



There is a world of difference at Nuffield Health, from the range of services we provide to our financial model and corporate ethos. Each part of our business, and all 11,000 of our health experts, work together as one to ensure that everything we do has a positive impact on lives and communities. We invest in the best people and the latest technologies to deliver the highest standards of care and support to our customers... so more people choose to come to us... so we generate more income... so we reinvest more in the best people and the latest technologies... so we continue to deliver the highest standards of care and support to our customers... so more people choose to come to us... so we generate more income... so we reinvest more...

We are unique, and uniquely placed to make a world of difference to healthcare, today, tomorrow, always.

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31 hospitals and **39** medical centres



196 corporate fitness and wellbeing facilities



65 consumer fitness and wellbeing centres



1 Nuffield HealthScore™

This blueprint is an overview of our structure and services, and a visual representation of our vision of joined-up health.

Nuffield Health: a social enterprise fit for the 21st century and beyond.

FITNESS AND WELLBEING

Fitness and Wellbeing Centres
 Nurseries
 Health MOTs
 Gym Floor
 Swimming Pools
 Nuffield HealthScore™
 Group Exercise Classes
 Nutrition Advice

Physiotherapy

Experts
 Physiologists
 Nutritionists
 Nutritional Therapists
 Physiotherapists
 Wellbeing Advisors
 Personal Trainers

CORPORATE WELLBEING

Wellbeing Consultancy
 Stress Management
 Health Assessments
 Occupational Health
 Private GPs

Fitness and Wellbeing Centres

Health MOTs
 Gym Floor
 Swimming Pools
 Nuffield HealthScore™
 Group Exercise Classes
 Nutrition Advice

Physiotherapy

Experts
 Physiologists
 Nutritionists
 Nutritional Therapists
 Physiotherapists
 Wellbeing Advisors
 Personal Trainers

HOSPITALS

Experts

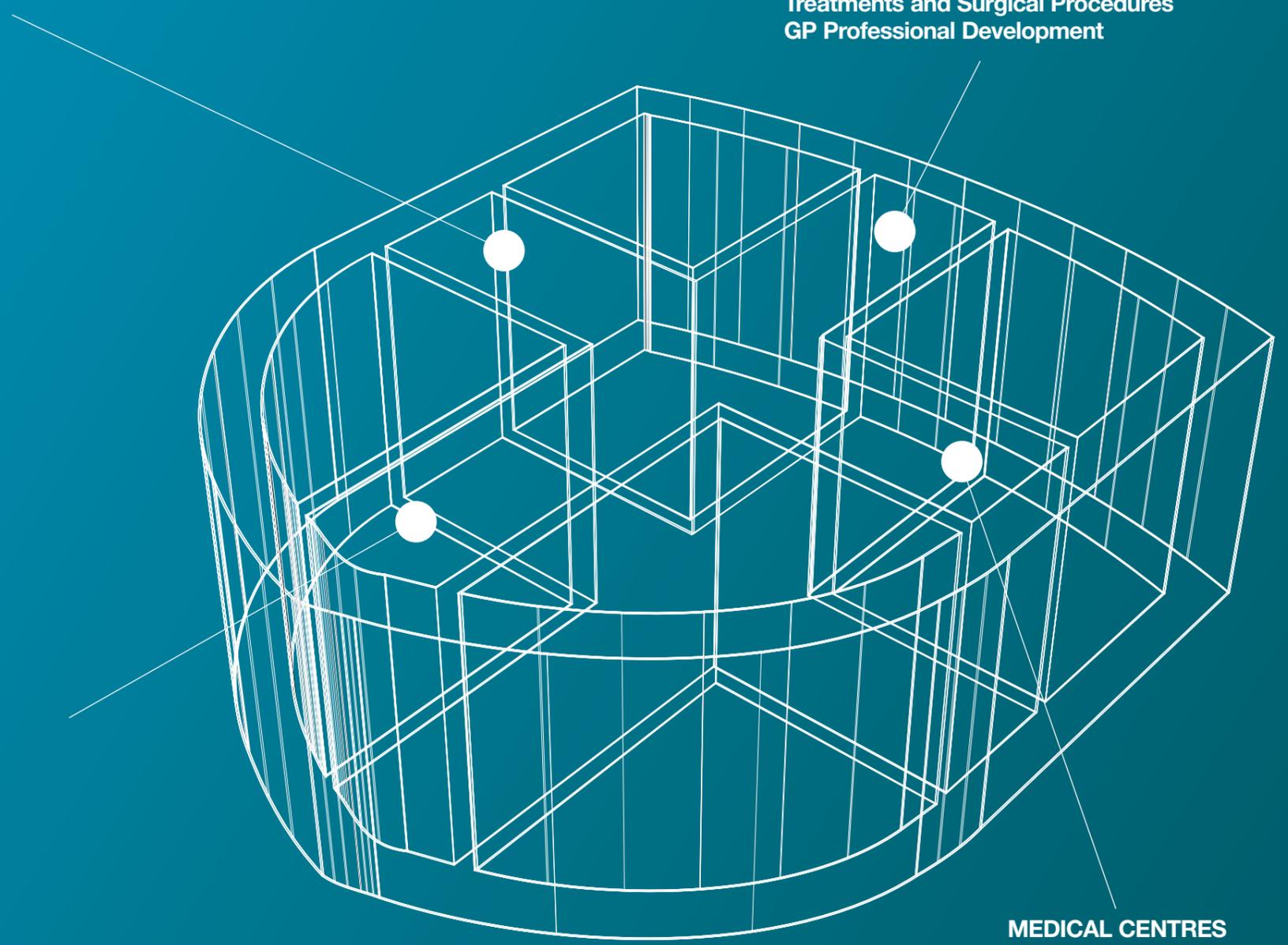
Matron-Led Care
 World Class Consultants
 Specialist Nursing Care
 Surgeons
 Physiotherapists
 Pharmacy Professionals

Tests and Scans

MRI/CT Scanning
 Mammography
 Pathology
 X-Ray

Sterile Services Division

Treatments and Surgical Procedures
 GP Professional Development



MEDICAL CENTRES

Private GPs
 Travel Clinics
 Sports' Injury Clinics
 Health Assessments
 Occupational Health
 Nutrition
 Pain Management

A blank page.

