

NHS Quality Account

2022/23



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

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



- Hospitals
- Diagnostics
- Pathology
- Physiotherapy
- GP services
- HSSU



- 1.72m people reached
- 111,800 people living on lower resources reached
- £72.0m social value*

Who we are

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

*Social value is the £ value of the wider impact on society that is generated through an activity. This can be through Programmes For All or as an ‘over and above’ component of a trading service. **Excludes Aspen Hospitals. ***Excludes Nuffield Health at St Bartholomew’s Hospital, which is yet to undergo Care Quality Commission assessment.

+ the services we offer

- Fitness and wellbeing
- Personal training
- Programmes For All
- Mental health
- Workplace wellbeing
- Health assessments

+ where & how we offer them

- 37 Hospitals
- 114 Fitness and wellbeing centres
- 105 Corporate fitness and wellbeing sites
- 7 Hospitals Sterile Services Units (HSSU)
- 1 Research and development facility

= the value we create

- 365,000 fitness and wellbeing members
- 223,000 hospital episodes**
- 100% of our hospitals rated Good or Outstanding by national regulators***

Our connected health and wellbeing services



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



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



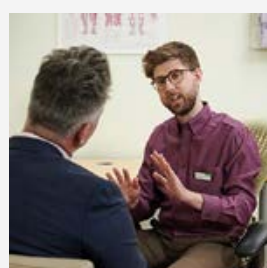
Pathology – Laboratory blood science, blood transfusion and microbiology services, tailored to requirements, to aid diagnosis



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



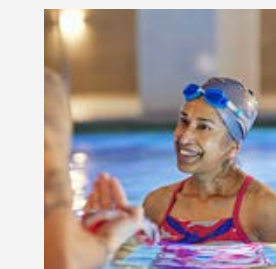
GP services – Access to private GP services, offering people flexibility to fit appointments around busy schedules, including during the evening



HSSU – Purpose-built Hospitals Sterile Services Units (HSSU), delivering decontamination and sterilisation services for reusable medical equipment



Nuffield Health is the only major health and wellbeing provider to operate fitness and wellbeing centres, medical clinics, and hospitals, allowing us to provide a wide range of healthcare services. Our connected healthcare model joins together our network of experts, facilities and services, both face-to-face and online. From prevention and keeping well, through to diagnosis, treatment, rehabilitation and recovery, we can help. By offering connected healthcare, we aim to improve the experience and outcomes for our beneficiaries.



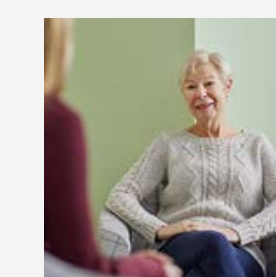
Fitness and wellbeing – Industry-leading personal trainers (PT) and gyms equipped with the latest technology, fitness classes and swimming pools



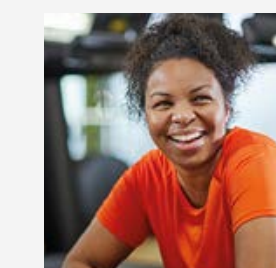
Personal training – CIMPSA accredited personal trainers deliver tailored fitness plans and specialise in rehabilitating long-term health conditions



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



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



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



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

Our strategy

Underpinned by
OUR VALUES

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

A Aspirational
We inspire individual and collective health and wellbeing

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

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

Our PURPOSE

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

reinforces our VISION

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

to drive our STRATEGY

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

Strategic aims



Create public benefit



Data driven, market leading outcomes



Deliver connected, beneficiary centric pathways



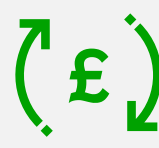
Empower and develop our people



Trusted brand partner and advisor



Human first, digitally enabled care



Financially sustainable

Underpinned by
OUR SUSTAINABILITY PILLARS

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

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

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

A message from Caroline Smith

Chief Quality and Operating Officer

Quality is at the forefront of everything we do, and our Quality Assurance Framework, with its three pillars, Safety, Effectiveness and Experience, continues to be our benchmark. So, I was delighted when, during the year, we became the only UK-wide independent healthcare provider to have all our hospitals* rated 'good' or 'outstanding' by the national regulators. Following subsequent inspections, we've maintained this status, confirming our unparalleled position as industry-leader in quality and safety.

During the year, we strengthened our focus on Quality standards, and welcomed Alison McCourt CBE, ARRC, who joined us as Clinical Services Director, following a distinguished career as a senior clinician in the military. In addition, the spotlight has been firmly placed on patient safety, with the appointment of a Head of Safety Culture who, amongst other things, is embedding our Freedom to Speak Up (FTSU) framework. Implementation of the Patient Safety Incident Response Framework (PSIRF) began during the year, and will continue into 2023. At the same time, we're introducing our new quality management system, Radar, which will enhance data quality, integrity and associated learning. (See page 8).

At Nuffield Health, we passionately believe that the best healthcare prevents, as well as cures, ill health. In 2022, we continued to focus on supporting people coping with long-term conditions. Through our free community

programmes, including those addressing Joint Pain and long-COVID Rehabilitation, we extended our reach into disadvantaged communities, raising awareness of the importance of movement and exercise in preventing illness, and improving long-term health and wellbeing.

The powerful links between health and movement, particularly in relation to preventable illness and ageing, are becoming more widely understood, and I'm proud that we're at the leading edge of the application of this knowledge. Recognising the impact of heart disease on the nation's health, we introduced a new, free, community programme focusing on cardiac rehabilitation. Supporting Hearts and Minds is run at our Fitness and Wellbeing Centres, by trained cardiac Rehabilitation Specialists.

Accessible through NHS referral only, the programme offers patients a combination of education, physical activity, and emotional support following a cardiac procedure. We're seeing positive results from the pilots, with the first participant having recently completed the 20-week programme. During 2023, Supporting Hearts and Minds will be extended to a further 10 Nuffield Health sites, and we're pleased to see referrals already coming through from our NHS partner Trusts.

We're continuing our research into unmet health needs. Our five-year STAMINA research study, in partnership

with Sheffield Hallam University, began in 2018 and is looking at the effectiveness of long-term supported exercise, and its impact on improving quality of life, and reducing cancer-specific fatigue for men undergoing androgen deprivation therapy (ADT). If found clinically effective, STAMINA will be the first evidence-based intervention of its kind and the findings will have potential to help those living with different forms of cancer, and other long-term health conditions.

In May 2022, we announced our partnership with the Football Association (FA) and became the official Health & Wellbeing partner of the England football teams. This enables us to reach more people and build on the positive impact football can have on the physical and mental health of individuals and communities. Together, we launched The Greater Game programme, to help families and young people make small changes that will deliver a positive impact on their physical and mental health. Currently in pilot stage, we're planning a national rollout in 2024.

Climate change is not an issue we can ignore and, with 4.4% of the world's carbon emissions directly attributable to healthcare, sustainability remains central to our strategy. During 2022, we announced ambitious targets, aiming to be carbon net-zero by 2030 for our own emissions, and net-zero by 2040. We're not afraid to take bold action to reduce our emissions and, from January



*Excludes Nuffield Health at St Bartholomew's Hospital, which opened in May 2022 and is yet to undergo CQC assessment.

2023, we halted use of Desflurane, one of the most common anaesthetic gases used across the healthcare sector. It's also one of the most harmful to the environment, with one bottle having the same global warming effect as burning 440kg of coal.

Through individual and collaborative actions, we can transform the way we deliver healthcare. Our partnership with organisations such as the Florence Nightingale Foundation, where we're delivering the innovative Green Healthcare Leaders programme, is an example of Nuffield Health leading the way. Eighteen nurses from across the independent sector developed sustainable quality improvement projects, with the aim of creating significant change in how we deliver services. They included carbon-reduction and waste management initiatives that have resulted in greater use of reusables, reduction in clinical waste, and initiatives that decarbonise patient pathways.

We were delighted when Rachael Brown, Infection Prevention Nurse at our Warwickshire Hospital, was awarded the Florence Nightingale Foundation scholarship for her project relating to the use of paper couch covers in hospitals. (See page 13)

As we look to the future, we remain committed to providing excellent, quality health and wellbeing expertise and services that deliver evidence-based outcomes. With the NHS under pressure, and health and wellbeing a national priority, we're driven by the knowledge that we can make a difference to communities across the country.

Rachel Brown graduating from the Green Healthcare Leaders programme, in partnership with the Florence Nightingale Foundation

Charities, like Nuffield Health, can make a real contribution, not only in practical ways such as continuing to work together with the NHS, but also to the public debate about how we improve the overall health of the nation.

Finally, my thanks go to all our 17,000 people whose hard work, compassion, energy and enthusiasm is the beating heart of Nuffield Health.



Caroline Smith

The Nuffield Health Quality Account provides the statements on Quality improvement, accuracy and assurance that apply to all our products and services and shows data and information over the reporting period. The information included is the format prescribed by NHS England for 2022/23 for the indicators that are most relevant to the services provided by Nuffield Health's hospitals.



“Eradicating Desflurane from our hospitals is a significant step towards reaching net zero by 2040.”

Dr Sumit Das

Consultant Paediatric Anaesthetist at Nuffield Health Oxford Hospital

Quality Assurance Framework

Quality remains a key focus for Nuffield Health, right across the organisation, and it continues to lead discussions at our Board of Trustees and Executive Board meetings. As we moved out of the global pandemic, our focus was on re-engaging with our people and establishing a sense of normality while, at the same time, learning the lessons of different ways of working and interacting with our beneficiaries.

Our Quality Assurance Framework, with its three pillars: Safety, Effectiveness and Experience, continues to be our benchmark for evaluating everything we do. During the year, we introduced a rigorous internal assurance programme, comprising Quality Reviews across all hospitals, and Quality Assurance Reviews in primary care, aimed at enhancing assurance and consolidating standards, processes and ways of working.

In 2022, we were delighted to welcome Alison McCourt CBE ARRC, who joined us as Clinical Services Director, after a distinguished career as a senior clinician in the military. She is responsible for leading all organisational efforts to assure and improve Quality across the Charity.

We are proud to hold these ISO standard certifications across different areas of the Charity:



#1 SAFETY

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



#2 EFFECTIVENESS

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



#3 EXPERIENCE

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



Governance

Good governance is the core of continuous improvement and best practice. It ensures we’re accountable for auditing, monitoring and improving the quality of our services and processes, right across the organisation, and allows us to be confident that we’re meeting the Charity’s stated aims.

At the start of 2022, we launched our strengthened governance framework and encompassed additional committees, including the Professional Practice Forum, alongside our Primary Care Professional Leadership and Assurance Network. We also added three Expert Advisory Groups:

Clinical Governance & Outcomes

Ensures an understanding of regulatory standards, and responds to key themes and trends identified through outcome data and other key indicators

Cardiac

Reflects the widening of our cardiac interventions across our hospitals.

Musculoskeletal (MSK)

Supports the safety and effectiveness of the connected pathways across our MSK services, for both primary and secondary care.

“Our teams exemplify best practice in delivering exceptional clinical care.”

Alison McCourt CBE ARRC
Clinical Services Director

Safety culture

We're committed to embedding a culture of openness and psychological safety, where all our people feel empowered to speak up, whatever their level in the organisation. A Safety Culture strategy has been developed to define the direction needed to ensure clarity and alignment of implementation across the Charity. It focuses on staff engagement, Freedom to Speak Up (FTSU), human factors, psychological safety, and 'Just Culture' which encourages shared accountability. A Safety Culture plan, split into three phases – fix, grow and innovate – has been implemented and will run until 2024.

During the year, we appointed a Head of Safety Culture and, in 2023, we'll be establishing regional FTSU leads and onsite Guardians, who will be responsible for fostering safe speak up environments, compassionate and collective leadership, and wider learning and improvement.

Six Never Events* were identified in 2022, a decrease of two compared to 2021, with four relating to incompatible or mismatching joint components.

The Safety Incident Reset plan, launched in 2021 and scheduled to conclude in 2023, has continued to deliver benefits. During the year, we focused on hospital theatre safety; this comprised a number of interventions based on key themes and trends. In 2021, a number of Never Events occurred in our ophthalmology services department, so we undertook a critical review of all incidents, along with a system review of pathways against best practice. As a result, in 2022, the number of ophthalmology Never Events fell to one (2021 – five).

*Never Events are defined by NHS England as 'serious incidents that are wholly preventable because guidance or safety recommendations that provide strong systemic protective barriers are available at a national level and should have been implemented by all healthcare providers'.



HELENÉ DONNELLY

Head of Safety Culture

Tell us about your background

I qualified as a nurse in 2002, and went on to work as a senior staff nurse in A&E at Stafford Hospital. I was a key witness at the Mid-Staffordshire Hospital public inquiry, and later participated in a Government review looking at whistleblowing in the NHS. Following this, I was involved in the creation of the Freedom to Speak Up (FTSU) framework.

What's the FTSU framework?

The FTSU framework ensures that, in every NHS hospital, there's someone who employees can go to to speak up about anything they feel is getting in the way of them doing a great job. These people are known as FTSU Guardians. This also applies to any organisation providing services to the NHS, such as Nuffield Health. A National Guardian Office (NGO) and now sits alongside the CQC.

What's your current role?

I joined Nuffield Health in June 2022, as Head of Safety Culture. I'm developing the FTSU framework, and helping create the right structure to enable people to

“If we can't look after each other, how can we look after patients?”

speak up about concerns. This includes having FTSU Guardians in place, along with a process that allows information, warts and all, to get to the board and executive level unfiltered.

First impressions?

I've only been here a short while, and it's wonderful to see how Nuffield Health functions. It has a great culture, a can-do attitude, and an atmosphere of looking after each other. I'm pushing at an open door in terms of FTSU, but there are always things we can do in the area of triangulation of information.

What's next?

Once we've established the FTSU framework in secondary care, we'll roll it out to primary care. Beyond that, although not required in the NHS standard contract, we'll introduce it to our fitness and wellbeing centres, and later to our nurseries. This will be interesting because, at the moment, the role doesn't exist within education or early years so I'll be liaising with OFSTED to get this established. Nuffield Health really will be leading the way.

Do you have a mantra?

Care and compassion, treating people the way you want your family to be treated. That's how I've always nursed. But equally, it's about how we treat each other, and whether we have a supportive culture, with compassionate leadership. If we can't look after each other, how can we look after patients?

Do you have a vision for the future?

That one day, FTSU is 'business as usual' across all healthcare services, and there's no need for the term 'whistleblower'.

Helené was awarded the OBE in the 2013 New Year Honours List for services to nursing and the NHS.

Patient Safety Incident Response Framework

The Patient Safety Incident Response Framework (PSIRF) is a new methodology for handling patient safety incidents (PSIs) and is mandatory for all providers delivering NHS contracted services.

PSIRF provides a suite of tools that can be used to investigate PSIs, depending on the severity of the incident. It will move the organisation from a position of reacting to PSIs after they happen, to one of identifying the potential for ‘no harm’ or ‘low harm’ events to become more serious. PSIRF aims to champion compassionate engagement with all those involved in a PSI (employees, patients and families), including them fully in investigations and creating a ‘Just Culture’, where the psychological safety necessary to encourage those involved to speak out about safety concerns prevails.

The impact of the framework extends across many disciplines within the Charity, therefore an organisation-wide working party has been created to ensure implementation by the transition date of September 2023.

All patient-facing employees will receive PSIRF training. A selection of senior employees will be trained in expert investigations, engaging and involving patients, families and employees in incident investigation, and the new process of overseeing the PSIRF framework.

We will appoint Patient Safety Partners (PSPs) to advise on the quality and output of specific escalated investigations from the patient’s perspective. In addition, the PSPs will liase with patients about their view of the safety of their experience with Nuffield Health. Specific safety questions will be included in our patient satisfaction survey to enable us to be sure that the safe service we believe we’re delivering is experienced by our patients in the way we intended.

The introduction of a new quality management system, Radar provides an intuitive system for reporters, whilst using data analytics to support identification of themes or trends at a site, regional and national perspective. In additional, the system will facilitate our compliance with PSIRF.



CLAIRE JOHNSON

Quality Lead – Patient Safety

In 2019, I began studying for the Patient Safety and Clinical Human Factors Diploma, with the aim of becoming Nuffield Health’s Patient Safety Specialist. I achieved the qualification, and was very excited to be appointed into my dream role.

We’re aligning with the NHS Patient Safety Strategy, which sets out how we can continuously improve patient safety. I lead and support the patient safety improvement activity, and I’m also a member of the project team tasked with implementing the Patient Safety Incident Response Framework (PSIRF).

I support the hospitals and wider-Charity in the governance and safety of medical devices, which covers equipment used for the diagnosis or treatment

of an individual, ranging from thermometers to the big diagnostic imaging equipment. Implants, such as knee replacements, and lenses are included. Working closely with Procurement, we make sure we have the right maintenance contracts and specialist training in place to cover all medical devices used across our sites.

Since qualifying as a nurse in 1992, and progressing through various roles, including Matron, patient safety has been my passion. What’s refreshing about Nuffield Health is that we’re always asking if we’re doing the right thing for the patient. It really is the highest priority and this echoes with the work going on with the Safety Incident Reset plan, which undertakes critical reviews of incidents. As part of my role, I review incident trends to identify emerging patterns in respect of safety procedures, and this is an area where PSIRF will be very important.

It’s a busy job but I love it. I wind down by sewing and, one day, I’m going to apply to the Great British Sewing Bee!

