



 **Nuffield Health**

**THE FUTURE OF HEALTHCARE IS HERE
MANCHESTER & THE NORTH WEST**



"A FOREWORD FROM DAVID MOBBS"

We are delighted to have this opportunity of forging a strategic partnership with Manchester Metropolitan University and to build a new multi-million pound state of the art hospital in Manchester. I am very confident that Nuffield Health and our vision of championing healthcare as it should be will be a perfect match. Our national network of health and wellbeing centres and our plan to extend this through the region will bring added value.

Our mission, to offer choice in healthcare, began in 1957 and our continuing charitable purpose is quite simply to improve the nation's health. The past decade has seen us begin the process of transforming the UK's healthcare landscape by creating and delivering our unique vision of 'joined-up' health, from prevention to treatment.



I believe the experience we have developed in fitness and wellbeing, along with our strong focus on prevention, would ideally complement your work with The Centre for Public Health Gateway and help extend the great research and development capability within your Research Institute for Health and Social Change.

Being an integral part of this strategic partnership, our people would embrace the joint vision. Our broad range of healthcare professionals - our physiotherapy network is the largest single network outside the NHS - would work with Manchester Metropolitan University to further enhance your education programme and we can confirm our commitment to help create and fund a new University Chair for Wellbeing.

This is not just about building a multi-million pound hospital it is about investing in the North West to improve the health and wellbeing of the people that live there. We clearly share a vision to drive the wellbeing agenda in the region and this partnership is the first collaborative step on this journey.

My colleagues, partners and I all very much look forward to advancing our discussions over the coming weeks and years.

A handwritten signature in black ink that reads "David Mobbs".

David Mobbs, Group Chief Executive
Nuffield Health

"A MEETING OF MINDS"

We are looking forward to developing a strategic partnership with Manchester Metropolitan University. A partnership, which will serve as a springboard to significantly improve the region's healthcare provision and make a lasting contribution not only to the economy but to the general wellbeing of everyone, who lives and works in the North West.

Building on Nuffield's existing presence at Salford Quays and with several corporate clients in the region, we are delighted to be making a significant commitment to build a new tertiary level private hospital, with fully digitalised theatres, and the latest in diagnostic equipment and state of the art technology. We are however a people organisation and our vision will only truly come to life through long-term engagement, dialogue with and support for local communities, key business partners and with both the Manchester Metropolitan University and the Central Manchester University Hospitals NHS Trust. Our healthcare facilities will complement the existing healthcare infrastructure as well as serve as hotbeds for research and development.

- Our significant experience in fitness and wellbeing and our strong focus on prevention will naturally complement your work with The Centre for Public Health gateway, providing invaluable health and wellbeing expertise to those that live in the region.
- We will work closely with your Faculty of Health, Psychology and Social Care and your Research Institute for Health and Social Change. Together we will shape and develop your students into tomorrow's local healthcare professionals. We will contribute actively to the public programmes aimed at addressing societal problems such as health inequality, promoting wellbeing and the prevention of ill health.
- We will work with you to create, develop and fund a new University Chair for Wellbeing and also fund the appropriate research programmes to support.
- Our expertise in physiotherapy will be an invaluable support for the on-going development of The Clinic at MMU.

Our physiotherapy network is the largest single network outside the NHS and several of our senior physiotherapists are renowned in their field. Steve Nawoor, Professional Head of Physiotherapy, is a regular lecturer at Keele University. We invest in supporting our physiotherapists to obtain their Masters Degree and we are forming a Nuffield Health Academy in 2014 to further support our programme of learning and CPD.