Our difference sets us apart

A blank page. You've just seen one. That's what we began with in 1957 when we were created to offer choice in healthcare as an engine of excellence. Now, as then, we don't want to do things the way they have always been done or accept the status quo just because it's established. So every day we fill in that blank page with our conception of an ideal health and wellbeing service. The reality that we have brought to life is founded in difference to maximise positive impact.

As the UK's largest healthcare social enterprise we ensure that all of our activities reflect our ethos of upholding values and taking actions that will benefit the communities we serve, and wider society. In 2007, we set out a bold new vision of 'joined-up health'. To reflect this, Nuffield Hospitals, Nuffield Proactive Health and Cannons became Nuffield Health. Our long-term goal is to evolve into the Nuffield Health and Wellbeing System, a fully functioning and nationally-accessible affordable health programme which seamlessly connects our focus and activities: prevent, assess, treat.

Our customers and patients are the core of everything we do, and our challenge is to understand their changing needs in a changing world. As such, we have designed our health delivery services and solutions from the ground up. This is what makes us such a compelling healthcare proposition for the 21st century.

We diagnose, treat and cure illness; and we try to prevent people falling ill in the first place by helping them to live healthier lifestyles. We are able to do this because we reinvest our surplus to improve our facilities, adopt the latest technologies and provide public health education. Our goal is to ensure that access to the breadth and depth of our offer is not unreasonably restricted by an individual's ability to pay. So we make a range of products and services available either at a low price or free of charge. We also provide high-quality, paid-for services to individuals, institutions and businesses. This enables us to broaden and enhance our reach and activities.

Today, Nuffield Health has more than 11,000 health experts providing medical, wellbeing and fitness services to patients, consumers and employers in our 31 hospitals, 65 fitness and wellbeing centres, 196 corporate facilities and 39 medical centres. We have close to 60 years' experience of improving the nation's health, happiness and productivity. Our ambition, though greater than ever, remains the same: to create health as it should be.



Enterprising

We are pioneers and game-changers. That means challenging traditional approaches to healthcare provision and harnessing breakthroughs in technology to satisfy the demands of the modern health consumer. We maintain an unrelenting desire to stay abreast of social, commercial, economic and cultural developments to deliver change for the better to the people and the communities that we serve. All of our property, assets and profits are dedicated to helping our patients and customers, and improving society. This is our difference.

A marked difference

Our research reveals that more than **75%** of our members who have a **Health MOT** achieve a measurable improvement in their health.

One of the UK's oldest healthcare social enterprises

Founded in 1957 as a healthcare enterprise with firm social aims, we invented the idea of choice. By giving people the freedom to choose, we instantly raised the bar for healthcare. It's a path that we are still on today. Our entire estate was for the benefit of the public, and this automatically made us a charity with the aim of improving the health of everybody in our society. We continue to encourage and enable behaviour that keeps people well, helping them to avoid preventable health problems. If they do become ill, we treat and rehabilitate them in the best way possible. It's a simple but innovative way of looking at health.

Raising funds by making charges protects our independence and provides the means to support our ambitious development programme to improve what we do and to make our services more widely accessible. As all of our income is dedicated to the people we help, each payment we receive is a donation not just to cover the cost of the benefits we deliver now, but to provide even greater benefits in the future. Nuffield Health is intimately linked to our beneficiaries: the more we invest, the more our patients and customers gain.

Give and take becomes give and give

Our scale and position in the market provides us with unique opportunities on both sides of the procurement equation. We have a significant supply chain, and one way of committing to our social enterprise agenda is by being judicious in whom we purchase from. We are also part of the supply chain of an increasing number of multinational companies.

In addition to the social improvement we deliver through our core business, we do a significant amount of 'good' internally through offering apprenticeships, running staff wellbeing programmes and creating opportunities for volunteering. We are proud to be a member of Social Enterprise UK and believe we have the business skills to benefit the broader social enterprise movement - from helping healthcare social enterprises newly spun-out of the NHS to commercialise rapidly, to advising those involved in social investment and raising capital as to the opportunities available. Thanks to our independent status and high-profile management team, we can also make an important contribution from a policy and advocacy perspective.

So whether we buy or our partners buy; whether we deliver positive impacts externally or internally; or whether we help others through sharing our experiences, we live our social enterprise commitment daily.

Scenarios for sustainable health systems

In October 2012, our Group Chief Executive, David Mobbs, was part of a World Economic Forum debate to scope a model health system for 2040. Three major themes emerged: embrace data and information to transform health and care; break the traditional delivery mould and create the opportunity for innovation to produce better professionals, outcomes and value; and empower people to manage their own health. Through a combination of programmes and innovations such as our £11 million commitment to customer management technology over the next five years; the development of the Nuffield Health Academy and Nuffield Health Way of Caring; and the launch of Nuffield HealthScore™, these global strategies are already integral to the Nuffield Health national agenda. We look ahead to act now.

Life is snakes and ladders. Until now. We're changing the game.

You have life and health goals. We have life and health solutions. Our corporate wellbeing services, fitness and wellbeing centres, Nuffield HealthScore™, and state-of-the-art hospitals and medical centres, will give you all the support you need every step of the way.

This way up.





Independent

We have no shareholders, so we are not constrained by the need to deliver profits and dividends. As a result, any surplus we have is fully reinvested in the expansion of our services in pursuit of our charitable aims. We sit beyond politics, permitting us to remain fully focused on our mission, irrespective of the party in power. Our independence also allows us to take a long-term strategic view, which is critical to the delivery of today's healthcare informed by tomorrow's needs. This means developing solutions that will enable our customers to achieve their life goals and motivate them to think about their healthcare requirements. Independence breeds innovation; and innovation transforms the healthcare landscape, for the better, for everyone.

