has an extremely low infection rate record.

Facilities include 32 beds; three theatres; a dedicated minor procedures room; and an ear, nose and throat (ENT) consultation suite. Diagnostic services include X-ray, MRI, CT, mammography, ultrasound and DEXA scanning. There is also a dedicated physiotherapy suite, with gymnasium and studio offering specialist support and post-operative rehabilitation.

Voice of the customer score

93%

Patient satisfaction with their experience at our hospital



“We are proud to provide a friendly, caring environment with our committed staff providing treatment and care. We always aim to put the patient at the centre of everything we do.”

Andrea Scott
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ Joint Advisory Group (JAG) – sixth year as an accredited site for high-quality gastrointestinal endoscopy services
- ◆ National Joint Registry (NJR) Quality Data Provider Gold Award (2022/23)
- ◆ Recognised as leading sports medicine care, in partnership with local football and premier ship rugby teams
- ◆ Continued to promote staff development through the leadership programme, Nursing Associate and Registered Nurse apprenticeship programmes.

Chester, The Grosvenor Hospital

About the hospital

Nuffield Health's hospital in Chester, known as The Grosvenor, has been the city's leading private hospital since 1975.

The dedicated team of expert consultants, clinicians and nurses deliver a range of treatments and specialist services in the areas of orthopaedics; ophthalmology; cosmetic and general surgery, as well as comprehensive paediatric services. It prides itself on maintaining the highest levels of patient care to encourage a full and speedy recovery, in a welcoming environment.

Facilities include 25 beds and a suite of outpatient consultation rooms. In 2018, a major refurbishment programme saw the opening of two state-of-the-art operating theatres, and a new ambulatory day case suite, offering cataract surgery, minor operations, endoscopy procedures, and pain management treatment. The hospital also offers a full range of diagnostics, including static MRI and CT scanning, as well as physiotherapy and an onsite gym.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



“Our teams are highly skilled and truly pride themselves on providing a first class, safe and efficient service to all our patients. We put patient care at the heart of everything we do.”

Melanie Dewart
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ National Joint Registry (NJR) gold status Quality Provider Award - 2022/23
- ◆ Renewal of Joint Advisory Group (JAG) accreditation for endoscopy services
- ◆ Supported local NHS Trusts, helping reduce waiting lists through the provision of general surgeries and pain management services
- ◆ Continued to promote staff development through the leadership programme, Nursing Associate and Operating Department Practitioner training.

Chichester Hospital

About the hospital

Nuffield Health’s hospital in Chichester opened in 1992 and is situated on the outskirts of the city. Purchased by Nuffield Health in 2000, the hospital has an excellent reputation for the delivery of a wide range of services and treatments, with a surgical focus on orthopedics, urology, gynaecology, ophthalmology, and general surgery.

Offering a full range of diagnostics, the hospital is supported by a mobile CT and MRI scanning service. Facilities are modern and complemented by a highly skilled, dedicated team who support the delivery of clinically effective healthcare.

Facilities include 28 beds, situated on two floors; three laminar flow operating theatres, alongside a minor procedure room; a suite of outpatient consultation rooms; minor operation treatment rooms; and a dedicated gynecology suite, offering a one-stop service for suitable patients.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



“I’m proud to lead an exceptional team of dedicated people, delivering high quality, safe, effective care, recognised by the CQC’s Outstanding rating.”

Christine Hunter
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ Aseptic Non-Touch Technique (ANTT®) Silver Accreditation awarded to our Infection Prevention Team
- ◆ National Joint Registry (NJR) Gold status Quality Provider Award – 2022/23
- ◆ First ‘lunch and learn’ with patients proved beneficial to the team, and further enhanced patient safety
- ◆ Implementation of Joint School, supporting both prehabilitation and post-rehabilitation, following joint replacements.

Derby Hospital

About the hospital

Nuffield Health’s hospital in Derby is set in beautiful grounds, three miles south-west of the city centre. It has served the local community with quality private healthcare for nearly 40 years. Highly trained teams create a caring environment to encourage the speedy recovery and ongoing wellbeing of patients.

Offering a comprehensive mix of first class medical and surgical services, using advanced technological equipment, the hospital has an excellent reputation for the delivery of a wide range of treatments.

Areas of specialism are orthopaedic, spinal, gynaecology and general surgeries; ear, nose and throat (ENT); ophthalmology, cataract and cosmetic surgery; and oncology. Varicose vein removal treatments are also offered.

Facilities include 38 beds; three theatres; a recently refurbished outpatient department; a minor operations suite; and a dedicated oncology unit, as well as the full range of diagnostics, including onsite CT and MRI scanning.

Voice of the customer score

94%

Patient satisfaction with their experience at our hospital



“At Nuffield Health’s Derby Hospital we pride ourselves on delivering a first class, safe and efficient quality service, evidenced by our proven track record and excellent patient satisfaction.”

Collette Orme
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ Successful five-year Joint Advisory Group (JAG) accreditation for high quality endoscopy services
- ◆ National Joint Registry (NJR) Quality Data Provider Gold Award (2022/23)
- ◆ Delivered 1100 joint replacements in 2023, through high quality orthopaedic services.

Edinburgh Hospital

About the hospital

Nuffield Health's hospital in Edinburgh, formerly known as the Edinburgh Clinic, was founded in 2008. Situated in a beautiful Victorian building close to the city centre, the hospital has been described by patients as 'feeling like a home'.

