

NHS Quality Account

2025/26





Contents

About Nuffield Health 3

Our Charity at a glance	3
Our services	4
Strategy overview	5

Quality overview 6

Chief Clinical and Quality Officer statement	6
Chief Medical Officer statement	8
Delivering quality healthcare	9
Our Quality Strategy	10
Quality in action	11
Key objectives of the Quality Strategy 2026/27	14
Sustainability	15

Prescribed information 16

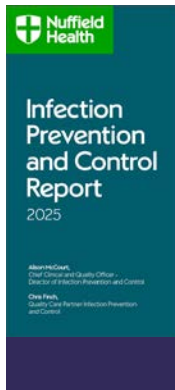
Our hospitals 32

Independent regulators' hospital reviews	33
Bournemouth Hospital	34
Brentwood Hospital	35
Brighton Hospital	36
Bristol Hospital	37
Cambridge Hospital	38

Cardiff Bay & The Vale Hospitals	39
Cheltenham Hospital	40
Chester, The Grosvenor Hospital	41
Chichester Hospital	42
Derby Hospital	43
Edinburgh Hospital	44
Exeter Hospital	45
Glasgow Hospital	46
Guildford Hospital	47
Haywards Heath Hospital	48
Hereford Hospital	49
Highgate Hospital	50
Ipswich Hospital	51
Leeds Hospital	52
Leicester Hospital	53
Newcastle upon Tyne Hospital	54
North Staffordshire Hospital	55
Nuffield Health at St Bartholomew's	56
Oxford, The Manor Hospital	57
Parkside Hospital	58
Plymouth Hospital	59
Shrewsbury Hospital	60
Taunton Hospital	61
Tees Hospital	62
The Holly Hospital	63
Tunbridge Wells Hospital	64
Warwickshire Hospital	65
Wessex Hospital	66
Woking Hospital	67
Wolverhampton Hospital	68
York Hospital	69

NHS response 70

Further detail on infection prevention performance and our wider societal contribution is provided in the 2025 Infection Prevention and Control Report and Social Impact Report.





CLICK HERE
TO DOWNLOAD
OUR INFECTION
PREVENTION AND
CONTROL REPORT





CLICK HERE
TO DOWNLOAD
OUR SOCIAL
IMPACT REPORT

Our Charity at a glance

We've been working to make the nation fitter, healthier and happier, for over 65 years, providing a wide range of care and support where people need it most. What makes us truly different is our commitment to delivering free health improvement programmes in the community, that address unmet healthcare needs and reach those living on lower resources.

OUR PEOPLE



We are

18,500+

colleagues dedicated to providing the best care and support in health and wellbeing

OUR SITES



We have

230+

sites nationwide including our award-winning hospitals and network of gyms with exercise classes and swimming pools

OUR SERVICES

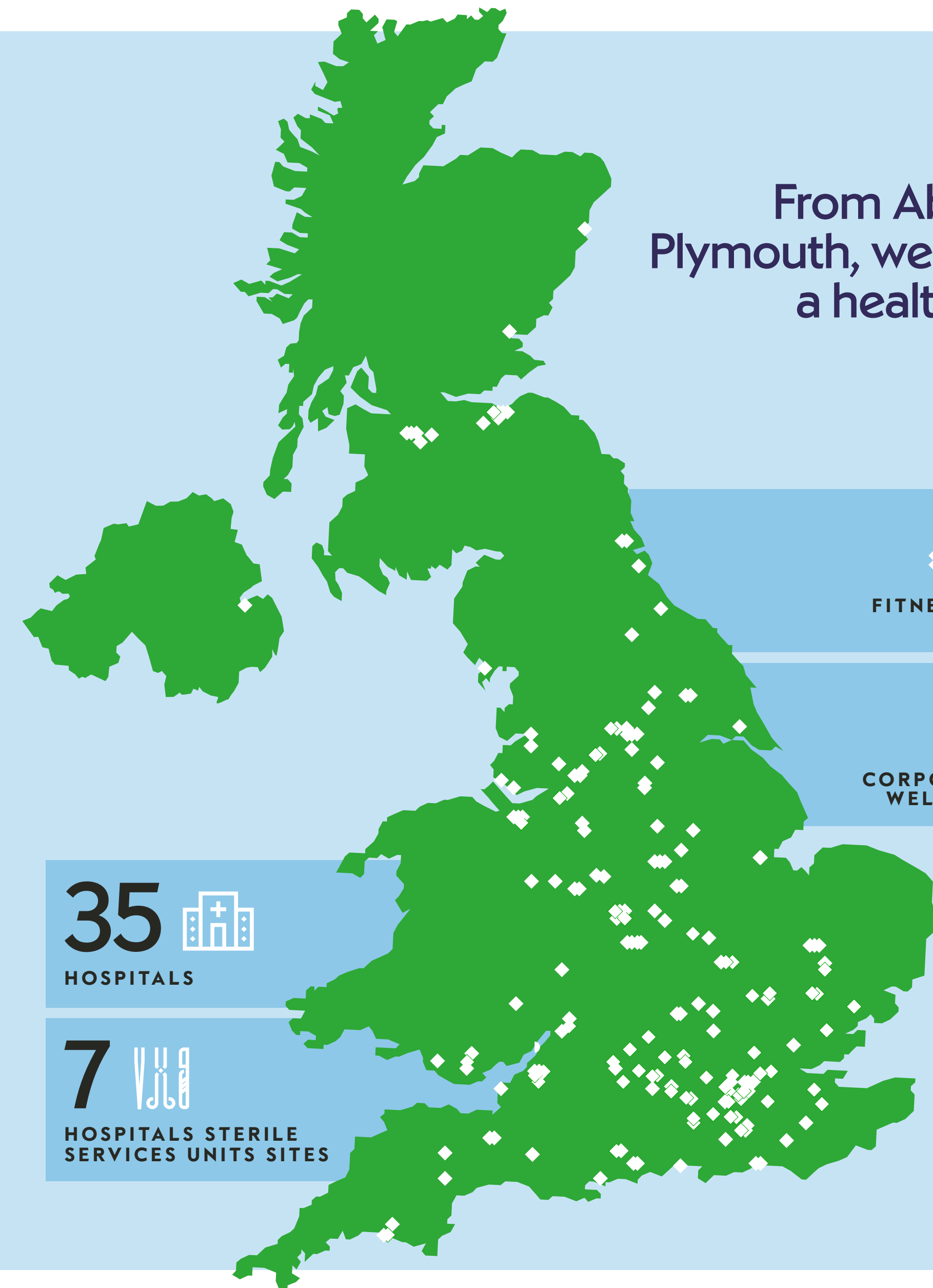


We impact

1.6 million

people's lives each year, through our broad range of connected services, spanning health, wellbeing and fitness

From Aberdeen to Plymouth, we're building a healthier nation



110
FITNESS & WELLBEING CENTRES

86
CORPORATE FITNESS & WELLBEING CENTRES

35
HOSPITALS

7
HOSPITALS STERILE SERVICES UNITS SITES

Our services

Health

Hospitals

Consultant-led treatment, delivering expert care to patients referred from the NHS, private medical insurers, and self-pay

Diagnostics

Scanning and imaging services, giving immediate insight into a person's health, and assisting in early diagnosis of disease

Pathology

Laboratory blood science, blood transfusion and microbiology services, to aid diagnosis and treatment

GP services

Experienced GPs offering flexible appointments for advice and treatment when you need it

Physiotherapy

Network of over 3,000 physiotherapists helping to prevent and heal injuries

Hospitals Sterile Services Units

Sanitisation and sterilising services for reusable medical equipment



Fitness & Wellbeing

Gyms

Network of gyms offering a broad range of services and facilities including swimming pools and exercise classes

Personal training

CIMSPA-accredited personal trainers delivering tailored fitness plans and specialising in rehabilitation

Wellbeing clinics

Situated within our fitness and wellbeing centres, offering a range of clinical experts from physiotherapists to physiologists

Workplace wellbeing

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

Health assessments

Lifestyle, medical and non-invasive tests with a focus on preventative health, covering concerns including diabetes, heart health and cancer risk



Community

Social impact programmes

Unique, free community programmes, addressing unmet health needs, delivered by our Rehabilitation Specialists with clinical exercise expertise

Joint Pain

Six-month programme delivered across all 110 of our fitness and wellbeing centres combining supervised, structured, low-impact exercise sessions, and independent exercise

Long-Term Conditions

Structured exercise programme to support people living with one or more long-term conditions, including chronic pain, long-term fatigue, and breathlessness

Cancer Activity

Designed for people undergoing treatment for prostate cancer, the programme aims to encourage lasting behavioural change and help participants feel confident when exercising independently



Strategic overview

Our PURPOSE

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.

Our MISSION

To build a healthier nation.

Our STRATEGY

Our strategy is anchored in our big Five Ambitions that we are aiming for as an organisation, which guide our decisions and actions. These ambitions support and depend on each other and are relevant to every part of our organisation.

Our AMBITIONS



We're proud to lead in patient safety

Alison McCourt CBE ARRC, Chief Clinical and Quality Officer

During a transformational year for Nuffield Health, a strong and clear focus has been maintained on our purpose to build a healthier nation. The delivery of safe, effective and compassionate care for patients has remained at the top of the agenda, and this year's Quality Account highlights key achievements and initiatives aimed at ensuring we remain a leader in delivering quality healthcare.

At the beginning of the year, our Executive Committee launched our big Five Ambitions, as guiding goals for everyone across Nuffield Health, whatever their role. These are grouped around critical areas of performance, with Ambition 1 specifically focused on 'Providing the best care and support you can get, anywhere' (see page 5).

Accreditations

One way of assessing our performance in the areas of care and support, is through accreditations from external bodies. So, I was particularly pleased that, during the year, all our hospitals and clinics retained Good or Outstanding accreditation from the national regulators. In addition, hospitals providing joint replacement surgery in England and Wales were awarded National Joint Registry (NJR) Gold Quality Data Provider, for the third consecutive year. And the total number of sites achieving Joint Advisory Group (JAG) accreditation, in respect of gastrointestinal endoscopy services, increased from 15 to 20.

Our Infection Prevention Programme is fully aligned with our Quality Strategy, and has delivered measurable advances in patient safety, staff development, and operational efficiency. Therefore, with Aseptic Non Touch Technique (ANTT) being the national standard for the minimisation of healthcare-associated infections, I was delighted when all 92 clinical sites providing healthcare services received ANTT Gold accreditation within a

five-month period. This outstanding achievement reflects the capability, coordination, and determination of our clinical teams, and represents one of the most rapid and comprehensive implementations of Gold level accreditation across a national healthcare network.

Patient feedback

Feedback from patients is another way of assessing whether we are meeting our ambitions to be best in patient care and support. And it was pleasing to see feedback scores increase in all areas during the year, including Net Promoter Score, Google reviews and Trustpilot. This is a credit to our wonderful hospital teams who are looking after the people who entrust themselves to our care, every day of the week.

Because we never underestimate the views of our patients, the year saw the expansion of our Patient Safety Partner (PSP) team from one in 2024/25, to three. The senior PSP will continue to sit on the Board Quality & Safety Committee, with the additional recruits aligned to Nuffield Health regions. Patient Experience Forums now take place at all hospitals, enabling a broader patient voice, and a more consistent safety oversight across the hospital estate (see page 11).

Sustainability

Sustainable healthcare has been central to our Quality Strategy for a number of years. Our ability to translate novel ideas into evidence-based practice has contributed to significant progress being made in the reduction of carbon emissions, against our 2022 baseline. This included the removal of desflurane anaesthetic gas in 2023, and the decommissioning of external storage and manifolds in favour of canisters on trollies.

2025/26 highlights

100%



of our hospitals rated Good or Outstanding by national regulators

303k



Hospital inpatient episodes delivered through safe effective quality care

92



clinical sites received ANTT Gold accreditation in a five-month period

£166m



delivered in social value - an increase of one-third on 2024 (£126m) through our free community programmes



It has been a challenging, but exhilarating, year and everyone has contributed to the delivery of high quality care. As we move forward, I believe our refreshed Quality Strategy will take us to new heights, and benefit patients and colleagues alike.



This year, we were extremely proud to win the Health Services Journal Award for Environmental Sustainability Project of the Year. In collaboration with University College London, we monitored the out of hours impact on energy and carbon when switching off the ventilation systems in operating theatres. The result was a saving of £6.75K in energy costs, and 12 tonnes of carbon emissions, for just one theatre, and showed the potential for widespread decarbonisation across the healthcare sector as a whole. My warm thanks and congratulations go to everyone on the team that made this award happen.

Social impact

As the UK's largest healthcare charity, all our profits are invested into improving the nation's health. Over the last year we delivered a record-breaking £166 million in social value, an increase of a third over the previous year. More than 25,000 people benefitted from our free structured exercise programmes, which use movement as a fundamental part of preventing, treating, and managing long-term conditions. The free programmes are targeted at people living on lower resources who would not normally have access to our services. They are proven to reduce the need for GP and hospital appointments, and cut down the amount of sick days taken by improving people's mobility and mental health.

12 tCO₂e
of carbon emissions saved
in one theatre, in just one
year, from our award-winning
ventilation shut-down
sustainability project

We continue to support the NHS in whatever way we can, including giving patients and staff access to our free community programmes, and reducing waiting lists by taking NHS referrals.

'The Road to Outstanding'

During the year, we enhanced our Quality Strategy to provide a clear and consistent framework for how outstanding quality care and support should be delivered across the Charity. Focused on embedding outstanding quality into everyday practices and behaviours, the Strategy strengthens organisational alignment by

providing a consistent framework, and mapping the 'Road to Outstanding' for all our services in respect of quality governance, assurance, and improvement activity. It ensures that learning is shared, and improvement is sustained.

As we pursue our ambition to deliver the best care and support to all patients, we will be embedding the Quality Strategy framework through leadership engagement, quality improvement activity, and the ongoing monitoring of progress against defined goals (see page 10).

Quality people

The delivery of quality services and healthcare requires quality people at every level in the organisation, from reception to hospital theatre, wards, and administration. We are, therefore, passionate about the training and development of our clinical services teams. Quality is built into all our learning programmes, and clinical apprenticeships, with the intention of creating an environment in which excellence flourishes, and people are empowered to thrive and reach their full potential.

We also believe that to properly move forward as an organisation, we need our people to be engaged and involved with our number one ambition to provide the best care and support you can get, anywhere.

Feedback is encouraged through our Colleague Forum, and our Freedom to Speak Up (FTSU) movement, which is a core element of PSIRF. Our FTSU network of Guardians provide a secure and impartial way for employees to raise concerns or put forward ideas. To enhance workforce engagement, our Trustees make regular site visits, which enable the gathering of feedback from colleagues. This information is provided to the Executive Committee, in order to support informed and responsive leadership decisions.

Closing

My thanks go to the executive and management committees, the Trustees, and to our people across Nuffield Health for their support and hard work. It has been a challenging, but exhilarating, year and everyone has contributed immensely to the delivery of high quality care. As we move forward, I believe our refreshed Quality Strategy will take us to new heights, and benefit patients and colleagues alike.

Alison McCourt CBE ARRC

Chief Clinical and Quality Officer

**The Infection
Protection team at
Warwick Hospital
celebrate their
ANTT Gold
accreditation**



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 is in the format prescribed by NHS England for 2025/26 for the indicators that are most relevant to the services provided by Nuffield Health's hospitals.

Fostering excellence in healthcare

Arthur Stephen, Chief Medical Officer

As Chief Medical Officer, my team and I are responsible for overseeing the medical governance within our healthcare network, to ensure that quality and patient safety are paramount to everything we do. Every one of our clinicians, doctors, nurses, technicians and support staff plays their part in delivering safe, effective and compassionate care, in support of our purpose to build a healthier nation.

Our focus is not only concentrated on major medical interventions, as important as they are, but on the whole spectrum of healthcare, from advice and guidance, to 'prescribed exercise', physical therapy, surgical and medical interventions, and rehabilitation.

Our governance framework emphasises accountability, and shared responsibility, for continuously improving the quality of the services we deliver to our patients. We are committed to creating an environment where excellence thrives. Clear, structured, governance frameworks are in place with executive, functional, and site-level committees reinforcing responsibility, openness, and a strong learning culture.

To ensure learning is embedded consistently within the wider-medical team, patient safety learnings are shared across the clinical workforce, including resident doctors, through targeted and structured communications. This ensures insights gained at organisational level are translated into day-to-day clinical practice across our sites.

Diagnostics is one of the biggest pressure points in healthcare today, with delays in scans affecting waiting times, and slowing down decisions, treatments, and reassurance for patients and families. 2025 marked the first anniversary of our long-term partnership with GE Healthcare, a world leader in medical imaging technology, which aims to replace all our diagnostic machines with the latest technology. Already, 144 advanced imaging systems have been installed,



Our focus is not only concentrated on major medical interventions, as important as they are, but on the whole spectrum of healthcare, from advice and guidance, to 'prescribed exercise', physical therapy, surgical and medical interventions, and rehabilitation.

spanning MRI, CT, mammography, and interventional imaging. This partnership demonstrates our commitment to invest in state-of-the-art, quality equipment for the benefit of our patients, consultants, and clinical technicians.

It is pleasing to see that our hospitals and clinics continue to demonstrate sustained excellence in quality care, through accreditations from external bodies. This highlights our compliance with rigorous national audit standards, and our ongoing commitment to high-quality data submission, patient safety and continuous improvement (see page 13).

The future is exciting as we support the delivery of Nuffield Health's big Five Ambitions, through our Quality Strategy. We will continue to embrace advances in healthcare to improve the quality and outcomes for our patients, and their families, and ensure that our people work in a stimulating environment, that promotes continuous improvement and encourages learning.

Patient experience is paramount in the delivery of our care. The case study right is an example of how the team at Nuffield Health's Manor Hospital in Oxford, changed the life of 67 year old Mark Oliver who, for many years, had endured debilitating symptoms from an enlarged prostate. And similar instances are happening across our hospital network, every day of every week.

Our aims will be achieved through teamwork, collective responsibility, and ambition. In closing, I pay tribute to all of our dedicated clinical teams, who demonstrate these traits every day, as they continue to deliver outstanding treatment, services, and care to our patients, across Nuffield Health.

Arthur Stephen
Chief Medical Officer

CASE STUDY



Aquablation therapy for prostate patients

A retired electrical engineer says a pioneering treatment has transformed his life

Mark Oliver, 67, from West Oxfordshire, had struggled with worsening symptoms that left him frequently incontinent and constantly planning his day around access to bathrooms. His condition disrupted every aspect of daily life and, over time, he began to withdraw from social situations altogether.