We join the dots

Our **12**-test, **60**-minute Health MOT measures blood pressure, blood glucose levels, BMI and cholesterol, among other assessments, to provide an accurate insight into personal health and fitness. The results enable our Health Mentors and Wellbeing Advisors to give better support and recommendations to our customers. We analysed the Health MOT data taken from more than **100,000** individuals in **2012** to create a unique, national Health Map to gain local insights; and to educate and inform people about the value of fitness in improving everyday health. To see the big picture you have to make the small connections.

Our Health MOT results provide a fascinating snapshot of some of the health issues facing us as a nation. Whilst waist size may seem like a cosmetic issue, this isn't about women fitting into their skinny jeans. Rather it's an important indicator of overall health and wellbeing, particularly when taken into account with other health measurements. Experts are increasingly finding central (or abdominal) obesity, measured through waist size, to be a better indicator of obesity than BMI. The results for women highlight a worrying problem, as fat being stored around the waist can contribute to significant health issues such as breast cancer and infertility. Nuffield Health's approach is to support people to achieve their health and fitness goals, whether that's addressing their waist measurement, any particular health concerns or more general lifestyle issues. The Health MOT is a key element of this. Being part of the Health MOT programme is proven to help you lose weight, move your BMI into the healthy weight category and get your blood pressure to a healthy level.

Dr. Davina Deniszczyc, Professional Head of Physicians and Diagnostics, Nuffield Health



The future of tailored healthcare has arrived

Designed and developed in collaboration with our business partner, dacadoo, medical professionals and world-leading academic health experts, Nuffield HealthScore™ is an online tool that supports people in their quest for healthier, happier and more active lifestyles. Creating a holistic picture of general health and wellbeing by focusing on body, emotions and lifestyle, and showing people where they need to improve and change, is a revolution in tailored healthcare. Nuffield HealthScore™ also encourages users to compare their progress against that of friends, family and colleagues. Launched in January 2013 as a pilot in 19 of our fitness and wellbeing centres, more than 17,000 people have already registered with this innovative lifestyle solution.

Nuffield HealthScore™ has given me focus and motivation

Prior to using Nuffield HealthScore™ I had trained regularly, but I would go through phases where my training would decrease and become unstructured. Nuffield HealthScore™ has given me that focus and motivation. Seeing what workouts everyone else is doing is awesome, and being able to comment and have some banter just adds to the fun. I really like being able to see the amount of time spent and calories burned in different activities. This feature inspired me to get back into my martial arts' training. It motivated me to plan my week so I could attend Jiu Jitsu classes and still have a work/life balance. As a result of all of this, I entered my first competition for over 12 years and won a silver medal. Since using Nuffield HealthScore™ my HealthScore has risen dramatically, I have lost over 7kg in weight and turned back the clock on my sporting life.

Sean McBurney, 36, Leicester

All-new Health Mentor role and Fitness Academy

Nuffield Health fitness and wellbeing centres are taking innovation a step further with the creation of a new job role, the Health Mentor, to support and motivate people in realising their health goals. Undergoing extensive clinically-led training before inspiring our members to achieve sustainable positive changes in their lifestyle and wellbeing, our Health Mentors carry out Health MOTs and personalised assessments, and advise on individual HealthScore improvement. We have also developed the Nuffield Health Fitness Academy, a training platform that offers accredited training, qualifications and the support required to develop internal health experts for the benefit of our customers.

The government recommends we do 150 minutes each week of moderate physical activity. The average person does 21. Question: so how do we bridge the gap? Answer: motivation.

Our national network of fitness and wellbeing centres, and expert staff, help people to get fired-up about their health. In the workplace, our corporate wellbeing centres make it as easy as possible to step from work into health. Our Nuffield HealthScore™ solution helps people set goals and track personal progress to really give them something to aim for.

Motivating obese people to be moderately active would save the NHS at least £360 million annually on hospitalisations. Insights such as these are why we believe that inspiring people to get fit is the key to preventative healthcare. We're building different bridges.





Passionate

Being passionate about something means trying that little bit harder and pushing yourself that little bit further, without expecting anything in return. At Nuffield Health, we believe we have the best people in the healthcare business - doctors, matrons, nurses, consultants, leaders, personal trainers, nutritional therapists, physiologists, physiotherapists, everyone. Their passion to achieve and maintain excellence, and go beyond the expected to deliver health as it should be, is palpable. You can feel it in our hospitals, be part of it in our corporate wellbeing programmes, and take advantage of it in our fitness and wellbeing centres. In a 2012 survey of more than 30,000 hospital patients, 98% of respondents rated the care they had received as 'excellent' or 'very good'. It will be passion that propels us to find that missing 2%.

Nuffield HealthScore™ is built on approximately 70 million man-years of available clinical data.



That makes it the ultimate tool to empower your personal evolution.

Arrival of the fittest.



Attracting the best to provide the best

In the Nuffield Health Consultant Opinion Survey 2012, more than two-thirds of consultants prefer treating patients at Nuffield Health compared to our competitors, an increase of 13% on 2011. 78% also said that the staff at our hospitals made them want to work for Nuffield Health. We attract the best people and their skill, commitment and passion make a difference to our patients and customers at every point that they interact with us.

New lease of life

My life changed dramatically in 2002 when I slipped on a step outside the Drury Lane theatre in London and was rushed to St Thomas' Hospital for surgery on a compound fracture of my right tibia and fibula. I was then transferred to the Nuffield Health Hospital in my home town of Bristol for several more surgical procedures. My life changed again in 2010 when my hips deteriorated suddenly. Fortunately I was under the care of Mr Evert Smith who carried out my hip replacements. Thanks to his skills and excellent follow-up physiotherapy I was back on my feet in no time. Further rehabilitation included complimentary membership of the Nuffield Health Bristol Fitness and Wellbeing Centre for three months. It was a marvellous new lease of life.

