

# NHS Quality Account

2020/21

# We are the UK's largest healthcare charity

Our family of award-winning hospitals, fitness and wellbeing clubs, medical centres and workplace wellbeing services are united behind our purpose to build a healthier nation. For the past 60 years, our team of experts has been working together to make the UK fitter, healthier, happier and stronger, all for the public benefit.

As a charity, our income is invested into delivering our purpose, whether that's through outstanding day-to-day services, flagship programmes designed to support unmet health needs, or by collaborating on research and innovation to improve health outcomes. Our members, customers and patients always come first, in everything we do.

## Our network



**31**  
hospitals



**113**  
fitness and wellbeing clubs



**127**  
corporate fitness and wellbeing sites



**5**  
medical centres



**1.25m**  
people reached



**242,000**  
NHS hospital attendances



**3 million+**  
minutes of virtual  
physiotherapy consultations



**249,000**  
fitness and wellbeing members



# Our services

## Fitness

Where health meets fitness. With industry leading personal trainers, and gyms, equipped with the latest technology, we offer free health MOTs, varied fitness classes, and services ranging from emotional wellbeing to physiotherapy.

## Flagships

Supporting people through the different stages of their lives, our unique programmes address unmet health needs, and expand our ability to reach those who wouldn't normally be able to afford or access our services.

## Emotional wellbeing

Tailored therapy plans supported by accredited BABCP and BACP therapists, through preventative and curative treatments, including cognitive behavioural therapy, counselling, and stress management.

## Workplace wellbeing

Unique connected range of services to meet employee health and wellbeing needs, through onsite clinics and gyms, including health assessments, emotional wellbeing, physiotherapy and GP services.

## Personal training

Our CIMPSA accredited PTs don't just help people reach their fitness goals faster and more effectively, they are specialists in working with people with debilitating health conditions, such as joint pain, cystic fibrosis and long-Covid.

## Health MOTs

One-hour health checks carried out by our specialist health mentors or skilled wellbeing personal trainers, depending on an individual's need, give a full picture of a person's health and fitness.

## Hospitals

Highest standards of clinical care, undertaken in state-of-the-art facilities, for a range of conditions. Treatment is consultant-led, delivering care to patients referred from the NHS, private medical insurers, and those who self-pay.

## Physiotherapy

Treatments to heal and prevent injuries that stop people leading active lives. As one of the UK's largest provider outside the NHS, we combine physiotherapy with fitness and emotional wellbeing, for long-term benefits.

## Diagnostics

State-of-the-art scans, imaging and wellbeing services, giving immediate insight into a person's health, and assisting in the diagnosis of early signs of disease in order to help plan ongoing treatment.

## HSSU

Seven modern, efficient, purpose-built hospital sterilisation units (HSSU), delivering accredited decontamination and sterilisation services for reusable medical devices.

## Health assessments

A comprehensive range of face-to-face and online health assessments covering key health concerns such as diabetes, heart health, cancer risk, and emotional wellbeing.

## GP services

Access to a range of private GP services, offering people the flexibility to fit appointments around busy schedules, including during the evenings.



# Chief Quality and Operating Officer statement



**Caroline Smith**  
Chief Quality and  
Operating Officer

2020 required agility and speed of response, as we faced the ever-changing circumstances resulting from the pandemic. Above all, it required us to work together as never before to support the health of the nation and protect the long-term sustainability of the Charity.

Nuffield Health's Quality aspiration is to be the best, the safest, and the most effective health and wellbeing provider there is – an organisation where our patients, members, customers and partners have a truly exceptional experience. Never has this been more critical than in 2020, when we joined together with the NHS to tackle the biggest health crisis in our lifetimes.

Our hospital teams played a critical role in the fight against COVID-19. Some of our hospitals became NHS oncology wards, treating cancer patients, thereby freeing up capacity for their NHS Trust, while others cared for people with COVID-19 symptoms. Whatever the need, we worked together with our colleagues in the NHS to offer safe and effective clinical care. We recorded more than 242,000 NHS patient attendances during the year, allowing people to benefit from care and treatment at our 31 hospitals.

Around 1,000 of our people volunteered to be redeployed into the NHS, resulting in us working together with NHS England (NHSE) to develop a Memorandum of Undertaking (MOU) and a framework to ensure safe redeployment. This was a huge undertaking, and the MOU and the framework were subsequently adopted by NHSE regionally.

I'm deeply proud of the sacrifices made by our clinical and hospital teams, many of whom chose to self-isolate from their families in order to keep themselves, and their patients, safe. They rose to the challenges, adapting, learning to work in different ways, and supporting each other, while at the same time strengthening our relationship with the NHS. The past year undoubtedly took its toll on our teams. Understanding the effects the pandemic had on mental health, specific emotional and wellbeing support was made available to them, and our leadership

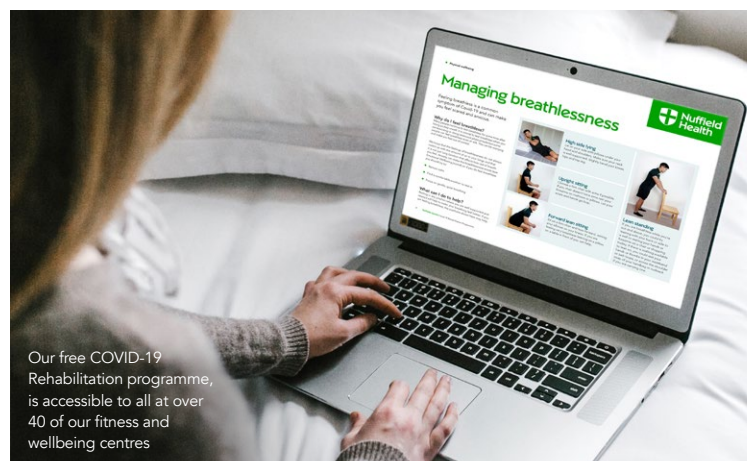
teams were encouraged to identify and support anyone struggling to cope.