Tests confirmed that Mark had a significantly enlarged prostate. He was initially offered a TURP procedure on the NHS but faced an 18-month wait. Instead, his consultant recommended Aquablation therapy, a minimally invasive treatment using a high-pressure water jet guided by robotic technology. Mark underwent the procedure at Nuffield Health's The Manor Hospital, in Oxford.

"The care was incredible," he says. After about a month, I could feel the difference, and by six months, it had really kicked in." Mark estimates his bladder control has improved from around 10% at its worst, to about 80%. He can sleep through most nights, something he describes as 'life-changing'. "The procedure has given me back the life I thought I was losing," he says.



Mark's enjoying his retirement and back to doing the things he loves.

Delivering quality healthcare

Quality is at the heart of everything we do, with everyone at Nuffield Health having an important part to play in the delivery of safe, effective, and compassionate quality care to our patients, members and beneficiaries, in support of our purpose to build a healthier nation.

Quality assurance

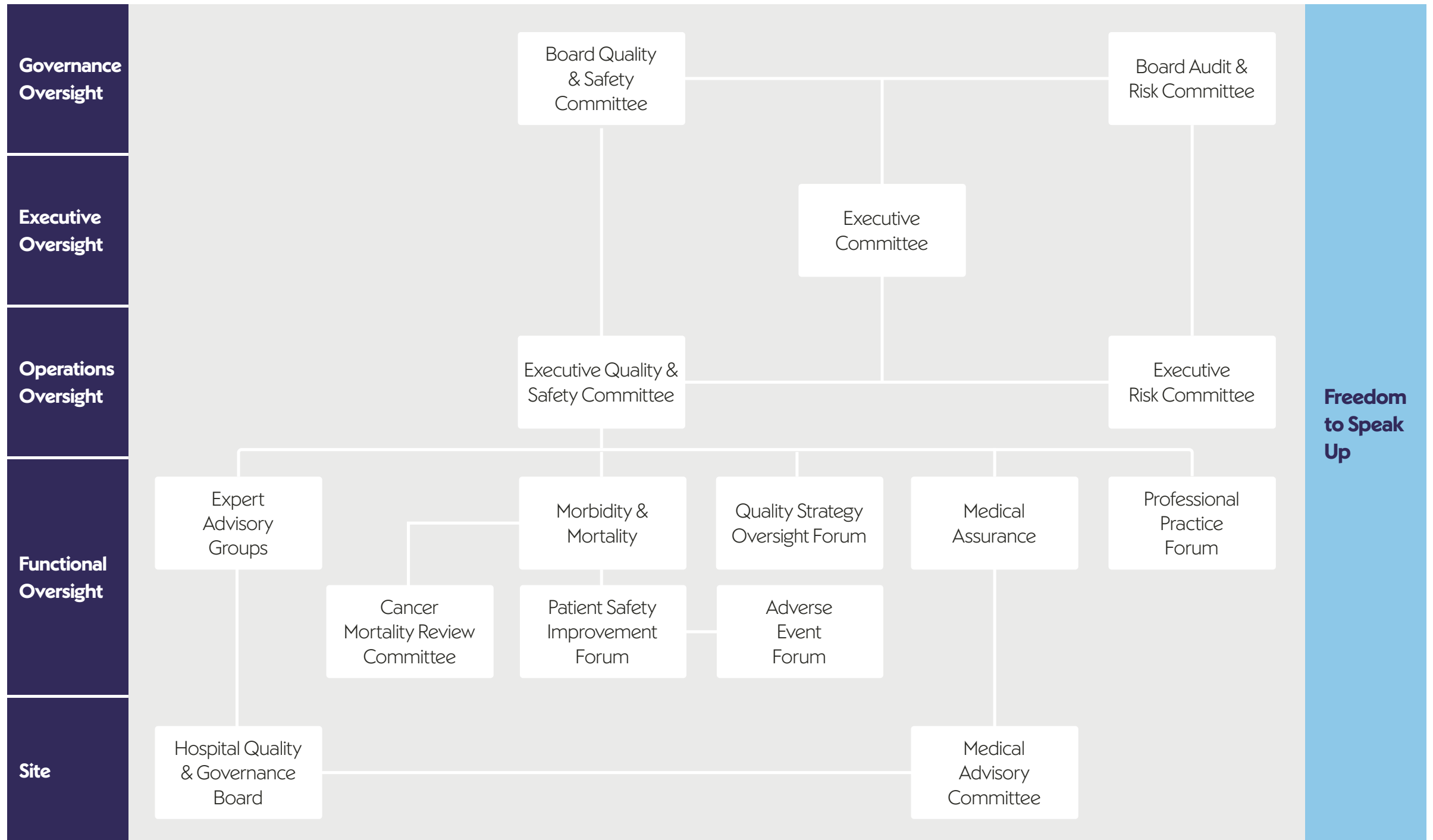
During the year, we built on our existing quality audits by introducing an Integrated Quality Assurance Review (IQAR) process, marking a significant step in strengthening our commitment to continuous quality improvement across all sites. The IQAR brought our Hospital Quality Reviews and Specialist Quality Reviews, together into a single, streamlined, audit process, creating a unified point of reference, enabling each site to more easily understand, track and evidence its quality assurance activity.

Clinical governance

Clinical governance underpins our approach to quality assurance, ensuring that care is delivered to a consistently high standard, and services are safe, effective, and well managed.

During the year, we appointed a dedicated learning response lead/investigator, thereby strengthening our approach to the Patient Safety Incident Response Framework (PSIRF). This has increased our ability to deliver timely learning responses, and enabled independent reviews where required.

Enhanced training in conducting After Action Reviews (AARs) has also been delivered, supporting consistent role modelling of behaviours that promote effective learning



responses at local level. This training is being cascaded to hospital clinical governance leads, as part of our PSIRF training plan.

Medicine-related incidents are a core component of the Charity's approach to PSIRF. High-risk medicines, including anticoagulants, insulin and opioids, are subject to enhanced review processes. Learning from medicine incidents is supported through the introduction of a medicines incident reflection tool, enabling structured, system-focused learning, and the identification of improvements at local and organisational level.

Experience of using the Swarm, AAR and PSII templates led us to refine processes to ensure that individual safety events are fully understood. We are optimising cross-organisational collaboration, and promoting effective engagement with the tools we have available, and with PSIRF as whole. Our aim is to ensure people can see they are being listened to, and can effect positive change through active participation in patient safety investigations.

Monthly Patient Safety Improvement Forums provide organisational oversight of themes emerging from the weekly adverse events meetings, held nationally and locally.

Quality Strategy

In 2025, we refreshed our Quality Strategy, to support the first of Nuffield Health's big Five Ambitions, to provide the best care and support you can get, anywhere. Our aim is to achieve Outstanding ratings from our regulators, across the Charity.

Aligned to the Care Quality Commission's (CQC) assessment guidelines and with consideration of guidelines from Healthcare Improvement Scotland (HIS) and Healthcare Inspectorate Wales (HIW), and national expectations for quality in healthcare, our strategy establishes a single 'Road to Outstanding' route map approach, applicable across hospitals, primary care, fitness and wellbeing centres, and corporate functions.

Developed collaboratively, our 'Road to Outstanding' route map draws on the expertise of clinical and operational subject-matter experts. We looked at performance data, regulatory expectations, and learnings from safety incidents, with structured workshops defining clear ambitions, goals and measures. Frontline experience is reflected, along with executive oversight, and it is grounded in practical action, rather than aspirational intent alone. Teams must be able to translate our strategic ambition into meaningful local action.

The Quality Strategy will be embedded across all services through leadership engagement, quality improvement activity, and regular monitoring of progress against ambitions. With its focus on a consistent approach to quality across everyday practices and behaviours, it provides clarity on 'what outstanding looks like'. It will drive governance discussions, quality assurance processes, and improvement priorities, ensuring that, as we set out on the 'Road to Outstanding', we maintain a clear line of sight between patient experience, safety outcomes, and decision-making.

Our Quality Strategy

Driven by the first of Nuffield Health’s big Five Ambitions, to provide the best care and support you can get anywhere, our Quality Strategy is a guide for leaders and colleagues alike, as we aim to achieve an Outstanding CQC rating across our hospitals and clinics. Focusing on our three pillars – safe, effective, and experience – the framework includes responsive and well led, to align us to our national regulator’s evaluation process.

PILLAR	Safe	Effective	Caring (Experience)	Responsive	Well Led
AMBITION	Advancing patient safety We believe harm is preventable, not inevitable. Our aim is to eliminate avoidable harm to patients, through the delivery of outstanding care and support, as shown through a reduction in the number of incidents causing severe and extreme impairment.	Maximising the Effectiveness of our treatments To improve patient health outcomes to be the best they can for every individual, what ever their treatment or intervention with Nuffield Health, allowing them to lead the best life possible once they leave our care.	Delivering outstanding Care and Experience To deliver care and ease of dealing with us that consistently exceeds customer and patient expectations, across all aspects of their care, from their very first visit to the hospital or clinical environment, to when they are discharged.	Responding to the needs of our patients To deliver care attuned to the evolving needs of each patient, with every concern listened to, heard, and responded to swiftly, effectively, and with due compassion and understanding, taking into account each individual’s circumstances.	Leading a team to deliver excellence To develop an open, honest and transparent culture that delivers high quality services, across our organisation, powered by engaged colleagues and patients, and driven by continuous learning, innovation, and improvement, in line with our purpose to build a healthier nation.
GOALS	WE WILL: ◆ Minimise the risk of infection to all our patients and customers ◆ Reduce the risk of complications, and ensure good management practices are upheld across patient treatment and care ◆ Ensure medicines are safe and controlled at all times ◆ Minimise incidences of slips, trips and falls ◆ Promote a Just Culture, and improve learning from patient safety incidents, thereby reducing avoidable harm.	WE WILL: ◆ Deliver best clinical practice, utilising high-quality evidence and decision-making ◆ Empower patients to participate in their care, by supporting shared decision-making and ensuring access to comprehensive information about treatment options ◆ Leverage data analysis of clinical outcomes to access effectiveness and inform improvements ◆ Treat the patient, not just the condition, using care pathways to support wider health and wellbeing, beyond hospital care.	WE WILL: ◆ Treat patients with dignity, respect, and compassion evident in every interaction ◆ Provide inclusive, accessible and equal care ◆ Maintain safe, welcoming, and well-equipped environments that support comfort, confidence, and accessibility ◆ Create a smooth and efficient experience by simplifying processes, and minimising effort ◆ Listen and communicate clearly, at the right time, with empathy to ensure patients feel listened to, informed and involved.	WE WILL: ◆ Listen proactively to patients, families and carers ◆ Use feedback to drive meaningful learning and improvements ◆ Respond to concerns and complaints, with transparency, timeliness, openness, and honesty ◆ Uphold the Duty of Candour requirement for health providers and professionals when things go wrong with a patient’s care or treatment, particularly if it causes, or has potential to cause significant harm.	WE WILL: ◆ Ensure colleagues understand our vision, strategy, and goals, and that leaders are accountable for quality and safety ◆ Have a safe, accountable environment, where colleagues feel able to speak up ◆ Gather feedback from colleagues to identify opportunities, and implement improvements to the quality of our care and services ◆ Encourage training and mentorship, and develop confident, skilled, and future-ready team members.

Quality in action



We've rolled out a programme of Patient Experience Forums at all Nuffield Health Hospitals, which have a focus on patient safety as well as their overall experience. These interactions are proving extremely valuable.

Bill Savage,
Patient Safety Partner



Patient Safety Partner

Our Patient Safety Partner (PSP) continued to be actively involved in the review of patient safety incident investigation reports, in support of our aim to ensure that enquiries are clear, meaningful and sensitive to the needs of affected patients, families and carers. During the year, we developed and launched Patient Experience Forums, with input from our PSP shaping the rationale for our new approach, and giving feedback on the proposed solution.

Following the success of the role in providing valuable independent insight, and ensuring the patient voice remains integral to decision-making, we have recruited two additional PSPs, who are currently undergoing induction. It is our intention to embed the roles during the coming year. The incumbent senior PSP will continue to attend Board Quality and Safety Committee meetings, while the new recruits will be aligned to Nuffield Health regions. This will enable a broader patient voice, and a more consistent safety oversight across the organisation.

We will continue to develop and expand the PSP model, and remain committed to strengthening patient involvement in safety governance, and ensuring learning from experience is translated into meaningful improvement within our hospitals.

Enhancing our quality of care

Our 20-year partnership with GE HealthCare will bring over 770 new pieces of diagnostic imaging equipment to our hospitals. Already, new ultrasound machines, mammography suites, and MRI scanners are transforming services across the country.

The new diagnostic imaging hub at Oxford brings together some of the most advanced imaging technology available today, all in one place. It will support both NHS and private patients from across the region, helping to reduce delays and improve access to care. This technology will further enhance the quality of our care, the efficiency of our teams and the experience patients receive.

144
Pieces of AI-enabled diagnostic equipment installed in 2025



A pathology system fit for our future

Our new Laboratory Information Management System, along with a new clinician portal, was implemented across all of our wellbeing and hospital pathology locations in 2025. Pathology plays a critical role in everything we do. Every year, we process around 1.3 million tests across our hospitals, corporate, and fitness and wellbeing sites. To make sure we can provide the best care and support you can get, anywhere, we needed a modern, reliable and effective system to help us work more efficiently and get results out faster.



Pathology hub at
Guildford Hospital

Freedom to Speak Up

A core element of PSIRF, Freedom to Speak Up (FTSU) supports an open and safe culture, where colleagues feel confident to raise ideas, concerns, or observations. Our network of FTSU Guardians provides a secure and impartial service for employees to raise concerns, and is helping remove barriers for those who feel unable to speak up within their place of work. Concerns are acknowledged, issues are responded to, and feedback is given on the actions taken.

Members of our Board of Trustees regularly visit locations across the Charity, and gather feedback and themes from staff. They are able to provide the Board and our Executive Committee with insights into the colleague experience, which in turn supports informed and responsible leadership decisions.



The team
celebrating
their CQC
inspection
success

Exceptional care recognised by the CQC

Our Nuffield Health Manchester Diagnostic Suite has been rated Outstanding by the Care Quality Commission. It was especially pleasing to see the CQC highlight the consistently exceptional patient experience - quoting one patient who said they were made to feel “like a VIP” – which is exactly how we want every person who walks through our doors to feel. Huge congratulations to the team for all the work they put in to deliver such exceptional care.

Clinical apprenticeships

Apprenticeships at Nuffield Health are a core part of our Learning Foundation, supporting the Charity's purpose by building employees' knowledge, skills and behaviours while accelerating career progression.

We are committed to supporting the continual training and development of our clinical teams, and empowering them to reach their full potential. By championing work-based learning through access to a variety of apprenticeship programmes, our Clinical Education Team (CET) plays a vital role in shaping skilled, compassionate, and future-ready nurses, nursing associates, and allied health professionals.

Since 2022, CET has supported over 450 apprentices, and achieved a 91% retention rate. In 2025, 5% of the eligible workforce was enrolled on an apprenticeship programme. As a result, our reliance on agency staff has significantly reduced, and the number of job vacancies across the Charity has fallen.

271

apprenticeships completed in 2025/26

125

programmes offered

450+

apprentices supported since 2022 with a 91% retention rate



**Stuart, Clinic Manager
at Norwich Fitness &
Wellbeing Centre**

Supporting our colleagues to be their best

CASE STUDY Apprentice of the Year



Apprenticeships at Nuffield Health are a core part of our Learning Foundation, building colleagues' knowledge, skills and behaviours while accelerating career progression.

Stuart Kirk, Clinic Manager at Norwich Fitness and Wellbeing Centre, was named Apprentice of the Year. Throughout his apprenticeship, Stuart has shown exceptional ambition, innovation, and impact. Alongside his full-time role as Clinic Manager, he completed his Data Technician Level 3 with a distinction and used his learning to deliver a project that is transforming how we work.

Describing his winning project, Stuart said, "I designed and built a power Business Intelligence (BI) dashboard that reduced a time-intensive reporting process to just five minutes. It's something I never imagined I could do".

This efficiency frees up valuable time to focus on other operational priorities and patient experience. Importantly, the solution has also been designed so it can be easily rolled out to other sites, supporting wider efficiency improvements across the organisation.

Stuart hasn't just completed an apprenticeship, he's used it as a catalyst to drive innovation and lasting

value, and has fully embedded his new skills, including data analysis and modelling, into his role.

Our apprenticeship programmes deliver meaningful results, from personal growth to organisational-wide innovation, for our people, our customers, and our Charity.



My apprenticeship journey has had a huge impact on the way I approach my work. It's taught me that there's always new skills I can learn. I enjoyed every minute of it!

**Stuart Kirk, Clinic Manager,
Nuffield Health Norwich Fitness and Wellbeing Centre**



Inclusive care

Tier 2 Autism and Learning Disability Awareness training, delivered in partnership with Mencap, has been embedded for clinical leaders, and extended to wider clinical roles, ensuring staff are equipped with the practical skills, knowledge and behaviours to meet the needs of patients with learning disabilities and autism.

The programme is co-facilitated by experts with lived experience, and is designed to translate learning into tangible improvements in care delivery, reasonable adjustments, and patient experience. Training has been extended across our sites, with sessions scheduled throughout the coming year, in compliance with national requirements. This reinforces our commitment to person-centred, accessible, and safe care for all patients.

Care of deceased patients

Nuffield Health has a low number of inpatient deaths, and no adverse incidences associated with the individuals who died. We continue to provide assurance to NHS system partners through the transparent sharing of our response and governance arrangements.

Following the independent Fuller Inquiry (November 2023), we completed a comprehensive review of our arrangements for the care of deceased patients, and published a formal organisational response. This included reaffirming and strengthening our national policies, and standard operating procedures, with explicit requirements for the dignified, secure and supervised care of patients after death, including mandatory escorting and supervision during transfer.

Nuffield Health hospital sites are required to maintain site-specific procedures aligned to the national standard, setting out local arrangements with funeral directors, medical examiners, and coroners. All inpatient deaths undergo a Structured Judgement Review, with oversight through Medical Advisory Committees, quarterly morbidity and mortality meetings, and central governance forums. We maintain established links with NHS Medical Examiner services to provide independent scrutiny.

Our progress against our 2025 Quality Improvement Plan



Clinical audit programme

Our clinical audit approach has been strengthened through enhanced digital oversight and reporting. Audit compliance for secondary care was introduced within the quality dashboard, providing improved visibility of audit completion and assurance at site and organisational level. A dedicated clinical audit dashboard was developed using Tableau, a leading business intelligence platform, enabling consistent monitoring of audit activity, compliance, and emerging themes.