Then it was three times unlucky. While on holiday in Nepal in 2011, I slipped on the damp wooden steps of the tree house I was staying in and had to have surgery in Kathmandu. On my return to England I was again admitted to the Nuffield Health Hospital in Bristol where I was relieved to be under the excellent care of Professor Atkins and the staff I had come to know. I cannot speak highly enough of the surgical, medical, nursing, catering and physiotherapy care and kindness I have received from everyone at Nuffield Health. Thank you.

Diana Pomeroy, Bristol



ABERDEEN



AYLESBURY



BARROW-IN-FURNESS



BIRMINGHAM



BISHOP'S STORTFORD



LEEDS



LEICESTER



LETCWORTH GARDEN CITY



LIVERPOOL



LONDON



BOURNMOUTH



BRENTWOOD



BRIGHTON



BRISTOL



BROMLEY



MANCHESTER



NEWBURY



NEWCASTLE UPON TYNE



NORBURY



NORTH STAFFORDSHIRE



CAMBRIDGE



CANNOCK



CARDIFF



CHEAM



CHELMSFORD



NORTHAMPTON



NORWICH



NOTTINGHAM



NUNEATON



OXFORD



CHELTENHAM



CHESTER



CHESTERFIELD



CHICHESTER



CHINGFORD



PLYMOUTH



PORTSMOUTH



READING



SHEFFIELD



SHIPLEY



COTTINGLEY



CRAWLEY



CROYDON



DERBY



DONCASTER



SHREWSBURY



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STOKE



STOKE POGES



SURBITON



EAST KILBRIDE



EDINBURGH



EXETER



FARNHAM



GLASGOW



SWINDON



TAUNTON



TEES



TELFORD



TUNBRIDGE WELLS



GOSFORTH



GUILDFORD



GUISELEY



HARROGATE



HAYWARDS HEATH



TWICKENHAM



WAKEFIELD



WARWICK



WESSEX



WEST BYFLEET



HEREFORD



HERTFORD



HULL



IPSWICH



LEATHERHEAD



WOKING



WOLVERHAMPTON



WORCESTER



YEOVIL



YORK

Nuffield Health is only 60 minutes away from two thirds

of the population. It's time for a different quality of care.

Caring

Because we are a social enterprise, we are different in tangible ways. This gives us a competitive advantage that we can translate into better quality outcomes. It means we can always put patient care before commercial gain - we don't need to generate profit for venture capitalists. Our difference is evident in the way we put people first and put in the time to care. The health and happiness of our customers and their families occupies our thoughts night and day. We work with them to help them take control of their lives. They are the heart of us.



Ahead of your curve

Innovation isn't innovation unless you're creating value for people. To support that aim you need to build an environment that encourages the generation, execution and dissemination of new ideas. If you don't create value, ideas won't spread. Innovation transforms organisations and their culture, and that concept permeates everything we do at Nuffield Health. Not in a shiny, emperor's new clothes sense, but in the conversations we have and the things we do to create a more seamless, joined-up approach to healthcare. It's innovative that we have chosen to put our patients, customers and members at the centre of all we do, rather than asking them to navigate their way around systems and services that are already in place. Our catalyst for innovation is a simple question: what do people want from healthcare? They want to benefit from a doctor with whom they have a long-term relationship, and who knows their medical and healthcare history. They want to be able to see that doctor quickly if they are unwell. They want to talk to their doctor about their diet, exercise regime, sleep patterns and stress levels, and put together an individually-tailored plan of action to keep them on a healthy path. They want to have an annual check-up with all the tests relevant to their age, sex and state of health. They want easy access, at their workplace or in a leisure setting, to personal trainers, health mentors, physiotherapists, nutritionists and others whose advice and support can help them avoid GP practices and hospitals. So our innovative goal is to nurture a partnership model whereby each of us is fully engaged, informed and immersed in our own healthcare arc. Every curve is different. They all matter.

Dr. Rubin Minhas, Group Medical and Scientific Director, Nuffield Health

Nuffield Health Way of Caring

As part of our strategy to deliver inspired healthcare to our patients, we have evolved the Nuffield Health Way of Caring, a unique, matron-led initiative within our hospitals. Our doctors and consultants are the experts in medical solutions, but our matrons are the experts in compassionate care. Feedback from patients regularly includes comments on the fantastic supervision and support that they receive in our hospitals. It is our approach and reputation for care, quality and sensitivity that transforms our patients' experience.

I was excited about the Nuffield Health Way of Caring as I went into a profession that is all about caring, so this element is very important to me. Emphasising the matron and nurse-led role in the delivery of that care is exactly what I came to Nuffield Health to do. I'd like to be the matron whose first priority is the patient, and the matron who is allowed to nurture and develop her team to provide the best care for those patients.