A private day case hospital, Nuffield Health Edinburgh offers fast access to appointments for outpatient consultations, diagnostic services, and day surgery. Specialties include ophthalmology; orthopaedics; vascular surgery; X-ray and DEXA scanning; physiotherapy; and health screening.

Over 80 consultants and specialists from the local area work at the hospital, many of whom are leaders in their field and also work with NHS Scotland. More than 50 hospital staff, including highly experienced nurses, are on-hand to help patients get the best from their healthcare experience.

Facilities include one theatre; eight consulting rooms; and on-site diagnostic imaging.



“Nuffield Health’s Edinburgh Hospital continues to deliver a safe and quality service to our patients and beneficiaries. A service that is delivered in a caring and sympathetic environment, recognising you as a person and not just a patient.”

Justin Du Plessis
Director of Clinical Services

Inspected and rated **GOOD** by



Highlights and accreditations

- ◆ The Association for Perioperative Practice (AfPP) re-accreditation
- ◆ Continued to support our NHS colleagues in reducing waiting lists, by assisting with surgical and diagnostic imaging
- ◆ Successful roll out of community projects, including community health checks and school education programmes.

Exeter Hospital

About the hospital

Nuffield Health’s hospital in Exeter, Devon, is located minutes from the city centre, close to the M5. Dedicated teams offer rapid access to expert treatment and personalised care.

Over half of inpatient activity is orthopaedic surgery, performed by top surgeons, providing the best care to those undergoing hip, knee, spinal, shoulder, or foot and ankle operations.

Working with over 150 consultants, the hospital offers diagnostics and surgery in other specialties including cardiology; dermatology; endoscopy; ear, nose and throat (ENT); gynaecology; cosmetic and general surgery.

Facilities include 21 beds, plus 12 day case beds: two laminar flow theatres; state-of-the-art onsite radiology, including MRI scanner; pathology; pharmacy; physiotherapy and wellbeing services; a hybrid theatre, which is also a modern cardiac catheterisation facility; and an endoscopy suite. The outpatient department accommodates three modern treatment rooms for minor procedures.

Voice of the customer score

94%

Patient satisfaction with their experience at our hospital



“It’s a privilege to work with this professional and capable team. I’m confident staff welcome all patients, and ensure their care is high quality and patient focused. This is demonstrated by the amazing feedback we receive.”

Ian Harvey
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good

Highlights and accreditations

- ◆ Continued to facilitate Patient Focus Groups across hospital services
- ◆ Implemented the Electronic Patient Record system in October 2023
- ◆ Increased the number of NHS patients seen in the hospital, thereby supporting the reduction of waiting lists
- ◆ Continued to encourage and develop the apprenticeship programmes, which have included radiologists, operations department practitioners, and data analysts.

Glasgow Hospital

About the hospital

Nuffield Health's hospital in Glasgow opened in 1984 and has been meeting the healthcare needs of the city, and surrounding areas, for over 45 years. It provides a personalised service, with high standards of clinical excellence in a caring environment that encourages swift recovery and wellbeing.

A broad spectrum of treatments and surgeries is offered, including orthopaedic, spinal, and general surgery; eye care; urology; ear, nose and throat (ENT); weight loss surgery; cosmetic treatments; women's health; and neurology.

Facilities include 33 beds, two operating theatres, one ambulatory care unit, and two minor operations treatment rooms. An extensive range of diagnostic services includes a recently refurbished imaging suite, with a new MRI scanner, CT, ultrasound, plain film and fluoroscopy. An outpatient's department offers diagnostic suites for cardiology, audiology, and an eye centre.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital

We regret to inform you that since this report was written, Sharon Campbell, the Director of Clinical Services, has passed away. Sharon's hard work and contributions have been highly valued by the patients and staff at Nuffield Health Glasgow Hospital. Our heartfelt condolences go out to Sharon's family, friends, and colleagues during this difficult time.



“It's a privilege to work with dedicated teams who strive to achieve clinical excellence at every opportunity. The hospital services are continuing to grow and flourish and patients remain at the heart of everything we do.”

Sharon Campbell
Director of Clinical Services

Inspected and rated **EXCELLENT** by



Highlights and accreditations

- ◆ Development of an ambulatory care unit
- ◆ Excellent inspection report from Health Improvement Scotland
- ◆ Review of the hospital's inclusion and exclusion criteria to ensure continued focus on patient safety, optimisation for surgery, and a transparent approach to clinical services.

Guildford Hospital

About the hospital

Nuffield Health’s hospital in Guildford opened in 1999, providing quality healthcare for the people of Guildford and the surrounding areas of Surrey and Hampshire. Highly trained teams provide care on an individual basis, with the aim of creating a safe and welcoming environment to encourage faster recovery and wellbeing.

Working with leading consultants, the hospital offers a range of services for the prevention, diagnosis and treatment of various medical conditions, with special focus on orthopaedics, oncology, urology, cosmetic surgery and paediatric care. A rapid access ‘one stop’ breast clinic, using state-of-the-art imaging technology, provides same day results to ease patient concerns. The hospital recently launched a ‘one stop’ clinic to help diagnose back pain faster, speeding up recovery.

Facilities include 50 beds; four operating theatres, including a dedicated digital theatre; 16 consulting rooms; and a wide range of diagnostic services.



Voice of the customer score

91%

Patient satisfaction with their experience at our hospital



“The Guildford team always does the best they can for every patient. I am really proud of the responsiveness and support they provide to help our patients improve their health and wellbeing.”