Patient Group Directions (PGD)

A standardised approach to Patient Group Directions (PGDs) has been implemented across all hospitals. A governance framework, supporting templates, authorisation processes, and training resources, are in place, in line with regulatory requirements. Delivery progressed through rollout, with structured evaluation and feedback loops supporting local optimisation and wider organisational learning. A PGD Oversight Group ensures quality, compliance and continuous improvement.



Patient forums

A Patient Experience Forum (PEF) model has been implemented across all hospitals. A template library includes agendas, ToRs, and action logs, to ensure standardisation. These enable the organisation and local sites to identify priority patient safety themes, and gain greater understanding of issues. Patient volunteers are involved in subsequent actions, including walk-about. Learning and feedback loops support improvements and wider learning.



Martha’s Rule (Call for concern)

Work to support introduction of Martha’s Rule, includes development of a draft policy, options appraisal, and proposed escalation pathways, tailored to the independent sector. Proposals have been reviewed and a tiered implementation model identified to reflect local site capability. Staff education, patient-facing escalation and structured wellbeing checks, form part of the approach to embedding principles of the Rule, within existing processes.

ACCREDITATIONS



Macmillan Quality Environment Mark

This achievement recognises the high standard of care, comfort and compassion offered across all of our cancer services



National Joint Registry

It's a matter of great pride that, during 2025/26, we continued to demonstrate sustained excellence in orthopaedic care, with all hospitals in England and Wales, providing joint replacement surgery, awarded National Joint Registry (NJR) Gold Quality Data Provider status for the third consecutive year.



Aseptic Non-Touch Technique

Achievement of Aseptic Non-Touch Technique (ANTT) Gold accreditation across 92 primary and secondary care sites, in just five months, demonstrates our commitment to providing consistent, evidence-based practice, and continual strengthening of processes to prevent healthcare-associated infections.



Joint Advisory Group

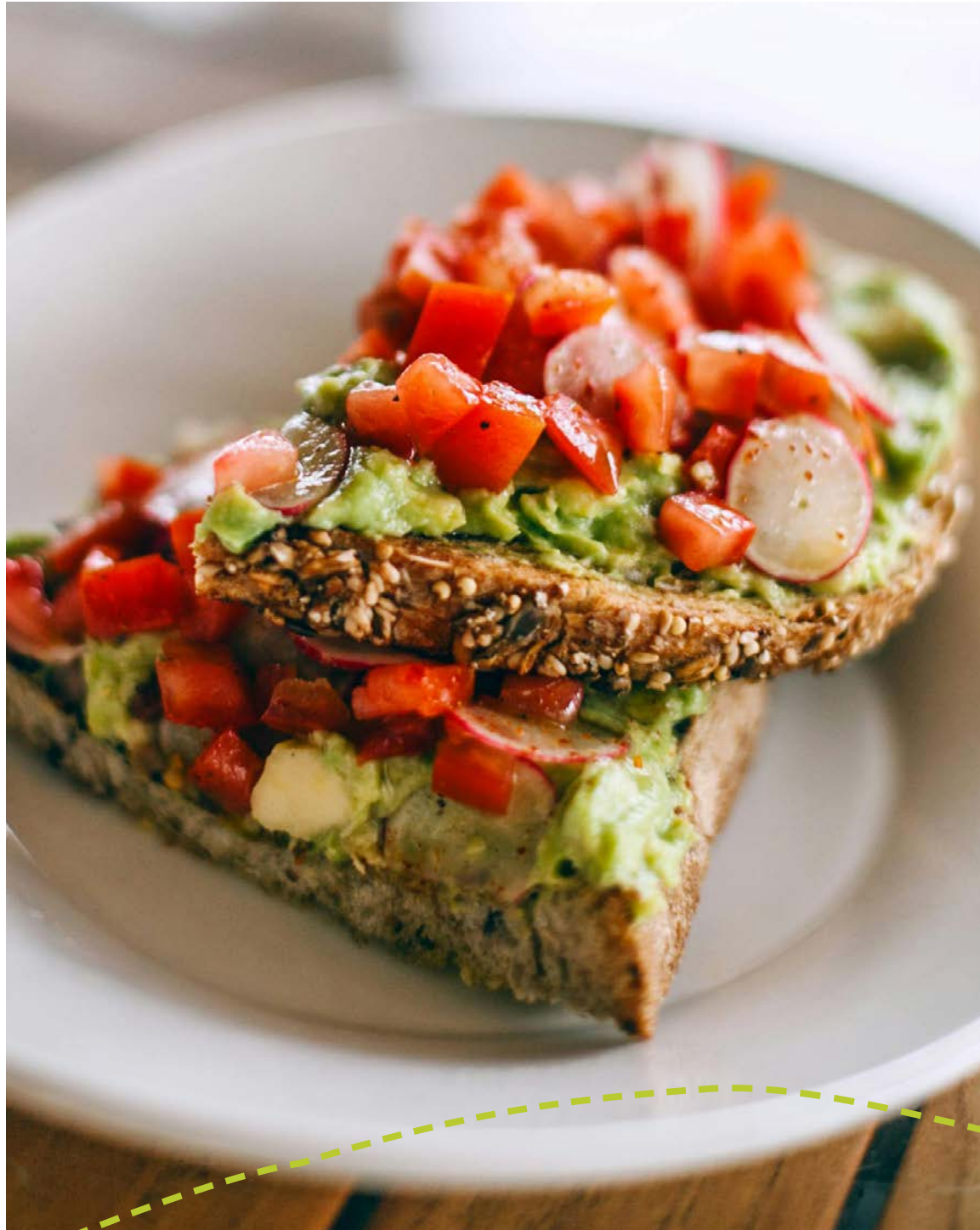
During 2025, we increased the number of Joint Advisory Group (JAG) accredited sites from 15 to 20. JAG is a national benchmark awarded by the Royal College of Physicians, and assesses endoscopy services for their clinical quality, patient care, and training.

Key objectives of the Quality Strategy 2026/27

During the year, we evolved our Quality Improvement Plan (QIP) into our refreshed Quality Strategy framework, which will guide us as we embark on the ‘Road to Outstanding’

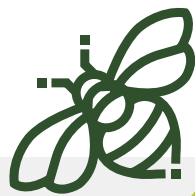
 1 Association for Perioperative Practice (AfPP) Accreditation	 2 VTE Exemplar Status	 3 Duty of Candour	 4 Call for Concern (Martha’s Rule) - Embedded
We aim to gain AfPP Theatre Accreditation, which provides an independent, evidence-based, framework for reviewing perioperative practice against nationally recognised standards. It supports consistent, safe, and high quality care across operating departments, and provides assurance through independent peer review of clinical practice, governance and team working. AfPP helps ensure hospitals uphold highest standards and continuous improvement.	During the year, we completed a detailed gap analysis to confirm the feasibility of progressing towards Venous Thromboembolism (VTE) Exemplar Status at an organisational level. The focus going forward is on implementing and embedding the agreed improvement framework, strengthening VTE prevention, assurance, and oversight, and building the sustained evidence required to progress towards the Exemplar Status.	Our focus in 2026/27 is on embedding Duty of Candour into everyday clinical practice, and ensuring it is applied consistently, and with compassion, in line with regulatory expectations. This includes strengthening frontline understanding, improving oversight and assurance, and reinforcing Duty of Candour as a core component of our patient safety, openness, and learning culture, building on previous work undertaken.	Last year, we described the development and piloting of our Call for Concern framework, aligned to the principles of Martha’s Rule, to ensure a safe and consistent model for Nuffield Health. Over the past year, the framework has been tested and refined, enabling the formal launch of Call for Concern. The focus is now on embedding this into everyday clinical practice.
WHAT WE PLAN TO DO ◆ Implement a phased AfPP accreditation programme, beginning with an initial cohort of priority sites ◆ Establish a governance and steering structure to oversee delivery, assurance and escalation ◆ Deploy a standardised AfPP toolkit to support sites in preparing against accreditation standards ◆ Deliver engagement and briefing sessions for clinical and operational leaders to support readiness ◆ Undertake independent AfPP site reviews and audits to identify improvement actions and good practice ◆ Monitor progress centrally and use learning from reviews to inform wider perioperative quality improvement.	WHAT WE PLAN TO DO ◆ Implementation of the improvement plan based on the organisational VTE gap analysis completed in 2024/25 ◆ Establish and coordinate organisational and site-level VTE leadership, including designated VTE leads and champions ◆ Strengthen standardisation of VTE risk assessment, prophylaxis and documentation in line with national guidelines ◆ Enhance data visibility and assurance through improved VTE reporting, audit and dashboard oversight ◆ Support consistent education and awareness for clinical teams to reinforce best practice in VTE prevention ◆ Monitor progress through governance routes, recognising the requirement to demonstrate sustained compliance and outcomes over an extended period to achieve Exemplar Status.	WHAT WE PLAN TO DO ◆ Embed consistent application of Duty of Candour requirements across all services ◆ Strengthen training and guidance for colleagues to support timely, compassionate, and clear communication ◆ Improve oversight and assurance of Duty of Candour compliance through governance and reporting routes ◆ Support highquality written and verbal apologies that reflect learning and openness ◆ Use Duty of Candour reviews to strengthen organisational learning and improvement ◆ Monitor compliance and thematic learning to ensure sustained and effective practice.	WHAT WE PLAN TO DO ◆ Implement Call for Concern across all hospitals using the agreed framework developed and piloted during 2025/26 ◆ Embed clear and accessible escalation routes for patients, families, carers and colleagues to raise concerns about deterioration ◆ Introduce and standardise twice daily patient wellbeing checks to support early recognition ◆ Support staff to confidently escalate concerns and access timely senior clinical review and second opinions ◆ Provide training, guidance and supporting materials to ensure consistent understanding and application ◆ Monitor implementation, early usage and outcomes to support learning and further refinement of the model.
SUPPORTING STRATEGY PILLARS  Effective  Well Led	SUPPORTING STRATEGY PILLARS  Safe  Effective  Responsive  Well Led	SUPPORTING STRATEGY PILLARS  Safe  Effective  Caring  Responsive	SUPPORTING STRATEGY PILLARS  Effective  Caring  Responsive  Well Led

Sustainability



Greener patient dining
Working in collaboration with Sodexo and behaviour science experts Greener By Default, we've transformed our patient dining. By reducing meat, increasing pulses and vegetables, and using plant-based alternatives, we now offer a healthier and more sustainable menu, without restricting choice. This has led to a reduction of meat dishes from 19% to 13%, alongside an overall reduction in carbon of 22%.

Recyclable pharmacy bags
To drive sustainability within our hospital pharmacies, we have created a network of sustainability champions from every pharmacy department. They introduced a range of more environmentally friendly dispensing bags. Made from recycled unbleached paper, using water-based ink and starch-based glue, these bags are also fully recyclable and replace our existing range of dispensing bags. In 2026 the focus will be on recycling items such as blister packs and inhalers.



6,000
tCO₂e reduction in our Scope 1 and 2 carbon emissions in 2025 from sustainability projects

22%
Carbon reduction across our healthier hospital patient dining menus

400k
Single-use tourniquets replaced with reusable ones that can each be used 10,000 times



Gloves off campaign
An estate-wide programme aims to reduce annual use of over 10 million non-sterile gloves by 10%, supporting environmental goals and reinforcing best practice. Using gloves only where clinically appropriate reduces cross-contamination risk and improves skin health for staff.



Replacing single-use items
Reducing our reliance on single-use products and sourcing reusable alternatives has been a priority throughout the year. Reusable tourniquets now replace more than 400,000 single-use items each year, and can be cleaned and reused up to 10,000 times. This reduces plastic waste while ensuring safe, decontaminated equipment remains readily available.

We're focused on creating a sustainable environment, and that means changing the way we do things. We're working hard to minimise carbon emissions, from our procurement decisions, to making small, daily changes which add up to make a big impact without compromising patient safety.

Overnight shutdown in 1 theatre for 1 year SAVES...

52.5^k
kWh in **GAS** usage



12
tonnes CO₂e in **CARBON** emissions



AND
13.1^k
kWh in **ELECTRICITY** usage

£6.7^k
in **COSTS**



Award-winning greener theatres

Operating theatres are among the largest contributors to greenhouse gas emissions in hospitals. Our ground-breaking research examined the impact of safely switching off theatre ventilation systems when they are not in use. Monitoring equipment installed at York Hospital provided data on energy consumption from theatre air-handling units, enabling us to evidence impact on energy and carbon emissions reductions.



CLICK HERE TO DOWNLOAD THE FULL REPORT

Prescribed information



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

A total of 15 NHS patients died during the reporting period (a rate of 0.026%). This is in keeping with the last reporting period, which showed 11 deaths (a rate of 0.019%). Of the deaths within this period, seven were reportable unexpected deaths, with zero palliative deaths, and others non-reportable.

Of these deaths, all were unexpected and none related to palliative care, which remained 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.

The National Medical Examiner for Nuffield Health (NME) continues to lead on learnings from deaths.

Each Nuffield Health site has established links with their local NHS Medical Examiner’s office, enabling the sharing of patient records for independent scrutiny of Medical Certificate of Cause of Death (MCCD).

All patient deaths in Nuffield Health undergo a Structured Judgment Review (SJR), incorporating feedback from investigations, with tools such as SWARMs, After Action Reviews (AAR), and Systems Engineering Initiative for Patient Safety (SEIPS), 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 engages 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 works in accordance with the Patient Safety Incident Response Framework (PSIRF) process, to identify cases where a Patient Safety Incident Investigation (PSII) should be undertaken, and to identify themed reviews.

A monthly and quarterly Morbidity and Mortality meeting is chaired by the NME, which facilitates reviews of all deaths and cases that have gone, or will go, to inquest. The monthly meeting identifies cases that may require a PSII, and cases for presentation at the Quarterly Morbidity and Mortality meeting for a more in-depth review and discussion. The Patient Safety Partner (PSP) attends the quarterly meeting.

The subjects covered in the meetings include:

- ◆ Possible failings in care that require urgent escalation and investigation
- ◆ Examples of exemplary care
- ◆ Feedback and concerns from bereaved people
- ◆ 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

- ◆ NME shares summary slide of learning for each hospital site Medical Advisory Committee (MAC)
- ◆ NME shares summary slide of learning for resident doctors via NES Healthcare
- ◆ NME shares learning across sites at national Lunch and Learn and for twilight staff at Supper and Learn.

At site level, Nuffield Health complies with, and completes the following:

- ◆ Support and care of the bereaved, with early and open engagement, is central to care following a death
- ◆ SWARM, AARs and SEIPS are undertaken
- ◆ Provides wellbeing support for team members
- ◆ Lead on completion of the SJR with central support
- ◆ Local links to the NHS ME office have been established to enable independent scrutiny and discussion of requirements for coronial referral
- ◆ Links to local 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.

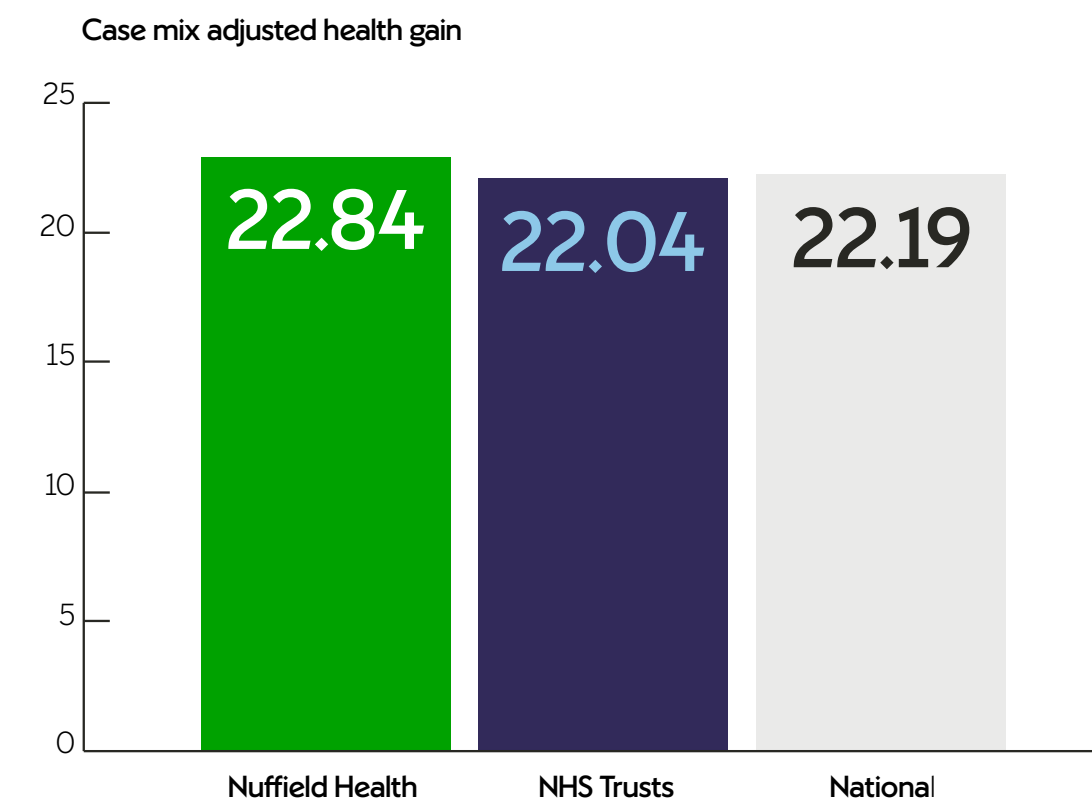
Delivering sector-leading outcomes remains fundamental to Nuffield Health's strategy, which aims to provide the best care and support you can get, anywhere.

The routine use of electronic patient reported outcomes (ePROMs) across hospitals delivering NHS funded services continues to strengthen the availability and quality of outcomes data provided by patients. Insights from this data continue to be used to identify emerging themes promptly, enabling focused pathway reviews to highlight best practice and areas of improvement. This approach supports continuous learning, ensuring patient feedback directly informs timely improvements to care quality and efficiency.

During 2025/26, Nuffield Health continued to strengthen elective orthopaedic pathways for NHS funded patients, with focus on hip and knee replacement services. Building on learning from national guidance and internal audit, pathways were reviewed and standardised to improve preoperative preparation, consistency of patient information, and postoperative follow-up.

These improvements have supported more efficient and predictable care delivery, contributing to strong patient reported outcomes and sustained high quality data submission to the National Joint Registry (NJR). Learning has been shared across sites to support consistent application and continuous improvement, ensuring that pathway redesign translates into tangible improvements in patient experience and outcomes, rather than isolated local change.