Working with and benefitting from links with academic institutions has been central to the development of our physiotherapy network and we believe opportunities exist with MMU to share:

- Learning programmes in a wide range of areas, such as acupuncture skills, report writing, safeguarding
- Expert staff for lecturing and mentorship to Nuffield Health and University physiotherapists and students
- Expertise in clinical governance, performance management and outcomes
- Insight into private sector physiotherapy care and models of funding
- Practise placements for Masters students



"A MEETING OF MINDS"

Additionally we foresee joint development in several strategic programmes:

- Joint appointments such as Research Practitioners and Lecturer Practitioners
- Practise based research projects such as M.Sc. and M.Phil / Ph.D.
- Masters programmes for Nuffield Health
- A research lab for the further study and assessment of physiotherapy
- Insight into Nuffield Health initiatives through academic affiliation and commissioned studies



Our broad range of healthcare professionals will work collaboratively and passionately to deliver our commitments.

This document sets out the vision and experience of Nuffield Health, illustrating our compatibility with MMU and reinforcing the many opportunities this unique partnership will bring.



"A UNIQUE PARTNER WITH A UNIQUE PROPOSITION"

Unlike other private healthcare providers, Nuffield Health is a UK independent not-for-profit organisation. We are solely focused on and motivated by the quality, scope and availability of the care we provide. The only people we need to please are those who use our services and our partners. Because we have no shareholders we are able to invest all our surplus back into care for patients and we can take a long-term view of how healthcare should be provided for the ongoing benefit of patients and stakeholders.

We put patients and the management of clinical risk before all else. There is an overriding need to put the patient at the centre of everything healthcare organisations do. We have embraced this and embedded The Nuffield Way of Caring. It is about quality of care, compassion and a seamless patient journey. We are the only private healthcare provider who advocates and delivers traditional matron-led care, throughout every one of our 31 hospitals.

The healthcare market has changed irrevocably. Prevention is now as important as cure. Nuffield Health, through our network of hospitals, gyms, medical centres and corporate fitness and wellbeing centres, is uniquely positioned to address this new healthcare paradigm. By fully integrating prevention and cure, we provide health consumers with a cohesive, seamless and highly personalised healthcare service. This is our unique vision. From diagnosis through to diet, our continuous cycle of care is something that only Nuffield Health can offer – practically, culturally and intellectually.



Our network includes:

- 31 hospitals
- 39 medical centres
- 65 fitness and wellbeing centres for individuals
- 196 fitness and wellbeing centres for employees

Our Fitness & Wellbeing Centres make a difference:

- We delivered 93,000 Health MOTs in 2012, up from 74,000 in 2011
- As a result, 54% of our people who use our Fitness & Wellbeing services reduced their cholesterol; 57% improved their blood pressure; and 35% lost more than 3% of their body weight

We are the UK's largest provider of corporate wellbeing with multiple blue chip clients including:

- Barclays
- HSBC
- Vodafone
- Tesco
- The Co-operative Group
- JP Morgan

"A PARTNER WITH UNRIVALLED EXPERIENCE AND EXPERTISE"

Nuffield Health has been building and managing private hospitals for over 50 years. In the last 10 years alone, we have built 10 new hospitals and undertaken 12 hospital refurbishment programmes at a total cost of £270m. This level of sustained investment is unrivalled. In 2013 alone, in the face of extremely challenging market conditions, we invested over £45m on our new 30-bed, state of the art hospital in Bristol and a refurbishment programme in our hospitals in Brighton, Brentwood and Wessex. Work also started on our new £27m five-star hospital in Cambridge, due for completion in 2015.



Every operating theatre we create in our new hospitals is fully digital, with the latest high-definition, high speed links with a hoodless canopy. These theatres provide instant access to images, high definition pictures, video capture and monitors. In addition our Bristol hospital features the latest show-case digital theatres from Storz.

Our newly commissioned Picture Archive and Communications System (PACS), which now operates across all of our hospitals, has enabled us to create a fully integrated

network including mobile MRI scanners. Ensuring that all diagnostic images and notes are easily accessible both internally and externally, facilitates specialist second opinions and remote reporting, and improves the flow of patients between healthcare locations, whether NHS or private.