Sara Kearney
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Data Provider Gold Award (2022/23)
- ◆ Renewal of Joint Advisory Group (JAG) accreditation for endoscopy services
- ◆ Supported staff in developing their careers by successfully completing apprenticeships, overseas nurse conversion, and Nurse Associate training
- ◆ Introduced Electronic Referral System for general surgery, orthopaedics, ophthalmology, urology, and gynaecology specialties, to assist the NHS in reducing waiting times.

Haywards Heath Hospital

About the hospital

Nuffield Health’s hospital in Haywards Heath is situated close to the mainline train station, making it easily accessible to the local community and surrounding areas. The hospital is an established part of the local community, providing first class, consultant-led, healthcare. Teams are highly trained in providing clinically effective healthcare on an individual basis, with the overall aim of creating a caring environment that encourages swift recovery and wellbeing.

With the introduction of the CORI™ surgical system, the hospital is the first in Sussex to offer robotic-assisted surgery for patients requiring knee replacement surgery. This complements its specialist focus on orthopaedics and spinal conditions, sports injuries, and eye care.

Facilities include 26 beds; three theatres; eight consulting rooms; a minor operations suite; and a 3T MRI, which provides more detailed images than a standard MRI, helping radiologists see more structures inside the body.



Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



“We are a dedicated team proud to focus on delivering the best possible care for our patients and each other. We continue to commit to enhancing and improving the patient journey from start to finish.”

Kathi Jackman
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ Received Nursing Times national nomination for work in the area sustainability
- ◆ National Joint Registry (NJR) Quality Provider Gold Award (2022/23)
- ◆ Welcomed a dual site Hospital Service Director model between Brighton and Haywards Heath, allowing continual improvement to be shared across both sites.

Hereford Hospital

About the hospital

Nuffield Health’s hospital in Hereford was previously known as the Wye Valley, and is situated half a mile from Hereford city centre. A modern hospital, it offers an exceptional healthcare service to the community, both within and beyond the county of Herefordshire. Highly trained teams give care on an individual basis, with the overall aim of creating a caring environment across the hospital, to encourage speedy recovery and wellbeing.

Skilled consultants provide a wide range of medical and surgical services. Specialisms include orthopaedics; general surgery; ear, nose and throat (ENT); and cosmetic surgery. Access to onsite X-ray services, including ultrasound, CT and MRI scanning, provides patients and consultants with a first rate diagnostic service.

Facilities include 22 beds; two operating theatres; an onsite pharmacy; physiotherapy and hydrotherapy. The radiology department was recently refurbished as part an ongoing investment programme.



Quality inspection rating



Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Data Provider Gold Award (2022/23)
- ◆ Continued to support local NHS Trusts in reducing waiting lists through provision of orthopaedic and gynaecology surgery
- ◆ Appointed new Health System Director
- ◆ Excellent feedback from patient satisfaction survey.

Voice of the customer score

98%

Patient satisfaction with their experience at our hospital



“I am proud to lead a diverse team of health professionals who deliver high quality, person-centred care in a safe and welcoming environment.”

Lizzie Green
Director of Clinical Services

Highgate Hospital

About the hospital

Nuffield Health’s hospital in Highgate was established in 1980, and is located in leafy north London, just a few steps from Hampstead Heath. It prides itself on delivering high standards of nursing care and continually invests in the latest medical technology, its people, training and facilities.

Working with over 200 of London’s most experienced consultants and specialists, many of whom are leaders in their field, the hospital offers a range of services, including specialist orthopaedic treatments, gynaecology, and women’s health. A flexible private GP service is available during the day and evening, six days a week.

Facilities include 32 beds; five theatres; six recovery bays; a dedicated Joint Advisory Group (JAG) accredited endoscopy suite; 15 outpatient-consulting rooms; and a minor operations suite. There is an in-house pharmacy, as well as physiotherapy and imaging departments.



Quality inspection rating

Inspected and rated

Good

Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Data Provider Gold Award (2022/23)
- ◆ Joint Advisory Group (JAG) accredited endoscopy service
- ◆ Significant investment in clinical equipment and refurbishment across the hospital
- ◆ Introduced Health Assessment services, focusing on illness prevention.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



“We’re exceptionally proud of our significant achievements, including the outstanding patient satisfaction feedback, endorsing exceptional standards of care and great teamwork.”

Branislav Topalovic
Director of Clinical Services

Ipswich Hospital

About the hospital

Nuffield Health’s hospital in Ipswich opened in 1997 and is an established part of the local community, being the only purely private healthcare provider in East Anglia. The purpose built acute hospital is located on the site of a former sanatorium and is set in 19 acres of private woodland.

The highest levels of service and comfort are offered to our patients, within a calm and welcoming environment. Over 100 consultants provide care across a range of specialties including eye care, cosmetic surgery, gynaecology, orthopaedic, urology, and men’s health.

Facilities include 35 beds; four operating theatres, two with laminar flow; one Joint Advisory Group (JAG) accredited endoscopy theatre; an onsite physiotherapy suite; and gym. Diagnostic and imaging services, including static MRI and CT scanning, speed up results for patients and our consultants. Health screening is also available.



Quality inspection rating

Inspected and rated

Good

Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Data Provider Gold Award (2022/23)
- ◆ Joint Advisory Group (JAG) accredited endoscopy theatre
- ◆ Appointed full time Clinical Governance Lead, and an Operations Director.