Primary hip replacements – adjusted health gains (OHS)



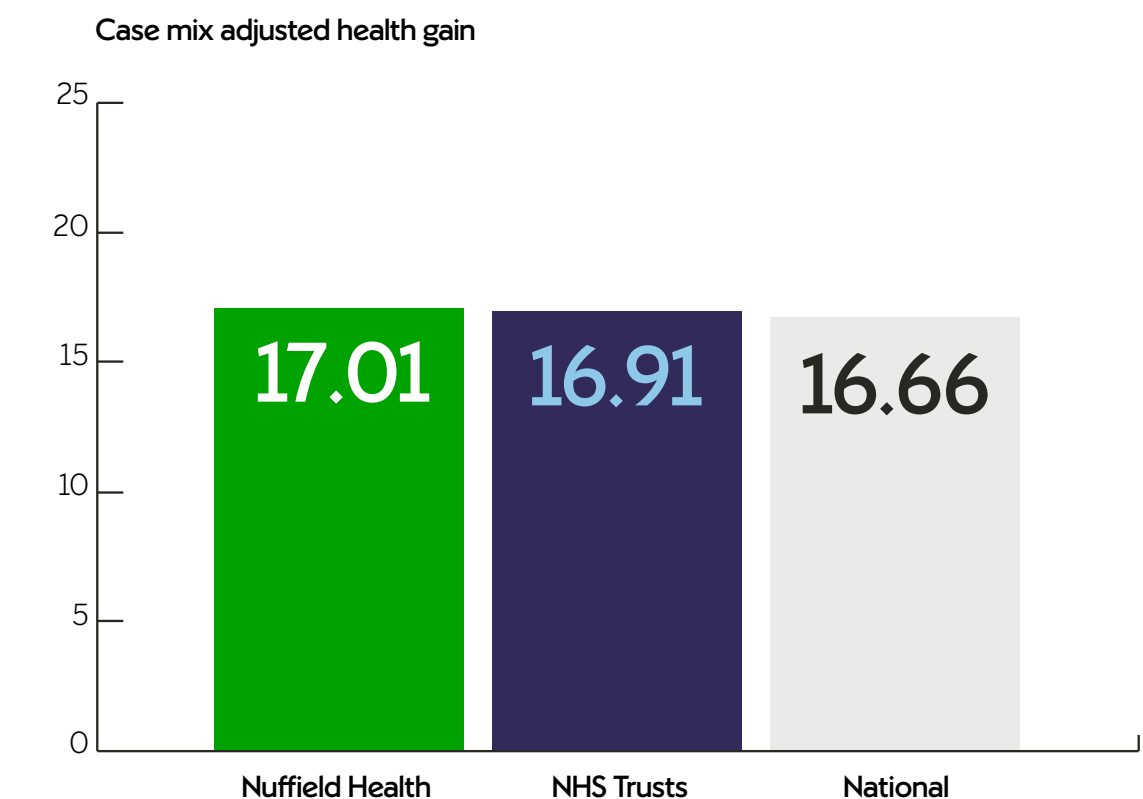
On average, hip replacement patients reported an improvement of 22.84 in Oxford scores (measuring pain and mobility), and knee replacement patients 17.01; both exceed NHS and national benchmarks, as shown in the graphs.

Based on completed PROMs, 71% of NHS funded patients treated by Nuffield Health achieved a 'better-than-expected' outcome (+4% vs national average), with 98% reporting an improvement six to nine months after discharge (+1% vs national average). Only 0.7% of patients were dissatisfied with the outcome of their surgery (-1.11% vs national average). Three Nuffield Health hospitals achieved outcomes above the 95% control limit, indicating

98%

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

Primary knee replacements – adjusted health gains (OKS)



significantly improved performance, when compared to national standards.

Based on completed PROMs, 63% of NHS funded patients, treated by Nuffield Health, achieved a 'better-than-expected' outcome (+2% vs national average) and 95% reported an improvement six to nine months after discharge (+1% vs national average). Only 1.3% of patients were dissatisfied with the outcome of their surgery (-2.2% vs national average). Three Nuffield Health hospitals achieved outcomes above the 95% control limit, indicating significantly improved outcomes when compared to national standards.

95%

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

Period covered April 2024 to March 2025. Published: 02 April 2026.

Data: [https://digital.nhs.uk/data-and-information/publications/statistical/patient-reported-outcome-measures-proms/final-2023-24-data#chapter-index\[M\]](https://digital.nhs.uk/data-and-information/publications/statistical/patient-reported-outcome-measures-proms/final-2023-24-data#chapter-index[M]) Patient Reported Outcome Measures (PROMs) in England, Final 2024/25 data - NHS England Digital

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

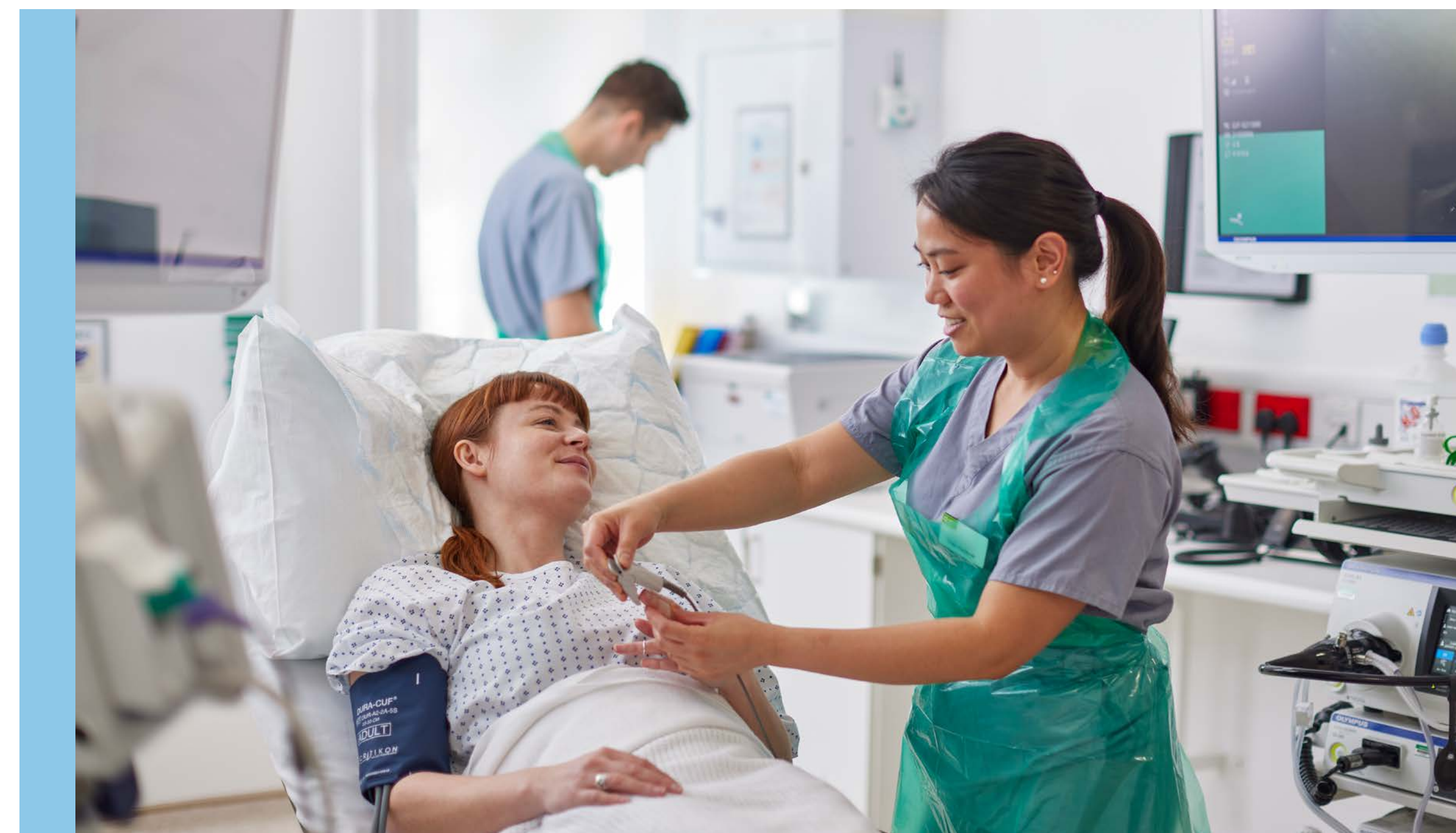
Nuffield Health reports readmissions based on a 31-day post discharge period, rather than the requested 28 days. This reflects the requirement from the Private Healthcare Information Network (PHIN) to collect and submit readmission data using a 31-day methodology, ensuring consistency with national independent sector reporting. This is, therefore, how the category has been stated within Nuffield Health's policy and quality management system.

The percentage of NHS patients readmitted to a Nuffield Health hospital within 31 days of discharge for the reporting period was:

- ◆ 0 to 15 years: not applicable
- ◆ 16 years or over: 0.19% of hospital episodes (+0.02% vs previous year).

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

Across all health sectors there remains a strong emphasis on supporting patients to return home at the earliest appropriate opportunity. This aligns with enhanced recovery approaches and reflects the on-going recommendations from the British Association of Day Surgery and the Getting It Right First Time (GIRFT) programme, to increase the proportion of surgery undertaken as day cases. More than two thirds of surgical admissions are now managed on a daycase basis. The focus of this approach is to enable patients to recover in their own, or a familiar, environment once it is clinically safe to do so. Delivering this safely requires careful planning, both before and after surgery, including robust preoperative assessment and appropriate patient selection.



Where necessary, effective arrangements are in place to allow patients to return promptly to hospital care, ensuring that postoperative concerns are managed within secondary care and do not place unnecessary pressure on primary care services. All sites undertake structured reviews of readmissions, with emerging trends and themes overseen through our central governance arrangements.

Patient Initiated Follow-Up (PIFU) supports a more patient-centred model of care, enabling individuals to initiate contact when they feel follow-up is required. This approach helps ensure that clinical capacity is directed towards patients with the greatest need, while also improving access and overall experience. During the year, Nuffield Health has been embedding a more coordinated and

consistent approach to PIFU. This work will help underpin more flexible, personalised, pathways while maintaining safe and responsive care.

We support safe and timely discharge, and focus on continual, effective, and robust planning. As part of our governance framework, we routinely review readmission data, using case-level analysis to identify trends, themes and any outliers. Our quality management system, Radar, enables us to clearly distinguish readmissions to Nuffield Health sites, NHS Trusts, or other healthcare providers. Consistent with PSIRF principles and our commitment to collaborative working, we continue to engage with partner organisations across the healthcare system, to support shared learning and improvement.

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

We continue to work with EIDO to provide patients with specific procedural information that supports robust and informed consent processes. EIDO is used to ensure that information given to patients is standardised, evidence based, and consistent across sites, while remaining tailored to the specific procedure being undertaken. This approach supports shared decision-making, by helping patients better understand the benefits, risks, and alternatives associated with their care. It allows them time to consider this information ahead of treatment.

To support this shift towards enhanced recovery and daycase surgery, Nuffield Health strengthened its preoperative assessment and optimisation processes during the reporting period. This includes earlier clinical screening and risk assessment at the point a decision to treat is made, enabling modifiable risk factors to be identified and addressed before admission.

Enhanced preoperative pathways, supported by multidisciplinary input from anaesthesia, pharmacy and nursing teams, have improved patient selection and preparedness for surgery, reducing the likelihood of avoidable postoperative complications and unplanned readmissions. These improvements form a key part of our wider approach to maintaining safe, effective and responsive surgical pathways, as activity increasingly moves to daycase models.

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

Medicine optimisation and safety:
Medicine optimisation is a core component of Nuffield Health’s approach to patient safety, clinical effectiveness, value and outcome-based care. Pharmacy teams work in partnership with medical, nursing and operational colleagues across all hospital sites to ensure that medicines are used safely, effectively, and in line with national guidance and best practice. Organisational oversight of medicines is provided through a refreshed medicines governance framework, led by the chief pharmacist. This

framework aligns to the General Pharmaceutical Council and Royal Pharmaceutical Society Hospital Pharmacy Standards. It provides assurance across prescribing, supply, administration, and monitoring of medicines.

During the reporting period, Nuffield Health strengthened its diagnostic governance and patient safety assurance through targeted improvements to its Laboratory Information Management System (LIMS). Recognising the limitations of the legacy system, actions were taken to stabilise reporting processes, address identified data integrity issues, and restore the timely review of abnormal results where disruption had occurred. This included close collaboration between pathology services, clinical teams, and system suppliers to resolve technical issues and ensure appropriate oversight.

In parallel, preparation continued for the transition to a new LIMS platform, designed to improve result visibility, specimen tracking, audit capability and clinical user experience. These improvements support safer clinical decision making, strengthened audit compliance, and more robust assurance across diagnostic pathways for NHS funded patients.

For 2026/27 we are focused on:

- Preoperative Assessment**
 - ◆ All sites have now adopted key elements of our Preoperative Assessment (POA) transformation project, which ensures early screening and risk assessment at the time a decision is made to treat the patient
 - ◆ The steering group has created a POA dashboard to help drive further improvements in 2026
 - ◆ Nuffield Health is exploring an electronic preoperative technology solution to further enhance this element of the surgical patient pathway
 - ◆ A new structured HCA training module has been introduced to support on-going education of our POA teams in relation to patient risk factors.



Medicine optimisation is central to patient safety, with strong governance providing assurance across outcomes-based medicines activity and safe, effective use.

Dipak Vaidya
Chief Pharmacist

NHS England prescribed information

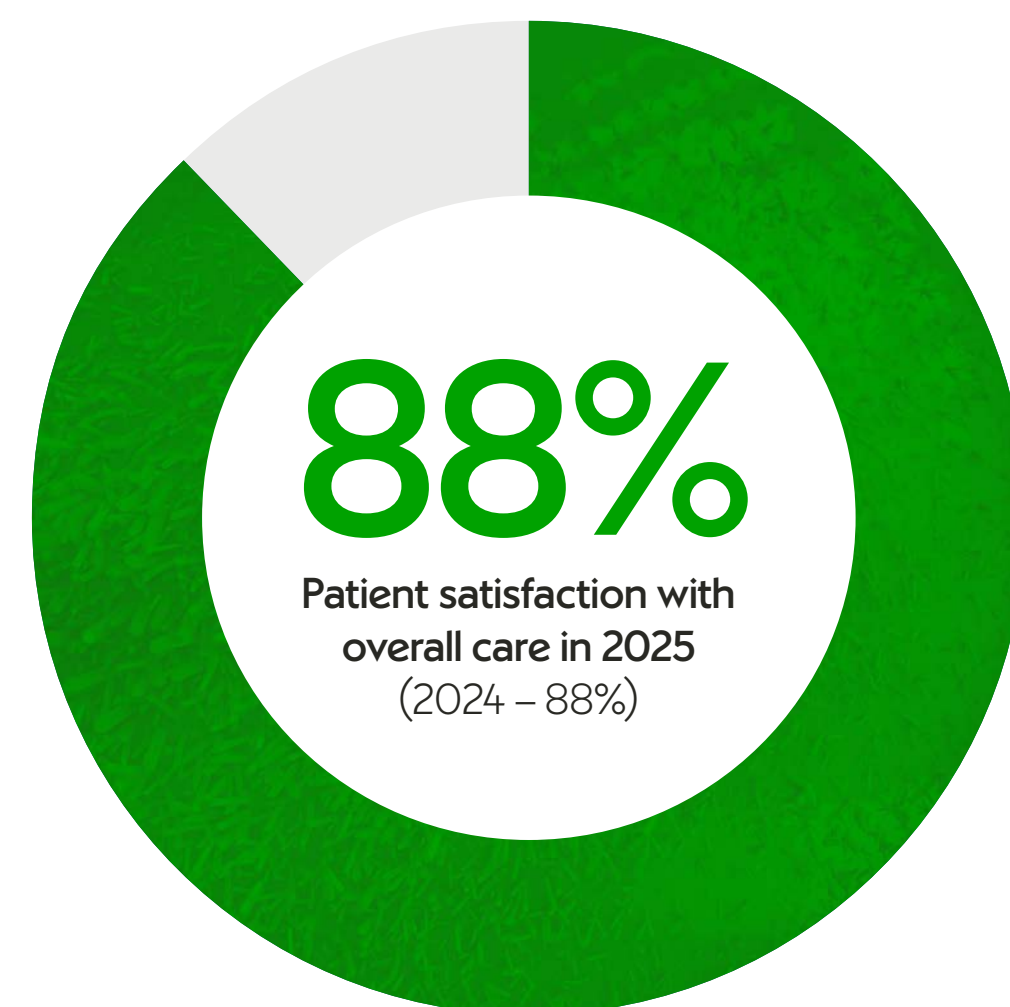
The data made available to the provider with regard to the provider's responsiveness to the personal needs of its patients during the reporting period

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:

- ◆ 88% satisfaction with overall care between April 2025 and January 2026, matching performance in the last reporting period
- ◆ Nuffield Health's patient feedback survey continues to be used across all our sites, and centrally, to understand and drive improvements in our patient experience
- ◆ Patient survey participation has remained strong across the period, with a slight improvement on the last reporting period. Once again, participation was particularly strong during the later part of this reporting window

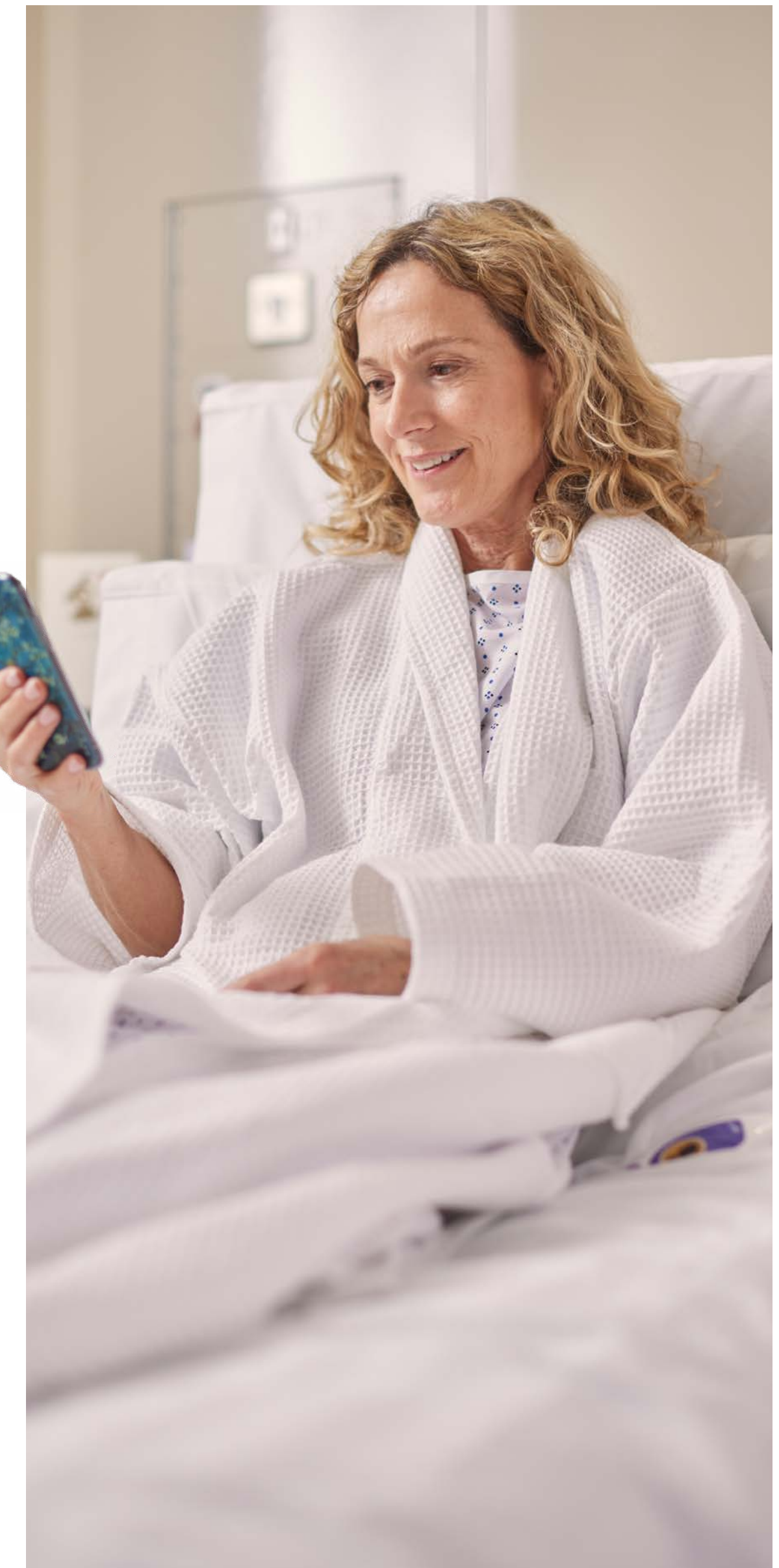


- ◆ Patient responses have been used to support the improvement of our customer experiences, driving changes to our customer journeys to simplify processes and reduce friction for our patients' overall experience, from booking appointments to discharge
- ◆ We recently introduced a new customer experience forum focused on enabling faster implementation of actions and improvements off the back of the feedback provided in our surveys.