Our Quality training and education continued throughout the year, despite the difficult conditions, with many programmes delivered via virtual classrooms. A number of learning resources were created to support our teams, including two bespoke COVID-19 training modules, which were completed by all and received excellent feedback.

We recognised the impact of the pandemic upon care delivery and reinforced our 'Speak Up' guidance to focus on the management of concerns during the pandemic. This encouraged open dialogue, allowing us to manage any COVID-specific issues in a timely and responsive manner.

During the year, we identified the greatest unmet health need emerging from the pandemic, that of long-Covid. It became clear that symptoms of the virus can continue for months, possibly years, after the infection. Many sufferers were struggling to return to everyday activities.

In response, we developed our unique COVID-19 Rehabilitation flagship programme. The first of its kind, the free 12-week structured programme blends physical with emotional wellbeing therapies to help people with their recovery. Delivered by a Rehabilitation Specialist, this new professional role undergoes comprehensive training to work with a variety of clinical populations, quite often those that are living with complex multi-morbidity. It's now running in 40 of our fitness and wellbeing centres across the country.



Our free COVID-19 Rehabilitation programme, is accessible to all at over 40 of our fitness and wellbeing centres



## Chief Quality and Operating Officer statement



In the autumn, we welcomed 60 nurses from the Philippines to help fill vacancies and reduce our reliance on temporary staffing. All passed their Objective Structured Clinical Examinations, and are now fully registered with the Nursing and Midwifery Council. Their overall pass rate was 15% higher than the 2020 national average, testament to their hard work, and our Clinical Education team who provided Quality support and guidance to the group.

We received industry recognition in a number of areas, including winning the prestigious Nursing Times 2020 Workforce Award for Preceptorship Programme of the Year. This nine-month programme prepares newly qualified clinicians for professional success, facilitating knowledge and skills acquisition, clinical confidence and the delivery of high quality care. We recognise the challenges of student-clinician transition, and remain committed towards providing a high-quality learning experience that sets our newly-qualified clinicians up for career success.

COVID-19 restrictions meant the Care Quality Commission (CQC) was unable to carry out face-to-face assessments. In response, they developed a virtual monitoring approach, which all our sites went through. I'm delighted that, despite the challenges presented by the virus, no significant issues were raised by CQC in respect of our hospitals.

Sustainable healthcare is close to our hearts, and key to our long-term strategy. We aim to minimise waste and protect precious resources, with a focus on creating a healthy supply chain. Our first Streamlined Energy and Carbon Reporting (SECR) report was produced at the end of 2020,

detailing energy and carbon emissions. This provides us with the basis on which to develop our long-term strategy for carbon reduction and will be a key focus for us in 2021.

Finally, I would like to thank our people across the Charity who showed immense dedication and provided exceptional care in the face of the worst healthcare crisis we've known. They cast aside personal anxieties, and challenged themselves to put patient care first. Sincere thanks also to our colleagues in the NHS and the independent sector for ensuring we all came together for the benefit of all.


**Caroline Smith,**  
Chief Quality and Operating Officer

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 2020/21 for the indicators that are most relevant to the services provided by Nuffield Health's hospitals.





# Quality assurance and outcomes



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

Underpinning our Quality aspiration is our belief that our people must be the most highly skilled professionals; our processes, practices and procedures must be evidence-based and meet, or exceed, healthcare standards; and our technology must be cutting-edge.

In 2020, our commitment to Quality across the Charity withstood the ultimate test, when we made our hospital facilities available to the NHS in support of the fight against COVID-19. We're proud that we supported more than 242,000 NHS patient attendances, allowing people to benefit from care and treatment provided by our 31 hospitals.





**Carol Kefford**  
Clinical Director

“We are proud to have worked in partnership with our NHS colleagues delivering high quality clinical care together.”

The dedication and ‘can-do’ spirit of our teams showed no bounds in the way they responded to the challenges presented by the pandemic. In some areas, NHS Trusts transferred their whole service provision, such as cancer provision, into the local Nuffield Health hospital. In other locations we provided a safe clinical environment for NHS patient overflow, and some of our hospitals took end of life patients, which necessitated palliative care. This was all a huge logistical challenge, which in normal times would have required months of meticulous planning. The speed of transformation of our sites was made possible because of Nuffield Health’s long-term investment in clinical Quality and our commitment to safe and effective care provision.

We’ve always maintained strong relationships with our colleagues in the NHS and these strengthened during the year as we worked together, building new friendships,

collaborating, and learning new skills. We were particularly touched when NHS staff came to our hospitals and joined our teams for the Thursday evening ‘Clap for the NHS’.

### Governance

Good governance is the foundation of continuous improvement and best practice. Throughout the pandemic, Quality has remained the number one priority for Nuffield Health and will remain so as we move into 2021 and beyond. It continues to lead the agenda for our Board of Trustees and Executive Board meetings.

COVID-19 required the health sector to change much faster than it would normally, particularly in areas such as people development and training; communication; speed of response, and flexibility. Therefore, during 2020, meetings were held more regularly, mostly virtually, in order to facilitate agile decision-making and support to our teams.