Infection prevention

Under the Health and Social Care Act (HASCA) Code of Practice, Nuffield Health has a regulatory requirement to keep patients safe from infection. We've always taken this responsibility extremely seriously, and are committed to maintaining high standards of infection prevention (IP) and control, which contribute to a safe environment and prevent the spread of infections.

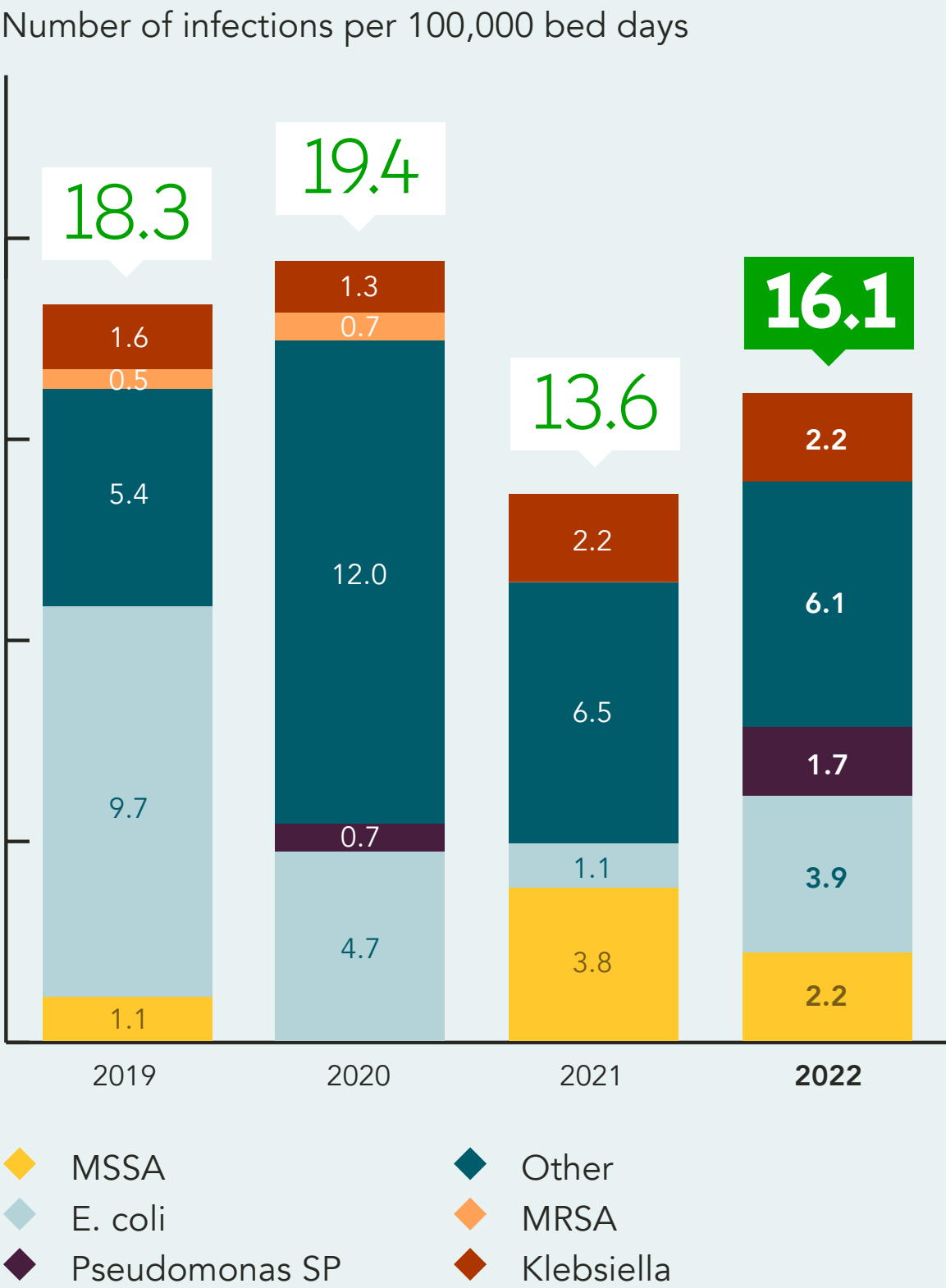
Our IP Governance Framework comprises robust policies and procedures, continuous education, and measures that reaffirm evidence-based practices. These facilitate safe and effective care delivery, and positive clinical outcomes.

During the year, we appointed a new Clinical Services Director, who also holds the post of Director of Prevention and Control and Infection Prevention Team (DIPC), supported by a Quality Care Partner. A team of IP nurses supports the development of policies and processes, as well as the educational framework and the helpdesk.

To ensure consistency in IP compliance, we instigated a review programme to include the five Aspen Healthcare hospitals, recently incorporated into the Charity, and our new hospital, Nuffield Health at St Bartholomew's, which opened in May 2022. By the end of the year, 28 sites had been reviewed, with all found to be Good or Outstanding. The review programme continues into 2023.

All infections are subject to rigorous investigation, with learnings captured by local and organisational improvement plans.

Total bloodstream infections 2019-2022



Avoidable infections

During 2022, the COVID-19 pandemic continued to influence activities, coupled with the need to respond rapidly to increased incidence of other pathogens, influenza and respiratory viruses.

Our Quality Care Partner, Infection Prevention team, and Microbiologist analysed infection data monthly, benchmarking it against national and organisational data. The year saw an increase from 13.6 in 2021 to 16.1 per 100,000 bed days in the overall number of avoidable infections. This can be partly attributed to the increase in E. coli infections and we are continuing to review the relevant pathway.

- No cases of MRSA bloodstream infections were recorded, with only one case in the last 10 years
- MSSA bloodstream infections decreased from seven (3.8 per 100,000 bed days) in 2021 to four (2.2 per 100,000 bed days) in 2022
- Increase in E. coli bloodstream infections from two (1.1 per 100,000 bed days) in 2021 to seven (3.9 per 100,000 bed days) related to end-stage metastatic hepatobiliary carcinoma or profoundly neutropenic lymphoma patients
- Other bloodstream infections remained similar at 12 (6.5 per 100,000 bed days) in 2021 and 11 (6.1 per 100,000 bed days) in 2022
- A static rate of Clostridioides Difficile infections with five cases in 2022 (2.8 per 100,000 bed days) and five cases in 2021 (2.7 per 100,000 bed days). A thematic investigation concluded all five were community acquired.

0

cases of MRSA recorded in 2022 (2021 – 0)

4

cases of MSSA recorded in 2022 (2021 – 7)

11

cases of other infections recorded in 2022 (2021 – 12)

5

cases of Clostridioides Difficile recorded in 2022 (2021 – 5)

Leading in radiology

Our 37 hospital Diagnostic Imaging Services teams provide everything from MRIs, CTs and X-rays, to Ultrasound, Mammography and DXA scans. They're critical to delivering the all-round quality of service and care provided by Nuffield Health.

During 2022, we continued to invest in upgrading facilities, ensuring access to a wide range of equipment for our patients across the country. And, following on from our communication and engagement project, launched in 2021, a National Lead for Diagnostic Imaging was appointed with the aim of improving the sharing of best practice. Jen Moncur is responsible for setting up a process for encouraging people at all levels to get involved in projects aimed at standardising the look and feel of our radiology offering, including governance processes and procedures.

Radiology apprenticeships, and a push to encourage students to join the Charity straight from university, are just two ways we intend to 'grow our own talent' in the future. And we're also encouraging former radiographers to return to practice.

Overseas radiographers will continue to participate in our award-winning Preceptorship training programme. However, going forward, recognising they have different needs to nurses, a 'radiology buddy' will be available to offer support and specialist advice.

We're implementing initiatives that give our radiographers a voice, leading to improved professional development and career progression, and allowing easier movement between hospitals. Most importantly, our aim is to offer an even better quality experience to our patients.



JENNIFER MONCUR

National Lead – Diagnostic Imaging

Jen has responsibility for motivating and empowering the 37 Diagnostic Imaging Services teams across the hospital network to communicate and work better together. “Put simply, it’s about us learning from each other and sharing best practice,” she says.

A qualified diagnostic radiographer, Jen graduated from Robert Gordon University in Aberdeen, going on to hold a number of clinical and managerial posts in the NHS and private healthcare sector.

Passionate about her role, she’s delighted that the profile of diagnostic imaging is being raised. “Every patient comes through us before they get to theatre – we’re at the heart of the hospital experience,” she says.

In 2023, Jen will be setting up clinical steering and focus groups, along with a Champions network, and a regular newsletter. “Our plans are generating a lot of interest,” she says. In addition, she will spend one day a week in the radiology unit at Warwick Hospital in a clinical capacity. “To effectively implement change, we have to understand how the people on the ‘shop floor’ operate. So, my phone will be off, and I’ll get stuck into scanning and focusing on our patients,” she says.

A relative newcomer to Nuffield Health, what does Jen think of it so far? “I love the fact that it’s a charity, with the emphasis on wellbeing. The ethos is so different to anywhere I’ve worked before.”

Despite her all-consuming job, the mother of two still finds time to support her local rugby team, Northampton Saints. And, despite being a proud Scott, she also follows English rugby. “In a previous role, I scanned most of the players,” she says. But that’s another story.

“We’re at the heart of the hospital experience.”

93%

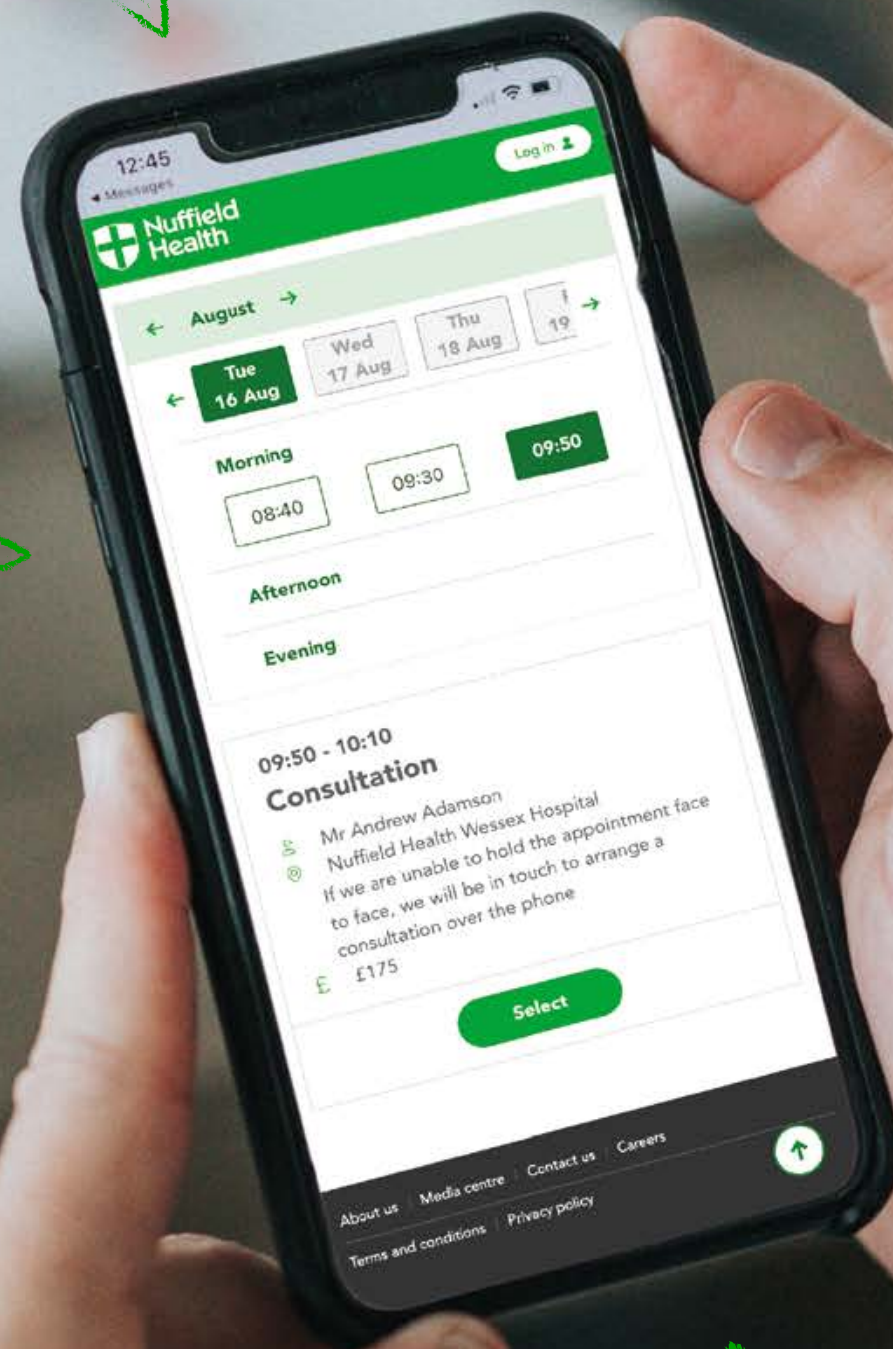
of our Consultants have
online profiles

56%

of our Consultants have
made their diaries available

22,120

appointments made since the launch
September 2021 - December 2022



“Access to clinicians is becoming increasingly more difficult, especially in primary care and in the outpatient setting. It’s a key concern raised by my patients. Having an online portal makes this easier, and having someone run it for you is even better! My referrals have increased and my patients can book an appointment all day, everyday, even when my private secretary or I am on leave.”

Mr Arthur Stephen
Chief Medical Officer and Consultant Orthopaedic Surgeon

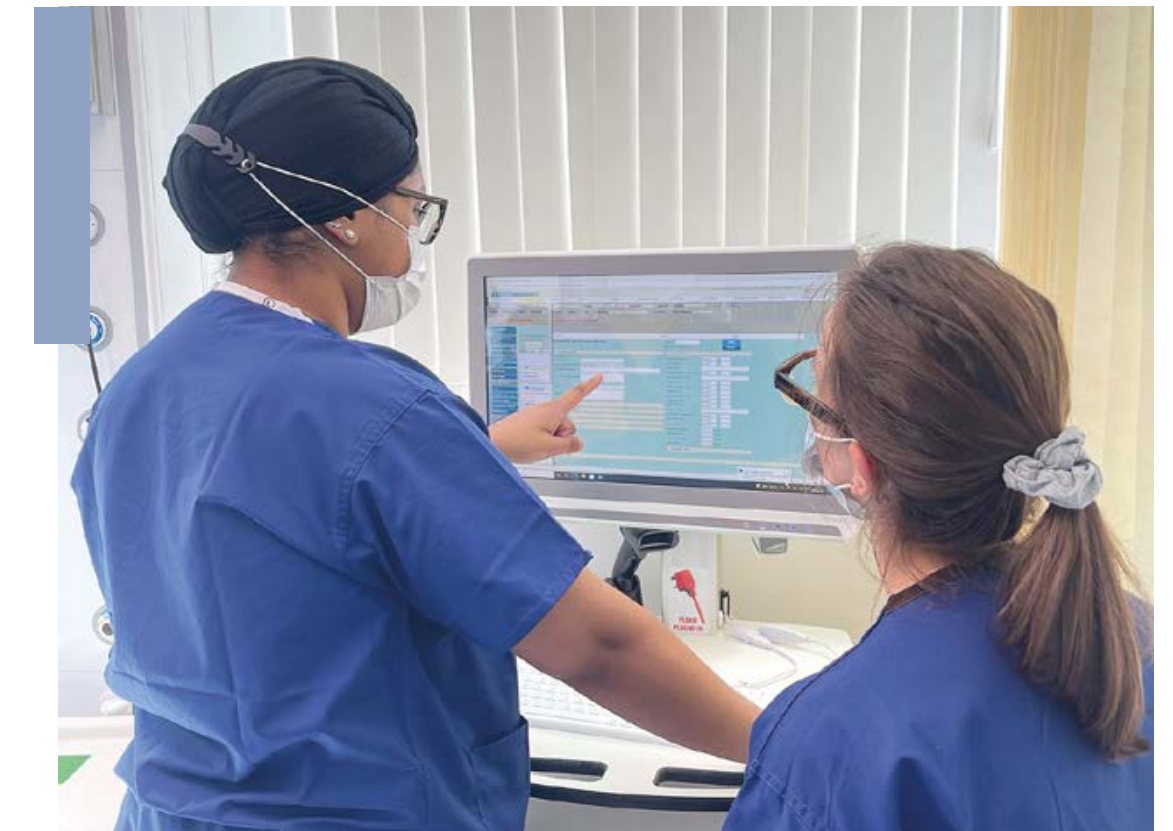
Digitally enabled care

Digital technology is a critical growth area in the delivery of healthcare, and we’re continually scoping new technologies and innovative care solutions. As we develop new technologies across the Charity, we take a ‘human first’ approach, putting the needs of our beneficiaries ahead of everything else.

Online Consultant bookings

We’ve continued to invest in digitising administrative areas of our pathways, so beneficiaries can seamlessly manage bookings and payments online.

The launch of our online booking platform, in September 2021, gave patients the option to book consultations via our website, or through our in-house Customer Services Centre. The system has been well received by patients and consultants alike. By the end of 2022, 48% of consultants had made their diaries available to the system, and our target is to encourage 75% to make the move by the end of 2023.