Nuffield Health will take the following actions to maintain our high level of performance and the quality of our services.

- ◆ Continue to use feedback to drive improvements to the patient experience
- ◆ Where we identify an opportunity to improve, we will work with our teams to develop the actions required to enhance the quality of our services
- ◆ We will continue to monitor the engagement of our patients through our surveys
- ◆ Where we do not receive the engagement we expect, we will identify what actions are required to increase the response rate, and put them in place.

In 2026/27 we plan to continue to improve our survey offerings. We conduct regular reviews of our survey questions to ensure we are maximising the value of the feedback collected. Later this year we intend to implement a new strategic 'voice of the customer' programme, further enhancing our customer experience listening capability, and supporting our ability to drive improvements in patient experience.



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

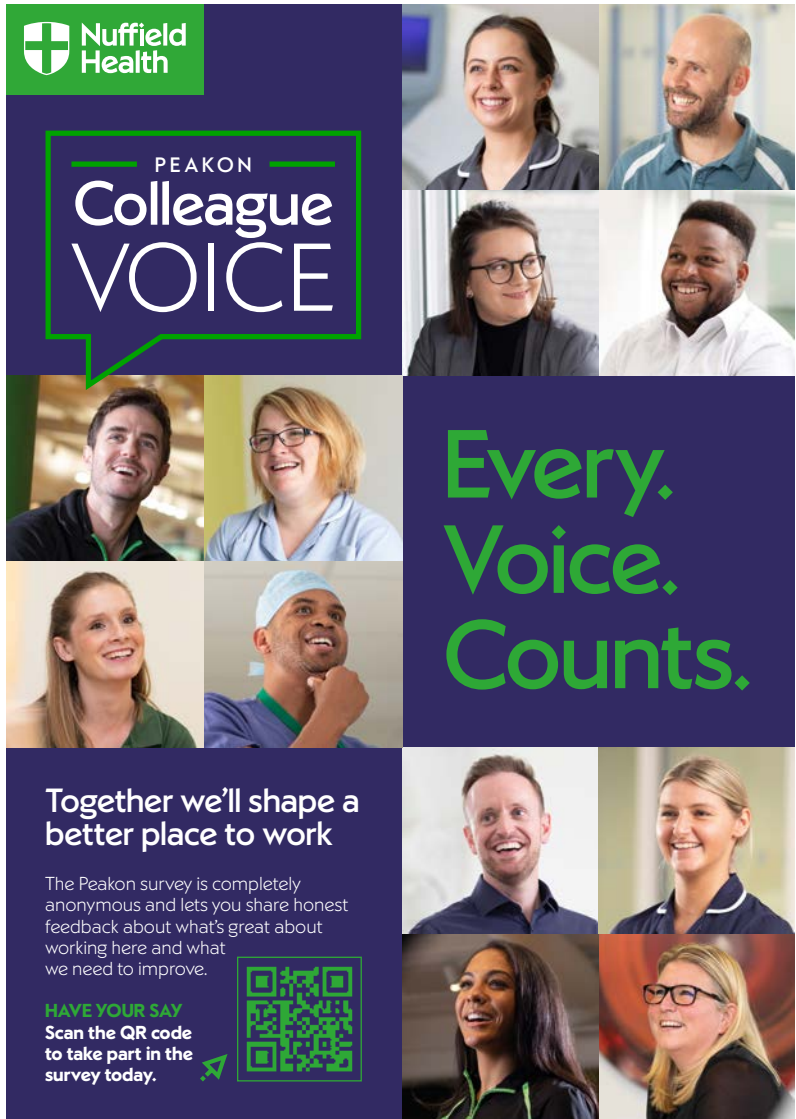
Nuffield Health statement

At Nuffield Health, we believe that an engaged and supported workforce is essential to delivering outstanding care to our customers and patients. We are committed to fostering a culture where every team member feels valued, empowered to share feedback, and confident that their voice is heard.

Our Colleague Forum, established in 2023, brings together representatives from all regions and business lines across the Charity. It continues to thrive, with quarterly meetings providing valuable insights into what is working well, and where improvements are needed to support our strategic goals and charitable mission. In 2025 the forum was expanded to increase colleague representation across Nuffield Health sites, adding more members to the forum.

Colleague feedback remains a priority for us. Through our Peakon Colleague Voice survey, conducted twice a year, we collect in-depth insights across all areas of the organisation. More than 13,700 colleagues took part in 2025, which was the best participation rate since the survey was launched. The overall participation rate was 82%. In response to the question, ‘How likely is it you would recommend Nuffield Health as a place to work?’ The average score was 7.7, an increase from 7.3 in 2024.

By regularly gathering, and acting on, feedback we can build a comprehensive view of colleague engagement and satisfaction. This on-going investment ensures we continue to create a supportive, inclusive, and high-performing workplace for all.



13,700+

of our people took part in our Peakon Colleague Voice survey in 2025

82%

overall participation rate across the Charity

7.7

average score in response to the question 'How likely is it you would recommend Nuffield Health as a place to work?' (7.3 - 2024)

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. Our inpatient results from April 2025 to January 2026 show that:

- ◆ 98% of our in-patients rated the service they received as very good or good.

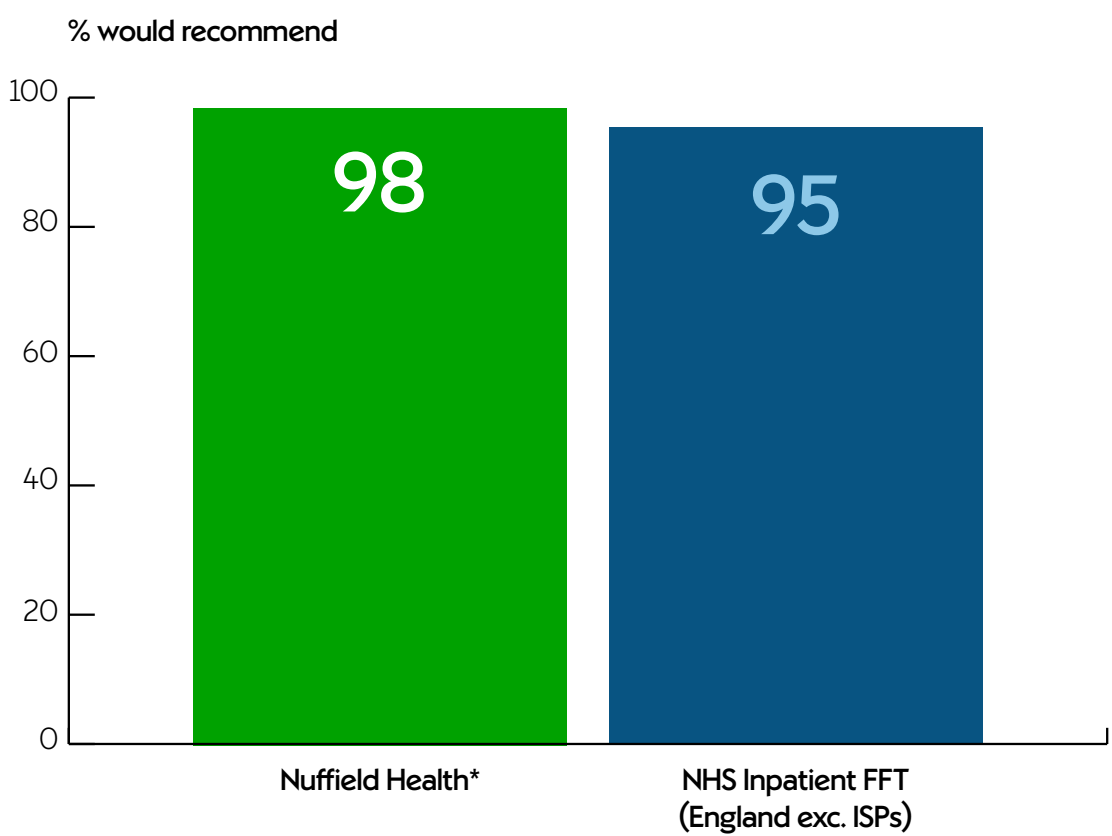
Nuffield Health continues to ensure that our patients have a positive experience of healthcare. The score of 98% is a continuation of the performance seen in the previous reporting period, and shows our commitment to ensuring that our patients receive the best possible experience, while in our care.

As discussed earlier in this report, we are continually focused on maintaining and improving the patient experience, and the quality of our services.

To do this, we intend to:

- ◆ Continue to monitor the patient experience through our surveys, ensuring that we maintain the current high response rate
- ◆ Gather greater insight on the patient experience by adding additional surveys to our existing estate, at different points within the patient’s journey
- ◆ Continue to take action on the feedback provided by our patients, in order to improve their healthcare experience.

Patients’ friends and family test outcomes (April 2025 – January 2026)



We continue to hold Care Quality Commission (CQC) good or outstanding ratings throughout our hospital and clinical sites. We also monitor components of patient satisfaction through our Integrated Quality Assurance Reviews, which include discussions with patients.

Healthcare Inspectorate Wales (HIW) undertakes inspections and issues a letter of findings rather than a formal rating; no breaches were identified at inspection. Healthcare Improvement Scotland (HIS) assessed areas including patient experience, safe care, and leadership and improvement, with all rated as ‘Exceptional or ‘Good’. HIS does not provide an overall rating.

*Accident and Emergency discharges are not applicable.
Source: <https://www.england.nhs.uk/fft/friends-and-family-test-data/> April 2025 – January 2026 combined data.

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

The trend of VTEs has risen in comparison to the previous year, 0.21% 2025/26, 0.18% 2024/25. This is on a backdrop of significant focus on VTE risk assessments.

VTE has continued to be one of the Charity's key patient safety themes, as identified during the initial PSI profile data analysis, which informed our PSIRF plan. The fields included in our adverse event reporting system, Radar, ensure that it is easy to identify patients whose VTE risk assessment and prophylaxis may not be in line with the organisation's VTE policy, which is underpinned by NICE Guidelines NG158 and NG89.

Any VTE events found to deviate from the VTE policy are further scrutinised to identify additional learning, outside our findings of the themed review undertaken in 2024/2025 to ensure no patient safety issues have emerged. Our ME undertook a further thematic review of four post-discharge VTE related deaths in Q4 of 2025 to provide Quality Board-level assurance that our safety learning processes are robust and in line with PSIRF.

The review concluded that VTE care met the expected standards in all four cases, and that these deaths were unavoidable through changes to guideline-based management alone. However, it identified that residual VTE risks persist despite compliance with guidelines (NICE NG 89) and that improvement opportunities lay in communication, post-discharge vigilance, and patient support, rather than in altering clinical guidelines.

Mitigating residual risk and enhancing patient safety during a period of inherent vulnerability, could be positively impacted by embedding professional curiosity into advice interactions, and ensuring confident, well-supported redirection to emergency services when required.

The introduction of a new Venous Thromboembolism (VTE) dashboard, utilising data from our Electronic Patient Record (EPR) system, provides a robust and transparent mechanism for oversight of VTE risk assessment compliance across both NHS and private patients. By aggregating real-time EPR data, the dashboard enables clinical teams and senior leaders to monitor completion rates, identify gaps in timely risk assessment, and support consistent adherence to national and organisational standards. This enhanced visibility supports targeted quality improvement, promotes patient safety, and ensures equitable governance of VTE prevention practices across all care pathways, regardless of funding stream.



Independent Medical Examiner review strengthens assurance by identifying learning from deaths, including those related to VTE, and supporting continuous improvement in patient safety.

Charlotte Rayner
Medical Examiner

Our continuous improvement activities for 2026/27 include:

- ◆ Further standardisation of VTE risk assessment processes across hospital sites, using an electronic patient record, supported by organisational analytics to identify areas of good practice and improvement
- ◆ Continued alignment with national guidance and best practice for VTE prophylaxis and patient optimisation to minimise risk
- ◆ On-going robust review of all VTE and pulmonary embolism events, including incidental findings, to identify learning and opportunities for prevention
- ◆ Strengthened organisational VTE governance through the establishment of a quarterly VTE Committee providing strategic oversight and assurance
- ◆ Appointment of designated VTE leads at each hospital site, supported by multidisciplinary VTE champions, to enhance local oversight, consistency, and escalation through regional networks and the central VTE Committee
- ◆ Review and enhance the VTE audit programme to improve data quality, completeness, and clinical relevance
- ◆ Development of a centralised VTE performance dashboard to consolidate audit data, support organisational oversight of compliance, and enable targeted improvement
- ◆ Progression towards exemplar organisational practice in VTE prevention and management.

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 two years or over during the reporting period

Nuffield Health statement

During 2025/26 Nuffield Health continued to seek opportunities to enhance our existing high standards of infection prevention through staff training and education, best-practice clinical management, such as mechanisms that facilitate appropriate prescribing. This includes championing the collective work of Nuffield Health in placing sustainability at the heart of everything we do. We are driving greener infection prevention practices that maintain high standards of quality, whilst reducing the Charity’s carbon footprint.

Clostridioides difficile infection – patients aged 2 years and over

The data made available to the provider relates to the rate per 100,000 bed days of cases of Clostridioides difficile infection, reported within the provider among patients aged two years or over during the reporting period. Nuffield Health maintains high standards of infection prevention and control, which contributes to a safe care environment, and provide protection from avoidable harm.

Our Infection Prevention (IP) framework is underpinned by robust policies and procedures, continuous professional education, and assurance mechanisms aligned with national guidance. This enables the consistent application of evidence-based practice, supporting safe and effective care delivery and positive clinical outcomes.

Nuffield Health’s rate of C.difficile infection during the reporting period was:

- ◆ 0.1 cases per 100,000 bed days in 2025/26, compared with 2.1 cases per 100,000 bed days in 2024/25

There was only one case with no onward transmission, providing assurance of effective isolation, environmental cleaning, and standard infection prevention precautions.

During 2025/26, Nuffield Health built on the strong infection prevention foundations established in previous years through a targeted programme of improvement focused on education, assurance, clinical leadership, and collaboration.

Aseptic NonTouch Technique (ANTT®) was first introduced across secondary care services over ten years ago, and subsequently embedded within primary care settings four years ago. Our sustained commitment to aseptic practice was formally recognised in 2025 through the achievement of Gold ANTT® accreditation across all Nuffield Health clinical sites.

Planned activity for 2026/27:

- ◆ Further enhancement of the Infection Prevention education programme; maintaining alignment with the NHS England IPC educational framework; and embedding the university accredited Director of Infection Prevention and Control (DIPC), and Nuffield Health Infection Prevention Link Practitioner programmes, to support sustained competence and leadership at all levels
- ◆ Continued strengthening of the Infection Prevention audit and assurance framework; embedding the NHS England Infection Prevention and Control Board Assurance Framework (IPC BAF) across services to support standardised oversight, escalation, and Board level assurance

- ◆ Antimicrobial stewardship continues to be a key patient safety and quality priority. Oversight is provided through the Antimicrobial Stewardship Forum, which monitors prescribing practice, guideline compliance, and learning from infection-related incidents. Pharmacy-led stewardship activity supports the prevention of healthcare-associated infection, and aligns with national antimicrobial resistance priorities
- ◆ Celebrating embedding Gold Aseptic NonTouch Technique (ANTT®) accreditation as a core organisational safety activity, including on-going education, competency assessment, audit, and clinical leadership oversight to ensure consistent, high quality aseptic practice across all clinical settings
- ◆ Consolidation of the substantive National Lead for Tissue Viability role, working in close partnership with Infection Prevention and Control to reduce infection risk associated with wounds and pressure damage, and to align tissue viability practice with wider IPC priorities
- ◆ Development and embedding of a national tissue viability network, enabling shared learning, professional support, consistent evidence-based practice, and strengthened collaboration between tissue viability, infection prevention, and clinical services.

Alongside these activities, Nuffield Health will continue to champion sustainable infection prevention initiatives that maintain high standards of patient safety and quality of care, while supporting the organisation’s environmental objectives.

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: 1207 (2.1% vs activity) (vs 1063 for previous period, which is 1.8% reviewed against activity)
- ◆ Number resulting in severe harm or death for NHS patients: 20 (15 patient deaths and five severe harm events, compared against 11 deaths and four severe harm events in 2024/25)
- ◆ Rate (percentage severe harm or death): 0.04% (0.03% in 2024/25)

Nuffield Health continually strives to build a Just Safety culture, grounded in openness, transparency and accountability. Our incident rate remains low.