Throughout the pandemic, we remained true to our Quality aspiration and continued to apply the same level of rigour and Quality analysis to everything we did. This gave us confidence that our care standards were being maintained, despite the changes in activity and service provision.

We were operating in a changing and volatile environment. To enable our people to function safely and effectively, we developed a set of guiding principles to govern our services. These were updated continually, in line with evidence-based guidance, which translated NHS situations and requirements into the context of Nuffield Health.

Our long-standing commitment to Quality, and our decision not to compromise or modify this approach, enabled us to navigate our way through 2020. As we move into 2021, Quality and safety will continue to be prioritised over financial performance. Everything we do will be evaluated against the pillars of our Quality Assurance framework: Safety, Effectiveness and Experience.

2020 HIGHLIGHTS



**242,000**

NHS patient attendances across our 31 hospitals during 2020



**98%**

of hip replacement patients saw an improvement six months following surgery



**Top 10**

featured in the NHS’s Top 10 UK hospitals list



**94%**

hospitals rated ‘good’ or ‘outstanding’ by national regulators



## CASE STUDY

### “We did all we could.”

Nuffield Health’s hospital in Woking, Surrey, had not experienced a patient death in 13 years. In March, when the pandemic meant the hospital came under the direction of the local NHS Trust, they were asked if they would take end of life patients. The answer was ‘yes’ and within two hours the first patient arrived.

It was a huge decision to make but one which matron, Carole Ingleby, felt was right, despite the fact that most of the team had only ever worked on relatively low risk elective surgery wards. “We’ve got single rooms so we could offer these patients the privacy and peace they needed,” said Carole. “We felt we could do a good job.”

The team wanted to make the time as comfortable as possible for the patients. “We did all we could, including reading to them, playing their favourite music, or just listening and holding their hands,” said Carole. Conversations with patients were recorded on cards and given to relatives and carers.

To ensure each patient was guaranteed the respect and dignity they deserved, Carole contacted local religious leaders, including the Imam, to find out what was expected. “It was important to us that their end of life should be in line with their religious beliefs,” she said.

The intensity of those three months inevitably took its toll on the hospital staff. “We called in the Charity’s emotional wellbeing team early on, to give support to our people,” said Carole. “I’m so proud of everyone at the hospital,” she said. “They epitomised what life’s all about, and that’s being the best for each other.”

The 34 patients who died will always be in the hearts of the Woking team. A memorial rose garden has been created in the grounds of the hospital.

## Quality assurance and outcomes continued

### Achieving high standards

94% of our hospitals are rated ‘good’ or ‘outstanding’ by national regulators. COVID-19 restrictions meant the Care Quality Commission (CQC) was unable to carry out face-to-face assessments during 2020. They, therefore, developed a transitional approach, comprising virtual monitoring. All our sites underwent virtual monitoring. We’re pleased that, despite the challenges thrown up by COVID-19, no significant issues were raised by CQC in respect of Nuffield Health sites, and several received positive feedback.

Our Hospital Sterile Services Units (HSSU) played a key role in the fight against infection, continuing to safely disinfect, sterilise and deliver surgical equipment on a large scale, for us and others in the healthcare sector. HSSU is regulated by the British Standards Institution (BSI), which undertakes annual surveillance audits. Because of COVID-19, audits were carried out remotely, with tasks live-streamed for the auditors to observe. Our teams impressed the auditors with how well they adapted to enable ‘access to all areas’.

With great feedback, and only two non-conformances recorded across all sites for the year, we were delighted that HSSU achieved a personal best in this most difficult of years when Quality and safety were paramount.

We’re also proud to hold ISO standard certification in key areas: Environmental Management; Information Security Management and Quality Management. This demonstrates our commitment to Quality assurance.

Despite the challenges posed by the pandemic, we continued to advance our quality position and received industry recognition in several areas:

- Nursing Times Workforce Award for Preceptorship Programme of the Year
- Featured in the NHS’ Top UK 10 Hospitals list, with two sites providing significantly better health outcomes across both hip or knee replacement surgery\*
- 94% of knee replacement and 98% of hip replacement patients saw an improvement six months following surgery, in-line with industry averages \*\*
- 69% of knee replacement and 70% of hip replacement patients achieved a better than expected health outcome, both above the 63% and 66% national averages.\*\*

\*PHIN publication, published Feb 2021

\*\*NHS Digital publication – Feb 2021





## Cancer care

Throughout the pandemic, our hospitals worked closely with NHS Trusts to provide safe, secure, clinically effective care for people living with cancer. Our relationship with the NHS was strengthened through these challenging times as we delivered high-level expertise to facilitate the best patient outcomes. In some areas, the NHS Trust transferred its cancer provision into the local Nuffield Health hospital. For example, Addenbrookes Hospital relocated nurses, doctors and pharmacists to work alongside our Cambridge team.

The hubs set up in our CQC registered clinics, based within our fitness and wellbeing centres in Farnham and Birmingham Rubery, proved a lifeline for existing Nuffield Health patients living with cancer. The unique make up of our estate allowed us to transform our centres into clinical hubs, providing essential care to vulnerable patients in a clinically-safe and COVID-secure environment.

Despite the testing times, we delivered on our commitment to install iQemo at all our sites. iQemo is an electronic chemotherapy prescribing system, which provides automatic dose calculations, allergy and sensitivity alerting, and drug-to-drug interaction support. This was a significant achievement for us, and a key Quality improvement initiative. The system is safely managed, with effective governance controls, and is undoubtedly of great benefit to our patients.