Sharon Robinson, Matron, Nuffield Health Tees Hospital

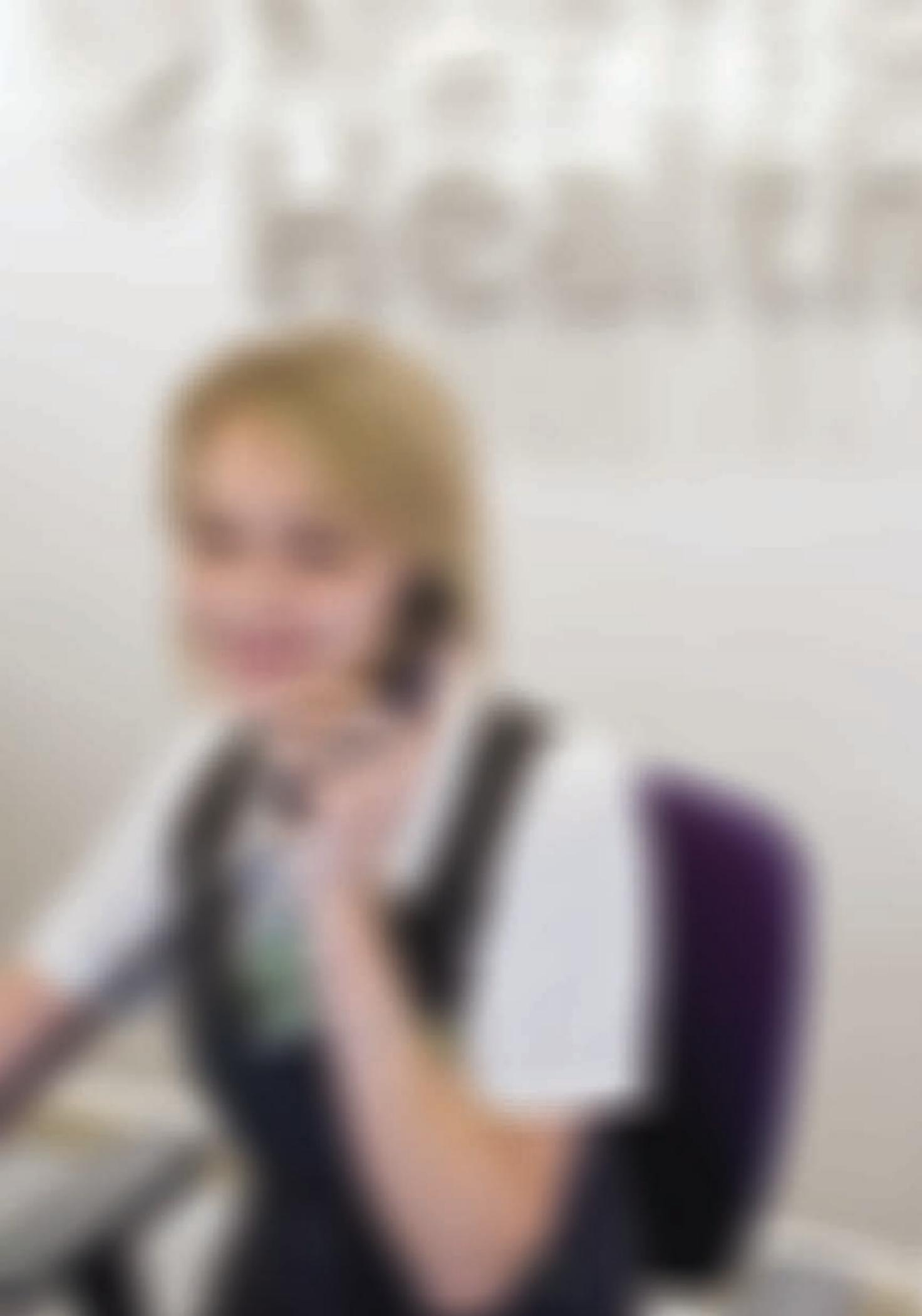


Exercise for children with Cystic Fibrosis

Exercise has been shown to improve fitness, lung function and quality of life, and may have an impact on life expectancy in those living with Cystic Fibrosis (CF). As a result, Nuffield Health and Great Ormond Street Hospital have joined forces to provide gym membership facilities for children with CF which allows them and their families to participate in regular structured exercise sessions.

We are extremely grateful to Nuffield Health for collaborating with us in this fantastic venture. Exercise is an essential component of the physiotherapy management of individuals with CF, and to be able to offer our patients and families membership to the Nuffield Health fitness and wellbeing centres is brilliant. The feedback from our patients and families is excellent and over 60 children (age 3 months to 16 years) have taken up the membership to date.

Sarah Rand, Specialist CF Physiotherapist, Great Ormond Street Hospital for Children NHS Foundation Trust



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A L W A Y

S O N Y O U

Last year we treated almost 500,000 hospital patients, worked with 191,000 consumer fitness and wellbeing centre members, and supported the corporate wellbeing needs of 104,000 members in 1,600 companies. Some of our 1,500+ different treatments and procedures include:

Alzheimer's Bipolar affective disorder **Crohn's disease** Diabetes **Embryo freezing** Foot pain **Gastric bypass** Hepatology **Interventional cardiology** Jaw deformity **Kidney tumour** Laser eye surgery **Maxillofacial surgery** Neuropathic pain **Obesity surgery** Pancreatic disease **Quinsy** Radiotherapy **Skull base surgery** Thyroid disorder **Urinary tract symptoms** Vascular and paediatric surgery **Weight management programme** X-ray

Hospitals

In 2012, staff at our 31 hospitals treated almost half a million patients. To do so to the highest standards of medical practice, safety and comfort, we invested £29 million in improving and expanding our facilities. We spent this on hospital refurbishment, equipping more operating theatres with the best digital technology, and investing in the latest imaging equipment to help enhance disease detection to enable earlier treatment and improved patient outcomes. We strive to do better what we already do well. By focusing more closely on the changing needs of consumers, and providing exceptional local and personalised services, we will continue to improve the health of the communities we serve.



Managing risk

The care we show in running our services was recognised when we received the Laing and Buisson Award for Excellence in Risk Management. This award is bestowed on organisations that actively pursue risk management, attain the highest standards and consistently strive to improve patient safety. We were also named Risk Management Team of the Year at the Continuity Insurance and Risk Awards.

Macmillan Quality Environment Mark

Nuffield Health Cambridge, Glasgow and Guildford Hospitals, with the support of our Clinical Team, have attained the Macmillan Quality Environment Mark. Developed in collaboration with more than 400 people living with cancer, this is a detailed quality framework used for assessing whether cancer care environments meet the standards required by those who have the disease. The first assessment tool of its kind in the UK, the mark means that cancer patients have the confidence to know that they will be treated with the highest possible standards of care.