Our quality management system, Radar, is fully embedded across the organisation, and continues to be strengthened through a programme of targeted enhancements. During 2025/26, this included the phased expansion of the audit module, supported by the development of custom audit analytics dashboards, improving oversight of compliance and assurance activity.

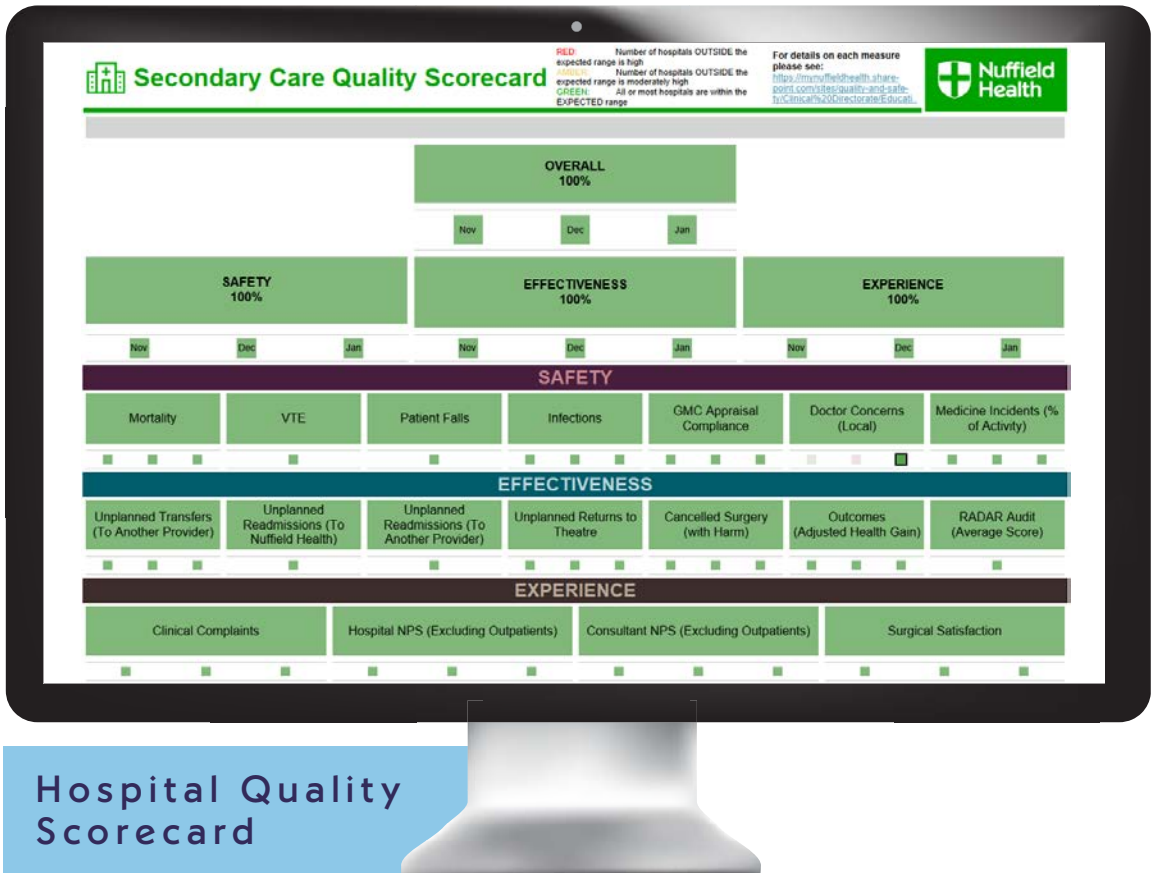
The system has also been refined through adverse event category reviews. This includes the introduction of new adverse event categorisation to allow the capture of relevant incidents, in line with Martha’s Rule. Oncology and non-oncology VTE investigation forms, which replaced previous manual processes, have been enhanced, along with updates to risk matrices and registers, and improvements to the safety alert process. All of this work has further strengthened governance capability.

Radar’s integrated analytics remain widely used to provide visibility of themes and trends at national, regional, and site level. They are complemented by the use of Tableau to overlay activity data, enabling more accurate comparison and targeted improvement across services.

We remain committed to contributing to the national learning agenda for patient safety, and continue to be fully compliant with NHS England’s Learn from Patient Safety Events (LFPSE) reporting requirements, ensuring that Integrated Care Boards (ICBs) have visibility of incidents affecting NHS funded patients in their areas. We are working with NHS England to support further enhancements to future iterations of LFPSE, with a focus on improving the efficiency and usability of reporting and exploring how data can be cascaded to better support quality improvement and patient safety. This sustained engagement supports a culture of openness, shared learning, and continuous improvement in patient safety and quality of care.

In January 2026, the Hospital Quality Scorecard was refreshed, as part of routine governance to ensure all measures continue to be relevant, robust, and aligned to what matters most for patient safety, effectiveness and experience. The review took account of sustained improvements in performance across our hospitals, during 2025. As a result, the threshold required to achieve the expected standard green rating was raised, ensuring that the scorecard remains a meaningful and stretching indicator of quality. This approach supports on-going assurance to patients, commissioners and regulators that high standards are being maintained and that there is a continued focus on improvement in the quality of services provided.

Nuffield Health completed a review and standardisation of site-based governance structures to strengthen consistency, clarity and assurance across services. This work established clear terms of reference, and



standardised agendas, for key governance meetings, supporting defined roles, accountability and decision-making at site level. The refreshed approach has improved the quality and focus of governance discussions, strengthened escalation routes, and ensured more consistent oversight of quality, safety and risk. By embedding a common framework for site-based governance, this work has enhanced assurance to senior committees and supported more effective local leadership, and continuous improvement.

During the year, we strengthened support for hospital directors, in their role as registered managers, through the relaunch of a dedicated Registered Managers Development Day. The programme was refreshed to reflect changes to the CQC regulatory landscape and to provide focused development on registered manager responsibilities, inspection readiness, and effective governance. The day brought together national and local expertise to support understanding of the CQC Single Assessment Framework, expectations of a well-led organisation, and the practical application of learning from incidents, complaints, and medical governance. This refreshed approach has improved consistency, strengthened assurance, and supported registered managers to confidently discharge their statutory duties and lead safe, effective, and high quality care across our services.

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

The launch of the Internal Quality Assurance Review (IQAR) process has strengthened organisational oversight, providing a more consistent and transparent approach to quality assurance. The introduction of IQARs has improved the clarity, structure and consistency of internal reviews, enabling clearer identification of strengths, risks, and areas requiring improvement at site level. By aligning reviews to regulatory expectations and core quality domains, the IQAR process has supported more timely escalation, clearer action planning, and improved assurance to senior committees. This has enhanced our ability to identify themes, share learning, and drive targeted improvement, strengthening overall governance and supporting continuous improvement across services.

Digital and technological solutions continue to be adopted, where they demonstrably support patient safety, clinical effectiveness, and quality assurance. During the reporting period, this has included the careful introduction of advanced diagnostic and decision support technologies, underpinned by clear clinical governance, risk assessment, and oversight arrangements. All technology-enabled improvements are subject to on-going monitoring through established governance structures, ensuring that benefits to patient care are realised safely, learning is captured, and any unintended risks are identified and promptly mitigated.

Nuffield Health continues to focus on demonstrating dedication to embedding PSIRF principles into everyday practice and ensuring that patient safety remains at the heart of everything we do. Championing the four principles is a focus for our Quality and Governance and Patient Safety teams. Monitoring progress against these principles is undertaken continuously during discussions at the Patient Safety improvement Forum (PSIF), and our Executive and Board Quality & Safety Committees.

There was a lack of consistency in how Compassionate Engagement was approached across the Charity, and insufficient recognition that the needs arising from harm are not solely physical. The processes that follow PSIs can

exacerbate the initial harm and erode trust in healthcare services, highlighting a critical area for organisational improvement and oversight.

This year, we prioritised three key areas:

- ◆ Restoring wellbeing for those affected
- ◆ Rebuilding trust in healthcare and the Charity
- ◆ Supporting all individuals involved in PSIs to reach resolution.

We achieved this by promoting active involvement in investigations and ensuring transparent communication about what happened, why, and what is being done by the Charity to reduce the recurrence of PSIs to as low as reasonably practicable.

The cultural progress shift described earlier in this report is beginning to yield results, with increased reporting of ‘near miss’ and ‘low harm’ events – critical for proactive safety improvements.

Through PSIRF, we are embedding a preventative approach to patient safety, using early signals to inform system-level changes, and reduce the risk of future harm.

From a ‘systems thinking’ perspective, historically patient safety incident investigations focused on identifying individual errors and policy breaches, often overlooking the broader system factors influencing decision-making, leadership understanding of complex healthcare environments and the value of psychological safety was limited.

Classroom-based training on ‘systems thinking’ was introduced for leaders, to encourage a shift from blame, to understanding the context behind decisions. We promoted the use of the Systems Engineering Initiative for Patient Safety (SEIPS) model into all learning responses, enabling a

structured exploration of the complex interactions within healthcare systems. We also prioritised work on psychological safety and ‘Civility Saves Lives’.

The SEIPS model is now central to our incident reviews, helping teams identify systemic contributors and generate more targeted safety actions. Leaders across primary and secondary care are applying systems thinking, leading to deeper insights into recurring safety issues. Safety actions are increasingly co-designed by frontline staff, improving relevance and effectiveness.

While ‘proportionate responses’ to PSIs are being used more widely, factors such as leadership changes, confidence in use, and the maturity of the clinical governance lead role, have influenced uptake.



Our focus remains on creating a culture of openness and learning, where structured review and compassionate engagement enable us to identify learning from patient safety incidents and drive consistent, organisation-wide improvement.

Chris Drinkall
Head of Clinical Governance

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

We have prioritised the use of SWARMS and AARs as our primary response tools, to enable rapid, inclusive learning by engaging those directly involved in PSIs. The appointment of a Patient Safety Incident Investigator enables the support of complex cases, combining structured tools with compassionate engagement to enhance psychological safety and organisational insight.

The Investigator role has strengthened cross-site support, particularly in serious incidents, with highly positive feedback from clinical teams. Thematic insights from Never Events are informing targeted training and system improvements.

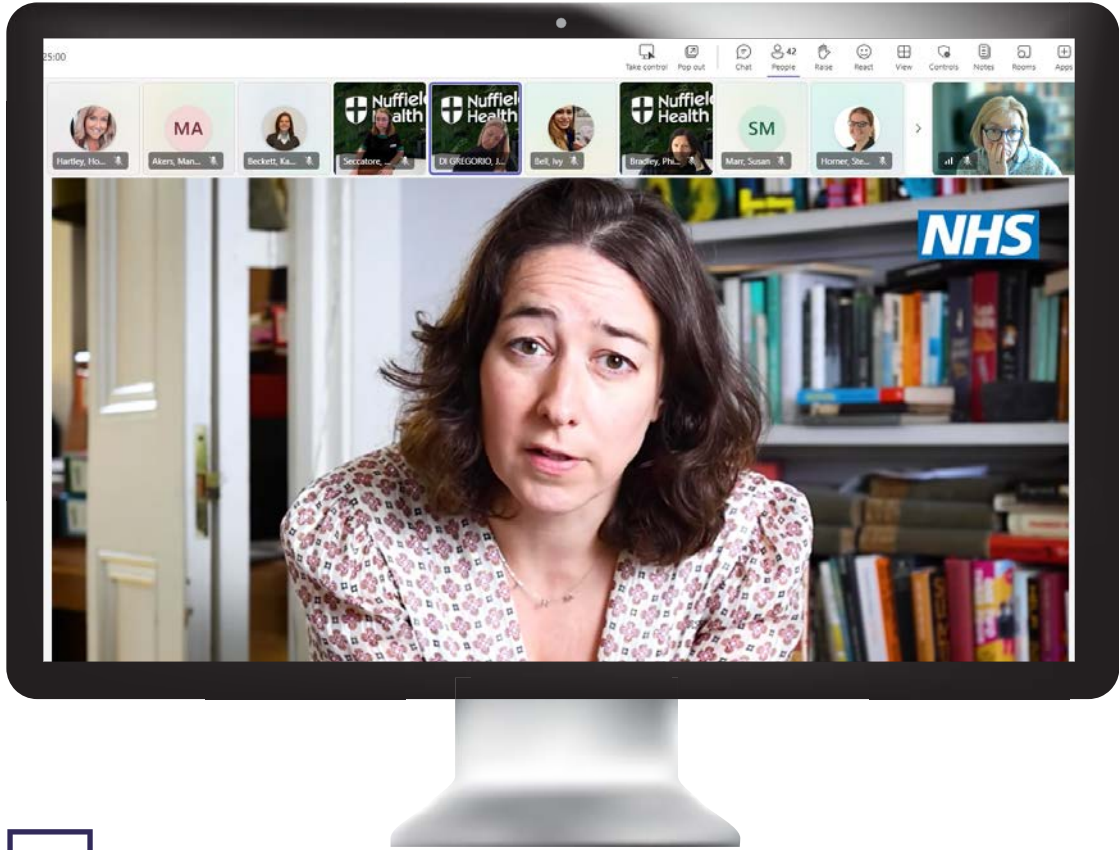
Supportive organisational oversight, and thematic learning, required strengthening, as leadership training in patient safety was limited in scope and reach. However, through the in-house training programme ‘Creating a Culture of Patient Safety’, specific investigator training, and the enhanced governance requirements around PSIs at central and site level, there have been significant improvements.

The Patient Safety Lunch and Learn programme and associated library, which has run every Friday since October 2023, aims to share learning widely across the whole Charity. The programme has now been extended to include quarterly Supper and Learns for night staff in recognition that they are a valuable resource that often experience PSIs when access to resources is not as easy as during the day.

Nuffield Health is represented at the Patient Safety Improvement Network of its partner ICB, Leicester, Leicestershire and Rutland. Sites are gradually making inroads into membership of their own local networks, all enabling shared learning across the whole of healthcare.

Nuffield Health continues to prioritise patient safety, and the following activities are planned in 2026/27:

- ◆ Online e-learning modules to enable greater access to the in-house training programme ‘Creating a Culture of Patient Safety’



Our 'Lunch and Learn' and 'Supper and Learn' sessions, provide a platform for sites to share learning from patient safety incidents, including good practice and safety actions. The recorded 45-minute sessions are available via an open-access library, encouraging colleagues to reflect on “Could this happen here?” and supporting a proactive, organisation-wide approach to patient safety.’

Julie Watkinson
Quality Lead for Patient Safety & Clinical Effectiveness

- ◆ Patient Safety Incident Investigator to undertake NHSE modules 3 and 4 of the patient safety syllabus, giving Nuffield Health two patient safety specialists
- ◆ Regional Patient Safety Partners are giving teams at site level greater access to an independent patient voice
- ◆ Embedding the ‘being fair’ tool into HR practices to support fair decision-making during learning responses. The tool is being integrated into HR policy to reinforce a Just Culture.

Significant enhancements are being made in medicines including:

- ◆ Approval, publication and implementation of a five-year medicines optimisation strategy, setting out clear ambitions for safety, value, and patient outcomes
- ◆ Implementation of a medicines service plan to enhance standardisation across the organisation for oversight and assurance
- ◆ Continued development of electronic prescribing and medicines administration (EPMA) to support clinical decision-making and reduce avoidable harm
- ◆ Strengthening the governance of medical gasses through a standardised oversight, competency-based training, and assurance processes
- ◆ Strengthening controlled drugs governance, with the inclusion of controlled drugs accountable officer training, enhanced competency updates, improved organisational oversight, and delivery of an annual controlled drugs governance report to the Board Quality & Safety Committee, for assurance.

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, and all employees 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 the senior leadership team – director of clinical services and the hospital director. Also, direct escalation through the senior lead responsible for Freedom to Speak Up (FTSU), regional FTSU leads, onsite hospital FTSU guardians, and champions.

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

We have created a bespoke FTSU case management system, only accessible to the senior lead responsible for FTSU, as well as FTSU regional leads and guardians. This enables confidential case management, the recording of key themes, trends, and data analysis, and the learning and improvement of cultures across the Charity.

All concerns are logged and, depending on the individual’s wishes, and the nature of the issue, they are either escalated for investigation or recorded with advice only. Mandatory escalation occurs only where criminal, fraudulent, or patient safety risks are identified.

In addition, our hospital wellbeing champions work with the FTSU champions, and can contact the FTSU guardian on behalf of a member of staff. With effect from 2025, one of our FTSU regional leads attends the regular Colleague Forum to ensure promotion of FTSU as business as usual. Concerns, themes and trends are recognised, followed up, and triangulated. The executive and non-executive FTSU leads promote and actively engage with the FTSU network.

The senior lead, responsible for FTSU, chairs the monthly Safety Culture Network meetings to align 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 the Learning Online (LOL) system. The national FTSU policy has been adopted, and we have successfully implemented PSIRF.

Throughout 2025, Nuffield Health continued to prioritise patient safety and strengthened its Speak Up culture. We have further developed regional FTSU leads, and the network of operational onsite FTSU guardians, across every hospital. These will be extended into central clinical and medical services during 2026. 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. FTSU regional leads and guardians ensure that feedback is given directly to the member of staff 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 organisation.

The FTSU guardian network is overseen by the senior lead responsible for FTSU, who collects data on concerns raised, themes and trends, to influence continuous improvements. FTSU regional leads attend National Guardian’s Office (NGO) regional FTSU guardian network meetings, to learn from colleagues across pan-sector organisations, including the NHS, the independent sector, and social care.



During 2025 we:

- ◆ Implemented a FTSU standard operating procedure aligned to the policy
- ◆ Implemented a FTSU Manager Guidance training package for all hospital directors and senior leadership teams, and developed guidance to support inspections
- ◆ Reviewed and evaluated all routes for staff to speak up and raise concerns
- ◆ Created an induction pack for all FTSU guardians, and implemented regular regional calls to support the guardian network.

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

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.