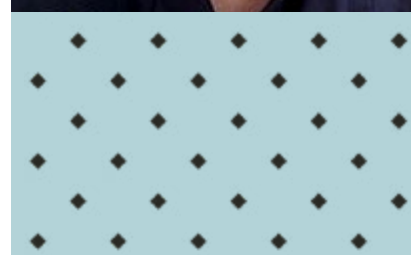
Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



“We are a dedicated team who always strive to provide excellent care to our patients, delivering high quality patient focused care in a safe and welcoming hospital.”



Deborah Weeks
Director of Clinical Services

Leeds Hospital

About the hospital

Nuffield Health’s hospital in Leeds, based in the heart of the city centre, is Yorkshire’s largest private hospital. It takes pride in delivering excellent patient care and a personalised service, every time, to the highest clinical standards.

With the backing of its Critical Care Unit, the hospital undertakes complex surgeries such as cardiac, weight loss, spinal, and neurosurgery. It also specialises in more traditional treatments including orthopaedics, women and men’s health, sports injuries, and cosmetic surgery.

Facilities include 80 beds; an eight-bed critical care unit; six theatres; and an interventional suite for cardiology, neuro and vascular procedures. A full range of onsite diagnostics including CT, MRI, mammography and X-ray scanning ensures comprehensive diagnosis for patients. A rapid access breast clinic allows for quick results and treatments when necessary.



Quality inspection rating



Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Provider Gold Award (2022/23)
- ◆ Established weekly pre-operative patient safety meetings where multi-discipline teams discuss and plan care for patients with complex medical needs
- ◆ Infection Prevention Team taught handwashing techniques to over 300 school children across the community.

Voice of the customer score

93%

Patient satisfaction with their experience at our hospital



“The team and I pride ourselves on the excellent clinical care we provide within our outstanding hospital. Our strong partnerships with our consultants ensures evidence-based, safe and patient-centred care.”

Elizabeth Munyanyi
Director of Clinical Services

Leicester Hospital

About the hospital

Nuffield Health's hospital in Leicester, founded in October 1970, was originally known as The Leicester Clinic. It moved to its current larger site in 1990 to meet increased demand for its clinical services.

Offering a comprehensive range of treatments and services, Nuffield Health Leicester Hospital uses the most up-to-date technological medical equipment, supporting delivery of clinically effective healthcare. Specialisms are orthopaedics; ear nose and throat (ENT); cosmetic surgery; paediatrics; women's health; physiotherapy and sports injuries; as well as general surgery. It also has an excellent child and young person's provision.

The hospital recently underwent a £4 million refurbishment. Facilities include 37 beds, two operating theatres, 14 consultation rooms, a minor operations suite, and a dedicated children's ward. A full range of diagnostics is available, including CT and MRI scanning.



Quality inspection rating



Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Provider Gold Award (2022/23)
- ◆ Introduced a Consultant Anaesthetist Pre-operative Assessment Clinic
- ◆ Continued to encourage people to develop their skills. During the year, a Healthcare Assistant completed the apprenticeship programme, becoming a Registered Nurse, and another is undertaking the Associate Nurse apprenticeship programme.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



“The staff at Leicester are a dedicated team of professionals. It is an honour and privilege to work with an experienced and caring team, that put their patients first in every step of the patient journey.”

Davinia Dawson
Director of Clinical Services

Newcastle upon Tyne Hospital

About the hospital

Nuffield Health’s hospital in Newcastle upon Tyne was built in 1973, in the heart of the city. It has been providing outstanding private healthcare to people in the North East for over 50 years.

Specialist consultants are leading experts in their medical field, with areas of speciality including orthopaedic and spinal surgery; men and women’s health; ophthalmology; and cosmetic surgery. A wide range of outpatient services and diagnostic scans are offered.

Continual investment in this modern hospital ensures provision of first-class medical facilities and services. In recent years, over £1.5 million has been spent on state-of-the-art diagnostic equipment, including MRI and CT scanners.

Facilities include 27 beds; eight day-case bays; three theatres; radiology, pathology and physiotherapy departments; and 18 outpatient-consulting rooms, including an ophthalmic suite.

Voice of the customer score

94%

Patient satisfaction with their experience at our hospital



“I am proud of the team here at the Newcastle Hospital. They have patient care at the heart of everything they do and we pride ourselves on the excellent clinical care we provide to all our patients.”

Caren Morrison
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ Celebrated 50 years of hospital service in 2023
- ◆ National Joint Registry (NJR) Quality Provider Gold Award (2022/23)
- ◆ Achieved Aseptic Non Touch Technique (ANTT) Silver Award 2023
- ◆ A high number of clinical and non-clinical staff completed apprenticeships, with three trainee Nursing Associates, and a theatre operating department practitioner (ODP), qualifying in 2024.

North Staffordshire Hospital

About the hospital

Nuffield Health’s hospital in North Staffordshire opened in 1978 and has an excellent reputation for clinical care and expertise. Established clinical and administrative teams ensure this modern purpose built hospital is a safe and effective choice for patients.

A variety of services are provided, covering medical and surgical specialities, including orthopaedics and oncology. CT and MRI scanning provide rapid diagnostics, and an expert oncology team covers a variety of treatments and specialities. From diagnostic testing and care planning, to treatments, patients are provided with individualised care in a professional environment.