Regulation of medical implants in the EU and UK

In November 2012, a report was issued by the House of Commons Science and Technology Committee into the Regulation of medical implants in the EU and UK. We welcomed this report and were delighted that the Committee has taken on board our suggestions regarding: improving the transparency and accountability of committees used to monitor the effectiveness of medical devices; and the use of a 'black triangle' system to flag up that devices have been approved using limited clinical data. We will continue to raise awareness about the current lack of patient and professional information, and ensure that issues such as the absence of updated information about devices and their potential side effects are addressed. We believe that patients should expect the same level of surveillance for new implantable devices as is applied to medicines.

So human and compassionate

Ever since my operation I have not been able to stop thinking about a man (a nurse, I think) who was so absolutely wonderful that it actually made me cry the next day, thinking of him. He immediately saw that I was very nervous and told me quietly that everything would be fine, so that nobody else had to hear. I was then given a sedative that affected my memory, so I don't remember anything very clearly, but I do remember being in an awful lot of pain at one point and this man stood by my bed, holding my hand and squeezing it tightly. In an alien, frightening situation, surrounded by strangers, he just gave me so much comfort. I find it so difficult to describe how genuinely touched I was by all of this. It was such a simple gesture but it was so human and compassionate.

Nuffield Health Glasgow Hospital Patient, 27, Glasgow

Hospitals at a glance in 2012 - 2013

- We have 31 hospitals with 1,333 beds and 118 operating theatres
- We carried out 50,600 orthopaedic procedures, reducing patients' pain and increasing their mobility
- We carried out 31,800 general surgical procedures
- We carried out 16,200 ophthalmic procedures to improve patients' sight
- We carried out 36,000 MRI scans
- We are the only hospital group outside the NHS to have been awarded NHS Litigation Authority Level 3 accreditation for our governance policies and processes
- We offer more than 1,500 different types of treatment, from cataracts and IVF to hip replacements and heart surgery
- We treat almost 500,000 patients every year
- We treat almost 100,000 NHS patients free, at the point of delivery
- We run free, drop-in health centres for the public and those in private care homes
- We organise community engagement and partnership health programmes through our hospitals, and fitness and wellbeing centres
- Our hospitals accounted for nearly 71% of Group turnover, with revenues rising by 8.8% to £458 million. This was achieved primarily through an increase in the volume of work we carried out for the NHS

More of these



mean fewer of these



We believe in helping you to help yourself.

Inactive people have almost **80,000** more hospital inpatient visits per year.*

*Data taken from '12 Minutes More... The Importance of Physical Activity, Sports and Exercise, in Order to Improve Health, Personal Finances and the Pressures on the NHS', LSE Report 2013

Fitness and wellbeing

We now have 65 consumer fitness and wellbeing centres across the country, 18 of which include a medical centre offering the services of doctors, physiotherapists, nutritional therapists and physiologists. These centres help us to fulfil our aim of ensuring that as many people as possible have access to our unique range of services. We have set ourselves the target of increasing our network of fitness and wellbeing centres by the end of 2013 because the more places we have a presence in, the greater the difference we can make and the stronger our impact will be. We will continue to develop innovative products and services that are relevant to the individual needs of health consumers. Then we will inform and inspire people to achieve a fundamental change in attitude that will make healthy actions their natural choice.

Our Fair and Honest gym contract

We believe in being open and transparent. This is why we have introduced our new Fair and Honest gym contract, copies of which are available at each and every one of our fitness and wellbeing centres, and given to all of our new members. It has no confusing industry jargon, and allows our members to freeze or cancel their membership if they can't train due to illness, injury or pregnancy, or are made redundant; and cancel their membership if they move to a location without a Nuffield Health fitness and wellbeing centre within five miles. Customers are also free to cancel their membership if they are not fitter and healthier within the first three months of joining.

Athlete in Residence

Enabling sustainable behavioural and lifestyle change lies at the heart of Nuffield Health, and is reflected by the launch of our Athlete in Residence programme. Open to anyone over 16 who regularly participates in sport, whether rising star or medal winner, participants receive a year's free gym membership, have their kit branded, enjoy personal training sessions and undergo a Health MOT. All applicants have to do is answer a few brief questions, and tell us why their sport improves their health and how membership at one of our fitness and wellbeing centres would enable them to achieve their sporting goals. Since the programme launch in May 2012, we now have 53 Athletes in Residence, including Richard Chiassaro, Team GB's T54 100m and 200m wheelchair racer. He trains at the Nuffield Health Bishop Stortford Fitness and Wellbeing Centre.

Got my life back

I found myself on holiday, like most of the ladies of my age around me, unable to see my feet when prone and contemplating the fact that I was 61, overweight, unfit, losing confidence and feeling tired. When I got back I went to my local Nuffield Health Bromley Fitness and Wellbeing Centre, and Peter Adams did my health check. I am easily embarrassed and my physical state was only remarked upon in a professional, optimistic and supportive way. Needless to say my health check results were shameful. Off I went to my GP to be deemed fit and safe to exercise, and back to Nuffield Health for an induction with Peter who recognised my anxiety and inhibition. Now I feel I have got my life back. I can nearly see my feet, I am bursting with health and energy, and my confidence is back. This is all due to Peter's sensitive assessment of who I am, outstanding interpersonal skills, ability to be utterly professional, and continuous nurturing, encouragement and support.

Sally Thomson, 61, Bromley

Investment in fitness and wellbeing centres

We made an £8.5 million investment in state-of-the-art facilities at 25 Nuffield Health fitness and wellbeing centres. This included £1 million in a new medical centre and Brasserie at the Birmingham Fitness and Wellbeing Centre; £780,000 for a new food and beverage area, redecoration of the gym and spin studio, and the addition of a medical centre at the Glasgow Central Fitness and Wellbeing Centre; £800,000 improvement to the changing room facilities and showers, adding a new sauna and steam room, new gym floor, a new café area, refurbished fitness studio and cycle studio, and an integrated medical centre at the Harrogate Fitness and Wellbeing Centre; and £1 million on new changing rooms, sauna, new floor, new functional training area and the refurbishment of the bar area at the Surbiton Fitness and Wellbeing Centre.