Nuffield Health Electronic Patient Records (NEPR)

Our Nuffield Health Electronic Patient Record (NEPR) programme, using the TrakCare system, continued to roll-out during 2022. It went live at Nuffield Health at St Bartholomew’s, North Staffordshire, and Shrewsbury hospitals, bringing the total number of sites running the system to eight. Further roll-outs are planned for 2023, with Plymouth hospital scheduled to go live in July, and Exeter, Taunton and Manchester Diagnostics Suite due to be operational in October.

TrakCare stores medical records and notes, giving clinicians access to real-time patient information, via digital channels. It generates electronic records for each patient, making them accessible to consultants and clinicians, and allowing relevant data to be shared with other healthcare organisations. The system will support Nuffield Health’s ability to continue working closely with the NHS in the future.

Introducing the Green Healthcare Leaders programme

Our Green Healthcare Leaders programme was launched in October 2022, in partnership with the Florence Nightingale Foundation. As part of the programme, which champions nurse-led environmental sustainability, 18 nurses from across the independent sector completed the challenge of implementing quality improvement projects to support environmental sustainability in the workplace.

These projects will help create significant change in the way certain procedures and pathways are delivered, and lead to a reduction in environmental impact. They include carbon reduction and waste management initiatives that have resulted in greater use of reusables, and a reduction of clinical waste, as well as de-carbonisation of patient pathways.

The projects were judged at a prestigious graduation ceremony, with the winning nurse achieving a Florence Nightingale Leadership Scholarship, offering a once-in-a-lifetime opportunity to develop their nursing career.

Rachael has been awarded with a Florence Nightingale Foundation scholarship for her sustainable healthcare project



Protecting our future

RACHAEL BROWN

Infection Prevention Nurse,
Warwickshire Hospital

Rachael was awarded a Florence Nightingale Foundation scholarship for her sustainable healthcare project, delivered as part of our Green Healthcare Leaders Programme. We asked Rachel to tell us more about her winning project, and why she was inspired to take part in the programme.

“We all have a responsibility to protect our healthcare systems and ensure its sustainability for future generations, especially in the current environmental and economic climate. I’ve always been passionate about protecting the environment and the programme offers a supportive learning space to develop leadership and influencing skills, while focusing on sustainability.

My project considered the impact of reducing and removing the use of blue paper couch roll in hospitals.

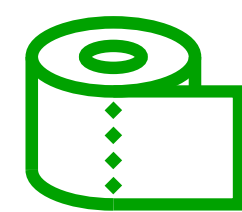
From an infection prevention point of view, they serve little purpose. At Warwick Hospital alone, the paper used for the couch covers was the equivalent of 55 miles of paper in one year! We’ve now reduced usage across the hospital and it’s been well received by the clinical teams.

In my role as Infection Prevention Nurse, I’m responsible for ensuring our patients are treated in the safest possible environment, to reduce the risk of them contracting infections. Historically, infection prevention used huge amounts of single use products, which had a significant impact on hospital waste and carbon emissions. This wasn’t helped by the pandemic, when single-use PPE increased exponentially.

Now, we can be far more sustainable as we look for changes that can help preserve the future of healthcare. Keeping patients safe is the main priority, but we can definitely do this in a more environmentally friendly way.

I’m very excited to have won the Scholarship and to have the opportunity to continue learning and developing my nursing skills sustainably.”

The potential impact to Warwickshire Hospital by reducing the use of couch roll



55

miles of couch roll paper saved in one year – the equivalent of 7.5 trees

1,776

kg

reduction in clinical waste per year

4,861


kg

reduction in CO₂e per year

£3,900

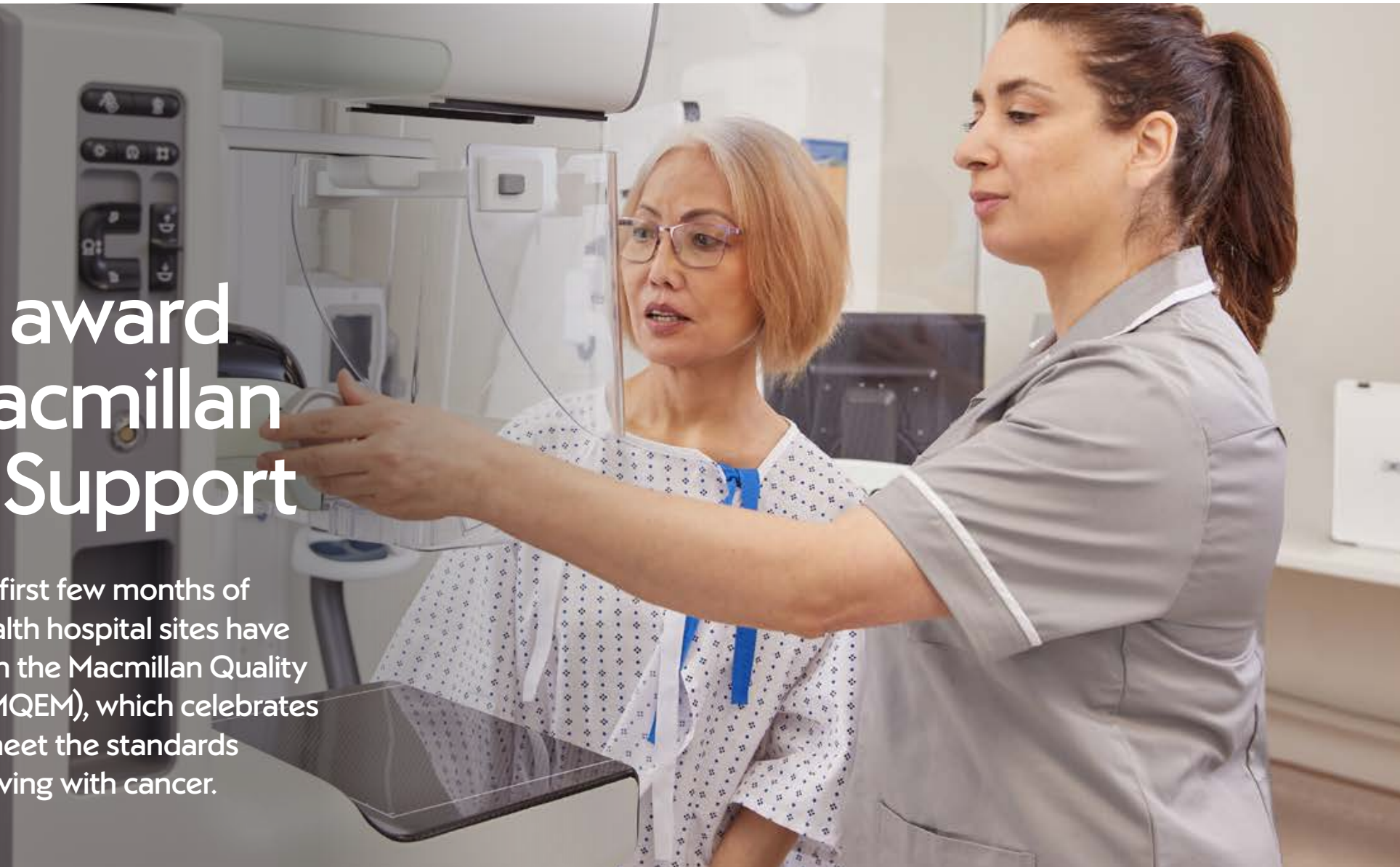
cost saving to the hospital per year

Quality recognition



Quality award from Macmillan Cancer Support

As we enter into the first few months of 2023, all Nuffield Health hospital sites have been recognised with the Macmillan Quality Environment Mark (MQEM), which celebrates environments that meet the standards required by people living with cancer.



Royal College of Nursing (RCN) Accreditation – Preceptorship 2022

Our Preceptorship programme was accredited by the Royal College of Nursing (RCN) in 2022, after being subjected to a rigorous quality assessment process to ensure the learning and development initiatives meet the RCN’s standards of excellence.



CapitalNurse Preceptorship Quality Mark 2022

Our Preceptorship programme received the CapitalNurse Quality Mark in 2022, demonstrating high compliance against best-practice quality standards.



Nursing Times Student Awards

Finalist, Miranda Williams, Ward Sister from Exeter Hospital was nominated by the central clinical teams for the ‘Practice Supervisor of the Year’ awards at the Student Nursing Times Awards 2023 in recognition of the amazing work and support Miranda provides our nursing students.



Our Primary Care Clinic in Sheffield rated Outstanding for leadership

Sheffield Fitness & Wellbeing Centre Clinic has achieved the highest possible Outstanding rating for being ‘well-led’, following a CQC inspection in September 2022. The fitness and wellbeing facility was visited by a team of inspectors and regulation specialists who scrutinised all areas of the clinic, rating it overall as Good and highlighting our COVID-19 Rehabilitation programme and the overwhelming positive patient feedback it has received.



5,377 of wellbeing employees trained to save lives

First aid, life support and lifesaving training compliance was completed by 5,377 employees. These employees were trained to be able to deal with a cardiac arrest event and other serious medical emergencies.

National Joint Register

For the third year running, our hospitals in England and Wales** received the National Joint Registry’s (NJR) Quality Data Provider award, recognising their commitment to patient safety.

**This excludes former Aspen hospitals as the qualifying period was before the transition/purchase. It also excludes Edinburgh and Glasgow Hospitals, as the NJR doesn’t extend to Scotland.



Quality improvement plan for 2023

1Launch of new Quality Management System	2Patient Safety Incident Response Framework	3Launch of Secondary Care Professional Leadership: Assurance Network	4Enhanced assurance across our hospitals
<p>What we plan to do</p> <ul style="list-style-type: none">• Procurement and implementation of a new Quality Management system, Radar, which is compliant with NHS England’s ‘Learn from Patient Safety Events’ (LFPSE) framework• Consolidate a number of collection tools as Radar modules, including Adverse Events; Risk Management; Complaint Management; Safety Alerts; Subject Access requests/Erasure requests; Document Management Repository• Streamline our Quality Management processes, and ensure we are complying with the latest regulations and best practices• Identify areas for improvement and make data-driven decisions, using the Initiative System to provide real-time data and analytics• Drive data quality for safety incidents and near misses, by educating and standardising reporting to support learning.	<p>What we plan to do</p> <ul style="list-style-type: none">• Establish Executive Lead responsible for PSIRF and focus on leadership role model initiatives.• Establish a Quality Lead for Patient Safety• Create a working group to facilitate the achievement of key elements of PSIRF: a data-driven safety culture; a clear policy and plan, with well understood learning responses to prevent and react to patient safety incidents (PSIs); a standard for engaging and involving those who experience PSIs, and strong safety leadership• Develop a Patient Safety Strategy to articulate our approach to patient safety across all service lines• Provide educational support for staff involved in patient-facing roles, including those in investigatory, engagement and involvement roles.• To include Health Education England’s Patient Safety Syllabus• Establish robust oversight structure and process to allow for local engagement and empowerment.	<p>What we plan to do</p> <ul style="list-style-type: none">• Ensure appointees are highly experienced and capable of overseeing Quality Assurance in their specialism centrally, and at hospital sites• Ensure appointees work within a professional role on site each week, maintaining clinical expertise and credibility within their specialism• Ensure appointees deliver clinical development and change within the hospitals, inspiring the clinical teams directly involved in patient care• Ensure appointees chair and co-chair Expert Advisory Groups within the organisation, motivating the clinical talent of the MDT within the specialty• Ensure appointees are capable of engaging with peers and colleagues across the NHS and the independent healthcare sector, influencing policy and development of national guidelines• Ensure appointees are members of key professional organisational boards, keeping Nuffield Health at the forefront of strategic development within the specialism.	<p>What we plan to do</p> <ul style="list-style-type: none">• The Hospital Quality Review (HQR) audit tool will continue to be enhanced to integrate the Specialist Quality Assurance Review tools to aid triangulation, and improve efficiency to lessen operational impact• Simultaneous safety surveillance data will be used consistently to proportionately assess risk and inform the future targeted programme of integrated reviews• Reviews will include key areas within the patient pathways, and any other areas identified through proportionate risk assessment• In line with the planned introduction of the CQC’s new approach to inspections, we will include themed visits or reviews which may include a particular focus on a clinical specialty or care process• The outcomes of 2022 site HQR will drive 2023 quality initiatives of audit and action plans, clinical documentation completion, incident management processes, duty of candour management, and risk assessment consistency.

Prescribed information

2022/23

Nuffield Health acquired a number of hospitals from Aspen Healthcare in October 2021. Where the data is reflective of including the new hospitals data, this is indicated with *

95% of our patients were satisfied with their overall care

Nuffield Health Patient Satisfaction Survey 2022/23



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

Eight* NHS patients died during the reporting period (a rate of 0.020%), this is a keeping with last reporting period (last reporting period 7 deaths a rate of 0.023%). Of these deaths, all were unexpected and none related to palliative care. Palliative deaths remains stable at 0 when compared to the previous reporting period. Following local and independent review, 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 that any learning obtained is used as a source of preventative action and quality improvement.

Nuffield Health have appointed a National Medical Examiner which has further strengthened our mortality review processes. All patient deaths in Nuffield Health’s sites continue to be independently reviewed and clinically appraised by our Learning from Deaths Committee and subject to further scrutiny if any care issues are identified. Comprehensive Care Appraisal (utilising the Royal College of Physicians Structured Judgment methodology) and thematic review of all patient deaths enables us to assure that our care delivery meets the highest standards.

In 2023/24, Nuffield Health intends on taking the following action as part of its Quality Improvement Plan, which aims to improve the safety and quality of its clinical services:

- Following the introduction of NHS England’s new medical examiner system, Nuffield Health will adopt enhanced systems and processes to ensure compliance - including use of national medical examiner reporting forms; increased involvement of consultants in Structured Judgement Reviews; increased involvement of families in investigation processes.
- Introduction of Morbidity and Mortality meetings to further strengthen our governance processes, identifying any systemic issues or individual errors that may have contributed to adverse outcomes; developing strategies to address any issues identified through analysis of data and case reviews; and identifying areas for improvement in patient safety and care through thematic morbidity reviews, and sharing of best practice.

Nuffield Health acquired a number of hospitals from Aspen Healthcare in October 2021. Where the data is reflective of including the new hospitals data, this is indicated with *.

NHS England prescribed information

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

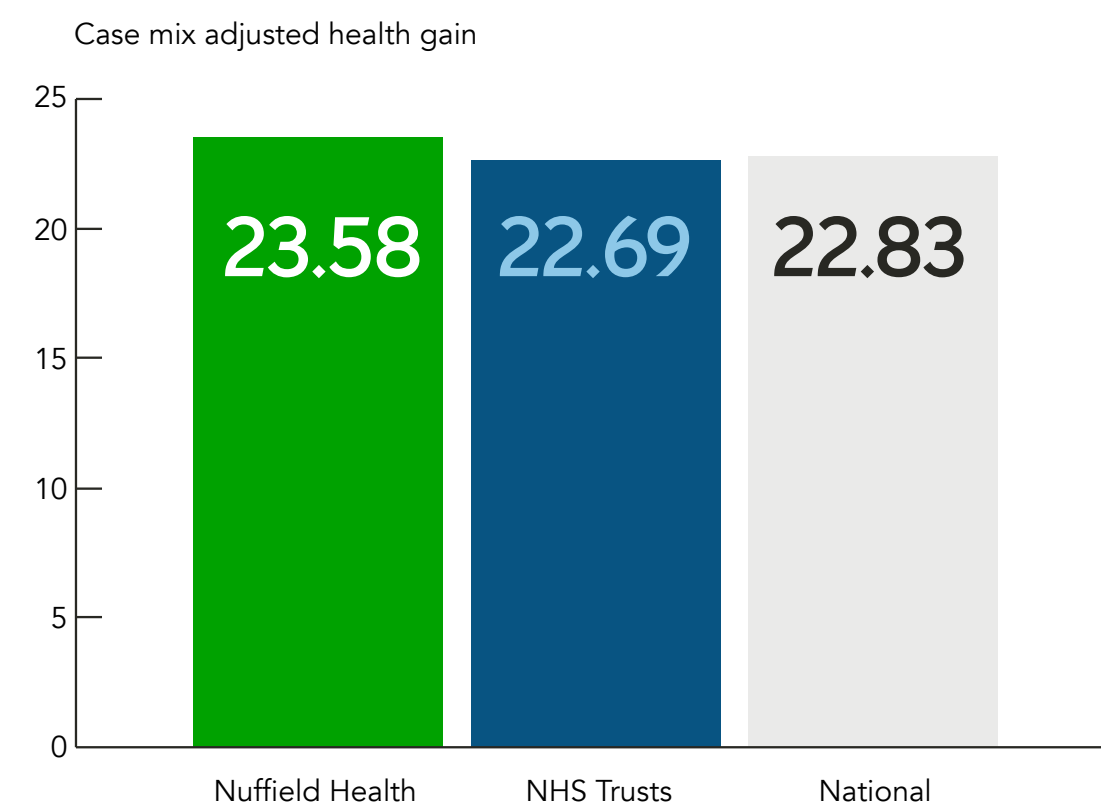
- (i) hip replacement surgery and
- (ii) knee replacement surgery

Nuffield Health statement

Nuffield Health continue to submit patient reported outcomes measures (PROMs) for publication by NHS Digital. However, there has been no new finalised data published since the 2021/22 annual report. For the purposes of this report, the below data references the latest provisional data reported by NHS England on the 8th June 2023.