During 2025/26 we will aim to improve insight, strategy and practice by:

- ◆ Continuing to implement and embed the organisational FTSU strategy, focusing on evolving our safety culture. This will enable updates to policy framework and SOP, aligning with the National Speak Up Policy
- ◆ Recommended areas of attention are – triangulating FTSU 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 safety culture/psychological safety surveys, and focused attention on FTSU in relation to Equality, Diversity and Inclusion (EDI)
- ◆ Continuing to deliver our Speak Up improvement plan, including aligning with the NGO updated guidance and expectations of best practice
- ◆ Continuing to support the workstream for staff engagement and Just Culture, to ensure shared learning and improvement
- ◆ Explore implementation of ‘restorative supervision’ to support Just Culture – enhancing the wellbeing and resilience of professionals
- ◆ Continuing to develop leadership capability to ensure all leaders feel confident in enabling a safe ‘Speak Up, Listen Up and Follow Up’ culture – competently recognising and responding to concerns raised
- ◆ Continuing to support and develop psychologically safe speaking up behaviours across the Charity – developing a bespoke psychological safety survey to gather measurable information, data, and feedback from colleagues

- ◆ Developing an annual bespoke FTSU guardian survey to gain insights about how supported and effectual the onsite guardians are, whether they have adequate time to be proactive, and what improvements could be made
- ◆ Continuing to review and investigate Speak Up incidents, ensuring all concerns are appropriately investigated, and that feedback and follow up is given. These insights and learnings should be used as a driver for clinical and organisational improvement
- ◆ Continuing on-going evaluation of current systems and processes. Where necessary, standardise and streamline to improve resource effectiveness, and invest in credible, high-impact methods and strategies. Our aim is to drive and strengthen a business-as-usual approach to FTSU
- ◆ Streamline and clearly promote all routes and mechanisms staff can use to speak up and raise any issues.

Ways for staff to Speak Up and Prevention of Detriment:

Staff can Speak Up in a number of ways across Nuffield Health.

FTSU guardians are currently active within the hospital sites, and will soon be in central clinical and medical support services. 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 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 Human Resources and Employee Relations, in supporting and dealing with staff speaking up. The independent, and anonymous SafeCall telephone line is also available to log any concerns, with issues escalated to the ER team for further action.

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

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

Most calls to SafeCall tend to be anonymous, with the only means of communication 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. How to respond to staff who raise concerns or issues is also part of our leadership training. This is also referenced within the FTSU policy and standard operating procedure.

We maintain contact with staff who raise issues or concerns, and confidentially is maintained throughout an investigation process. The individual has a key contact, usually the investigation manager that they can contact if necessary. If potential concerns of detriment or victimisation were raised, these would be investigated immediately.



National and local Audit

Clinical audit remains a core element of Nuffield Health's Quality Assurance Framework, providing assurance on regulatory compliance and clinical effectiveness, supporting continuous improvement across services.

Following the launch of the audit module within Radar, in October 2024, the organisation has focused on embedding its routine use and broadening the scope of audits captured within the system. This includes audits previously undertaken outside of Radar. This has enabled a more comprehensive view of audit activity and outcomes across hospital locations. During the last year, the Charity completed 2,477 national audits.

Processes supporting multidisciplinary team working are now well established, with sustained improvements in compliance demonstrated through audit findings. Cancer-related audits in particular continue to provide evidence of safe, high-quality care.

2,477

national audits completed in 2025/26

In 2026/27, Nuffield Health will:

- ◆ Use audit outputs within refreshed primary, secondary care and specialty dashboards to strengthen assurance across patient safety and clinical effectiveness measures
- ◆ Further improve functionality within Radar to support the management and tracking of audit-linked action plans
- ◆ Explore new audit functionality as it becomes available, enabling the development of more complex and specialty-specific audits
- ◆ Continue to enhance audit analytics to support cross-specialty scrutiny, identifying both areas of best practice and opportunities for quality improvement
- ◆ Maintain engagement with NHS England regarding the introduction of the Joint Advisory Group (JAG) mandatory audit of post-colonoscopy colorectal cancers (PCCRC), supporting assurance of quality within endoscopy services across the Charity.

Our hospitals



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](#), [Healthcare Improvement Scotland](#) (HIS) and [Healthcare 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						
Brentwood	January 2026						
Brighton	December 2022						
Bristol	April 2024			***			
Cambridge	November 2016						
Cheltenham	January 2023						
Chester	December 2016						
Chichester	December 2021						
Derby	May 2016						
Exeter	October 2016						
Guildford	July 2019						
Haywards Heath	December 2017						
Hereford	March 2017						
Highgate	May 2017						
Ipswich	November 2016						
Leeds	May 2025						
Leicester	October 2023						
Manchester Diagnostics Suite	March 2026						
Newcastle	August 2016						
North Staffordshire	January 2022						
Nuffield Health at St Bartholomew's	Hospital opened May 2022 but did not receive a rating prior to the site's transfer to the NHS on 12 December 2025						
Oxford	June 2022						
Parkside	November 2021						
Plymouth	July 2022						
Shrewsbury	October 2018						
Taunton	April 2024						
Tees	April 2022						
The Holly	May 2017						
Tunbridge Wells	July 2017						
Warwickshire	February 2025						
Wessex	January 2023						
Woking	August 2017						
Wolverhampton	October 2022						
York	December 2025						
Cardiff & Vale*	February 2022	No issues identified by HIW					
Edinburgh**	March 2022	Direction / implementation and delivery / results rated as ‘Exceptional or ‘Good’					
Glasgow**	August 2023	Direction / implementation and delivery / results rated as ‘Good’					

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 ongoing 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. With 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, a JAG accredited 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

86%

Patient satisfaction with their experience at our hospital



“I am honoured to lead an exceptional team whose dedication, compassion, and expertise inspire me every day. Together, we are driven by a shared commitment to delivering outstanding, patient-centric care, and creating a safe, welcoming environment where every individual feels valued and supported.”

Hayley Churcher
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good



Highlights

- ◆ Winner of the ‘Be the best place to work in health and wellbeing in the UK’ category, and runner-up in the ‘Hospital of the Year’ category, in the Nuffield Health Excellence Awards 2025
- ◆ Maintained close working relationships with our local NHS Trust as part of the drive to help reduce waiting lists.

Accreditations



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, on-site endoscopy suite, pathology laboratory, pharmacy, physiotherapy, and radiology services offering a full range of diagnostics.

Voice of the customer score

87%

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

Inspected and rated

Good

Care Quality Commission

Highlights

- ◆ Maintained close working relationships with our local NHS Trust, as part of the drive to help reduce waiting lists
- ◆ Significant investment in the hospital facilities continued during the year, including upgraded diagnostic capability, and a new roof. The installation of a new chemistry analyser is planned for 2026.

Accreditations



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 is 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.

In the autumn of 2024, the hospital proudly opened a state-of-the-art MRI and CT scanning suite, providing patients and consultants with access to up-to-date scanning and diagnostic services, in a modern and welcoming environment.

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

Voice of the customer score

87%

Patient satisfaction with their experience at our hospital



“Our ambition is to provide every patient with an outstanding experience, underpinned by the highest standards of care and support. We are fortunate to have such skilled, and dedicated teams across the hospital, all committed to delivering excellence to our patients, every day.”

Daniel Sutherland
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good



Highlights

- ◆ Recognised as Most Improved in the ‘Provide the best care and support you can get, anywhere’, and the ‘Multiply our social impact and sustainability’ categories of the Nuffield Health Excellence Awards 2025
- ◆ 200+ orthopaedic joint replacement procedures using Mako® robotic arm assisted technology, achieving our aim to grow capability and develop our day case joint replacement pathway
- ◆ State-of-the-art theatre upgrade featuring the KARL STORZ OR1 integrated surgical system.

Accreditations



Bristol Hospital

About the hospital

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

The hospital offers a comprehensive range of services, from spinal surgery and ophthalmology, to dedicated women and men's health clinics. Orthopaedic care at Nuffield Health Bristol is exceptional, featuring advanced treatments such as Mako® robotic-arm assisted joint replacement surgery, complemented by Recovery Plus support at Bristol's two Nuffield Health Fitness and Wellbeing Centres.

The hospital's facilities include 30 inpatient beds, three digital operating theatres, a minor surgery suite, a JAG-accredited endoscopy unit, 11 consultation rooms, and a modern imaging department offering a full suite of diagnostic services, including on-site MRI and CT scanning.

Voice of the customer score

88%

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

Quality inspection rating

Inspected and rated

Good



Highlights

- ◆ Hosted the 2025 Orthopaedic Symposium, bringing together local physiotherapists, osteopaths and chiropractors for a day of musculoskeletal-focused learning. Six consultant surgeons led sessions on knees, spine, hips, shoulders, feet and ankles, and sports injuries. Feedback was overwhelmingly positive
- ◆ Demonstrated dedication in fulfilling leadership expectations and strengthening recruitment efforts.

Accreditations



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 and surgical cancer treatments, as well as general, urology, gynaecology and orthopaedic surgery, neurosurgery, and specialist paediatric services.

Facilities include 32 inpatient beds, three high specification surgical theatres, one endoscopy / procedure suite, with an adjoining 12-pod day case suite. There is also an oncology suite, day case suite (six beds and four chairs), and paediatric services supported by registered children's nurses. A physiotherapy suite, with skilled rehabilitation specialists, is located at the nearby Nuffield Health Fitness and Wellbeing Centre, offering specialist services for orthopaedic care, as well as cancer rehabilitation.

Voice of the customer score

86%

Patient satisfaction with their experience at our hospital



“We pride ourselves on providing excellent standards of clinical care, focusing on innovative service development and clinical expertise. Patient safety is our priority.”

Lorraine Sizer
Director of Clinical Services

Quality inspection rating

Inspected and rated

Outstanding ★



Highlights

- ◆ Significant investment in new endoscopy equipment
- ◆ Patient engagement with established patient focus group, and patient-led assessments of the care environment (PLACE) audit completion
- ◆ Continued to support our local NHS Trust and ICB in helping to reduce waiting lists through the provision of breast, orthopaedic, neuro and scoliosis correction surgery.

Accreditations



Cardiff Bay & The Vale Hospitals

About the hospital

Nuffield Health's Cardiff Bay & The 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 (primarily inpatient) and Cardiff Bay (day case) are multi-specialty hospitals, combining experienced consultants, modern medical technology, and the established reputation of Nuffield Health.

Located in the tranquil setting of Hensol, The Vale is recognised internationally for its design and technology, and includes two advanced operating theatres. Specialisms include orthopaedic joint replacement, spinal surgery, ophthalmology, ENT, urology, gynaecology, and general surgery, alongside dedicated children and young person services. The hospitals offer advanced techniques, including robotic-assisted orthopaedic surgery, using the Mako® system, and Aquablation therapy for urology, with Cardiff & Vale among only a limited number of UK independent providers offering this technology.

Facilities include 29 inpatient beds, a minor operations suite at Cardiff Bay, and comprehensive imaging services, including MRI, CT, and digital X-ray.

Voice of the customer score

91%

Patient satisfaction with their experience at our hospital



“I'm privileged to work alongside an excellent team of skilled and dedicated professionals. We focus on patient safety, clinical excellence, and continuous improvement, fostering a collaborative culture that delivers positive patient outcomes.”

Charlotte Miller
Director of Clinical Services

Regulated and quality checked by



Highlights

- ◆ Unannounced HIW inspection at both hospitals led to outstanding feedback across all areas
- ◆ Investment in new endoscopy equipment
- ◆ New Aquablation service offered to urology patients
- ◆ Investment in new mammography equipment, with the unit relocated from Cardiff to the Vale in order to extend the service to the wider community.

Accreditations



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 postoperative rehabilitation.

Voice of the customer score

81%

Patient satisfaction with their experience at our hospital



“I am honoured to lead a committed team in delivering high quality care, that strives for excellence, and continues to provide exceptional care with pride.”

Michelle McDonnell
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good



Highlights

- ◆ £1.8 million investment in replacing and renewing equipment, commencing bathroom refurbishment, improving flooring, and introducing the VELYS™ robotic assisted knee replacement technology
- ◆ Recognised for leading sports medical care, in partnership with local football and premiership rugby teams
- ◆ Supported employee development, in order to grow our teams through the Leadership, Nursing Associate and Registered Nurse apprenticeships programmes

Accreditations



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, and prides itself on maintaining the highest levels of patient care to encourage a speedy recovery.

The dedicated team of consultants, clinicians and nurses deliver a range of treatments and services in the areas of orthopaedics, ophthalmology, cosmetic and general surgery, as well as comprehensive paediatric services.

Facilities include 24 beds and a suite of outpatient consultation rooms. Following major refurbishment, we opened two state-of-the-art operating theatres, and an ENT facility, plus a new ambulatory day case suite, offering cataract surgery, minor operations, endoscopy procedures, and pain management treatment. A full range of diagnostics is available, including static MRI and CT scanning, as well as physiotherapy and on-site gym facilities. The latest Mako® robot technology supports hip and knee replacement surgery.

Voice of the customer score

91%

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 Drewett
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good



Highlights

- ◆ Installation of a new state-of-the-art ENT diagnostics suite
- ◆ Commencement of Mako® assisted robotic joint replacements
- ◆ Winner of the ‘Deliver the best possible customer and patient experience’ category in the Nuffield Health Excellence Awards 2025
- ◆ Continued to promote staff development through the leadership programme, nursing associate, and operating department practitioner training.

Accreditations



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. Modern facilities are complemented by a highly skilled and 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 gynaecology suite, offering a one-stop service for suitable patients.

Voice of the customer score

88%

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

Inspected and rated

Outstanding ★



Highlights

- ◆ Introduced a cross-departmental learning loop, with safety huddles, monthly themes, and ‘You said / We did’ posters, in order to share learnings across the hospital, improve closure of actions, and reduce the number of repeat incidents
- ◆ Maintained close working relationships with local NHS Trust, as part of the drive to help reduce waiting lists.

Accreditations



Derby Hospital

About the hospital

Nuffield Health’s hospital in Derby is set in beautiful grounds, three miles southwest 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 include orthopaedic, spinal, gynaecology and general surgeries including 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 on-site CT and MRI scanning.

Voice of the customer score

89%

Patient satisfaction with their experience at our 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

Inspected and rated

Good

Care Quality Commission

Highlights

- ◆ Investment in diagnostic imaging, including installation of a new CT scanner, ultrasound equipment, and C-arm technology, enhancing both capacity and clinical capability
- ◆ Leading provider of joint replacements within Nuffield Health, delivering over 1,400 procedures in 2025, and demonstrating sustained clinical excellence and demand
- ◆ Major expansion of cancer services planned for 2026/27, with the development of a brand new radiotherapy suite.

Accreditations



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 who are leaders in their field and also work with NHS Scotland. More than 50 hospital staff, including highly experienced nurses, are available to help patients get the best from their healthcare experience.

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

Voice of the customer score

86%

Patient satisfaction with their experience at our hospital



“We’re dedicated to fostering innovation, collaboration, and clinical excellence. By integrating advanced technology and evidence-based practices, we deliver top-quality care that makes a difference to the lives of our patients, and the community.”

Justin Du Plessis
Director of Clinical Services

Inspected and rated by



Highlights

- ◆ Diagnostic imaging modernised through upgraded CT, MRI and X-ray equipment, enhancing capability and aligning the imaging suite with contemporary standards
- ◆ Investment in reception and communal areas, including new flooring and refurbishment, improving the patient, visitor and colleague environment
- ◆ Introduction of a new ophthalmic microscope, strengthening ophthalmology services and supporting high-quality surgical care

Accreditations



Exeter Hospital

About the hospital

Nuffield Health's hospital in Exeter is located minutes from the city centre, close to the M5, and adjacent to the local NHS teaching hospital. Established in 1963, it has an excellent reputation for providing first class clinical care and expertise.

A wide range of surgical specialties is offered, with focus on orthopaedic, cardiology, and spinal surgery, as well as general 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 21 beds, plus 10 day case beds, two laminar flow theatres, and one hybrid cath lab theatre, along with a dedicated JAG accredited endoscopy unit. The outpatient department includes three minor operating rooms, physiotherapy, and a diagnostic suite with static MRI and CT scanning capabilities.

Voice of the customer score

88%

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

- ◆ Close working relationships with local NHS Trust were maintained, as part of the drive to help reduce waiting lists
- ◆ Newly appointed Orthopaedic Surgeons, enhancing capacity offered to NHS services
- ◆ Well established engaged quarterly patient forum who help shape and develop services within the hospital.

Accreditations



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 40 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 are 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 department offers diagnostic suites for cardiology, audiology, and an eye centre.

Voice of the customer score

87%

Patient satisfaction with their experience at our hospital



“We have an amazing team at Glasgow Hospital and are proud to deliver patient centred care, and excellence in clinical standards and quality.”

Deborah Hewitson
Director of Clinical Services

Inspected and rated by



Highlights

- ◆ Google reviews for the hospital demonstrate a rise in patient satisfaction, from 3.5 to 4.4 over the year
- ◆ Nominated in the ‘Provide the best care and support you can get anywhere’ category of the Nuffield Health Excellence Awards 2025
- ◆ Continued to develop close working relationships with local NHS Trust, as part of the drive to help reduce waiting lists.

Accreditations



Guildford Hospital

About the hospital

Nuffield Health's hospital in Guildford opened in 1999, providing quality healthcare for local people 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 speed up the diagnosis of back pain, leading to quicker 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

83%

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

Inspected and rated

Good



Highlights

- ◆ Introduced anaesthetic clinics to optimise the patient experience and outcomes
- ◆ 2026 launch of Cancer Activity Programme for patients living with prostate cancer
- ◆ Invested over £1 million in theatre equipment
- ◆ Ongoing investment in staff development with 12 colleagues currently on apprenticeship programmes.

Accreditations



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 for the local community and surrounding areas. The hospital is an established part of the area, 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

85%

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.”

Nalishebo Elliot
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good

Highlights

- ◆ Ward upgrades saw improvements in both infection prevention standards and patient experience
- ◆ Introduced Olympus scopes, significantly enhancing endoscopy services, and improving patient experience and consultant satisfaction
- ◆ The evidence-based Skin Tear Management Framework is ensuring consistent assessment, classification, and management of skin tears, in line with the latest clinical guidance
- ◆ Continued focus on improving sepsis management pathways and strengthening local antimicrobial stewardship (AMS) practices.

Accreditations



Hereford Hospital

About the hospital

Nuffield Health's hospital in Hereford, previously known as the Wye Valley, 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 on-site 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 of an ongoing investment programme.

Voice of the customer score

87%

Patient satisfaction with their experience at our hospital



“I’m proud to lead a diverse team of dedicated professionals who consistently provide high-quality, people-centred care in a safe and welcoming environment. Over the year, their commitment and expertise has been reflected in outstanding patient feedback.”

Lizzie Green
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good



Highlights

- ◆ Investment in clinical equipment, to enhance diagnostic capability, patient care, and service resilience
- ◆ New consultant-led Anaesthetic Pre-operative Assessment Clinic established, improving perioperative planning and supporting safer, more efficient surgical pathways
- ◆ Recognised as the Most Improved hospital in the ‘Be the best place to work in health and wellbeing in the UK’ category in the Nuffield Health Excellence Awards 2025, reflecting positive organisational culture.