In 2019, our Quality Lead for Cancer Services set up the Independent Sector Cancer Network (ISCN). As a result, a paper titled 'Standards for cancer care in the independent sector' was developed, covering diagnosis to end of life care. Demonstrating the robustness of the paper, most

## “Putting the care of the patient at the heart of everything.”

In March 2020, as our hospitals moved under the direction of the NHS, the decision was made to transform our CQC registered clinic at our fitness and wellbeing centre at Birmingham Rubery into a hub treating patients living with cancer. This meant chemotherapy for vulnerable patients from four of our hospitals could continue.

Within two weeks, the site was completely remodeled, with carpets taken up and replaced with easy to clean flooring, and the necessary equipment transported, tested and placed in position.

Deborah Scott, National Quality Lead for Cancer Services, said: “This was an excellent example of our hospitals working together collaboratively with our fitness and wellbeing centres, always putting the care of the patient at the heart of everything we did.”

Everything was done to make patients as comfortable as possible and transport was arranged for those living some distance from the site. Feedback showed patients felt safe and protected from the virus, because it was a closed unit. They also felt cared for and supported, in a welcoming and pleasant environment.



## CASE STUDY

### “I had dedicated NHS and Nuffield Health nurses, doctors and specialists, working together 24/7.”

NHS patient, Paul Aberdein, was told in March 2020 his leukemia had returned and that his transplant would have to take place after the COVID-19 peak. With his local NHS hospital focusing on COVID-19 patients, Paul's treatment and continuation of care was transferred to the Nuffield Health hospital in Cambridge. His stay lasted 64 days.

“They kept me secure, helped me progress, and made me fit enough for surgery,” said Paul. “I really don't know what would have happened otherwise.”

The Nuffield Health and NHS Addenbrooke's hospital teams worked together under one roof, sharing knowledge and experience to keep patients like Paul well, and build their strength.

“I had dedicated NHS and Nuffield Health nurses, doctors and specialists, working together 24/7. It's hard to explain how being shielded in this way brought such immediate peace of mind. I've been so humbled by the whole experience. It was a total team effort, for which I am truly thankful,” said Paul, adding: “They are all angels and I will say that forever”.

## Quality assurance and outcomes continued

independent healthcare providers adopted the standards during 2020. The standards also informed several of our cancer care policies and procedures. We remain committed to continually improving cancer services, in line with national cancer standards and best-practice guidance.

### Assessing people for surgery

At the beginning of 2020, we were focused on embedding our streamlined preoperative assessment (POA) process across our hospital network to ensure patients were safe and fit for surgery. This included optimising clinical recovery and delivering long-term health benefits including improved mobility. However, in March, when we came together with the NHS, our focus changed and we adapted our preoperative criteria, focusing on safe and effective admission. The use of robust pre-admission screening, enabled us to mindfully support the NHS in a safe and secure manner, and ensure patient safety was safeguarded at all times.

### Safety culture

We continually focus on improving our safety culture and have encouraged our people to report concerns, near misses, and incidents – however minor. It was no different in 2020, as we supported the NHS through the pandemic. The year understandably saw an increase in incidents, with deaths rising significantly in line with our NHS work, our varied activity profile and patient demographic during the pandemic. We maintained our clinical Quality standards, ensuring all deaths and adverse incidents were appropriately scrutinised, and learnings were used as a source of continuous improvement.

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’ (NHS Improvement, 2018).

Five Never Events were reported in 2020 (an increase of one, compared against 2019). Nuffield Health maintains a zero tolerance approach towards Never Events and strives for zero incidents. When they do occur, they are investigated by a senior clinical leader and critically reviewed by our Clinical Leadership Team and Quality Forum. Meticulous investigation and scrutiny enables us to identify root causes, deploy preventative actions, and ensure these incidents are used as a source of learning and continuous Quality improvement.

Nuffield Health is committed to encouraging an open safety culture, where all employees feel able to raise issues or concerns, and suggest improvements. A variety of channels and escalation mechanisms are in place to



“Infection prevention and control is extremely important. Chris thoroughly deserves this award for her leadership in this area. I thank her for stepping up to lead this vital work.”

#### Ruth May

Chief Nursing Officer for England, on awarding the Silver Chief Nursing Officers' Award to Chris Finch, Nuffield Health's Infection Prevention and Control Lead Nurse

support this, including a confidential, and independently managed, Safecall hotline; our grievance process; and escalations via our Freedom to Speak Up Guardian and management teams.

During the year, we produced 'Speak Up' guidance that centred on the management of concerns relating to the pandemic. This encouraged open dialogue and allowed us to manage COVID-specific issues in a timely manner, helping keep patients and our people safe. Patient safety is paramount in all our clinical environments. In 2020, we commissioned an external 'Subject Matter Expert' review of our Speak Up infrastructure to allow us to validate the efficiency of our systems and processes. An improvement plan, focusing on system, process and cultural enhancement, will be implemented in 2021. It will include a network of Speak Up Ambassadors to help better enable a culture of openness and transparency.