Primary Hip Replacements – Adjusted Health Gains (OHS)

Based on completed Patient Reported Outcomes Measures, 71% of NHS funded patients treated by Nuffield Health achieved a 'better-than-expected' outcome (+5% vs last reporting period) and 98% reported an improvement 6-9 months after discharge (no change vs. last reporting period). Only 1.17% of patients were dissatisfied with the outcome of their surgery (+0.56% vs. last reporting period).

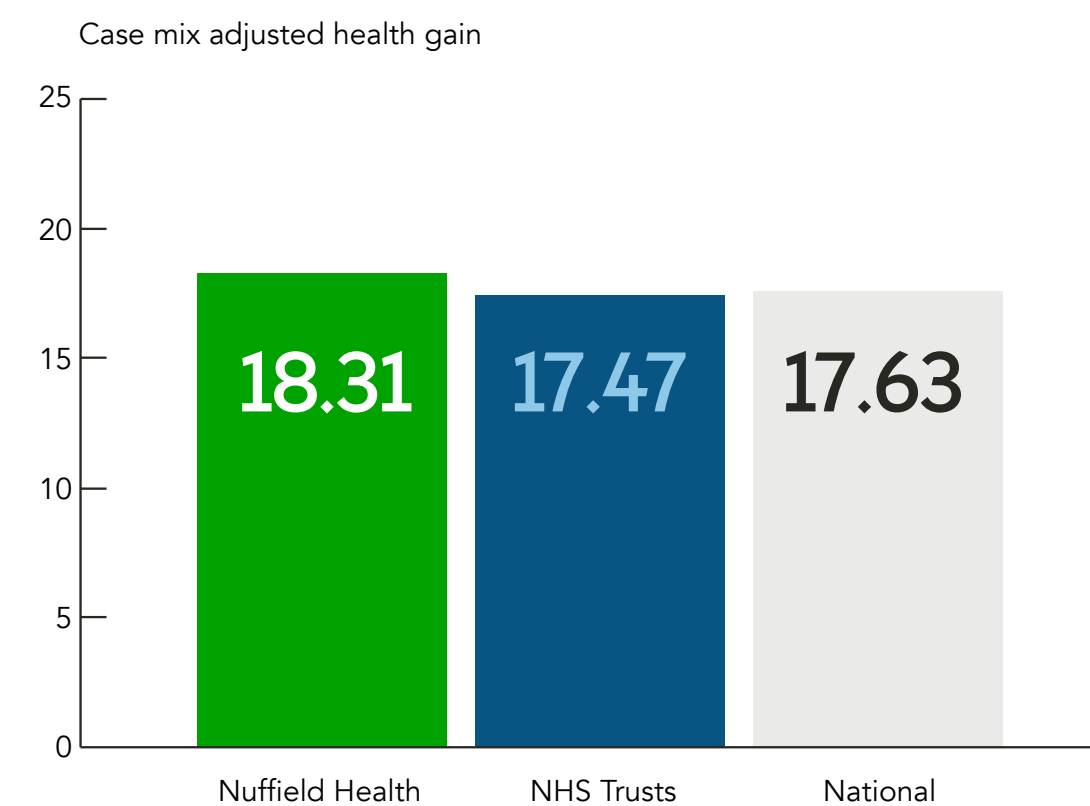


Primary Knee Replacements – Adjusted Health Gains (OHS)

Based on completed Patient Reported Outcomes Measures, 69% of NHS funded patients treated by Nuffield Health achieved a 'better-than-expected' outcome (+8% vs last reporting period) and 96% reported an improvement 6-9 months after discharge (no change vs. last reporting period). Only 1.36% of patients were dissatisfied with the outcome of their surgery (-0.06% vs. last reporting period).

96%

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



Nuffield Health continue to monitor Patient Reported Outcomes with outliers investigated through a standardised Consultant-led approach governing 'Outlier Management'. Where necessary, lessons learnt and best practice are shared across the charity to facilitate quality improvement.

As part of our research into delivering the best possible outcomes to patients, Nuffield Health produced a research article that was published in the Journal of Evaluation in Clinical Practice. The article forms the basis for on-going research into how healthcare professionals and patients can use PROMs to facilitate decision making and risk stratification.



[Click here to read the paper](#)

More broadly, delivering sector leading outcomes remains fundamental to Nuffield Health's strategy. Nuffield Health has made significant investments into data science, research and technology with the strategic aim of further understanding how we can continually improve the health of our patients and prevent poor outcomes.

Period Covered

April 2021 to March 2022. Published: 08th June 2023. Data Available at: <https://digital.nhs.uk/data-and-information/publications/statistical/patient-reported-outcome-measures-proms/hip-and-knee-replacement-procedures-april-2021-to-march-2022>

NHS England prescribed information

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

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

Nuffield Health statement

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

- 0 to 15 years: not applicable
- 16 years or over: 0.18%* of hospital episodes (+0.11% vs previous year).

Nuffield Health has maintained a concerted focus on understanding and learning from its readmission rate; during the reporting period we have seen an increase in readmission. Retrospectively we acknowledge there has been some data quality issues, this is likely attributable to local reporting variances. This year demonstrates a complete and accurate data set. When comparing the same data set 2021/22 vs 2022/23 the increase has seen a marginal increase. The 2022/23 data set also includes data through the newly acquired hospitals.

Our Discharge processes are designed to facilitate safe discharge and discharge planning effectiveness. In line with our governance framework, we continuously evaluate hospital readmission rates examining case data and exploring outliers, trends and themes. We have observed some variances in data collection relating to readmissions to an alternative location i.e. local trust rather than Nuffield Health hospital. We recognise that we are reliant on the local NHS Trust sharing

comprehensive readmission information in order for us to have a complete data set. We are evaluating segregating this data to make comparisons between admissions back to Nuffield Health sites and elsewhere and will continue to build on the development of strong relationships to facilitate accurate information flow. This will be supported through partnership working following the launch of NHS England’s Patient Safety Incident Response Framework (PSIRF). During the reporting period, no specific concerns readmission concerns have been identified.

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

- Nuffield Health have introduced a lead anaesthetist for Pre-operative assessment (POA) in the majority of Nuffield Heath hospitals. A POA steering group has been formed which includes a lead anesthetist for the organization and a multidisciplinary team. The steering group review national policies/processes and review cancellations on day of admission to anlyse any trends and implement changes as required
- local sites have developed a patient inclusion criteria standard operating procedure which facilitates the early highlighting of patients with complex discharge needs in order to support planning for discharge arrangements.

As we return to a more typical activity profile our focuses for 2023/24 include:

- Nuffield Health will launch a POA transformation project – this involves streamlined POA process that assesses fitness for surgery earlier in the patients journey. This seeks to decrease the number of visits to the hospital that some patients make and psychologically optimize individuals as they prepare themselves for surgical input
- Nuffield Health have driven our pharmacy plan forward to deliver an ambition of all inpatient medicines reconciled within 24 hours. We are looking at utilising data better to further medicines optimisation alongside work on pharmacy operating model to drive further quality improvement across medicines management
- continuing to encourage any discharged patient to contact the hospital as early as possible so that appropriate measures can be taken that may reduce the risk of readmission e.g. management of early-stage would issues via outpatient clinic
- continued focus on data analysis, using internal and external benchmarking to identify outliers, explore trends and themes and take all appropriate quality improvement actions at a national and local site level.

Nuffield Health acquired a number of hospitals from Aspen Healthcare in October 2021. Where the data is reflective of including the new hospitals data, this is indicated with *.

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) and measures the responsiveness to the personal needs of our patients. During the reporting period, this score confirmed:

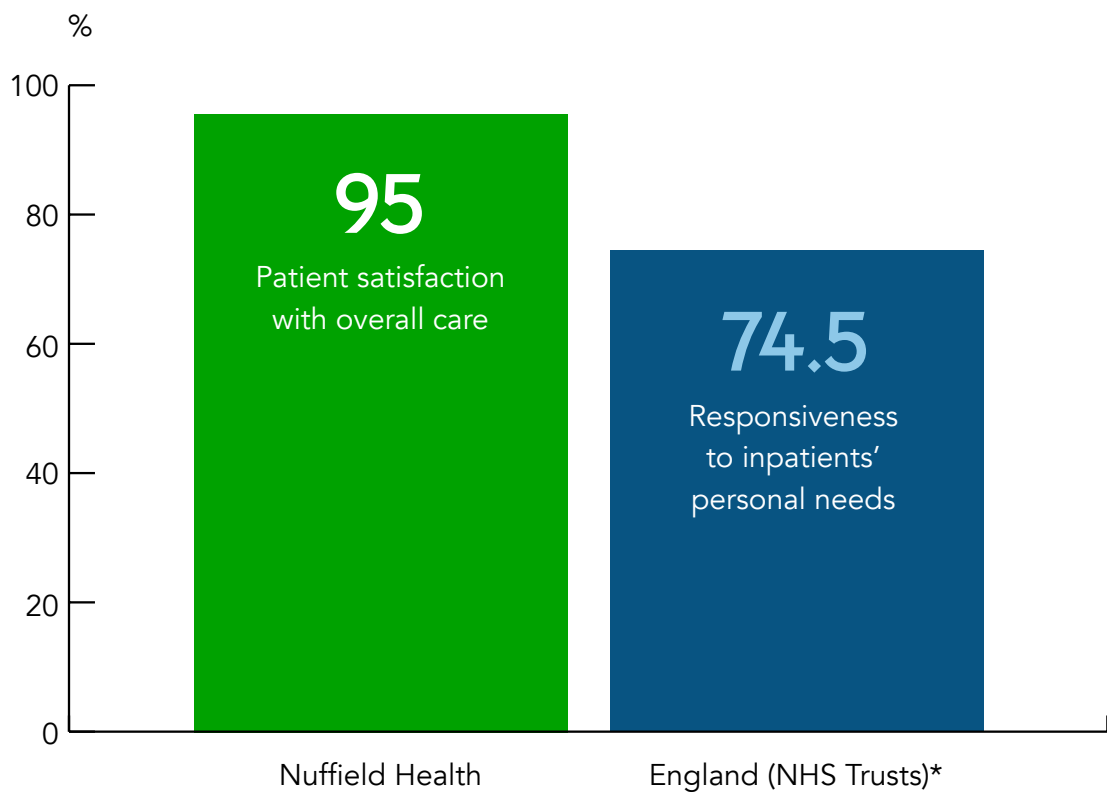
- 95% satisfaction with overall care

Nuffield Health considers this excellent feedback to be the result of our continued focus on patient experience and is committed towards ensuring that we provide people with a positive experience of care.

Nuffield Health intends to take the following action to maintain this percentage, and so the Quality of its services:

- since moving from paper-based survey on discharge to online surveys we have seen a small decline in survey participation and satisfaction scores. Online surveys provide the opportunity for constructive appraisal, where patients can reflect on their experiences of care and provide balanced feedback. Given current rates, we will investigate ways to improve participation levels so that these provide higher-quality datasets
- we have recognised that there are improvements to be made in the ways patients contact us and are investing in improving our operating model and redesigning our customer contact journeys to simplify
- we have re-defined our overarching value proposition and initiated a programme of work to ensure all our services deliver a differentiated and patient-centred experience true to Nuffield Health’s brand in line with NHS guidance.

Patient satisfaction measures (2022/23)



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

NHS England prescribed information

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

Nuffield Health statement

Nuffield Health makes a concerted effort to engage our people in our purpose, and aspiration to build the best health and wellbeing brand. We are committed towards ensuring that our patients have a positive experience of care, and that our staff have a positive experience of working with us to support care delivery.

In 2022, Nuffield Health introduced Peakon Employee Voice, our new employee engagement platform that empowers our employee to take ownership for change. It evolves the way we listen and feedback to our people so that together we can shape a better employee experience.

The surveys use intelligent listening technology to personalise questions for employees. This enables us to ask the right questions, to the right people, at the right time to discover a true picture of employee engagement.

We have autonomy over the questions we ask and the frequency. Included in our monthly survey is the question 'How likely is it you would recommend Nuffield Health's products or services to family and friends?'

Data captured up until April 2023 reported 84% of our hospital staff responded they would recommend a product or service to family and friends.

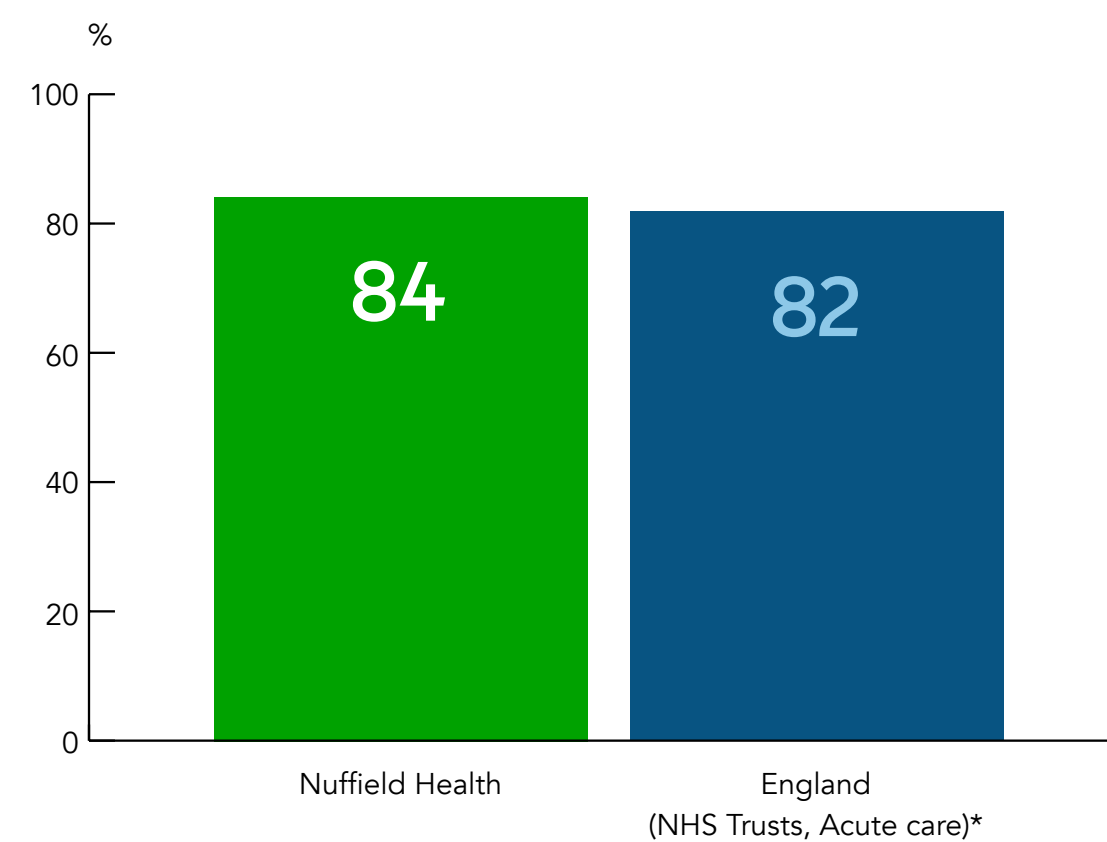
Benefits of our engagement platform for employees:

- anonymity is protected. Line managers can only see results after five responses are submitted to prevent identifying respondents
- personal dashboards allow for anonymous interaction with line managers to help them understand feedback
- multiple languages enabled for greater understanding and contribution
- open to all, employees without direct access to a computer will be able to scan a QR code and complete on a mobile device.

We are taking the following action to improve staff engagement, and so the Quality of our services, by:

- continuing to engage with, and listen to our people in a range of ways (staff forums, site visits by leaders), striving to improve the quality of their experience
- continuing to engage with, and listen to our patients, seeking opportunities to improve the experience of care delivery at all stages of the patient's journey
- continuing to engage with our people, ensuring that they feel connected to our purpose and that they recognise and understand our achievements e.g. awards and accolades, Inspection data.