Fitness and wellbeing at a glance in 2012-2013

- Membership of our consumer fitness and wellbeing centres jumped from 134,000 to almost 191,000
- More than 12,000 people attended the 650 Meet Our Experts sessions we ran
- We delivered almost 93,000 Health MOTs, up from 74,000 in 2011. As a result, 54% of our members reduced their cholesterol; 57% improved their blood pressure; and 35% lost more than 3% of their body weight
- Our capital spending on our consumer fitness and wellbeing estate totalled £14 million, in addition to £7 million spent on the integration of Greens
- Our research reveals that more than 75% of our members who have a Health MOT achieve a measurable improvement in their health
- Our Nottingham and Surbiton Fitness and Wellbeing Centres both won gold in the 2012 Members Choice Health Club Awards, the only industry awards given purely on feedback from members

Trust

100% of our patients said they trust our doctors and nurses.

In 2012, membership of our consumer fitness and wellbeing centres jumped **57,000** to almost **191,000**.

We provide award-winning wellbeing services to over **1,600** businesses.

We're always here to support you, motivate you and catch you if life makes you stumble.



Corporate wellbeing

Nuffield Health is the UK's leading corporate fitness provider, managing 196 sites that serve almost 104,000 members. We operate 39 medical centres and carry out more than 80,000 Health Assessments annually. Employee wellbeing is moving further up the corporate responsibility agenda, and employers are now playing an increasingly important role in maintaining the health of their employees. There is, after all, a direct link between wellbeing and productivity. Nuffield Health and Ashridge Business School's recent study of current academic research revealed that FTSE 100 companies that report on employee health and wellbeing outperform those that don't by 10%. In another survey with more than 1,000 employees, 60% of finance directors and 72% of HR directors believe workplace health issues threaten UK competitiveness.

Creating a culture of wellbeing

Just as the emphasis has shifted towards preventative approaches in general healthcare, the last decade has seen employers adjust their focus from investing in occupational health and safety strategies to establishing programmes that promote the overall wellbeing of their workforces. This shift is also indicative of wider organisational changes taking place. The relationship between employer and employee has moved from a paternalistic one to, increasingly, a partnership that is expected to define tomorrow's most effective, successful and profitable organisations. Approximately 16% of the adult population use a gym to take regular exercise. In companies that provide fitness and wellbeing services that figure reaches 40%.

Business benefits of workplace wellbeing

Nuffield Health's landmark joint research with Ashridge Business School looked at the current state and general trends of corporate wellbeing. This led to the development of six 'lenses' that were seen to drive employers' approaches to corporate health and wellbeing today to create better businesses.

The lenses are:

1. Wellbeing culture
2. Sustaining high performers
3. War for talent
4. Productivity and absence control
5. Compliance and risk management
6. Cost of ill-health provision

Health Assessment identifies abnormality

My wife Mary works for a company which has the option to buy benefits, one of which is a joint Nuffield Health Assessment. In May 2012 we were welcomed at Nuffield Health near Tunbridge Wells by Dr. Toma and her assistant Daniel, and had various tests. As I'd been a past smoker, she arranged a chest x-ray. She called the following day to say there was a 3cm abnormality on the top of my right lung, and urged me to have a CAT scan immediately. When this scan indicated that the abnormality was suspected cancer, I was referred to a professor at London Bridge Hospital where a sample confirmed it. The top lobe of my right lung and associated lymph nodes were therefore removed. A week later, I was told the lymph nodes were clear of any cancer cells so chemo wasn't necessary. I had no idea anything was wrong before my Health Assessment. The professor told me I'd only had this growth for about three months and that by the end of the year it would have been too late to do anything. Thanks to my wife and all the people above I'm able to carry on leading a normal, active life.

Bob Evans, 63, Sidcup

PROFIT FROM OUR EXPERTISE.

FTSE 100 COMPANIES THAT
REPORT ON EMPLOYEE HEALTH
AND WELLBEING OUTPERFORM
THOSE THAT DON'T BY 10%.

MUFFIELD HEALTH WORKS
WITH OVER HALF OF THE FTSE
100 COMPANIES.

Enthusiastic and professional partner

Nuffield Health's corporate wellbeing affiliation with Cadbury began in 2008. In 2010, the business was acquired by Kraft Foods before being split into two companies in 2012. One of these is Mondelēz International, a global business with a turnover of \$36 billion and a workforce of 6,000 in the UK.

The relationship with Nuffield Health started on the premise of wanting to improve the health and wellbeing of the company's workforce. Working closely with the Occupational Health Department on its 'Fit for Life' wellbeing programme, the Nuffield Health Team provides exercise facilities at two corporate gyms, carries out health checks, and delivers nutritional information to onsite canteens and restaurants. As a result, Mondelēz International has been able to deliver strong results against all of the pledges it signed up for under the government's Public Health Responsibility Deal.

I have been very impressed with the quality and professionalism of the Nuffield Health Team. We meet on a monthly basis to discuss the programme and any forthcoming events. The atmosphere is always lively and good humoured. I believe we are fortunate to have found such an enthusiastic and professional partner with whom to collaborate on behalf of our UK employees.