Twinned with its sister hospital in Wolverhampton, consultations, diagnostic testing and assessments are carried out at Nuffield Health North Staffordshire Hospital, with chemotherapy treatment provided by Wolverhampton.

Facilities include 39 beds; three theatres; outpatient department; physiotherapy; pathology; and diagnostic imaging; along with inpatient services.

Voice of the customer score

91%

Patient satisfaction with their experience at our hospital



“Our hospital is growing and continually reassessing and evolving to meet our patients’ needs and embrace diversity. We are building a healthier and happier environment for our local community.”

Lisa Steel
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Provider Gold Award (2022/23)
- ◆ Net Promoter Score (NPS) significantly increased during the year, through listening and acting on patient feedback
- ◆ Significant investment in state-of-the-art arthroscopic equipment in theatre, providing the very best for joint arthroscopy and ligament reconstruction surgery.

Nuffield Health at St Bartholomew's Hospital

About the hospital

Nuffield Health at St Bartholomew's Hospital opened in May 2022, with the aim of being London's most trusted independent hospital. In 2018, the Charity acquired the lease of the former St Bart's pathology and residential staff quarters, and invested £70 million into transforming the building into a state-of-the-art centre of medical excellence.

The hospital specialises in cardiac surgery, cardiology, orthopaedics, cancer care, and women's health. Its unique cardiac care pathway includes rehabilitation where patients have dedicated specialist support, from diagnosis to rehabilitation. Specialist fitness and dietary experts are on hand, with the aim of improving the patient's long-term health. Emotional wellbeing services and Cognitive Behavioural Therapy (CBT) are also available.

Facilities include 55 beds, seven of which are intensive care; 26 consultation rooms; four advanced operating theatres; physiotherapy; and a diagnostic suite with MRI, CT and ultrasound.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



“We're proud to be providing a unique connected cardiac care pathway, that supports patients from diagnosis, through treatment and then onto specialist rehabilitation support.”

Victoria Pangratiou
Director of Clinical Services

Highlights and accreditations

- ◆ Completed 100 cardiac surgeries
- ◆ Introduced a number of new cardiology procedures into our cardiac intervention suite and enhanced our cardiology services in outpatient clinics
- ◆ Continued to support NHS Trust colleagues, and now undertake cancer surgery for NHS patients.
- ◆ Awarded Gold accreditation for Non-Touch technique (ANTT) by The Association for Safe Aseptic Practice (ASAP), reflecting hand hygiene competency and compliance within our flagship cardiac site.

Oxford, The Manor Hospital

About the hospital

Nuffield Health's purpose built hospital in Oxford, known as The Manor, opened in 2004. The largest hospital in the Nuffield Health Group, The Manor has gained an international reputation for excellence in healthcare, offering patients a premium service in neurosurgery, cardiac care, orthopaedics, and oncology.

A 370-strong team of qualified medical staff works at the hospital, many of who are leaders in their field, and also work for the NHS within the Oxford region. The consultants, administrative, and clinical teams take pride in providing the finest medical and nursing treatments to patients, in a clean and comfortable environment.

Facilities include 64 beds; six high specification surgical theatres; interventional radiology, supported by a four-bed intensive care unit, and a six-bed post-anaesthesia care unit (PACU). There are two minor procedure suites for day-case and outpatient surgery, and a radiology unit, including mammography, ultrasound, MRI and CT scanning.

Voice of the customer score

90%

Patient satisfaction with their experience at our hospital



“At The Manor we have a truly dedicated team of staff that go above and beyond everyday ensuring that patients are at the centre of everything we do.”

Corinne Bailey
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ Celebrating 20 years of hospital service in 2024
- ◆ The Macmillan Quality Environment Mark awarded to cancer services
- ◆ National Joint Registry (NJR) Quality Provider Gold Award (2022/23)
- ◆ Continued to advocate apprenticeships and staff development, supporting our aim to cultivate talent from within and empower individuals to reach their full potential.

Plymouth Hospital

About the hospital

Nuffield Health’s hospital in Plymouth is located on the northern outskirts of the city, adjacent to the local NHS teaching hospital. Established in 1971, it has an excellent reputation for providing first class clinical care and expertise.

A wide range of surgical specialities is offered, with focus on orthopaedic, spinal and general surgery, as well as plastic surgery and diagnostic imaging.

Patient Focus Groups are held regularly to discuss topics and issues relating to the patient experience. This provides valuable input and influence in the development and delivery of hospital and patient services.

Facilities include 37 beds, three theatres, and a four-bed endoscopy recovery room adjacent to the dedicated Joint Advisory Group (JAG) endoscopy unit. The outpatient department includes a minor operating room; physiotherapy; and a clinical imaging unit, with MRI and CT scanning capabilities.

Voice of the customer score

96%

Patient satisfaction with their experience at our hospital



“We pride ourselves on the five-star service we provide for all our patients. High quality clinical services and care for patients is at the heart of all we do.”

Shannon Oxenham
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good

Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Provider Gold Award (2022/23)
- ◆ Joint Advisory Group (JAG) accredited endoscopy service
- ◆ Over a third of patients are referred from the NHS, as part of the drive to help reduce waiting lists
- ◆ Maintained strong links with Plymouth University Medical School, Radiology Academy, and the School of Nursing
- ◆ Launched new Electronic Patient Record System, which was well received.