Staff friends and family recommendations (2022/23)



*Q2 2019 – 2020 data, as reported by NHS England. Source: <https://www.england.nhs.uk/publication/staff-friends-and-family-test-fft-data-quarter-2-2019-20/>

NHS England prescribed information

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

Nuffield Health statement

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

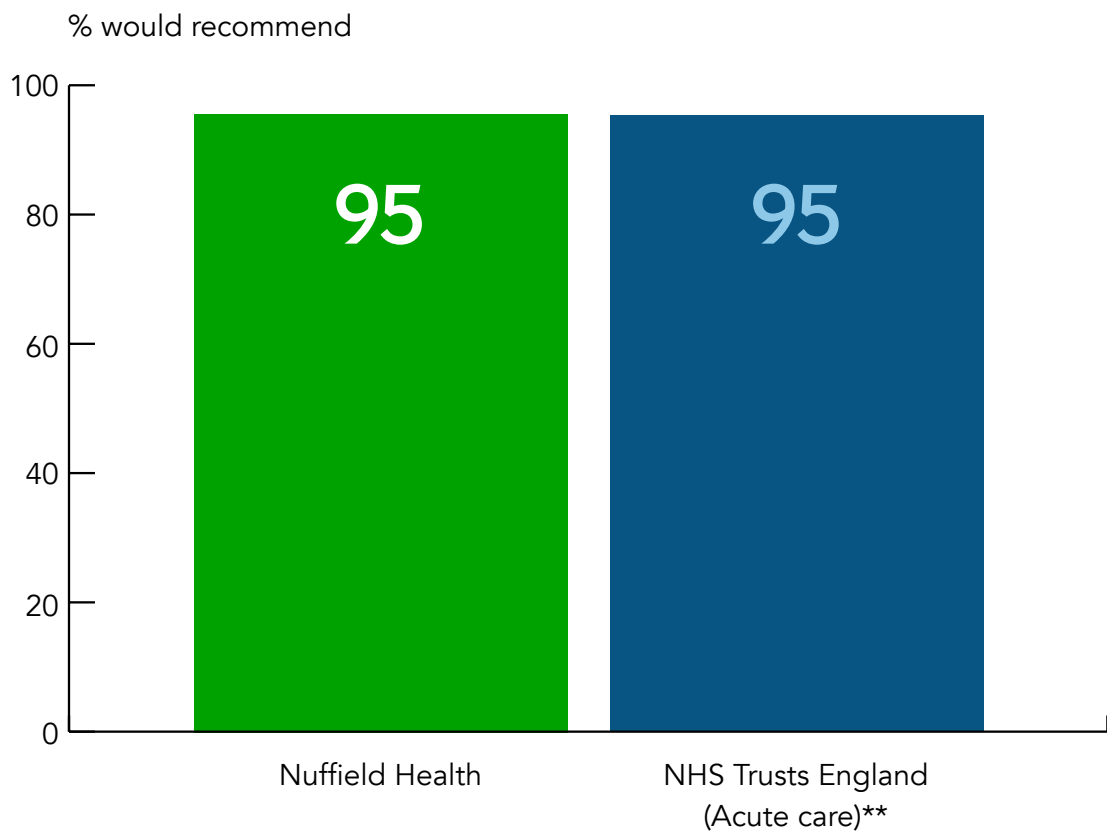
- 95% of our in-patients rated the service they received as very good or good

Nuffield Health considers that this data is as described for the following reasons; Nuffield Health strives to ensure that people have a positive experience of care; such a high rating of the service they received is suggestive of a positive experience.

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

- continued focus upon patient experience and the embedding of our service standards
- enhancing the capability of our leaders, ensuring that they embed our WE CARE values in our hospitals, which strive to ensure that we put patients, customers and colleagues at the heart of everything that we do
- continued focus upon Quality improvement activity that contributes towards patient experience and the delivery of seamless clinical care
- raising leadership awareness of cultural blockers to equality. Our leadership induction programme for newly appointed managers covers diversity, inclusion, cohesion, and equity and includes recruitment skills training and the importance of limiting bias.

Patients’ friends and family test outcomes (2022/23)



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

NHS England prescribed information

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

Nuffield Health statement

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

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

The trend of VTE's remains consistent in comparison with the previous year 2022/23 - 0.1% (2021/22 – 0.1%). Nuffield Health continue to conduct investigations into individual VTE events as well as analysis of themes and trends to ensure continuous learning and improvement. This work has identified several learnings and quality improvement actions that have enhanced the effectiveness of VTE care management, these include:

- Nuffield Health sites continue to engage with their local NHS Trusts, to facilitate sharing of information regarding patients who have been admitted due to a VTE event and are working collaboratively to facilitate shared learning
- we completed a longitudinal data analysis exercise regarding VTE to identify any themes and trends in relation to prophylaxis (mechanical and pharmaceutical) and risk factors for patients who had developed a VTE event. This was completed to identify specific quality care initiatives

- an audit tool was introduced which is supporting identification of good practice and areas for improvement
 - hospital sites introduced a VTE champion to support VTE prevention. These individuals facilitate best-practice and shared learning.
- We have enhanced collaborative working during investigations into VTE events between clinical and pharmacy teams; this has improved understanding of the impact of medication compliance.
- Our continuous improvement activities for 2023/24 include:
- a VTE assessment tool will be launched within Nuffield Health's quality management system Radar, which will enhance the data quality and ability for thematic review of VTE events at a local and central level
 - Nuffield Health will explore continual improvement of its audit programme and utilisation of audit data to contribute to patient safety.

Nuffield Health acquired a number of hospitals from Aspen Healthcare in October 2021. Where the data is reflective of including the new hospitals data, this is indicated with *.

NHS England prescribed information

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

Nuffield Health statement

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

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

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

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

- 1.6 per 100,000 bed days (compared to 2.7 per 100,000 bed days in 2021/22)

The decrease in C. difficile infections is attributed to closer monitoring of Anti-Microbial Stewardship (AMS). During the reporting period, ‘Smart, Start the Focus’ AMS audits increased to Quarterly with a concerted focus on action planning. Furthermore, thematic investigation concluded that 100% of the C. difficile infections during the reporting period were community-acquired, and non-attributable to Nuffield Health intervention.

During 2022/23, Nuffield Health have continued to deployed and update (in line with changing national guidance) a range of quality improvement and key activities that aimed to reduce C.difficile incidents and enhance infection prevention standards more broadly, these included:

- continued to enhance Infection Prevention Toolkit developed adding practical and new educational sessions
- continued to development of the comprehensive infection prevention audit programme as a component of our Quality Assurance Framework, including a full hospital review programme
- continued development of HCAI surveillance systems to support identification of all infections including C.difficile.

During 2023/24 Nuffield Health will continue to seek opportunities to enhance our existing high standards of Infection Prevention through staff training and education; best-practice clinical management (e.g. Mechanisms that facilitate appropriate prescribing); clinical effectiveness activity e.g. Clinical audit; and engagement in Infection Prevention initiatives that facilitate improvements in care delivery and management.

Nuffield Health acquired a number of hospitals from Aspen Healthcare in October 2021. Where the data is reflective of including the new hospitals data, this is indicated with *.

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): 1,140*, an increase of 424 compared against 2021/22 (of which the majority are low harm events). This increase includes 58 from the new acquired hospitals.
- rate (percentage of episodes): 2.87% (vs 2.32% for the previous year)

- number resulting in severe harm/death for NHS patients: 10 (8 patient deaths and 2 severe harm events, compared against 7 deaths and 3 severe harm events in 2021/22)
- rate (percentage severe harm/death): 0.03% (0.118% in 2021/22)

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

Radar was introduced as our new Quality Management System. This has been launched in a phased approach, commencing with adverse events, followed by complaint management and safety alerts. Further modules are planned for later in 2023. Radar has enabled our compliance with NHS England’s new Learn from Patient Safety Events (LFPSE) which allows the recording and analysis of patient safety events that occur across the whole health system.

This supports contribution to the national understanding of patient safety events and to support learning and improving patient safety and quality of care. The intuitive nature of the Radar system further enhances Nuffield Health’s positive reporting culture and the quality reporting. This will further enhance analysis of themes and trends resulting in continual improvement of services and preventative action.

We have improved assurance through the introduction of a number of new Quality Scorecards that support internal and external benchmarking across all areas of Quality (Safety, Effectiveness, Patient Experience), example shown on next page.

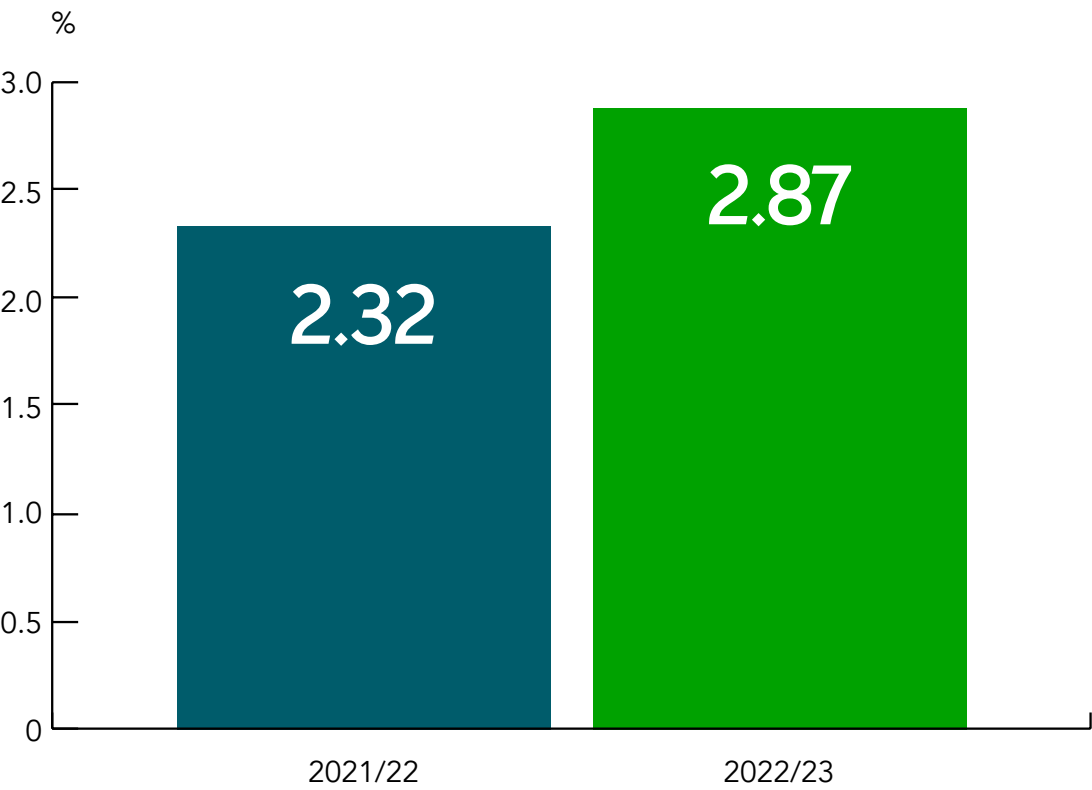
This supports thematic analysis through review of data trends to allow deep dives into any areas of difference to provide assurance and/or learning opportunities. The scorecards are used at all levels of the charity to ensure consistence of analysis.

In 2022/23 we completed Hospital Quality Reviews across all our hospitals. This enabled new benchmarking of quality, post the pandemic, across the entire hospital estate. This allowed the development of individual site action plans and is contributing to Nuffield Health’s Quality Improvement Programme, for national quality initiatives for 2023/24.

Our Patient Safety Incident Response Framework (PSIRF) project was launched following NHS England’s announcement of this new approach to developing and maintaining effective systems and processes for responding to patient safety incidents. This approach looks to further enhance learning and improve patient safety. To support Nuffield’s response to PSIRF we appointed a Quality Lead for Patient Safety and a Clinical Effectiveness Lead. Working Parties have been created to facilitate the key elements of PSIRF.

Flash reporting was introduced to ensure prioritised communication to sites with immediate actions when significant adverse events were reported which could be replicated at other Nuffield Health sites. Flash reporting further enhanced our share and learn methodology by ensuring speed of responses before full investigations had been concluded and national action plans cascaded.

Percentage of patient safety incidents



*Accident and Emergency discharges are not applicable

NHS England prescribed information

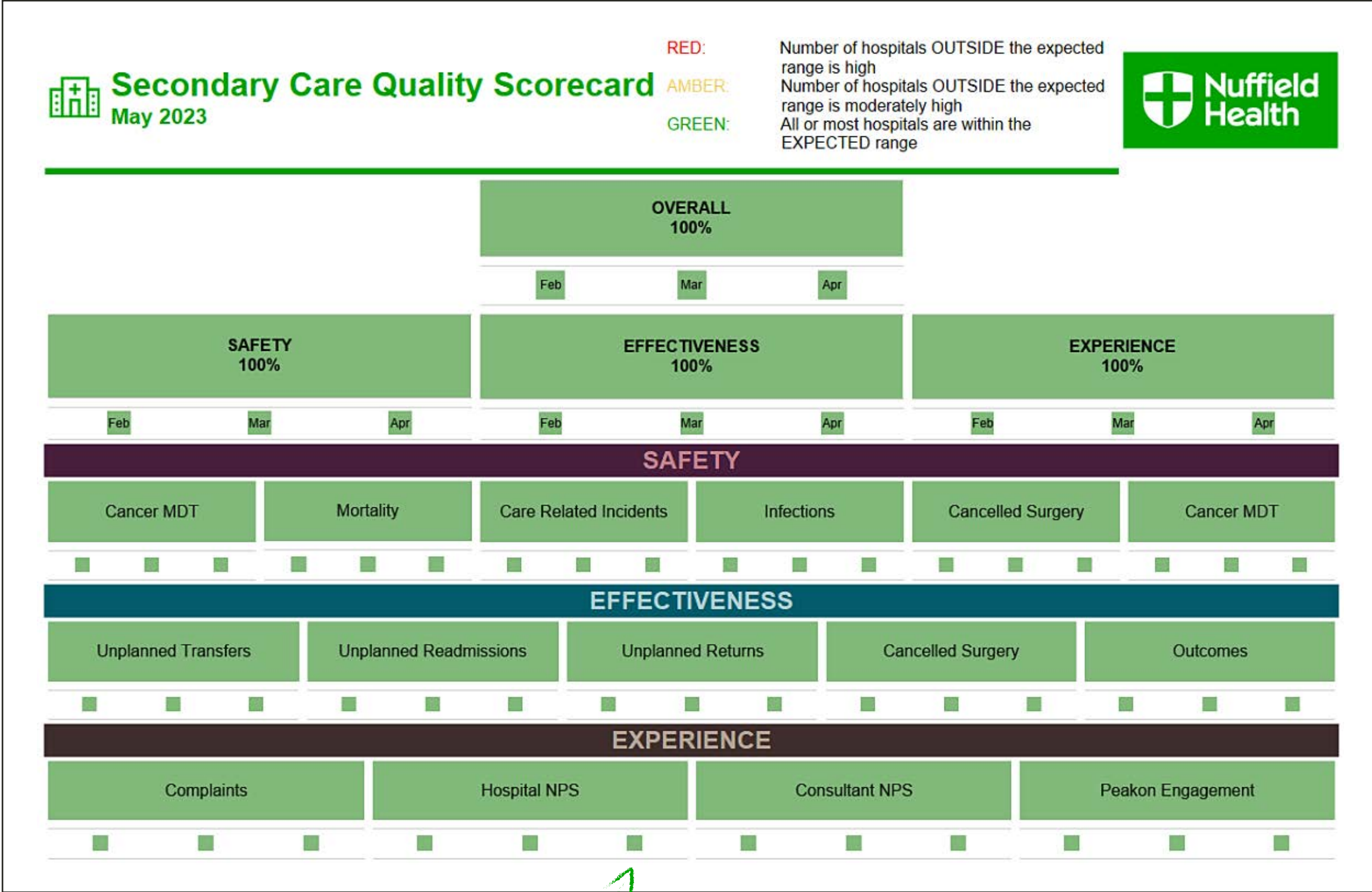
The data made available to the provider with regard to the number and, where available, rate of patient safety incidents reported within the provider during the reporting period, and the number and percentage of such patient safety incidents that resulted in severe harm or death.

Nuffield Health statement continued

We launched the secondary care professional leadership assurance network (PL:AN) which implemented national leads and quality leads across several specialty areas. This included appointment of highly experienced individuals overseeing quality assurance in their specialism. These individuals will continue to work one to two day a week to maintain their clinical expertise and credibility.

Nuffield Health continues to prioritise patient safety and intends to take the following actions to improve this rate in 2023/24 and so the quality of its services, by:

- launching of further modules on our Radar system including Freedom to Speak Up and Risk
- Implementation of PSIRF in Q3 2023
- acting with integrity, being open and honest when things go wrong
- continuing to empower our staff as advocates of patient safety and clinical Quality, ensuring that they feel confident to speak up and raise concerns, and actively encouraged to contribute towards care and Quality improvement initiatives
- an update to our Quality & Governance Framework; including introduction of Patient Safety Improvement Forum and Morbidity and Mortality meeting.



Secondary Care Quality Scorecard example

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 towards facilitating an open safety culture, where all staff feel able to engage with us and raise issues, concerns or improvement opportunities.

Speaking up is encouraged across the organisation and all members of staff have open access to a variety of channels and escalation mechanisms that support the raising of issues or concerns, these include: local escalation via line manager and/or Senior Leadership Team (Matron/Hospital Director); direct escalation to our Freedom to Speak Up Guardian and Head of Safety Culture, or and the FTSU Champions, escalation via Safecall (our 24/7, confidential and independently-managed hotline); or through Nuffield Health's grievance process, if concerns are raised formally. In all instances, all issues/concerns are reviewed, appropriately investigated and feedback provided (as appropriate). In addition, we have wellbeing champions in our hospitals who work with the FTSU Champions and can contact the FTSU guardian on behalf of a member of staff.

“Nuffield Health has a great culture, a can-do attitude, and an atmosphere of looking after each other.”

Helené Donnelly
Head of Safety Culture

Patient safety is paramount in all of Nuffield Health's clinical environments.

The improvement plan that was developed in 2020 was implemented in 2021 and has focused upon system, process and cultural enhancement, which helps us to embed a culture of true openness and psychological safety, where all staff, irrespective of grade are empowered to Speak Up. It also led to the appointment of a designated Head of Safety Culture role with the appointee commencing in 2022. This role has taken the lead on speak up strategy and oversight.

In 2020, we also produced supplementary guidance that centered on the management of COVID-19 concerns; this encouraged open dialogue and enabled us to manage COVID-specific concerns that arose as a result of the pandemic. Timely management enabled us to responsively identify issues/concerns and appropriately manage them, helping to keep our patients and staff safe; this remains an area of sustained focus, as we continue to navigate the longer-term effects of the pandemic.