#### Avoidable infections

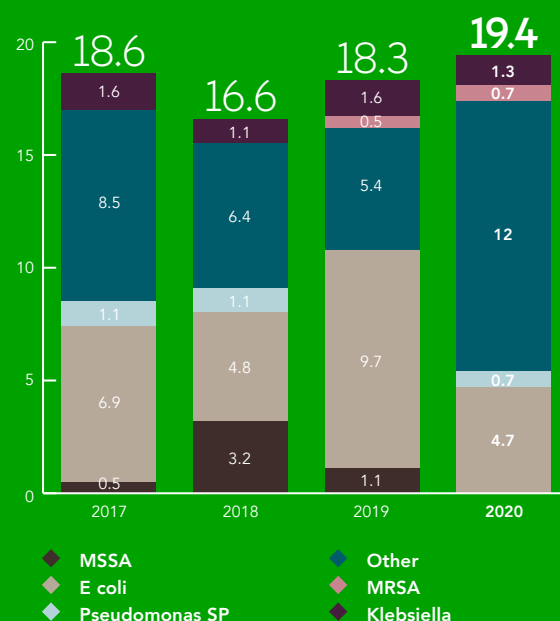
2020 saw an increase in the overall number of infections compared to 2019, from 18.3 to 19.4 per 100,000 bed days (see chart).

- For the first time in five years, no MSSA blood stream infections were recorded.
- One case of MRSA, where the patient was negative on admission, was recorded. Subsequent investigations demonstrated effective infection prevention with no cross contamination identified during the patient's hospital stay, with the theatre team all testing negative. Our investigation determined that the infection was likely to have been community-acquired, as there was post-operative socialisation with family members, some of whom were MRSA carriers.

- E-coli infections halved and all cases were related to immuno-compromised oncology patients, who are a higher risk cohort.
- Eight cases of *Clostridioides difficile* were identified. Six were classed as community-acquired, as there had been no previous hospital interventions. Two cases were attributed to the hospital, but unavoidable as they were triggered by use of pre-operative antibiotics prescribed in line with national guidance.

#### Bloodstream infections

Number of infections per 100,000 bed days



## Quality Improvement Plan for 2021

<b>1</b> Enhance our safety culture	<b>What we plan to do</b> <ul style="list-style-type: none"> <li>◆ Sustain and monitor excellent standards of practice in operating theatres</li> <li>◆ Refine our Speak Up systems and processes, deploying a new policy, best-practice training, and an ambassador framework that enhances current practice</li> <li>◆ Develop a Nuffield Health electronic patient record, using a modular, phased approach towards implementation.</li> </ul>
<b>2</b> Be recognised for our commitment to professional development	<b>What we plan to do</b> <ul style="list-style-type: none"> <li>◆ Deliver our Nightingale Programme to a cohort of future nursing leaders</li> <li>◆ Launch our Theatre Manager Development Programme to a second cohort</li> <li>◆ Launch our Registered Nurse Degree Apprenticeship to a pilot cohort of healthcare assistants. This accredited programme will enable them to train to become Registered Nurses, whilst working in clinical practice.</li> </ul>
<b>3</b> Develop specialist services in line with best practice	<b>What we plan to do</b> <ul style="list-style-type: none"> <li>◆ Continue to deliver our clinical enhancement plan within cancer services, focusing on the effective utilisation of systems (iQEMO), and maintaining best-practice in multi-disciplinary team clinical management</li> <li>◆ Complete our standardisation of emergency care provision in primary care facilities. This includes the deployment of best-practice algorithms and equipment, and the introduction of the Royal College of Physicians' NEWS tool into all registered facilities.</li> </ul>
<b>4</b> Enhance our governance	<b>What we plan to do</b> <ul style="list-style-type: none"> <li>◆ Resume policy development, ensuring that our policy library is up to date and fully aligned with current UK regulation and evidence-based practice</li> <li>◆ Evaluate our governance infrastructure, seeking opportunities to improve ward-to-board reporting, clinical audit and adverse incident management.</li> </ul>

### International nurses

In the autumn we welcomed 60 nurses from the Philippines to help fill vacancies and reduce our reliance on temporary staffing. We're delighted to add their knowledge and skills to our body of clinical expertise. Our Filipino nurses will not only help us to deliver high Quality care, they will add diversity and enrich the Charity.

All passed their Objective Structured Clinical Examinations (OSCE) and are now fully registered with the Nursing and Midwifery Council (NMC). Their overall pass rate was 15% higher than the 2020 national average. This is testament to the hard work of the nurses, and our Clinical Education team who provided quality support and guidance to the group.

We're hugely impressed at their courage in coming to a different country in the middle of a pandemic, away from their families, and taking on new roles with such

enthusiasm and skill. The nurses joined our teams on the wards to support the NHS and the fight against COVID-19, as well as looking after our private patients.

In 2021 they will embark on our award-winning, newly designed, Preceptorship Programme to support their ongoing transition into the UK healthcare system and continue their development with Nuffield Health.

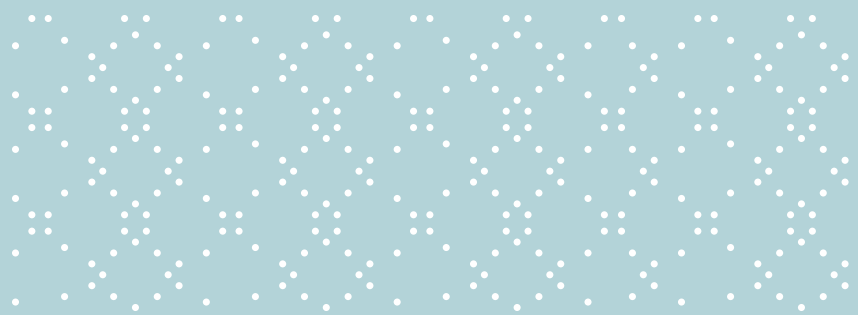
### Looking ahead

COVID-19 will remain a threat into 2021 and beyond. It will be incumbent upon us to continue to be agile and able to change systems and processes at short notice. One thing that will not change is Nuffield Health's commitment to providing Quality care across all our activities and we applaud our teams for their selfless compassion and dedication during this difficult year.