All theatres will be digitally integrated, and feature digital PACS and procedure recording archives, and surgeon panels. This will be extended to include seminar- relaying facilities for lectures and training purposes. In addition, through an Advance Reporting system linked to image capture devices, we are providing endoscopy and theatre reporting and audit solutions with embedded images from procedures. This allows us to meet one of the fundamental requirements for JAG accreditation across our entire group.

We place great importance on clinical research. It is how we maintain our innovative edge. We have a very strong track record in supporting research and researchers in a variety of areas. These include cancer trials at Southampton University, the ASSERT trial and the Delta Motion study for DePuy's Total Hip Replacements. This research commitment is extended to MMU and will feature strongly in our plans.



2012 Figures:

- £645m turnover
- £460m generated in the Hospitals Division

In our hospitals in 2012:

- 500,000 people were treated
- Over 31,000 general procedures were undertaken
- Over 36,000 MRI scans were carried out
- 1,500 different treatments and procedures were offered

“A PARTNER WITH UNRIVALLED EXPERIENCE AND EXPERTISE”

Nuffield Health runs a unique and growing physiotherapy service. Outside of the NHS, Nuffield Health is the largest single employer of physiotherapists. Our physiotherapy services range from inpatient to outpatient care and managing MSK conditions to more specialist services. Our delivery model ranges from hands on care, to new remote telephone based services and class based rehabilitation.

Nuffield Health physiotherapy is uniquely underpinned by evidence based pathways, a robust clinical governance framework with a focus on outcomes and investment in the learning and development of our people.

Our service is strictly governed by a robust evidence-based approach to our clinical pathways and treatment protocols, using electronic note keeping systems and senior physiotherapists to closely manage the quality of our output. Developed in 2007 and updated in 2013, Nuffield Health's ten, evidence based pathways are based on research and cover all key musculoskeletal disorders.

The result is one of the UK's most robust and effective evidence based treatment processes for managing musculoskeletal conditions.

In 2012 Nuffield Health entered a Knowledge Transfer Partnership with the University of Brighton. The aim of this was to refresh and reformat our musculoskeletal pathways, extending them to support integrated rehabilitation and health strategies. This ensures that all MSK programmes are updated with the emerging evidence in the industry.

Based on years of data collected these protocol numbers define the average number of physiotherapy sessions needed to successfully treat any given condition (including non-musculoskeletal conditions appropriate for physiotherapy management).

In the outpatient setting we believe we offer a unique service enhanced by the fact that all our physiotherapists have psychological as well as physical management capability. All Nuffield Health physiotherapists are versed in the use of CBT methodology.

Nuffield Health employs an increasing number of Advanced Level Physiotherapists who are able to offer a highly skilled assessment and management programme for more complex presentations. These clinicians have at least 8 years post graduate experience and most have an M.Sc in the field of musculoskeletal physiotherapy. Specialist Practice physiotherapists operate in a clinical area beyond the scope of a regular musculoskeletal physiotherapist. Clinical areas covered by this network include hand therapy, women's health, vestibular rehabilitation paediatrics and aquatic therapy.

Several of our senior physiotherapists are renowned in their field and have published papers. They also offer expertise as lecturers and visiting contributors to undergraduate and Masters level programmes.

Nuffield Health's physiotherapy network includes:

- **Over 500 physiotherapists employed**
- **90 specialist physiotherapy centres**



“PUTTING PATIENTS FIRST”

As a provider of healthcare the patient is at the heart of everything we do. This is our ethos, which was best demonstrated at the outbreak of the PIP breast implant issue in 2012. Nuffield Health was the first to react by providing free of charge, full consultations and the removal and replacement of the implants. Patients expressed their appreciation of the speed with which we reacted and the comfort and security that our actions brought them.