Shrewsbury Hospital

About the hospital

Nuffield Health’s hospital in Shrewsbury is situated close to the town centre, in a well-equipped purpose built building. The teams are highly trained in providing care on an individual basis, with the overall purpose of creating an environment that enhances recovery and supports wellness.

Using the most up to date medical treatments, the hospital specialises in orthopaedics. A dedicated team of consultants and physiotherapists are experts in all areas of sporting injuries, as well more common orthopaedic conditions such as hips, knees and carpal tunnel. Other specialities include ophthalmology, cosmetic surgery and women’s health.

Facilities include 30 beds; three theatres; an endoscopy suite; and a comprehensive outpatient department, which includes physiotherapy and diagnostic imaging. The diagnostic suite includes X-ray, ultrasound, Dexa, MRI and CT scanning facilities. There is also an onsite pharmacy.



Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



“I’m proud to be Director of Clinical Services at Shrewsbury. The services our hospital provides continue to grow and our exceptional teams are dedicated to providing excellent patient care.”

Pippa Parry
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Provider Gold Award (2022/23)
- ◆ Continued to promote staff development, offering a wide range of apprenticeships across hospital areas
- ◆ Implementation of Quality Improvement programmes, including shockwave therapy through our Physiotherapy Department, and the introduction of Ziopatch, which has enhanced our cardiology service.

Taunton Hospital

About the hospital

Nuffield Health’s hospital in Taunton opened in 1974, as a small private unit serving the local community. Now established as one of the leading providers of private healthcare in the South West region, the hospital has built a reputation for clinical excellence and outstanding patient care. Highly experienced consultants, and a dedicated nursing team, ensure patients receive the best possible care.

Constant investment in this modern hospital enables a wide range of surgical services and treatments to be offered. Areas of speciality include orthopaedic and spinal surgery; ophthalmology; dermatology; bariatric treatments; general surgery; and diagnostic imaging. A Private GP service is available, as well as women and men’s health clinics.

Facilities include 41 beds; three state-of-the-art ultra clean air theatres; and a Healthstyle suite that caters for some cosmetic, dermatology and other procedures that don’t require a general anaesthetic.

Voice of the customer score

96%

Patient satisfaction with their experience at our hospital



“I am proud to lead a strong team of professional clinicians. We aim to provide the highest possible patient centered care to the population of Somerset, delivered in a caring, safe and well-led environment, with the highest standards of infection control.”

Heidi Finney
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Provider Gold Award (2022/23)
- ◆ Strong collaboration with local NHS Trust and Integrated Care Board (ICB), working to reduce waiting times across a number of surgical specialties
- ◆ Development of community women’s health services, specialising in holistic care for those experiencing peri and menopausal symptoms, in collaboration with Nuffield Health’s local Fitness and Wellbeing Centre
- ◆ Consistently high levels of patient satisfaction
- ◆ Rated Outstanding for Well Led, by the Care Quality Commission, and Good overall.

Tees Hospital

About the hospital

Nuffield Health's hospital in Tees is a leading provider of healthcare in the North East. Since 1981 it has proudly served Stockton-on-Tees, Darlington, Middlesbrough and surrounding areas. Due to its convenient location, the hospital attracts patients from further afield, and has built a reputation for outstanding levels of patient care.

A major refurbishment in 2014 saw improvements to the decoration, flooring and furniture for bedrooms, consulting rooms, main reception and associated areas. Further investment is due for completion in 2024, when it opens a new modular theatre extension and improved car parking area.

Specialist areas of treatment include orthopaedic; spinal; urology; general and vascular surgery; eye care; and cosmetic surgery. In addition, the hospital offers nurse-led pre assessments, and a full range of diagnostics, including state-of-the-art mammography, CT and MRI scanners.

Facilities include 30 beds, eight outpatient-consulting rooms, a physiotherapy suite, on-site pharmacy, imaging department and pathology department.

Voice of the customer score

96%

Patient satisfaction with their experience at our hospital



“I am immensely proud of the continued dedication and commitment the teams deliver to our patients on a daily basis.”

Maggie Harris
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ Commitment to developing staff by encouraging nursing and non clinical apprenticeships such as the Nursing Associate course, and leadership opportunities
- ◆ Key provider of NHS services, working closely with local NHS Trusts and Integrated Care Board (ICB) providers to help bring down waiting lists
- ◆ Consistently high level of patient satisfaction.

Tunbridge Wells Hospital

About the hospital

Nuffield Health's hospital in Tunbridge Wells opened in 1968, funded by the local community. It's now an established leader in private healthcare across Kent, having built a strong reputation for providing the highest standards of clinical excellence, delivered in a safe and welcoming environment to encourage faster recovery and wellbeing.

Working with industry-leading consultants, the hospital offers a wide range of services and treatments. The most up-to-date technological medical equipment complements exceptional facilities, and highly trained teams, to deliver fast, effective and efficient healthcare treatments.

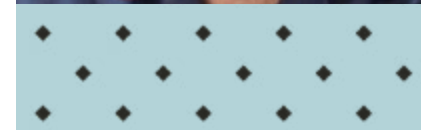
A centre of excellence for orthopaedics, the hospital provides robotic assisted knee surgery, whilst also focusing on paediatric care, oncology, urology, and general and cosmetic surgery.

Facilities include 40 beds; a dedicated paediatric unit; three state-of-the-art theatres; minor operations suite; cancer care unit; physiotherapy; and pathology.

Voice of the customer score

94%

Patient satisfaction with their experience at our hospital



“I’m proud to head a team of dedicated clinicians. The patient and their network is always at the heart of our decision making and care delivery.”