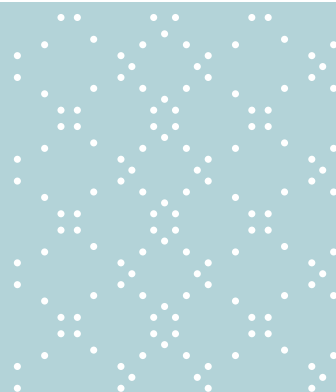
# Prescribed information 2020/21



### 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

Seventy-seven NHS patients died during the reporting period (a rate of 0.111%). Of these, 15 deaths were unexpected (0.022%) (a marginal increase of 0.013% compared against the previous year), and 62 were palliative (0.089%). Following local and independent review, no significant findings pertaining to clinical Quality were identified in any of these cases.

The increase in palliative deaths during the reporting period is reflective of the COVID-19 pandemic response, and the changes in clinical caseload. Service provision in many of Nuffield Health's hospitals was adapted during the pandemic in line with local and regional health system requirements; this has significantly contributed towards overall incidence of palliative care provision.

Nuffield Health are pleased to be able to support the NHS during COVID-19 and have strived to ensure that all patients, and their families have received the highest-Quality palliative care at end-of-life.

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.

All patient deaths in Nuffield Health's sites are 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.

Nuffield Health has consistently maintained these standards throughout the pandemic, ensuring that all patient deaths receive the same level of expert scrutiny, and are used as sources of continuous learning and quality improvement.

In 2021, 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:

- continued focus on theatre safety, cancer care, robust pre-operative assessment, VTE prevention, falls reduction and medicines management (in line with current evidence-based guidance)
- enhancing the competence of our clinical teams through training and simulation to facilitate increased clinical reasoning and skills proficiency e.g. recognition and acute response of the deteriorating patient
- continuing to evolve our quality management systems and processes with continued focus on high-Quality, accurate incident reporting, investigation and learning.



## 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.

## NHS England prescribed information

The data made available with regard to the provider's patient reported outcome measures core, during the reporting period, for (ii) knee replacement surgery.

## Nuffield Health statement

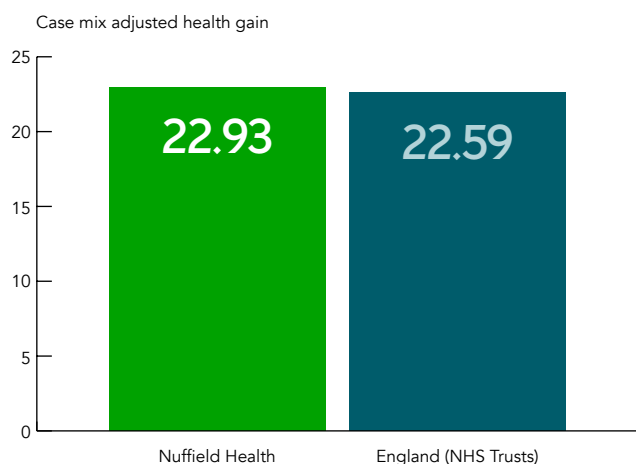
On average, NHS funded patients treated by Nuffield Health reported outcomes 2% higher than the NHS average with 70% of patients achieving a better than expected health outcome (+6% vs. NHS). Two Nuffield Hospitals also featured in the UK Top 10 (Shrewsbury & Cambridge).

## Nuffield Health statement

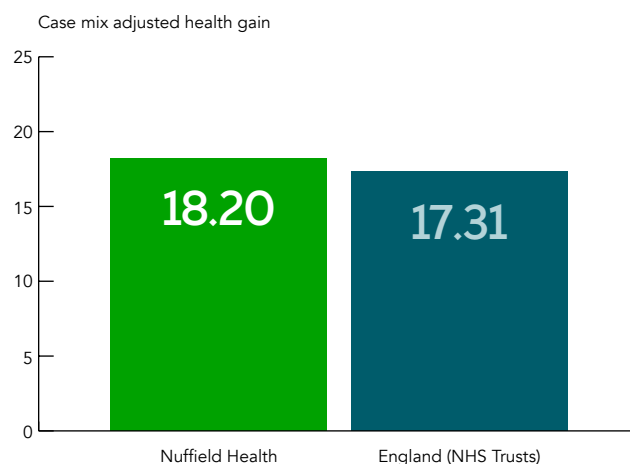
On average, NHS funded patients treated by Nuffield Health reported outcomes 5% higher than the NHS average with 69% of patients achieving a better than expected health outcome (+8% vs. NHS). Two Nuffield Hospitals were also identified by NHS Digital for providing significantly better outcomes (Taunton & Tees), accounting for 22% of the nine hospitals that reached this criteria.

Delivering sector leading outcomes remains fundamental to Nuffield Health's strategy. This positive performance continues to reflect our investment into patient outcomes, most notably through improved patient safety, staff development and a partnership with the University of Leicester.