We are leading the drive in the industry for greater patient transparency and informed choice. By championing the healthcare consumer we believe we are creating the healthcare service that patients deserve and expect. This is why we welcomed the findings and proposed remedies of the Competition Commission's investigation into the private healthcare market. This is also why we launched the Nuffield Health Promise in 2013, which guarantees fixed and transparent prices for surgical procedures and promises industry leading, lifetime after-care following surgery in the event of any complications. The Nuffield Health Promise gives patients complete peace of mind and the assurance that they will be looked after every step of the way, even after they have left one of our hospitals

Our clinical team is committed to deliver robust governance around risk, safety and quality. They perform core functions such as overseeing the General Medical Council standards, introducing and supporting revalidation and increasingly, ensuring that Nuffield Health meets and exceeds the expanding accountability requirements from the various healthcare regulators.

Strengthened by our excellent governance and risk management platform we have also embedded the unique Nuffield Health Way of Caring. It means ensuring that every patient and their relatives are placed firmly at the centre of what we do and cared for by an expert workforce. Matrons make hospitals run efficiently and, above all, hygienically. Unlike other providers, Nuffield Health has never lost sight of this. We have 31 magnificent Matrons working around the clock to ensure the comfort and safety of all patients. We believe their professionalism and pride in their work are central components to the workings of a hospital. In fact, they are the glue that holds our excellent hospital teams together. Whilst all our hospitals are very much forward thinking and innovative when it comes to technological advancements in medicine, we are still passionate about the role of Matrons.

Our commitment to quality and governance has been recognised extensively. Nuffield Health is the only private hospital provider to hold the NHS Litigation Authority (NHS LA) Level 3 accreditation. In 2012 we also won several prestigious awards for governance and risk management including The Laing and Buisson Award for Risk Management and Continuity, and the Insurance and Risk (CIR) Award for Risk Management Team of the Year. We also hold ISO 18001 accreditation for Health & Safety.



The only private healthcare provider to have achieved NHS Litigation Authority Level 3

“THE FUTURE OF HEALTHCARE IS HERE”

Nuffield Health’s strategic aim is to improve the health of the UK population. Our charitable aims are to advance promote and maintain health and healthcare of all descriptions and to prevent, relieve and cure sickness and ill health of any kind, all for the public benefit.

This is the vision that has shaped our organisation’s development into a provider of **integrated healthcare solutions** through our unrivalled network of 31 hospitals, 39 medical centres, the UK’s largest physiotherapy network outside the NHS, 65 public and 196 corporate fitness and wellbeing centres. This is the breadth and depth of expertise and experience we will bring to the North West.

Leveraging off our current footprint in region - a Medical Centre in Salford Quays and 4 corporate onsite wellbeing facilities at The Co-operative Group, Fujitsu, Vodafone and J D Williams - only Nuffield Health can join up and integrate a full range of wellbeing, diagnostic, surgical and rehabilitation services for the benefit of the local healthcare consumers and stakeholders in the North West.

As a result, we have pioneered a brand-new approach to health, acquiring gym networks, incorporating health services within them, to create Fitness and Wellbeing Centres, and using them to offer unique clinical health services to individuals and corporate clients alike.