Dr. Paul Kanas, UK Company Medical Advisor,
Mondelēz International

Corporate wellbeing at a glance in 2012-2013

- We provided award-winning wellbeing services to over 1,600 businesses
- We won 21 new on-site contracts and two new employee wellbeing consultancy contracts
- We delivered more than 9,000 Health MOTs
- The number of employee members rose to 104,000 and top-up members to 15,000
- We carried out more than 80,000 Health Assessment sessions
- We secured new contracts worth over £5 million for Health Assessments and physiotherapy services, which will impact approximately 16,000 people
- More than 3,200 people from 18 different corporate clients attended our 100 Meet Our Experts events

Continuing difference

Our business is life, and life is defined by change. This is why we never stop evolving as an organisation and as a group of people dedicated to providing expert care. We prepare for tomorrow, today, enabling us to meet and anticipate the needs of our patients and customers. Our joined-up healthcare structure equips us with a unique and comprehensive system that permits us to enact our social enterprise mission: to help people live healthier lives. We will continue to raise standards, set benchmarks, pioneer change and lead our sector in thought and action to make a real and lasting positive difference. This is our pledge.

56 years of difference

Nuffield Nursing Homes Charitable Trust

14th January 1957 BUPA establishes the Nursing Homes Charitable Trust (NHCT) to acquire/build community hospital facilities to meet the demands of modern medicine

Nuffield Nursing Homes Trust

1959 NHCT becomes Nuffield Nursing Homes Trust (NNHT), adopting BUPA President Lord Nuffield's name

1950s the first Nuffield Hospital opens

1962 the first purpose-built hospital opens in Woking

1963-66 further hospitals open in Exeter, Shrewsbury, Hull, Birmingham and Slough; a new flagship hospital opens in London

1967 the Trust acquires and modernises six dilapidated nursing homes and builds seven new ones

1970s NNHT becomes self-sufficient, moving to charging for services rather than relying on charitable donations. 15 more hospitals open

1980s two new hospitals open in Stockton-on-Tees and Derby

1982 NNHT 25th anniversary. 31 hospitals in operation. The Trust adopts its own governance arrangements free from BUPA

Nuffield Hospitals

1983 NNHT changes its name to Nuffield Hospitals

2005 Sona Positive Health acquired to create Nuffield Proactive Health, offering clinical health services' access to public and corporate clients, including wellbeing facilities within office locations

2007 Cannons Health & Fitness acquired to introduce joined-up health and wellbeing to public fitness members; services include physiotherapy, weight management programmes and health assessments

Nuffield Health

2008 Nuffield Hospitals, Nuffield Proactive Health and Cannons become Nuffield Health, reflecting the vision of joined-up health: fitness, prevention and cure across different services and facilities are integrated under a single brand, governance and management structure

2010 Bladerunner corporate fitness acquired. Nuffield Health becomes the market leader in the corporate wellbeing sector

2012 Greens Health & Fitness gym chain acquired

2013 digital healthcare and personalisation revolution begins

Overview

Structure

- 31 hospitals (1,333 beds)
- 118 operating theatres
- 65 fitness and wellbeing centres
- 39 medical centres
- UK's largest provider of corporate fitness and wellbeing: 196 on-site workplace fitness and wellbeing contracts

Difference

- The only private hospital group to publish full clinical governance data
- NHSLA 3 accreditation: unique in independent sector
- General satisfaction levels in our hospitals have reached 100%
- We helped almost 500,000 outpatients and over 42,000 inpatients in 2012
- 1,500+ surgical procedures offered

Firsts

- UK's leading employee wellbeing provider
- UK's largest network of not-for-profit independent hospitals: two thirds of Britain within an hour's drive of a Nuffield Health facility
- UK's largest health assessment programme
- UK's leading report imaging provider

Numbers

- £246 million reinvested into infrastructure, staff, services, support and facilities over the last five years
- Our turnover grew to £645 million in 2012
- We invested £69 million in improving and expanding our services in 2012
- Nuffield Health is one of the least-indebted businesses in the independent healthcare industry. Net debt is three times EBITDA (Earnings before interest, taxes, depreciation and amortisation)
- Group turnover increased 12%

Access

- 13% of revenues from products and services costing customers less than £1 per day
- 19% of revenues at market rates from products and services free at the point of patient or customer delivery
- 4.1 million unique website visits
- Over 15,000 people learning for free about their health from our experts

Awards and accreditations

- 2007, 2008, 2009, 2010, 2011 Flame Award for Integrated Corporate Wellbeing site
- 2009 Laing and Buisson Award for Risk Management
- 2010 Health Investor Social Enterprise of the Year
- 2010 Laing and Buisson Award for Management Excellence
- 2010 Health Investor Award for Outstanding Contribution to Healthcare - David Mobbs
- 2011 Health Investor Private Hospital Group of the Year
- 2011 Best National Chain, Members Choice Health Club Awards
- 2011 NHS Litigation Authority (NHSLA) level 3
- 2012 Continuity Insurance and Risk Awards, Risk Management Team of the Year
- 2012 Macmillan Quality Environment Mark attained by Nuffield Health Glasgow and Guildford Hospitals
- 2012 Laing and Buisson Independent Healthcare Award for Excellence in Risk Management
- 2012 Health Insurance Awards for Best Workplace Wellbeing Provider
- 2012 ISO 27001 Accreditation
- 2012 OHSAS 18001 Accreditation
- 2013 Safe Effective Quality Occupational Health Services (SEQOHS) Accreditation

All figures correct at time of going to press

Executive management

David Mobbs, *Group Chief Executive*

K P Doyle, *Chief Financial Officer*

Dr. Andrew Jones, *Managing Director, Corporate Wellbeing*

Laura Kerby, *Managing Director, Consumer Wellbeing*

Patricia Lee, *Chief Executive, Hospitals Division*

Dr. Rubin Minhas, *Group Medical and Scientific Director*

Marcus Powell, *Group Organisation Development and Human Resources Director*

Ian Smyth, *Group Chief Brand Officer*

Heather Rogers Hutton, *Group Director of Communications and Government Affairs*

Luke Talbutt, *General Counsel and Company Secretary*

Photography: Phil Starling and Simon Pates except for pages 18, 26, 38, 49, 52, 64

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