### Primary Hip Replacement - Adjusted Health Gain (OHS)



### Primary Knee Replacement - Adjusted Health Gain (OKS)

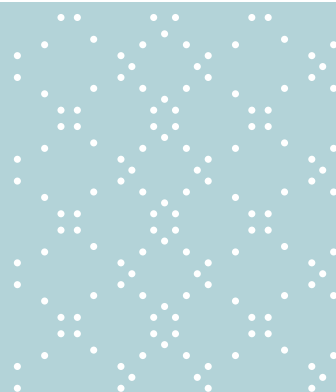


Period Covered – April 2019 to March 2020. Published: 11th Feb 2021. Data Available at: <https://digital.nhs.uk/data-and-information/publications/statistical/patient-reported-outcome-measures-proms/finalised-hip-and-knee-replacement-april-2019---march-2020>

### 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: 0.037% (a decrease of 0.056% from 2019/20).

Nuffield Health has maintained a concerted focus on improving its readmission rate year-on-year; this has been evidenced in the reporting period with a 0.056% reduction on the previous year. Quality initiatives that have contributed towards this achievement include:

- Embedding of NEWS2 early-warning triggers across all hospitals
- New Discharge Policy launched across all hospitals, which clarifies MDT accountabilities and improves discharge planning effectiveness; this in turn, facilitates safe and effective discharge
- Introduction of a new surgical outpatient care record that supports systematic risk assessment and evaluation, this includes integrated evidence-based assessment tools and a pre-intervention health assessment scoring system
- Independent review of readmission episodes, ensuring that the trends and learnings from case and thematic analysis are understood and used to inform patient safety and Quality improvement activity.

The pandemic resulted in significant disruption to our standard service-provision and admission of several atypical patient cohorts, in line with NHS requirements. The use of robust inclusion/exclusion criteria and collaborative working with NHS Trusts enabled us to maintain clinical safety and effectiveness. Throughout the pandemic, these enhancements were used alongside Nuffield Health's existing processes, helping to keep our patients safe and avoid any unnecessary readmissions.

Each Nuffield Health Hospital created local transfer out agreements with their local/regional NHS partners, matching clinical capabilities and resource requirements to patient need.

Patient pathways were also created to facilitate safe admission to a Nuffield Health Hospital, which included COVID-19 screening and risk assessment. These measures collectively served to facilitate the delivery of high-Quality response care in the local healthcare ecosystem.

As we return to a more typical activity profile our focuses for 2021/22 include:

- Enhancement of our perioperative pathways, ensuring that these are evidence-based and informed by best-practice standards and guidelines
- Continued focus on patient optimisation and enhancement of existing pre-assessment services via process-standardisation, staff education and skills training, and service development (in line with evidence-base guidelines).



## 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:

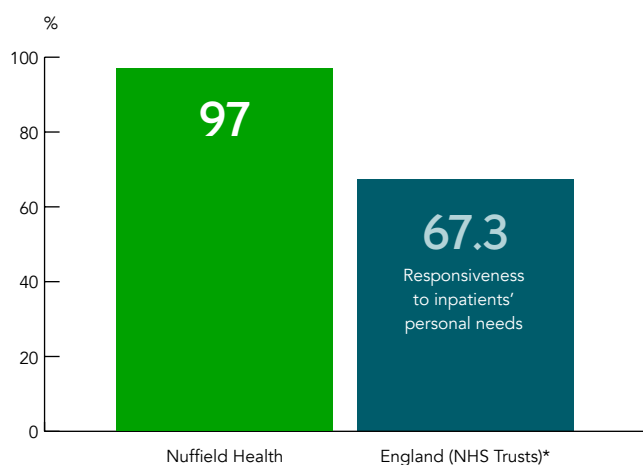
- 97% satisfaction with overall care

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, by:

- continuing to engage with and listen to patients in a range of ways (digital, patient forums) and continually striving to exceed their expectations
- focusing on how we respond to concerns and complaints and seeking to identify innovative and effective ways in which we can share lessons learned from poor experiences of in-patient care (as defined in the NHS toolkit)
- we moved our PSS from paper to online in September. The benefits of this allow for more detailed analysis and increased interaction. Live reporting also enables us to be more responsive and adapt our methodology quickly in response to emerging issues eg. we were able to quickly add questions regarding COVID-19 processes and procedures to monitor our patients' perceptions of how safe they felt
- in line with NHS guidance, we updated the Friends and Family Test question when we relaunched our In and Day patient survey in September 2020. As the new FFT question was the same as our patient satisfaction question, we use this 1 question to generate the FFT score and our internal patient satisfaction score.

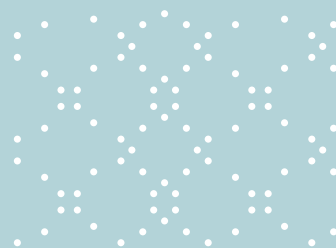
### Patient satisfaction measures (2020/21)



\*Aug 2020 data, as reported by NHS England. Source: <https://digital.nhs.uk/data-and-information/publications/statistical/nhs-outcomes-framework/august-2020/>

## 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.

Nuffield Health utilises its 'Your Voice' Survey to measure staff engagement and satisfaction. This engagement tool includes a broad range of questions, including: 'How likely are you to recommend our products and services to friends and family?'.

As the pandemic took hold in March 2020, we suspended our 'Your Voice' survey, replacing it with an interim fortnightly 'Pulse' survey. This enabled us to remain dynamic and ask our people relevant questions at a point in time, so that we could responsively monitor

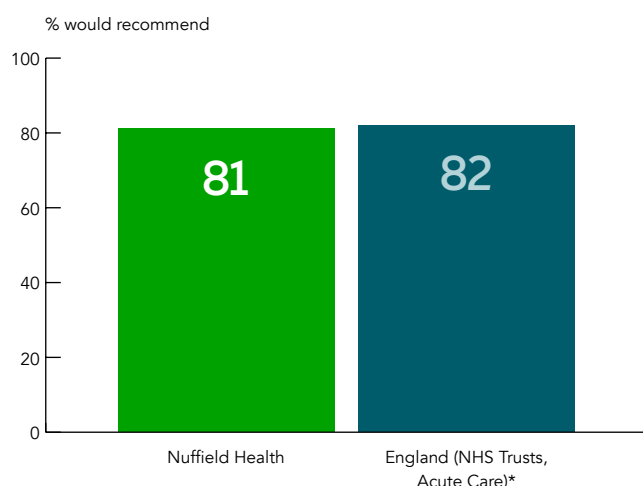
staff wellbeing. This did not include our usual staff recommendation question, as the tool was streamlined to prioritise health, wellbeing and engagement. This ensured we could support our people, who were doing all they could to support the NHS and the nation's health.