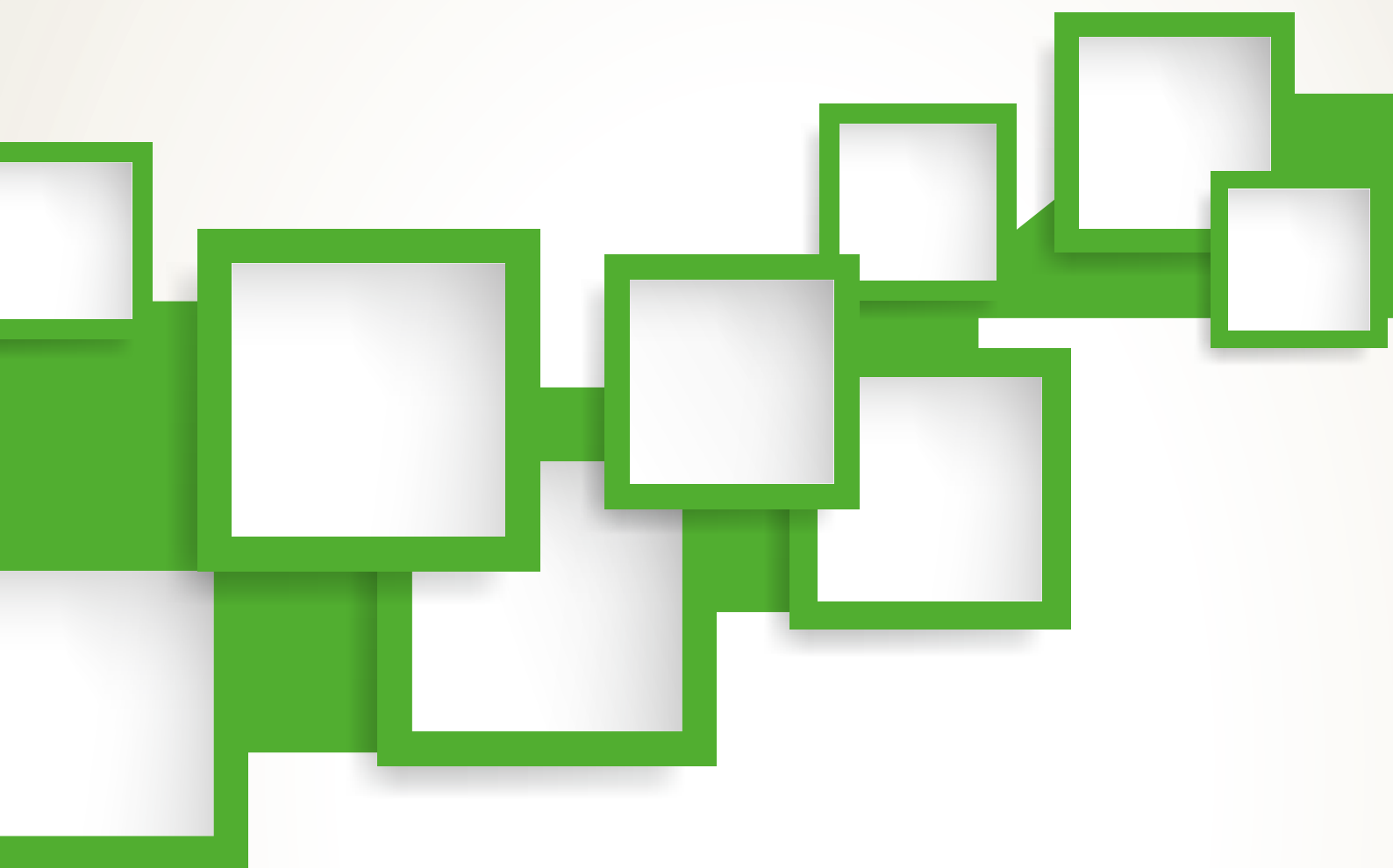
“Our partnership with MMU would bring together everything which is good about our two organisations for the benefit of the people of Manchester and beyond”

We understand that MMU’s vision is not only to provide educational and pastoral excellence but to fully support the social and economic development of the region through your expertise, research and resources. You are already a major economic contributor to the region (almost £700m) through your extensive partnerships, which are encouraging creativity and enterprise. We share your belief that an organisation needs to give back to the community in which it works and we believe passionately that our potential partnership can bring real added value to your vision, by making a difference to the health and wellbeing of the region.

Nuffield Health’s values are built around enterprise, independence, care and passion.

We combine the best disciplines of business, with the social values of charity. As a charity, our success is defined by our ability to improve people’s health. As a business, our success is driven by our customer’s long-term satisfaction. It is our passion for the health of others, that gives us the energy, dedication and commitment to help our customers improve their health and to change their lives for the better. Whatever we do, our customers health is our number one priority. Care is at the heart of our business and always has been. Our work is more than just a job to the people that work at Nuffield Health. Being warm and empathetic towards our customers and focusing on their individual needs and feelings, makes a real difference to the service we offer.

Together we will be a force for good in the region.



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