Regular training sessions continue for FTSU Champions available to colleagues across all secondary care sites. These sessions have focused on raising awareness of FTSU, enhancing supportive 'speak up, listen up, follow up' cultures and equity and inclusion.



An example poster for our FTSU campaign

NHS England prescribed information

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

Nuffield Health statement continued

Nuffield Health continues to prioritize patient safety and intends to take the following actions in 2023/24 to advance it’s speak up culture by;

Increasing dedicated resources:

- Promoting and embedding the role of Executive lead and Trustee lead responsible for FTSU
- Further build on the newly established Head of Safety Culture role. Developing Regional FTSU Leads and the network of operational on-site FTSU Guardians across every hospital and the Charity’s sites within primary care. The FTSU Regional Leads and Guardians promote healthy Speak Up cultures and respond to concerns raised at local levels. This network of FTSU Guardians will be overseen by the Head of Safety Culture, collect data on concerns raised and attend regional NGO FTSU Guardian network meetings, in order to learn from follow FTSUGs from across organisations such as the NHS, Independent Sector and Social Care.

Improving insight, strategy and practice:

- In 2022 a new organisational FTSU strategy was developed focusing on embedding FTSU and evolving safety culture. The foundations of this will enable updates to policy framework and SOP aligning with the National Speak Up Policy. This will pay particular attention to triangulating information with Patient Experience, Complaints, Employment relations, Sickness absence rates and causes, Attrition and retention rates, exit interviews (including the introduction of internal movement exit interviews) workforce emotional wellbeing, staff surveys and Equality, Diversity and Inclusion.

- Supporting the implementation of PSIRF, leading the workstream for staff engagement and just culture to ensure shared learning and improvement
- Continuing to deliver our Speak Up improvement plan. This includes aligning with the National Guardian Office (NGO) updated guidance and expectations of best practice
- Continuing to review and investigate all Speak Up incidents, ensuring that all concerns are appropriately investigated, feedback and follow up given and used as a driver for clinical and organisational improvement
- Ongoing evaluation of current systems and processes to establish effectiveness. Standardising and streamlining to improve resource effectiveness so that we invest in credible, high-impact methods and strategies. For example, cost benefit analysis of the SafeCall system to assess whether this expense could be put to more efficient use in strengthening FTSU awareness, learning & improving cultures across the Charity. Thus, driving and strengthening a business-as-usual approach to FTSU
- Introducing a FTSU case management system to confidentially record data for NGO quarterly data returns and, in addition, develop broader categories to collect data on common themes and trends to monitor activity and outcomes for wider organisational learning and improvement.

Culture change:

- Further growing a network of FTSU Champions across the Charity in all settings and services. Ensuring they are fully, supported and developed. We will continue to increase the FTSU Champions links with the Wellbeing Champions and establish links with the Equity Forum members to promote and support equality, diversity and inclusion and triangulate soft intelligence in relation to any concerns, barriers to speaking up and suggested improvements
- Driving high levels of cultural engagement and compassionate leadership, fostering and embedding a culture of openness and transparency in which staff are empowered to Speak Up, voice concerns, and champion clinical quality
- The NGO & HEE’s Speak Up, Listen Up, Follow Up training is now available to all staff across secondary care sites. This will be promoted as a requirement for all staff to complete sequentially and as appropriate to role, including the Board of Trustee and Executive Management Team level.
- During 2023/24 this training will be made available to all workers across the Charity as appropriate. This will be complemented further by in-house training on FTSU and compassionate safety culture.

Nuffield Health acquired a number of hospitals from Aspen Healthcare in October 2021. Where the data is reflective of including the new hospitals data, this is indicated with *.



National and local Audit

Clinical audit continues to be an important component of Nuffield Health's Quality Assurance Framework. This supports assurances around regulatory compliance and clinical quality, whilst helping to facilitate quality improvement.

The reports of 5,759 national clinical audits and local clinical audits were reviewed by the provider in 2022/23. Of these 31 were national clinical audits with continued significant attention given to Infection Prevention (13), which has continued to be a key area of focus during subsequent waves of the pandemic. We continued to deploy a robust infection prevention audit schedule that is underpinned by UKHSA guidance. This continues to include the evaluation of, and compliance with infection prevention protocols, e.g. social distancing, hand hygiene and PPE.

We have continued to develop our Cancer Multidisciplinary team (MDT) audits, this has enhanced the imbedding of quality processes. In addition, we have launched a Cancer related documentation and Cancer triage audits, all of these audits have provided enhanced oversight and continual improvement of our Cancer services.

In 2023/24 Nuffield Health:

- Clinical audit infrastructure will remain an area of focus. In addition, the evolution of an organization Clinical Audit Framework embedding the Healthcare Quality Improvement Partnership (HQIP) audit standards, alongside improvements in digital capabilities.
- We will continue to enhance the governance and efficiency of audit through our Clinical Governance and Outcomes Forum and specialty Expert Advisory Groups.
- We will continue to consider system enhancement for ease of audit analysis and provision of instantaneous feedback to sites
- JAG mandatory audit of incidents of post colonoscopy colorectal cancers (PCCRC) will be reviewed and considered for introduction. This audit would support Nuffield Health to monitor and maintain quality colonoscopy procedures for all patients using endoscopy services across the charity.

Our hospitals

2021/22

Bournemouth Hospital	32
Brentwood Hospital	33
Brighton Hospital	34
Bristol Hospital	35
Cambridge Hospital	36
Cardiff & Vale Hospitals	37
Cheltenham Hospital	38
Chester, The Grosvenor Hospital	39
Chichester Hospital	40
Derby Hospital	41
Edinburgh Hospital	42
Exeter Hospital	43
Glasgow Hospital	44
Guildford Hospital	45
Haywards Heath Hospital	46
Hereford Hospital	47
Highgate Hospital	48
Ipswich Hospital	49
Leeds Hospital	50
Leicester Hospital	51
Newcastle upon Tyne Hospital	52
North Staffordshire Hospital	53
Nuffield Health at St Bartholomew's Hospital	54
Oxford, The Manor Hospital	55
Parkside Hospital	56
Plymouth Hospital	57
Shrewsbury Hospital	58
Taunton Hospital	59
Tees Hospital	60
The Holly Hospital	61
Tunbridge Wells Hospital	62
Warwickshire Hospital	63
Wessex Hospital	64
Woking Hospital	65
Wolverhampton Hospital	66
York Hospital	67

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

*Excluding Nuffield Health at St Bartholomew's Hospital, which opened in May 2022 and is yet to undergo Care Quality Commission (CQC) assessment



Independent regulators’ hospital reviews

All 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 our hospitals according to the findings of the [Care Quality Commission](#), [Health Improvement Scotland](#) (HIS) and [Health Inspectorate Wales](#) (HIW). Full reports of the inspections are available on the regulators’ websites.

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

Rating key: ◆Outstanding ◆Good ◆Requires improvement

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

Bournemouth Hospital

About the hospital

Established in 1957, Nuffield Health’s hospital, in the centre of Bournemouth, was the first to be acquired by the Charity. Offering a wide range of first class medical and surgical services, the hospital attracts many of Dorset’s leading consultant surgeons and physicians. With a wide reputation for the delivery of an extensive range of services and treatments, the hospital has a specialist focus on orthopedics, cardiology, ophthalmology, cosmetic surgery, paediatrics, and men and women’s health.

Facilities include 41 beds, three operating theatres, an endoscopy suite and a catheter laboratory, as well as two theatres for minor operations, and a physiotherapy gym, which includes a hydrotherapy pool.

Nuffield Health Bournemouth offers a full range of on-site diagnostics, including MRI, CT, mammography and DEXA scanning. Our state-of-the-art facilities enable us to offer first class healthcare to our patients, in a safe and caring environment.

Voice of the customer score

93%

Patient satisfaction with their experience at our hospital



“I have been Matron here for over five years after joining from the NHS. I am very proud of the team, we are all passionate about delivering excellent patient focused care in a safe and welcoming environment.”

Louise Dennington
Matron

Quality inspection rating

Inspected and rated

Good

CareQuality Commission

Highlights and accreditations

- ◆ Our new Hospital Director started in 2023
- ◆ We’re working towards a proposal for a state-of-the-art new hospital that will be carbon net zero
- ◆ We have recruited a specialist nurse to support our Robotic Hip Surgeon. They will have a dedicated area in the new hospital that will support research development and clinical innovation
- ◆ We are proud to have worked with the NHS during the last year and continued to care for many patients during the pandemic.

Brentwood Hospital

About the hospital

Nuffield Health’s hospital in Brentwood, Essex, has been serving the community since 1970, offering a wealth of exceptional clinical services for patients with private medical insurance, and self-pay.

Our modern hospital specialises in orthopaedics, general surgery, men and women’s health, children’s services, and cosmetic surgery. We have a large team of consultants, and specialist children’s nurses who see children of any age, for a variety of conditions. Our patient satisfaction rates are excellent and we’re proud of our reputation for clinical excellence.

Unique in the local area, our new, dedicated, endoscopy unit performs a wide range of camera-led procedures, dramatically improving patient outcomes. It offers state-of-the-art diagnostic equipment and dedicated, skilled, staff who look after patients before, during and after the procedures. It is significantly reducing time spent in hospital.

Voice of the customer score

93%

Patient satisfaction with their experience at our hospital



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

Alison Williams
Matron

Quality inspection rating

Inspected and rated

Good

 Care Quality Commission

Highlights and accreditations

- ◆ The Hospital has recently expanded its out-patients facilities to accommodate more clinics through the day and evening for Patient and Consultant convenience
- ◆ Our CQC rating was Good with Outstanding across the board for safety and service for Children and young people
- ◆ Our Imaging department has a new state of the art X-ray machine being installed in 2023 with the latest imaging technology.

Brighton Hospital

About the hospital

Nuffield Health’s Brighton Hospital, in East Sussex, was originally founded in 1976, in Hove. We moved to our current site, in Woodingdean, in 1995 to meet the increase in demand for our clinical services.

The hospital is one of the UK’s leading gender affirmation centres, supporting people with specialist care throughout their journey. With over 20 years experience in this field, the hospital has some of the country’s leading surgeons in gender affirmation, and an excellent support team.

A wide range of services and treatments are offered at the hospital, which specialises in orthopaedics, ophthalmology, spinal and general surgery. Facilities are exceptional and complemented by the most up to date technological medical equipment to deliver fast, effective and efficient healthcare. It has 36 beds, three operating theatres, 11 outpatient rooms, a minor operations suite, and a dedicated oncology unit. It also has a full range of diagnostics, including CT and MRI.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



“As part of our ongoing sustainability plan and, in partnership with Brighton & Hove City Council, we encourage our people to leave their cars at home and commute using alternative ways such as subsidised e-bikes and public transport.”

Michael Turner
Matron

Quality inspection rating

Inspected and rated

Good

CareQuality Commission

Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Data Provider Award, for third consecutive year
- ◆ Macmillan award, received with five stars, for the third time
- ◆ Invested in a theatre upgrade, with further technology improvements planned for 2023
- ◆ Implemented local community initiatives, including partnership agreement with Lewes FC, becoming Official Healthcare Partner to the club
- ◆ Introduced new techniques to support our Gender Affirmation Service, becoming the first UK hospital to offer this procedure
- ◆ Launched our free COVID-19 Rehabilitation Programme.

Bristol Hospital

About the hospital

Nuffield Health’s Bristol Hospital opened in 1961 and, with a Grade II listed Georgian villa as its centrepiece, it’s 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 30-bed hospital offers a wide range of services and expertise, from spinal surgery and eye care, to women and men’s health clinics. Our facilities include three digital operating theatres and one minor surgery suite, 11 consultation rooms, and a modern imaging department offering a full range of diagnostics, including on site MRI and CT scanning.

Our orthopaedic specialists provide exceptional treatment, including state-of-the-art Mako® roboticarm assisted joint replacement surgery, with Recovery Plus support available at either of Bristol’s two Nuffield Health fitness and wellbeing clubs.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



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

Nora Clarke
Matron

Quality inspection rating

Inspected and rated

Good

CareQuality Commission

Highlights and accreditations

- ◆ Joint Advisory Group (JAG) accreditation continues
- ◆ Infection Prevention Quality Assurance Review score Outstanding
- ◆ Hospital has achieved National Joint Registry (NJR) Quality Data Provider Award.

Cambridge Hospital

About the hospital

Nuffield Health’s Cambridge Hospital 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 to the hospital, enabling us to attract many of Cambridgeshire’s leading consultant surgeons and physicians. Areas of expertise include cancer care, cancer surgery, orthopaedic surgery, neurosurgery, cardiology, and specialist paediatric services.

Our 36-bed hospital delivers a wealth of first class facilities, including three high specification surgical theatres; one day case theatre; a close monitoring unit, with specialist one-to-one nursing; an oncology suite; and paediatric services supported by a registered children’s nurse. Our physiotherapy suite offers specialist services for orthopaedic and spinal care, as well as cancer rehabilitation. It is located at our local Nuffield Health fitness and wellbeing centre, where we have skilled Rehabilitation Specialists.

Voice of the customer score

92%

Patient satisfaction with their experience at our hospital



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

Lorraine Sizer
Matron

Quality inspection rating



Highlights and accreditations

- ◆ Our cancer services have achieved a Top Score of ‘5’ for our Macmillan Quality Environment Mark for the second year running
- ◆ Actively promoting staff development with achievements in Leadership apprenticeships, Surgical First Assistance (SFA) and specialty qualifications
- ◆ We have had a second MAKO Robot installed
- ◆ Our Pathology UKAS inspection achieved an excellent report with no non-conformances.

Cardiff & Vale Hospitals

About the hospitals

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

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

Located in the tranquil setting of Hensol, our Vale hospital has 28 beds, two state-of-the-art theatres, and a minor operations suite located at Cardiff Bay Hospital.

We specialise in orthopaedic joint replacement, spinal surgery, ophthalmology, urology, gynaecology and general surgery. And our aim is to ensure that patients receive the highest quality of care and first class treatment.

Voice of the customer score

96%

Patient satisfaction with their experience at our hospital



“I am proud of the huge progress at our two hospitals in Wales. We have grown our team and their knowledge and skills, to maintain delivery of a high quality and patient sensitive service in world class facilities.”

Melanie Webber Maybank
Matron

Regulated and quality checked by



Highlights and accreditations

- ◆ Cardiff & Vale were the first private hospitals in Wales to offer MAKO joint replacements and have completed over 100 of these procedures within the first year
- ◆ Cardiff & Vale continue to demonstrate high standards of ophthalmic care in a high volume service
- ◆ Our Matron has been selected to be a Welsh NMC board member
- ◆ Both hospitals have received unannounced HIW inspections and received outstanding feedback across all areas of the service.

Cheltenham Hospital

About the hospital

Situated in Regency Cheltenham, on the edge of the Cotswolds, Nuffield Health’s hospital has been part of the local community for decades, relocating to its current site in 2000. The hospital offers modern medical facilities and technology, to treat a wide range of conditions.

A full range of clinical and surgical specialities 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.

We have 32 beds, three theatres, a dedicated minor procedures room, and ENT consultation suite. Diagnostic services include X-ray, MRI, CT, mammography, ultrasound and DEXA scanning. There is also a dedicated physiotherapy suite, with gymnasium and studio offering specialist support and post-operative rehabilitation. The hospital has an excellent reputation and is proud of its extremely low infection rate record.

Voice of the customer score

93%

Patient satisfaction with their experience at our hospital



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

Andrea Scott
Matron

Quality inspection rating

Inspected and rated

Good

CareQuality Commission

Highlights and accreditations

- ◆ Joint Advisory Group (JAG) accredited for high-quality gastrointestinal endoscopy services
- ◆ Recognised leading sports medicine care in partnership with local football and premiership rugby teams at our hospital
- ◆ National Joint Registry (NJR) Quality Data Provider Award for 2021/22.

Chester, The Grosvenor Hospital

About the hospital

Nuffield Health’s Chester Hospital, The Grosvenor, has been the city’s leading private hospital since 1975. Our dedicated team of expert consultants, clinicians and nurses deliver a comprehensive range of treatments and specialist services in the areas of orthopaedics, ophthalmology, cosmetic surgery and general surgery.

We also partner with Pheonix Health to offer weight loss surgery, delivering the highest standards of bariatric surgery and post-operative aftercare, with the best interests of our patients at heart.

In 2018, we completed a major refurbishment to our hospital, delivering two state-of-the-art operating theatres, and a new day-case suite, offering cataract surgery, minor operations, endoscopy procedures, and pain management treatment. We offer a full range of diagnostics, including static MRI and CT scanning. Our excellent hospital facilities include physiotherapy and an on-site gym.

With dedicated, highly trained, teams, we pride ourselves on maintaining the highest levels of patient care to encourage a full and speedy recovery.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



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

Melanie Dewart
Matron

Quality inspection rating

Inspected and rated

Good

CareQuality Commission

Highlights and accreditations

- ◆ Consistently outstanding patient satisfaction feedback referring to great quality and care provided
- ◆ Supporting and collaborating with our local NHS trusts with waiting lists
- ◆ Continuation of our staff development through the leadership programme and Nursing associate and Operating department practitioner training
- ◆ On site fitness and wellbeing gym supporting our patients.