Philip Golding
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ Reaccredited by Macmillan Cancer Support for outstanding oncology service
- ◆ Gained Joint Advisory Group (JAG) accreditation in September 2023
- ◆ National Joint Registry (NJR) Quality Provider Gold Award (2022/23)
- ◆ Excellent results received from our Patient-led Assessments of the Care Environment (PLACE).

Warwickshire Hospital

About the hospital

Nuffield Health’s hospital in Warwickshire was originally the home of an orthopaedic surgeon. Redesigned and renovated, it opened in 1981 as a private hospital and charitable trust, delivering fast, effective and efficient healthcare treatments in a welcoming environment. Nuffield Health assumed ownership in 1994.

The hospital offers the latest facilities and technology for the care of patients from Leamington Spa, Coventry, Kenilworth, Stratford and surrounding areas. With a wide range of surgical and medical services and treatments, Nuffield Health Warwickshire Hospital specialises in orthopaedics, oncology care, spinal surgery, ophthalmology, diagnostic imaging, and general surgery.

Facilities include 41 beds, three theatres, an endoscopy theatre, 15 outpatient consultation rooms, a minor operations suite, and an oncology suite. A full range of onsite support services includes diagnostics with CT and MRI scanning, physiotherapy, and a pharmacy.



Quality inspection rating



Highlights and accreditations

- ◆ Joint Advisory Group (JAG) accredited endoscopy suite
- ◆ National Joint Registry (NJR) Quality Provider Gold Award (2022/23)
- ◆ Increased support to the NHS with Electronic Referral service
- ◆ Investment in Tomosynthesis 3D mammography.

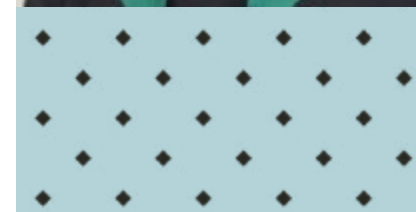
Voice of the customer score

93%

Patient satisfaction with their experience at our hospital



“We have an amazing team here at The Warwickshire Hospital, who are proud of the standard of care that they deliver. The patient is at the heart of everything we do.”



Heather Wood
Director of Clinical Services

Wessex Hospital

About the hospital

Nuffield Health's Wessex Hospital is located in Hampshire, between Southampton and Winchester. Founded 46 years ago, it has developed to provide a complete healthcare service to support the patient journey from referral to discharge.

The hospital specialises in orthopaedics, ophthalmology, urology, women's health and spinal surgery. A recent £1.5 million investment in robotic spinal surgery has enhanced our robotic service for patients, as we already offer robotic hip and knee replacements. Use of this technology has been shown to result in shorter hospital stays, smoother recovery, and increased patient satisfaction.

Facilities include 46 beds; four theatres; an endoscopy suite; a large outpatients department, with 16 consulting rooms and the ability to carry out minor operations; ophthalmology facilities; onsite radiology; pathology; physiotherapy; and hydrotherapy facilities, enabling a strong multidisciplinary approach to patient care and outcomes.



Quality inspection rating

Inspected and rated

Good

Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Provider Gold Award (2022/23)
- ◆ Spinal Multi-Disciplinary Team Clinical pathways established and embedded
- ◆ Successful recruitment of key senior roles and clinical staff, while maintaining a stable workforce.

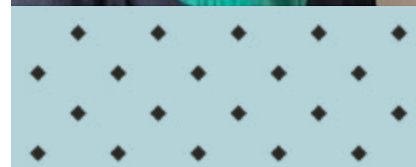
Voice of the customer score

94%

Patient satisfaction with their experience at our hospital



“I’m so proud to work alongside a strong multi-disciplinary team that places the patient at the centre of care, and works towards positive patient outcomes.”



Rachel Harris
Director of Clinical Services

Wimbledon, Parkside Hospital

About the hospital

Nuffield Health's Parkside Hospital is located in Wimbledon, south west London. Established in 1983, the hospital offers elective and emergency surgical services, as well as medical and oncological treatments.

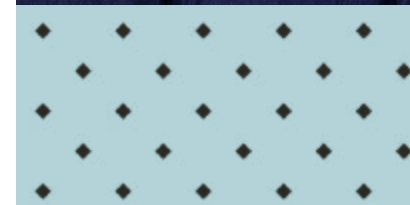
Over 400 consultants and other specialists work with the hospital, many of whom practice in the NHS and are leaders in their field. A 360-strong team, including highly experienced nurses, is dedicated to making sure patients receive the best care.

Facilities include 82 beds, including five high-dependency, with associated diagnostic and treatment facilities, which enhance a holistic service; physiotherapy department and hydrotherapy pool; a UK Accreditation Service (UKAS) accredited pathology laboratory; dedicated Joint Advisory Group (JAG) accredited endoscopy suite and day unit; a 'one stop' breast cancer screening service; 38 outpatient consulting rooms; two onsite pharmacies; plus access to a full range of diagnostic services – MRI, CT, digital mammography, ultrasound and X-ray.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



“I have a passion for ensuring our patients are at the centre of everything we do, while supporting our teams to achieve high clinical standards in safety and quality, which align to the Nuffield Health values.”

Liz Dowling
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ Installed a state-of-the-art CT scanner, which has broadened the type of scans we offer to our patients
- ◆ Introduced a new prostate cancer pathway, which includes surgical services, with the use of our da Vinci Surgical System robot.