Accreditations



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.



“We are committed to delivering the highest standards of patient care, safety, and clinical excellence to ensure the best possible outcomes for every individual we serve.”

Emmet Steed-Mundin
Director of Clinical Services

Voice of the customer score

86%

Patient satisfaction with their experience at our hospital

Quality inspection rating

Inspected and rated

Good



Highlights

- ◆ Maintained close working relationships with local NHS Trust, as part of the drive to help reduce waiting lists
- ◆ Investment in clinical equipment and hospital refurbishment, enhancing both patient care and the clinical environment
- ◆ Introduction of health assessment services, supporting early detection and a proactive approach to illness prevention.

Accreditations



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, set in 19 acres of private woodland.

The highest levels of service and comfort are offered to our patients, within a Gold ANTT accredited, 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.

Voice of the customer score

88%

Patient satisfaction with their experience at our hospital



“Our team is committed to delivering outstanding patient care in line with the Nuffield Health's big Five Ambitions. We provide excellent clinical support, and foster an inclusive workplace where colleagues can thrive. We work to ensure safe and sustainable services, and are dedicated to improving health outcomes within our community.”

Deborah Weeks
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good



Highlights

- ◆ Maintained close working relationships with local NHS Trust, as part of the drive to help reduce waiting lists
- ◆ Significant investment in clinical equipment and refurbishment across the hospital
- ◆ Official private hospital partner of Ipswich Town FC (2025-2027), supporting men and women's teams and strengthening community engagement, in line with our purpose to build a healthier nation.

Accreditations



Leeds Hospital

About the hospital

Nuffield Health's hospital in Leeds is based in the heart of the city centre, and 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.



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

Elizabeth Munyanyi
Director of Clinical Services

Voice of the customer score

88%

Patient satisfaction with their experience at our hospital

Quality inspection rating

Inspected and rated

Good



Highlights

- ◆ Continued community outreach programmes, teaching hand washing techniques to school children across our community
- ◆ Maintained close working relationships with local NHS Trust, as part of the drive to help reduce waiting lists
- ◆ Ongoing employee development through apprenticeship programmes for Registered Nurses and Operating Department Practitioners
- ◆ Strong patient engagement through patient focus forums.

Accreditations



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 service.

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.

Voice of the customer score

90%

Patient satisfaction with their experience at our hospital



“We remain committed to delivering outstanding, safe, and patient-centred care through continuous improvement, strong clinical leadership, and a culture where quality and compassion are at the heart of everything we do.”

Kimberley Wardle
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good

Care Quality Commission

Highlights

- ◆ Recognised as Most Improved in the ‘Deliver the best possible customer and patient experience’ category in the Nuffield Health Excellence Awards 2025
- ◆ Our site lead physiologist/facilities manager was awarded Apprentice of the Year across Nuffield Health
- ◆ Shared our enhanced recovery best practice for hip and knee replacement with the local NHS Trust to support improved patient outcomes and consistency of care.

Accreditations



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 specialty 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

88%

Patient satisfaction with their experience at our hospital



“I’m proud of the team here at Newcastle Hospital, and the excellent clinical care they give to all our patients. Patient care is at the heart of everything we do.”

Caren Morrison
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good



Highlights

- ◆ Delivery of Mako® robotic arm for hip and knee joint replacement surgery
- ◆ Ranked top 10 for knee replacement and top 20 for hip replacements in the NJR Patient Reported Outcome Measures 2024/25
- ◆ Maintained close working relationships with local NHS Trust, as part of the drive to help reduce waiting lists
- ◆ Major theatre refurbishment and upgrade works scheduled for 2026.

Accreditations



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. Chemotherapy treatment is provided at Wolverhampton.

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

Voice of the customer score

88%

Patient satisfaction with their experience at our hospital



“Our hospital is growing and continually reassessing and evolving to meet the needs of our patients, and embrace diversity. We're building a healthier and happier environment for our community.”

Lisa Steel
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good



Highlights

- ◆ Maintained close working relationships with local NHS Trust, as part of the drive to help reduce waiting lists
- ◆ Investment in medical equipment, including new nasoendoscopy for outpatient treatment, and expanded women's health outpatient services, has enhanced patient care.
- ◆ Winner of the 'Hospital of the Year' and 'Be at least as efficient and productive as our competitors' categories in the Nuffield Health Excellence Awards 2025.

Accreditations



Nuffield Health at St Bartholomew's Hospital

About the hospital

Nuffield Health at St Bartholomew's 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 included 55 bedrooms, 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

89%

Patient satisfaction with their experience at our hospital



Nuffield Health ceased services at St Bartholomew's Hospital on 12 December 2025 and ownership was transferred to Barts Health NHS Trust.

Highlights

- ◆ Supporting NHS patients through selection of our service at point of GP referral
- ◆ Introduction of enhanced cardiology services with most up-to-date technology, including FaraPulse – Pulsed Field Ablation system
- ◆ Increasing our reach to support patients in wider catchment areas within and outside London for cardiac surgery and cardiology procedures.

Accreditations



Oxford, The Manor Hospital

About the hospital

Nuffield Health's purpose built hospital in Oxford, known as The Manor, opened in 2004. The Manor has gained an international reputation for excellence in healthcare, offering patients a premium service in orthopaedics, men and women's health, oncology, paediatrics and GP services.

A 370-strong team of qualified medical staff works at the hospital, many of whom 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 bedded high dependency unit, and a six-bed post-anaesthesia care unit (PACU), two minor procedure suites cover endoscopy day case and outpatient surgery, and a radiology unit, including mammography, ultrasound, MRI and CT scanning.

Voice of the customer score

81%

Patient satisfaction with their experience at our hospital



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

Corinne Bailey
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good



Highlights

- ◆ Investment in state-of-the-art digital diagnostic imaging equipment including X-ray, ultrasound CT, MRI, mammography, and intervention room
- ◆ Continued to prioritise sustainable healthcare through targeted waste reduction and energy efficiency, alongside adoption of environmentally responsible practices
- ◆ Strengthened patient experience through daily patient rounds and routine feedback review, enabling rapid improvement, with the oversight of our Patient Experience Committee.

Accreditations



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 at the hospital, many of whom practice in the NHS and are leaders in their field. A 360-strong support 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. There is a 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 on-site pharmacies, plus access to a full range of diagnostic services including MRI, CT, digital mammography, ultrasound and X-ray.

Voice of the customer score

76%

Patient satisfaction with their experience at our hospital



“Here at Parkside, our patients are at the heart of everything we do. We are proud to provide safe and exceptional care for all of our patients.”

Allison Bullivant
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good



Highlights

- ◆ Increased use of our da Vinci robot for gynaecological and general surgery cases
- ◆ During the year, we commenced brachytherapy and urodynamic procedures to enhance our urological service
- ◆ Maintained close working relationships with local NHS Trust, as part of the drive to help reduce waiting lists.

Accreditations



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 specialties is offered, with focus on orthopaedic, spinal and general surgery, as well as plastic surgery and diagnostic imaging.

Regular patient focus groups are held 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 main theatres, a minor operations room, and a Joint Advisory Group (JAG) accredited endoscopy unit. The outpatient department includes two clinical intervention rooms, physiotherapy and a clinical imaging unit, with MRI and CT scanning capability.

Voice of the customer score

91%

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.”

Jenny Saunders
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good



Highlights

- ◆ Shortlisted for the ‘Delivery of the best possible customer and patient experience’ award in the Nuffield Health Excellence Awards 2025
- ◆ Consistent demonstration of high levels of patient satisfaction with, on average, 99% of patients feeling safe in our care
- ◆ Strong patient engagement through a well established patient focus group and Patient-led Assessments of the Care Environment (PLACE) audit completion.

Accreditations



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. Highly trained teams provide 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, including spinal surgery, ophthalmology, gynaecology and urology. A dedicated team of consultants and physiotherapists are experts in all areas of musculoskeletal care, including spinal surgery. Other specialities include ophthalmology, urology, general surgery, cosmetic, and women's health.

Facilities include 24 beds, three theatres, an endoscopy suite, and a comprehensive outpatient department, which includes physiotherapy and diagnostic imaging. The diagnostic suite includes X-ray, ultrasound, DXA, MRI and CT scanning facilities. We have a dedicated team of pre-operative assessment nurses who ensure patients are in the best possible condition and ready for their surgery.

Voice of the customer score

89%

Patient satisfaction with their experience at our hospital



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

Pippa Parry
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good



Highlights

- ◆ Strong patient engagement with our successful patient forum
- ◆ Maintained close working relationships with local NHS Trust, as part of the drive to help reduce waiting lists
- ◆ Compassionate and caring teams who put patients at the heart of everything we do.

Accreditations



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.

Ongoing investment in the hospital enables a wide range of surgical services and treatments to be offered. Specialist areas include orthopaedics, spinal surgery, ophthalmology, urology, general surgery, and diagnostic imaging. A private GP service is available, alongside dedicated women and men’s health clinics.

Facilities include 38 inpatient beds, three operating theatres, two with laminar airflow, and a minor procedures unit offering cosmetic, dermatology, and other treatments undertaken with local anaesthetic. Patient satisfaction remains consistently high, and we are proud of the positive feedback received, which reflects our ongoing commitment to delivering high-quality, patient-centred care.

Voice of the customer score

90%

Patient satisfaction with their experience at our hospital



“I am proud to lead a team of accomplished clinical professionals who strive to deliver exceptional, patient-centered care to the population of Somerset, within a safe, compassionate, and well-led environment, maintaining the highest standards of infection prevention and control.”

Heidi Finney
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good

Care Quality Commission

Highlights

- ◆ Investment in a Minor Procedure Unit has expanded access to consultant-led, same-day treatments, improving patient experience and waiting times
- ◆ Maintained close working relationships with local NHS Trust, as part of the drive to help reduce waiting lists
- ◆ Strong patient engagement, with the implementation of a patient forum.
- ◆ Introduced robotic-assisted knee replacement surgery, enhancing precision, consistency of outcomes, and patient recovery.

Accreditations



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.

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, alongside two new laminar flow theatres, eight outpatient consulting rooms, a physiotherapy suite, on-site pharmacy, imaging department, and pathology department.



Voice of the customer score

89%

Patient satisfaction with their experience at our hospital



“I am immensely proud to lead a clinical team who are passionate about delivering excellent safe patient care, are flexible and show dedication every day. The patient is always at the heart of everything we do.”

Suzanne Birbeck
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good

Care Quality Commission

Highlights

- ◆ Winner of the ‘Multiply our social impact and sustainability’ category in the Nuffield Health Excellence Awards 2025
- ◆ Significant financial investment has enabled the development of services, including new laser and morcellator for urology surgeries, and a new hospital roof
- ◆ Close working relationships with local NHS Trust have been maintained, as part of the drive to help reduce waiting lists.

Accreditations



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

90%

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

Inspected and rated

Good



Highlights

- ◆ Winner of the ‘Provide the best care and support you can get, anywhere’ and runner-up in the ‘Hospital of the Year’ categories of the Nuffield Health Excellence Awards 2025
- ◆ Maintained close working relationships with local NHS Trust, as part of the drive to help reduce waiting lists
- ◆ Strong patient engagement through our established patient focus group
- ◆ Expanded HSSU unit to support Nuffield Health Highgate Hospital.

Accreditations



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

84%

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

Inspected and rated

Good



Highlights

- ◆ Maintained close working relationships with local NHS Trust, as part of the drive to help reduce waiting lists
- ◆ Extensive refurbishment and digitisation within our diagnostic imaging department
- ◆ Completed over 1,000 robotic assisted knee replacements with our Cori robot.

Accreditations



Warwickshire Hospital

About the hospital

Nuffield Health’s hospital in Warwickshire was originally the private home of an orthopaedic surgeon. Redesigned and renovated, it opened as a private hospital and charitable trust in 1981, 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, 17 outpatient-consultation rooms, a minor operations suite, and an oncology suite. A full range of on-site support services includes diagnostics with CT and MRI scanning, physiotherapy, and a pharmacy.

Voice of the customer score

87%

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 they deliver. The patient is at the heart of everything we do.”

Heather Wood
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good

CareQuality Commission

Highlights

- ◆ Investment in new cutting-edge MRI equipment, to strengthen clinical offering
- ◆ Introduced Aquablation therapy to increase options for men with prostate cancer, and support local region
- ◆ Maintained close working relationships with local NHS Trust, as part of the drive to help reduce waiting lists.

Accreditations



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 services 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, on-site radiology, pathology, physiotherapy, and hydrotherapy facilities, enabling a strong multidisciplinary approach to patient care and outcomes.

Voice of the customer score

86%

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

Quality inspection rating

Inspected and rated

Good



Highlights

- ◆ Commencement of adolescent care services in September 2025
- ◆ Installed new mammography machine, with plans for diagnostic imaging replacement
- ◆ Maintained close working relationships with local NHS Trust, as part of the drive to help reduce waiting lists.
- ◆ Our established spinal pathway has been adopted nationally by Nuffield Health hospitals, supporting informed decision-making and improved preparation for surgery and recovery.

Accreditations



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 its 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, and Aquablation for urology to treat benign prostatic hyperplasia.

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.

Voice of the customer score

87%

Patient satisfaction with their experience at our hospital



“Providing excellent service to patients and their families, is at the heart of everything we do. Guided by uncompromising safety standards we are committed to delivering individualised care. Our pursuit of excellence fuels outstanding patient outcomes, and meaningful feedback shapes and strengthens our community.”

Matthew Allen
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good



Highlights

- ◆ 300+ Mako® robotic procedures for joint replacement surgery
- ◆ Arthrosamid Injections are being well utilised to support those patients with knee osteoarthritis, who are not suitable for knee replacement surgery
- ◆ Bulkamid injections successfully performed in outpatients by our lead gynaecologist, to support patients with stress urinary incontinence.

Accreditations



Wolverhampton Hospital

About the hospital

Nuffield Health's Wolverhampton hospital is nestled in the leafy surrounds of Tettenhall in the heart of the Black Country. Our hospital opened its doors in 1978 and has been providing high quality care ever since.

Friendly and highly skilled teams offer our patients the very best in terms of clinical outcomes. Highly skilled consultants, nursing and admin staff, provide a range of 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.

Our facility include 30 individual patient beds, multipurpose imaging and outpatient departments, and three theatres catering for a range of procedures from day case care, to more complex surgeries requiring inpatient stays.

Voice of the customer score

88%

Patient satisfaction with their experience at our hospital



“We offer the highest quality care, with the friendliest of staff, in our hospital that is clean and comfortable. We're honoured that patients choose us and share their fantastic experience with others.”

Jo Drinkwater
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good



Highlights

- ◆ Maintained close working relationships with local NHS Trust, as part of the drive to help reduce waiting lists
- ◆ Expanded outpatient services, including urodynamics, cystoscopy, hysteroscopy, sclerotherapy, varicose vein treatments, and advanced injections such as Arthrosamid for knee osteoarthritis
- ◆ Proud to provide specialist services including gender affirmation surgery, and Aquablation robotic-assisted treatment for benign prostatic hyperplasia.

Accreditations



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, general surgery, gynaecology and urology encompassing men and women's health, and ophthalmology.

Facilities include 41 beds, three theatres, an ambulatory unit, and a diagnostic suite. Continued 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.”

Sarah Pank
Director of Clinical Services

Voice of the customer score

87%

Patient satisfaction with their experience at our hospital

Quality inspection rating

Inspected and rated

Good



Highlights

- ◆ Most Improved in the ‘Be at least as efficient and productive as our competitors’ category in the Nuffield Health Excellence Awards 2025
- ◆ We work closely with our ICB to support the NHS Trust to help reduce waiting lists.
- ◆ In 2026 we will be launching Nuffield Health's health improvement programmes, led by expert Rehabilitation Specialists.

Accreditations



Leicester, Leicestershire and Rutland Integrated Care Board (LLR ICB) Chief Nursing Officer Statement on Nuffield Health's Quality Account 2025/26



**Leicester, Leicestershire
and Rutland**
Integrated Care Board

LLR ICB welcomes Nuffield Health's Quality Account for 2025/26 and thanks the organisation for the opportunity to review and comment. The account provides a comprehensive overview of quality across a large and diverse organisation and demonstrates a strong commitment to delivering safe, effective and patient-centred care.

We recognise the important role that Nuffield Health plays both within Leicester, Leicestershire and Rutland (LLR) and more widely across the NHS. Within LLR, the Leicester hospital continues to make a valuable contribution to increasing capacity, improving patient choice and supporting timely access to treatment through delivering NHS-funded activity commissioned to increase capacity and reduce waiting times. More broadly, Nuffield Health's national footprint enables it to deliver care for NHS patients across a wide range of services and geographies.

We note the organisation's clear strategic ambition to deliver high-quality care consistently across all services. The achievement of positive regulatory ratings across all hospital sites provides assurance of a strong and consistent approach to quality and safety.

We welcome the organisation's continued focus on patient experience and engagement. Strong levels of patient satisfaction and positive feedback outcomes, alongside the development of Patient Experience Forums and Patient Safety Partner roles, demonstrate a clear commitment to ensuring that the patient voice informs service improvement and safety, and aligns with the principles of the Patient Safety Incident Response Framework (PSIRF).

We also note the significant emphasis on patient safety and infection prevention and control. The achievement of Aseptic Non-Touch Technique (ANTT) Gold accreditation across all clinical sites represents a substantial organisational achievement and provides strong assurance of consistent, high standards of infection prevention practice.

The ICB recognises the maturity and consistency of Nuffield Health's governance and quality assurance arrangements. The development of integrated quality review processes, strengthened audit capability, and clear governance frameworks support a culture of continuous learning, improvement and accountability across all services.

We particularly welcome the organisation's collaborative approach to working with NHS partners, including the delivery of NHS-funded care and the sharing of learning and best practice to improve quality and outcomes across the system.

Nuffield Health's priorities for 2026/27, including embedding its Quality Strategy, strengthening patient safety approaches and continuing to improve patient experience and access, are appropriate and aligned with system priorities. We look forward to continuing to work in partnership with Nuffield Health to support high-quality, accessible and sustainable care for the population of Leicester, Leicestershire and Rutland.

Maria Laffan
Chief Nursing Officer
Leicester, Leicestershire and Rutland Integrated Care Board

NHS response

Contact and registered office details

Address:

Nuffield Health
Epsom Gateway
Ashley Avenue
Epsom
Surrey KT18 5AL

Telephone:

0300 123 6200

Nuffield Health Registered Office:

Epsom Gateway, Ashley Avenue, Epsom, Surrey KT18 5AL.
A registered Charity number 205533 (England and Wales),
a Charity number SCO41793 (Scotland) and a company
limited by guarantee. Registered in England.
Company number 00576970.

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.