Chichester Hospital

About the hospital

Opened in 1992, and situated on the outskirts of the city, Chichester Hospital has an excellent reputation for the delivery of a wide range of services and treatments, with a surgical focus on orthopaedics, urology, gynaecology, ophthalmology and general surgery.

Purchased by Nuffield Health in 2000, the hospital currently has 30 beds, on two floors, and two laminar flow operating theatres, alongside a JAG accredited endoscopy unit, minor procedure room. It also has a suite of outpatient consultation rooms, minor operation treatment rooms, and a dedicated gynaecology suite offering a one-stop service for suitable patients.

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

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



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

Alison Long
Matron

Quality inspection rating



Highlights and accreditations

- ◆ Chichester continues to provide outstanding care to support private and NHS patients in the area
- ◆ National Joint Registry (NJR) Quality Data Provider Award for 2021/22
- ◆ Digitalisation of our X-ray department has enabled us to offer exceptional quality images.

Derby Hospital

About the hospital

Nuffield Health’s Derby Hospital is set in beautiful grounds and has served the local community with quality healthcare for nearly 40 years.

Offering a comprehensive range 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 services and treatments. It specialises in orthopaedic and spinal surgery, general surgery, gynaecology surgery, ENT, ophthalmology and cataract surgery, oncology, and cosmetic surgery. It also offers varicose vein removal treatments.

We have 38 beds and three operating theatres, along with a recently refurbished outpatient department, a minor operations suite, and a dedicated oncology unit. The hospital also has a full range of diagnostics, including on-site CT and MRI scanning.

Our highly trained teams are focused on creating a relaxed and caring environment to encourage speedy recovery and the ongoing wellbeing of our patients.

Voice of the customer score

94%

Patient satisfaction with their experience at our hospital



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

Collette Orme
Matron

Quality inspection rating

Inspected and rated

Good

Highlights and accreditations

- ◆ Awarded the Macmillan Quality Environment Mark for our cancer services and we have also gained Macmillan Adoption status
- ◆ Joint Advisory Group (JAG) accredited for high quality endoscopy services
- ◆ Getting it Right First Time (GIRFT) assessed as an exemplar site for orthopaedic surgery.

Edinburgh Hospital

About the hospital

Nuffield Health’s Edinburgh Hospital, formerly the Edinburgh Clinic, was founded in 2008. It is a private day-case hospital offering fast access to appointments for outpatient consultations. We have eight consulting rooms, on-site diagnostic imaging, and day-case surgical treatments, including ophthalmology, orthopaedics, vascular surgery, X-Ray and DEXA scanning, physiotherapy and health screening.

Working with over 80 consultants and other specialists in the local area, we aim to create a unique, quality clinical environment, with our patients at the heart of our service. Many of these healthcare professionals also work in NHS Scotland, and are leaders in their field. We employ more than 50 hospital staff, including highly experienced nurses. All our people are on-hand to help patients get the best from their healthcare experience with us.

We aim to provide first-class independent healthcare for the local community in a safe, comfortable and welcoming environment.



“As one of the newest members to the Nuffield family, we are fast establishing ourselves in the community as an organisation that prides itself in the pursuit of clinical excellence.”

Justin Du Plessis
Director of Clinical Services

Inspected and rated **GOOD** by



Highlights and accreditations

- ◆ The Association for Perioperative Practice (AfPP) Re-accreditation
- ◆ Being a continued support to our NHS colleagues in assisting them with their surgical and diagnostic imaging waiting lists
- ◆ Successful integration into the Nuffield Health Family following acquisition.

Exeter Hospital

About the hospital

Nuffield Health’s Exeter Hospital is a leading private hospital in Devon, located just minutes from Exeter city centre. Our dedicated staff and consultants offer rapid access to expert treatment and personalised care.

Over 50% of our inpatient activity is orthopaedic surgery and some of the top orthopaedic surgeons practise with us, providing the best care to those undergoing hip, knee, spinal, shoulder or foot and ankle operations. We have two laminar flow theatres, a hybrid theatre which is also a modern cardiac catheterisation facility and an endoscopy suite.

With around 150 consultants from various specialities, we offer diagnostics and surgery in other specialities including cardiology, dermatology, endoscopy, ophthalmology, ENT, gynaecology, plastics and general surgery. Our busy outpatient department also accommodates three modern treatment rooms for minor procedures.

Our consultants are supported by state-of-the-art in-house radiology, pathology, pharmacy, physiotherapy and wellbeing services.

Voice of the customer score

94%

Patient satisfaction with their experience at our hospital



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

Ian Harvey
Matron

Quality inspection rating

Inspected and rated

Good



Highlights and accreditations

- ◆ Excellent feedback from patient satisfaction survey
- ◆ Leading the way, with training apprentices across a variety of roles
- ◆ Successful reformation of Patient Focus Group, following the pandemic.



Glasgow Hospital

About the hospitals

Nuffield Health's Glasgow Hospital opened in 1984 and has been meeting the healthcare needs of the city of Glasgow and surrounding areas for over 45 years. We provide our valued patients with a personalised service, and the highest standards of clinical excellence.

Our reputation for excellence sees people travel the length and breadth of Scotland to access our renowned medical services. We provide a broad spectrum of treatments and surgeries including orthopaedic surgery, spinal surgery, general surgery, eye care, urology, ear nose and throat, weight loss surgery, cosmetic treatments, women's health, and neurology.

We have 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. Our outpatient's department has diagnostic suites for cardiology, audiology and an eye centre.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



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

Sharon Campbell
Matron

Inspected and rated GOOD by



Highlights and accreditations

- ◆ New Hospital Director appointed in 2023
- ◆ Ambulatory Unit has opened and commenced work within ophthalmology specialties
- ◆ Mole map purchased to support ongoing development of outpatient services
- ◆ Ear, nose and throat (ENT) grommets transitioned from theatres to the outpatient department.

Guildford Hospital

About the hospital

Opened in 1999, Nuffield Health’s Guildford Hospital provides high-quality healthcare for the people of Guildford and the surrounding areas of Surrey and Hampshire.

We work with leading consultants offering a range of services and treatments for preventing, diagnosing and treating various medical conditions. Our special focus is on orthopaedics, oncology, urology, cosmetic surgery and paediatric care. We also offer rapid access ‘one stop breast clinics’, using state-of-the-art imaging technology, providing same day results to ease concerns. We recently launched our ‘one stop back pain diagnostic clinic’ to help diagnose back pain faster, and help people recover sooner.

Our highly trained teams provide care on an individual basis, with the aim of creating a safe and welcoming environment to encourage speedy recovery and wellbeing.

We have 50 beds, four operating theatres, including a dedicated digital theatre, 16 consulting rooms, and offer a wide range of diagnostic services.

Voice of the customer score

91%

Patient satisfaction with their experience at our hospital



“The Guildford team always do 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
Matron

Quality inspection rating

Inspected and rated

Good

Highlights and accreditations

- ◆ Our Infection Prevention team has worked hard to achieved the standards required to be awarded the Aseptic Non Touch Technique (ANTT) silver award
- ◆ National Joint Registry Quality Award (NJR) 2021/22
- ◆ Development of a breast care specialist nurse service to support our one-stop breast clinic, providing more patients with care throughout their journey
- ◆ Upgrade to CT scanner and expanding Outpatient Radiology to seven-day offering.

Haywards Heath Hospital

About the hospital

Nuffield Health’s hospital in Haywards Heath, situated close to the main line train station, has become an established part of the local community, providing first class, consultant-led, healthcare.

The hospital offers a wide range of medical, surgical and diagnostic services.

We are proud to be the first hospital in Sussex to offer robotic-assisted surgery for patients requiring knee replacement surgery, with the introduction of the NAVIO surgical system. This complements our specialist focus on orthopaedics and spinal conditions, sports injuries, and eye care.

All our people are highly trained in providing clinically effective healthcare on an individual basis, with an overall aim of creating a caring environment that encourages swift recovery and wellbeing.

Our hospital offers 26 beds, three theatres, along with eight consulting rooms, a minor operations suite, and a 3T MRI, which provides more detailed images than a standard MRI, helping radiologists see more structures inside the body.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



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

Kathi Jackman
Matron

Quality inspection rating

Inspected and rated

Good

CareQuality Commission

Highlights and accreditations

- ◆ ‘The Green Team’ is a committed, driven, and passionate group of employees focused on delivering sustainability projects to protect our future
- ◆ Along with our hospital in Brighton, we’re the first two sites to develop and grow the dual site model of future working. By coming together collaboratively, we can increase our potential to grow business opportunities
- ◆ We’re committed to the development of our teams across the hospital, and have several people enrolled on apprenticeship programmes.

Hereford Hospital

About the hospital

Nuffield Health’s Hereford Hospital was formerly known as the Wye Valley, and is situated half a mile from Hereford city centre. A modern hospital, it offers an exceptional healthcare service to the community, both within and beyond the county of Herefordshire.

Offering a wide range of first-class medical and surgical services, performed by expert consultants, specialisms include ophthalmology, orthopaedics and cosmetic surgery. Access to our own onsite X-Ray services, including ultrasound, CT and MRI scanning, provides patients and consultants with a first rate diagnostic service.

We have 20 beds, two operating theatres, an onsite pharmacy, and physiotherapy and hydrotherapy. Constantly investing in new facilities, we recently refurbished our day care suite, as well as opening a new mammography unit.

Our highly trained teams provide care on an individual basis, with the overall aim of creating a caring environment across the hospital, to encourage speedy recovery and wellbeing.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



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

Lizzie Green
Matron

Quality inspection rating

Inspected and rated

Good



Highlights and accreditations

- ◆ We continue in our support of the local NHS trusts waiting lists
- ◆ We maintain low rates of surgical site infections
- ◆ We are embracing the Nurse Associate programme to provide development opportunities within the Hospital.

Highgate Hospital

About the hospital

Nuffield Health’s Highgate Hospital Nuffield Health’s Highgate Hospital was established in 1980 and is located in leafy north London, just a few steps from Hampstead Heath.

The hospital is committed to delivering outstanding healthcare to the local community and surrounding areas. Working with over 200 of London’s most experienced consultants and specialists, many of whom are leaders in their field, we offer a range of services, including specialist orthopaedic treatments, gynaecology and women’s health. A flexible private GP service is available six days a week, during the day and evening.

Facilities include 32 beds, five operating theatres, six recovery bays, a dedicated JAG accredited endoscopy suite, 15 outpatient consulting rooms, and a minor operations suite. The hospital has an in-house pharmacy, and physiotherapy and imaging departments.

We pride ourselves on high standards of nursing care and continually invest in the latest medical technology, our people, and our training and facilities.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



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

Branislav Topalovic
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good

CareQuality Commission

Highlights and accreditations

- ◆ Awarded The Association for Perioperative Practice (AfPP) accreditation
- ◆ Awarded National Joint Registry (NJR) Quality Data Provider
- ◆ Introduced infection wound surveillance for all implant procedures, which allows us to monitor and report compliance
- ◆ Launched bi-weekly staff newsletter aiming to promote open culture, effective communication, and engagement
- ◆ Put in place third party service level agreement (SLA) for delivery of NHS patients’ cataract surgery
- ◆ Introduced email address for patient feedback, to support efficient response and communication.

Ipswich Hospital

About the hospital

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

We are an acute hospital with 35 bedrooms and over 100 consultants, providing private practice within a range of specialties, including eye care, cosmetic surgery, gynaecology, orthopaedic, urology and men’s health.

Facilities include four main operating theatres, two with laminar flow, and one JAG accredited endoscopy theatre, as well as 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.

The highest levels of service and comfort are offered to our patients, within a calm and welcoming environment.



“Our staff’s passion and commitment to provide outstanding patient care is our greatest strength and is reflected in consistently positive patient feedback.”

Sam Bower
Matron

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital

Quality inspection rating

Inspected and rated

Good

Highlights and accreditations

- ◆ Joint Advisory Group (JAG) accreditation achieved for our Endoscopy service in May 2022
- ◆ National Joint Registry (NJR) Quality Data Provider Award for 2021/22
- ◆ Safe reduction of length of stay for joint replacement surgery to 2 days
- ◆ Our first Nurse Associate qualified in March 2023 after completing one of the many clinical apprenticeships on offer to our staff
- ◆ The hospital celebrated 25 years of serving our community.

Leeds Hospital

About the hospital

Nuffield Health’s Leeds Hospital, based in the heart of the city centre, is Yorkshire’s largest private hospital.

With the backing of our Critical Care Unit, we are able to undertake complex surgery such as cardiac, weight loss, spinal and neurosurgery. We also specialise in more traditional treatments including orthopaedics, women and men’s health, sports injuries, and cosmetic surgery.

The hospital has 80 beds, and an eight-bedded Critical Care Unit, six operating 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 a comprehensive diagnosis for patients. A rapid access breast clinic, allows for quick results, and treatments.

The hospital takes pride in providing excellent patient care and a personalised service every time, with the highest clinical standards.

Voice of the customer score

93%

Patient satisfaction with their experience at our hospital



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

Elizabeth Munyanyi
Matron

Quality inspection rating



Highlights and accreditations

- ◆ CQC outstanding
- ◆ Operates six theatres and an eight-bedded Critical Care Unit
- ◆ Provides complex surgeries including cardiac, neuro and liver specialities
- ◆ Actively promoting apprenticeships and staff development
- ◆ Three Freedom to Speak Up Guardians, and Mental Health First Aiders are available at the hospital.

Leicester Hospital

About the hospital

Nuffield Health’s Leicester Hospital, in Leicestershire, was founded in October 1970 and originally known as ‘The Leicester Clinic’. The hospital moved to its current, larger, site in 1990 in order to meet increased customer demand for its clinical services.

The hospital offers a comprehensive range of treatments and services, using the most up to date technological medical equipment that supports delivery of clinically effective healthcare. It has an excellent reputation for a wide range of surgery and treatments, including orthopaedics, ear nose and throat (ENT), cosmetic surgery, paediatrics, women’s health, physiotherapy and sports injuries, as well as general surgery.

A recent £4 million refurbishment has made the excellent facilities and services even better. We have 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 to our skilled consultants and patients, including CT and MRI scanning.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



“We have an amazing team who deliver outstanding care and an exceptional experience to our beneficiaries, who are at the centre of everything we do. We work together to ensure that sustainable practices are embedded in the hospital.”

Gill Milward
Roving Matron

Quality inspection rating

Inspected and rated

Good

Care Quality Commission

Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Data Provider Award for 2021/22
- ◆ Consultant anaesthetist pre-operative assessment clinic
- ◆ Supporting staff development through apprenticeships
- ◆ Excellent Child and Young Persons provision.

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 40 years.

Our specialist consultants are all leading experts in their medical field. Areas of speciality include orthopaedic and spinal surgery, men and women’s health, ophthalmology and cosmetic surgery. We also provide a wide range of outpatient services and diagnostic scans.

We constantly invest in our modern hospital, to ensure we are providing first-class medical facilities and services. In recent years, we have spent over £1.5m on state-of-the-art diagnostic equipment, including MRI and CT scanners. Facilities include 18 outpatients-consulting rooms, including an ophthalmic suite. We have 27 beds, eight day-case bays, three operating theatres, as well as radiology, pathology and physiotherapy departments.

We demand exceptional standards of care for our patients and aim to provide every patient with quality healthcare.

Voice of the customer score

94%

Patient satisfaction with their experience at our hospital



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

Caren Morrison
Matron

Quality inspection rating

Inspected and rated

Good

CareQuality Commission

Highlights and accreditations

- ◆ Recruitment and development of many new ward staff during 2022
- ◆ Hospital celebrates 50 years of service in 2023
- ◆ Wide range of surgical procedures undertaken in outpatients making it an easier pathway for patients.

North Staffordshire Hospital

About the hospital

Nuffield Health’s North Staffordshire Hospital was opened in 1978. The hospital is now a modern purpose-built, well-equipped, healthcare facility with 39 onsite bedrooms. It has three operating theatres, a busy outpatient department, and offers physiotherapy, pathology and diagnostic imaging, along with inpatient services.

With an excellent reputation for clinical care, expertise, and an efficient, friendly team, we provide a variety of services covering medical and surgical specialities, including orthopaedic and oncology. CT and MRI scanning provides rapid diagnostics. Our established clinical and administrative teams make the hospital a safe and effective choice for patients. 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 our sister hospital in Wolverhampton, consultations, diagnostic testing and assessments are carried out here at North Staffordshire, with chemotherapy treatments provided by Wolverhampton.

Voice of the customer score

91%

Patient satisfaction with their experience at our hospital



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

Lisa Steel
Matron

Quality inspection rating

Inspected and rated

Good

CareQuality Commission

Highlights and accreditations

- ◆ Introduced Nuffield Health’s new patient electronic record system, facilitating greater safety and efficiency through improved communication, and availability of comprehensive patient records, enabling healthcare professionals to view our patients’ entire pathway
- ◆ Introduced a new, more efficient, telephone system which improves the patient and visitor experience by allowing us to be more responsive
- ◆ Upgraded our pre-operative patient pathway meaning the pre-assessment pathway begins as soon as a treatment decision is made, ensuring greater patient safety.

Nuffield Health at St Bartholomew’s Hospital

About the hospital

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

The hospital specialises in cardiac surgery, cardiology, orthopaedics, cancer care, and women’s health. Twenty-six consultation rooms, four advanced operating theatres and a wide range of diagnostic and physiotherapy suites are just some of the facilities and services available, along with 55 beds, including seven intensive care, and a diagnostic suite with MRI, CT and ultrasound.