Woking Hospital

About the hospital

Nuffield Health’s hospital in Woking is located in the leafy suburbs of West Surrey just a few minutes drive from the town’s train station, with direct services to London. Since opening in 1962, it has become an established part of the local community and one of the leading independent hospitals in the South East.

Offering a comprehensive range of consultant-led services and extensive diagnostic and therapy facilities, the hospital prides itself on providing exceptional standards of treatment and care. State-of-the-art facilities allow most major surgical and medical procedures to be offered, including the use of MAKO® robot for joint replacement surgery.

Areas of specialty include orthopaedic surgery; ophthalmology; gynaecology; a ‘one stop’ breast care clinic; and rapid-access prostate screening.

Facilities include 27 beds; two high specification theatres; an onsite physiotherapy suite, and an on-site pharmacy.



Quality inspection rating



Highlights and accreditations

- ◆ An onsite MRI unit has extended our service offering
- ◆ A major refurbishment programme began, which includes outpatient consulting rooms, and bedrooms
- ◆ Addition of MAKO® robot in theatres, for use in joint replacement surgery.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



“Providing excellent service for those we care for, and their families, remains a priority for all our staff. We strive to provide exceptional, individual service to everyone who enters our hospital.”

Carole Ingleby
Director of Clinical Services

Wolverhampton Hospital

About the hospital

Nuffield Health’s hospital in Wolverhampton opened its doors in 1978, quickly establishing itself as a leading provider of private healthcare in the West Midlands.

Since February 2022, the ward team has been free of agency staff, apart from in theatre. This helps ensure patient safety by giving continuity of care, provided by teams trained to Nuffield Health’s exacting standards.

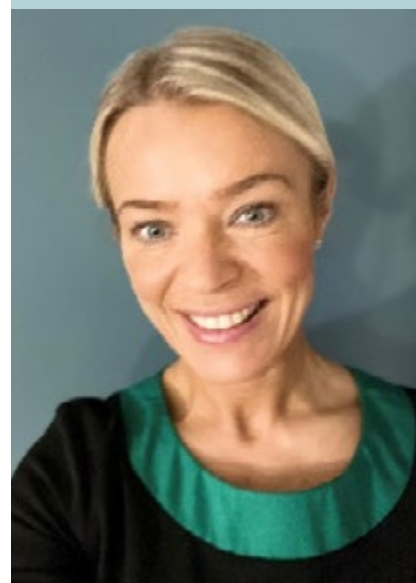
With highly skilled consultants, nursing and admin staff, the hospital provides a range of clinical services, including orthopaedics; ophthalmology; oncology; ear nose and throat (ENT); gynaecology; urology; cosmetic surgery; and breast and general surgery. Clinics for men and women’s health provide expert advice and rapid access to surgery.

Facilities include 27 beds; two theatres, one with a laminar flow system; a minor operations treatment suite; a purpose built oncology suite; 10 outpatient-consulting rooms; and a full on-site diagnostic service.

Voice of the customer score

96%

Patient satisfaction with their experience at our hospital



“We strive to deliver the safest and highest quality care to every beneficiary, and focus on improving the health and wellbeing of our teams, so they can deliver an excellent service through collaborative working.”

Nichola Jane Plant
Director of Clinical Services

Quality inspection rating



Highlights and accreditations

- ◆ Implementation of the ‘yellow wristband’ incentive, which helps identify patients at high risk of falling and ensures mitigation measures are in place, has resulted in six months ‘fall free’ and ‘no fall with harm’
- ◆ Launched gender affirmation pathway for private self-pay patients, which we hope will roll out to NHS patients in 2024
- ◆ Seamlessly launched the Electronic Patient Record System, which will help ensure greater patient safety.

York Hospital

About the hospital

Nuffield Health's hospital in York opened in 2004 in response to increasing demand from the local region for high-class medical facilities. The hospital is one of the leading providers of private healthcare to the residents of the historic city of York, as well as towns and communities across North Yorkshire.

A comprehensive range of healthcare services is available, using the most up-to-date technology and medical equipment to ensure the best possible patient care and outcomes. Specialisms include orthopaedic surgery; spinal care; men and women's health; and cosmetic surgery. For those considering fertility treatment, a consultation clinic enables discussion on available options with a leading gynaecologist, and an advanced fertility consultant.

Facilities include 41 beds, three theatres, an ambulatory unit, and a diagnostic suite. Ongoing investment has seen the installation of a digital platform for radiology diagnostic equipment.



“Our dedicated team is always looking at innovative ways to improve the healthcare needs of the local community, which makes it an exciting and rewarding place to work.”

Sally Pank
Director of Clinical Services

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital

Quality inspection rating



Highlights and accreditations

- ◆ Proactive discussions held with NHS Trust regarding waiting lists, and how specific specialisms can be supported by Nuffield Health
- ◆ Appointment of new Clinical Governance Lead and Change Manager has proved invaluable in process reviews throughout the hospital
- ◆ The Wellbeing Champions role has proved successful in providing support to all staff.

**Building a
healthier nation
is at the heart
of everything
we do.**

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All our hospitals in England, and those clinics delivering regulated activities, are registered with the Care Quality Commission. Our hospitals in Scotland are registered with Healthcare Improvement Scotland and our hospital and clinic in Cardiff are registered with Healthcare Inspectorate Wales.