Our 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.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



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

Victoria Pangratiou
Matron

Highlights and accreditations

- ◆ Treating each patient as an individual and personalising their health care journey every step of the way
- ◆ To provide quality care and have quality outcomes every single time
- ◆ To have a culture where we all feel empowered to do the right thing, all the time
- ◆ We are proud to support Barts Health NHS Trust
- ◆ We are proud to be the first independent hospital in London to provide Cardiac rehabilitation across the entire patient pathway.

Oxford, The Manor Hospital

About the hospital

Nuffield Health’s Manor Hospital, Oxford, was purpose built, and opened in 2004. It is the largest hospital in the Nuffield Health Group, and has gained an international reputation for excellence in healthcare. It offers patients a premium service in neurosurgery, cardiac care, orthopaedics, and oncology.

Facilities include six surgical theatres, all of a high specification, a cath lab, interventional radiology, 64 beds, supported by a four bedded intensive care unit, and a six bedded PACU. There are two minor procedure suites for day-case and outpatient surgery, a radiology unit including mammography, ultrasound, MRI and CT scanning.

Our 370-strong team of qualified medical staff has practicing privileges drawn predominantly from substantive NHS positions within the Oxford region. Our consultants, and administrative and clinical teams take great pride in providing the finest medical and nursing treatments to our patients, in a clean and comfortable environment, dedicated to delivering safe and compassionate care.

Voice of the customer score

90%

Patient satisfaction with their experience at our hospital



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

Corinne Bailey
Matron

Quality inspection rating

Inspected and rated

Good

Care Quality Commission

Highlights and accreditations

- ◆ Our cancer services have been awarded the Macmillan Quality Environment Mark
- ◆ CQC inspection in 2022 with an overall rating of “Good”
- ◆ National Joint Registry (NJR) Quality Data Provider Award for 2021/22
- ◆ Actively promoting apprenticeships and staff development

Parkside Hospital

About the hospital

Nuffield Health’s Parkside Hospital was established in 1983 and is located in Wimbledon, south west London. The hospital offers both elective and emergency surgical services, medical and oncological treatments.

The hospital has 82 beds, including five high-dependency, with associated diagnostic and treatment facilities, which enhance a holistic service. Services to support our patient pathways include a physiotherapy department and hydrotherapy pool, a UKAS accredited pathology laboratory, dedicated JAG accredited endoscopy suite and day unit, a one stop breast cancer screening service, 38 outpatient consulting rooms, two onsite pharmacies, plus access to a full range of diagnostic services – MRI, CT, digital mammography, ultrasound and X-ray.

Over 400 consultants and other specialists work with the hospital, many of who are leaders in their field and also work in the NHS. We also have over 360 people, including highly experienced nurses, all dedicated to making sure patients receive the best care and treatment.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



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

Liz Dowling
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good

 CareQuality Commission

Highlights and accreditations

- ◆ We joined Nuffield Health in June 2022 and have worked to embed the Charity’s Infection Prevention standards, making changes to our practices where needed
- ◆ Reduced complaints by 25% by providing staff with ongoing support and training focused on solving concerns in real time
- ◆ De-escalated COVID-19 precautions throughout the hospital, while maintaining a safe environment for our patients, colleagues and visitors.

Plymouth Hospital

About the hospital

Since 1971, Nuffield Health’s Plymouth Hospital has built an excellent reputation of providing first class clinical care, expertise, and efficient, highly trained, professional staff. The hospital is located on the northern outskirts of Plymouth, adjacent to the local NHS teaching hospital.

We offer a wide range of surgical specialties, with focus in the areas of orthopaedic surgery, ophthalmology, plastic surgery and diagnostic imaging. Facilities include three operating theatres, 37 beds, two high dependency beds, and a four bedded endoscopy recovery room adjacent to the dedicated JAG edoscopy unit. The busy outpatient department includes a minor operating room, physiotherapy, and clinical imaging unit, with MRI and CT scanning capabilities.

A Patient Focus Group meets 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, and our ambition to ensure a positive patient experience.

Voice of the customer score

96%

Patient satisfaction with their experience at our hospital



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

Shannon Oxenham
Matron

Quality inspection rating

Inspected and rated

Good

CareQuality Commission

Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Data Provider award for 2021/22
- ◆ Over 20,000 NHS patients treated during the pandemic when the Minor Injuries Unit and Oncology services were relocated from local trust
- ◆ Strong links with Plymouth University Medical School, Radiology Academy and School of Nursing
- ◆ Joint Advisory Group (JAG) accredited Endoscopy service
- ◆ Consistently high patient satisfaction survey results.

Shrewsbury Hospital

About the hospital

Nuffield Health’s Shrewsbury hospital is situated close to the town centre, in a well equipped, purpose built building. It has 30 beds, three operating theatres, an endoscopy suite, and a comprehensive outpatient department, which includes physiotherapy and diagnostic imaging. Our diagnostic suite includes X-ray, ultrasound, MRI and CT scanning facilities. We also have an on-site pharmacy, and offer a wide range of additional diagnostics.

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

All our teams are highly trained in providing care on an individual basis, with then overall aim of creating an environment that enhances recovery and supports wellness.

Voice of the customer score

94%

Patient satisfaction with their experience at our hospital



“I am proud to be Matron at Shrewsbury. The services our Hospital provides continue to grow and our exceptional teams are dedicated to providing excellent patient care.”

Pippa Parry
Matron

Quality inspection rating



Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Data Provider
- ◆ Launched our DEXA scanning service in conjunction with osteoporosis treatments
- ◆ Continue to promote staff development and apprenticeships
- ◆ Launched Trakcare (Nuffield Health’s new electronic patient record system), which was well embraced by all staff
- ◆ Introduced virtual Joint School for all joint replacement patients, comprising slideshow and interactive Q&A session.

Taunton Hospital

About the hospital

Nuffield Health’s Taunton Hospital opened in 1974 as a small private unit, to serve the local community. It is now established as one of the leading providers of private healthcare in the South West region.

Over the last 48 years, the hospital has built a reputation for clinical excellence and outstanding patient care. We are constantly investing in our modern hospital. With three state-of-the-art ultra clean air operating theatres, and an endoscopy suite, we offer a wide range of surgical services and treatments.

We have 41 beds and a Healthstyle suite that caters for some cosmetic, dermatology, and other procedures that don’t require a general anaesthetic.

Areas of specialty include orthopaedic and spinal surgery, ophthalmology, dermatology, bariatric treatments, general surgery, and diagnostic imaging. We also offer a Private GP service, as well as women and men’s health clinics. Our highly experienced consultants and dedicated nursing team ensure our patients receive the best care possible.

Voice of the customer score

96%

Patient satisfaction with their experience at our hospital



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

Heidi Finney
Matron

Quality inspection rating

Inspected and rated

Good

Care Quality Commission

Highlights and accreditations

- ◆ National Joint Registry (NJR) Quality Data Provider award from 2021/22
- ◆ Strong collaboration with local NHS Trust, working together to reduce waiting lists within the local health system
- ◆ Introduction of Women’s Health delivered through connected services
- ◆ Consistently high Patient Satisfaction results.

Tees Hospital

About the hospital

Nuffield Health’s Tees Hospital is a leading provider of healthcare in the North East, proudly serving Stockton-on-Tees, Darlington, Middlesbrough and surrounding areas since 1981. We are conveniently located and attract patients from further afield, including York and Cumbria.

Our friendly, well-equipped, hospital has built a reputation for outstanding levels of patient care. In 2014, we underwent a major refurbishment, which included improvements to the décor, flooring and furniture for patient bedrooms, consulting rooms, main reception and associated areas.

Specialist areas of treatment include orthopaedics, spinal and vascular surgery, eye care, and cosmetic surgery. In addition, we have a full range of diagnostics, including a state-of-the-art mammography machine, CT and MRI scanners.

Facilities include a spinal unit, eight outpatient-consulting rooms, a physiotherapy suite, on-site pharmacy, imaging department, pathology department, and nurse-led pre-assessments.

We are committed to personalised care for all our patients, delivered by our highly trained and attentive teams.

Voice of the customer score

96%

Patient satisfaction with their experience at our hospital



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

Maggie Harris
Matron

Quality inspection rating

Inspected and rated

Good

CareQuality Commission

Highlights and accreditations

- ◆ Strong engagement with Primary Care practitioners in the local area delivering education to a broad range of healthcare professionals
- ◆ Consistently high levels of patient satisfaction
- ◆ Key provider of NHS services to the local population collaborating with local trusts and CCG to meet the health needs of Teesside
- ◆ Strong commitment to staff development through a range of leadership and vocational programmes.

The Holly Hospital

About the hospital

Nuffield Health’s The Holly Hospital is located in Buckhurst Hill on the borders of London, Essex and Hertfordshire, in the midst of Epping Forest, and is one of the South East of England’s leading private hospitals.

Renowned locally for our high standards of patient care and friendly atmosphere, the hospital provides a wide range of services including outpatient clinics, and treatment in most specialties. These include cardiology, ophthalmics, gynaecology, general medicine and surgery, oncology, orthopaedics, paediatrics and urology. In addition, we provide diagnostic imaging, chemotherapy, a private GP service, pharmacy, pathology and sterile services for patients, the local community and other healthcare organisations.

We work with more than 260 of the most experienced consultants and specialists in the country. The hospital has 42 beds, day care and chemotherapy suites, oral surgery and dentistry suite, as well as 24 outpatient-consulting rooms. There is also a physiotherapy and sports centre.

Voice of the customer score

96%

Patient satisfaction with their experience at our hospital



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

Lizzie Green
Director of Clinical Services

Quality inspection rating

Inspected and rated

Good

CareQuality Commission

Highlights and accreditations

- ◆ On our last CQC Inspection we are rated overall as Good with Outstanding for ‘Well-led’
- ◆ We are proud of our zero hospital infection rates for MRSA bacteraemia and zero pressure ulcers
- ◆ We have The Association for Perioperative Practice (AfPP), UKAS and Macmillan accreditation
- ◆ Our patient satisfaction rate is consistently over 96%

Tunbridge Wells Hospital

About the hospital

Nuffield Health’s Tunbridge Wells Hospital opened in 1968 from funds raised by the local community. It’s now an established leader in private healthcare across the Kent region, having built a strong reputation for providing the highest standards of clinical excellence.

Working with industry-leading consultants, we offer a wide range of services and treatments. The most up to date technological medical equipment complements our exceptional facilities, to deliver fast, effective and efficient healthcare treatments.

We are a centre of excellence for orthopaedics, and provide robotic assisted knee surgery. The hospital also focuses on paediatric care, oncology, urology, general and cosmetic surgery. We have 40 beds, with a dedicated paediatric unit, three state-of-the-art theatres, a minor operations suite, a cancer care unit, physiotherapy and pathology.

All our teams are highly trained, with the overall aim of creating a caring environment to encourage a speedy recovery and overall wellbeing.

Voice of the customer score

94%

Patient satisfaction with their experience at our hospital



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

Philip Golding
Matron

Quality inspection rating

Inspected and rated

Good

Care Quality Commission

Highlights and accreditations

- ◆ Reaccredited by Macmillan Cancer Support for our outstanding oncology services
- ◆ Uploaded all required data for our first Joint Advisory Group (JAG) assessment
- ◆ Maintained excellent patient and staff satisfaction results
- ◆ Awarded National Joint Registry (NJR) Quality Data Provider
- ◆ Achieved excellent patient-led Assessments of the Care Environment (PLACE) audit outcomes.

Warwickshire Hospital

About the hospital

Nuffield Health’s Warwickshire Hospital was originally the home of an orthopaedic surgeon. Redesigned and renovated, it opened in 1981 as a private hospital and charitable trust, delivering fast, effective and efficient healthcare treatments. 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. We offer a wide range of surgical and medical services and treatments, with specialist focus on orthopaedics, spinal surgery, ophthalmology, diagnostic imaging and general surgery.

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

Our highly trained teams provide clinically effective individual healthcare, with the overall aim of creating an environment to encourage speedy recovery and wellbeing.

Voice of the customer score

93%

Patient satisfaction with their experience at our hospital



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

Heather Wood
Matron

Quality inspection rating

Inspected and rated

Good

CareQuality Commission

Highlights and accreditations

- ◆ Joint Advisory Group (JAG) accredited Endoscopy Suite
- ◆ National Joint Registry (NJR) Quality Data Provider award
- ◆ Macmillan Quality Environment Mark (MQEM) awarded to our cancer services department
- ◆ 100% Patient Satisfaction score in having ‘Confidence’ and ‘Trust’ in our outpatient team.

Wessex Hospital

About the hospital

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

The hospital specialises in orthopaedics, ophthalmology, urology, women’s health and spinal surgery. We have four modern operating theatres and an endoscopy suite, a large outpatients department, with 16 consulting rooms and the ability to undertake minor operations. We also have specialist ophthalmology facilities.

The hospital benefits from having onsite radiology, pathology, physiotherapy and hydrotherapy facilities, which enable a strong multidisciplinary approach to patient care and outcomes.

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

Voice of the customer score

94%

Patient satisfaction with their experience at our hospital



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

Rachel Harris
Matron

Quality inspection rating

Inspected and rated

Good

CareQuality Commission

Highlights and accreditations

- ◆ Developed pre-assessment multidisciplinary pathway to include anaesthetic clinic supporting a robust clinical assessment for patients at the start of their care pathway
- ◆ Recruited a Spinal Lead Nurse to support the spinal interventions and surgery clinical pathway, including a multidisciplinary framework, governance and documentation to support the process
- ◆ Our Endoscopy team achieved Joint Advisory Group (JAG) accreditation in 2023
- ◆ Commissioned dedicated Wessex Orthopaedic and Spinal unit, led by dedicated team of specialist nurses
- ◆ Worked alongside the NHS, continuing to maintain a service for patients requiring surgery.

Woking Hospital

About the hospital

Nuffield Health’s Woking Hospital, located in the leafy suburbs of West Surrey, opened in 1962, just a few minutes drive from the town’s train station, which has direct services to London. Over the last 50 years, 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, our teams are highly trained in providing care on an individual basis.

Our 27-bed hospital prides itself on providing exceptional standards of treatment and care in state-of-the-art facilities, which include two high specification operating theatres specifically designed to allow us to offer most major surgical and medical procedures. We also offer non-interventional cardiology services, a one-stop breast care clinic, rapid-access prostate screening, and an on-site physiotherapy suite and pharmacy. Areas of specialty include orthopaedic surgery, ophthalmology, gynaecology and breast care.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



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

Carole Ingleby
Matron

Quality inspection rating

Inspected and rated

Good

CareQuality Commission

Highlights and accreditations

- ◆ Maintained a stable, skilled, workforce with successful recruitment in several departments
- ◆ Expanded our imaging services with an onsite, static, MRI scanner
- ◆ Celebrated 60 years of quality service in 2022, and we’re now heading for 70!

Wolverhampton Hospital

About the hospital

Nuffield Health’s Wolverhampton Hospital originally opened its doors in 1978 and has established itself as the leading provider of private healthcare in the West Midlands, with an excellent team of highly skilled consultants and matron-led nursing staff.

The hospital provides a range of clinical services, including orthopaedics, ophthalmology, oncology, ear nose and throat (ENT), gynaecology, urology, cosmetic surgery, breast and general surgery. Clinics for men and women’s health provide expert advice and, when required, rapid access to surgery.

We have 27 beds, two operating theatres, one with a laminar flow system. We also have a minor operations treatment suite, and a purpose built oncology suite. The hospital is home to a full on-site diagnostic service, as well as 10 outpatient-consulting rooms.

All our teams are highly trained in providing patient care on an individual basis, with the aim of creating a caring environment to encourage a speedy recovery and wellbeing.

Voice of the customer score

96%

Patient satisfaction with their experience at our hospital



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

Nichola Jane Plant
Matron

Quality inspection rating

Inspected and rated

Good

Highlights and accreditations

- ◆ CQC rating ‘good’ in October 2022
- ◆ Dramatically reduced agency costs
- ◆ Joint Advisory Group (JAG) and Macmillan Quality Environment Mark accreditation gained in endoscopy and oncology respectively
- ◆ First day case arthroplasty case in February 2023
- ◆ Appointed new Hospital Director and Matron
- ◆ Resumed patient experience activity and patient forums, following COVID-19 restrictions.

York Hospital

About the hospital

Nuffield Health’s York Hospital 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 of North Yorkshire.

A comprehensive range of healthcare services is available, using the most up to date technology and medical equipment to ensure the best possible patient care and outcomes.

Specialisms include orthopaedic surgery, spinal care, men and women’s health, and cosmetic surgery. A fertility consultation clinic enables discussion with a leading gynaecologist and advanced fertility consultant, on all available options when considering treatment.

The hospital has 41 beds, three theatres ambulatory unit, and a diagnostic suite. Ongoing investment led to the installation of a digital platform for radiology diagnostic equipment, and the refurbishment of the flooring throughout the hospital.

Voice of the customer score

95%

Patient satisfaction with their experience at our hospital



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

Sally Pank
Matron

Quality inspection rating

Inspected and rated

Good

CareQuality Commission

Highlights and accreditations

- ◆ Great relationship with the NHS Trust, which has streamlined the patients’ journey
- ◆ Several members of our team achieved and concluded their apprenticeships
- ◆ Achieved National Joint Registry (NJR) certification of high standard compliance from the NJR.

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

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