- 2019/20 data captured pre-March 2020 reported, 81% of our hospital staff responded that they were 'likely' or 'very likely' to recommend our products and services to friends and family. This is the latest available data captured and represented on the graph.

Nuffield Health intends to reinstate the relevant questions to measure staff satisfaction and engagement in 2021, along with taking the following action to improve staff engagement, and so the Quality of its services, by:

- moving to a monthly cycle of staff surveys, rather than fortnightly with more static questions so that we can better track and identify trends
- reviewing overall how we evaluate and monitor engagement and equip our leaders with dynamic insight that can help them respond to the needs of their people
- continuing to engage with, and listen to our staff in a range of ways (pulse surveys, staff forums), continually striving to improve the quality of their experience
- continuing to engage with, and listen to our patients and staff, seeking opportunities to improve the experience of care delivery at all stages of the patient's journey
- continuing to engage with our staff, ensuring that they feel connected to our purpose and that they recognise and understand our achievements eg. Awards and accolades, Inspection data.

### Staff friends and family recommendation (2020)

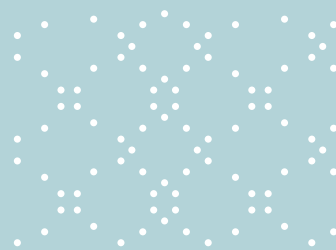


\*Q2 2019 – 2020 data, as reported by NHS England. Source: <https://www.england.nhs.uk/publication/staff-friends-and-family-test-fft-data-quarter-2-2019-20/>



## 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:

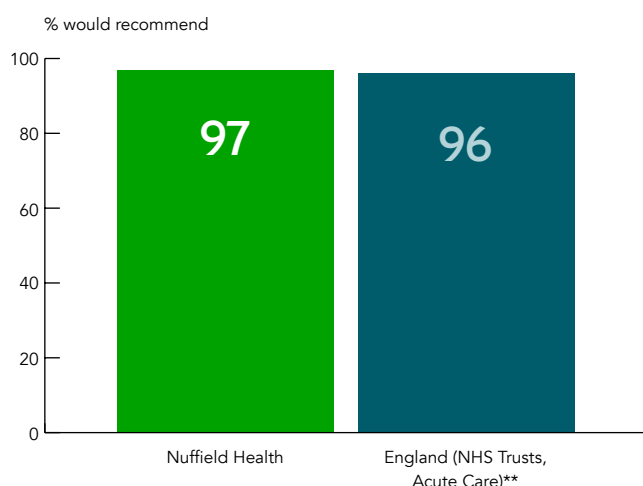
- 97% of our in-patients rated the service they received as very good or good

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.

### Patients' friends and family test outcomes (2020/21)



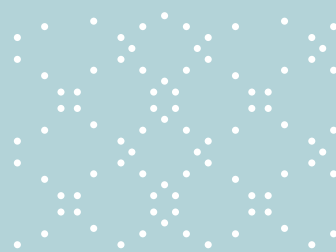
\* Accident and Emergency discharges are not applicable

\*\* February 2020 Inpatient score (response rate 24.4%) as reported by NHS England.

Source: <https://www.england.nhs.uk/publication/friends-and-family-test-data-february-2020/>

### 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. Although the pandemic has required Nuffield Health to adapt its focus on planned quality improvement activities, we have continued to deliver a significant amount of activity during the reporting period.

This has focussed on continued enhancement of the clinical effectiveness of care that is delivered across our hospitals. Specific enhancements have been made with regards VTE care provision; these include:

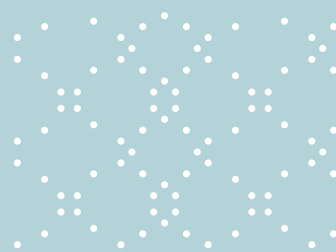
- Risk assessment of all of our patients who are admitted for care in line with Nuffield Health Policy. We recognise the importance of assessing the level of risk for patients undergoing treatment in our hospitals and how this process serves to reduce the level of risk and resulting harm caused by VTE events
- Working with our consultants we continue to monitor and review all VTE events and identify further opportunities to improve the Quality of care provided
- Identification of specific factors which may have contributed to a proportion of VTE events. These have resulted in updates to guidance and relevant policy.

Our continuous improvement activities for 2021/22 include:

- Deep dive analysis of reported VTEs, identifying thematic trends and learnings, and exploring the potential impact of COVID-19 upon VTE prevalence
- Evaluation of our current risk assessment reviewed to improve tool and reporting efficiency
- Pilot of a supplementary audit tool that encompasses a range of factors e.g. patient experience, documentation and clinical competency (knowledge and understanding).

### 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 and control, which contribute towards the maintenance of a safe environment and 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:

- 5.3 per 100,000 bed days (compared to 3.3 per 100,000 bed days in 2019/20)

The increase in C.difficile infections is attributed to the pandemic response and change in activity profile. Thematic investigation concluded that a third of the C.difficile infections during the reporting period occurred at sites where local NHS Trusts transferred Trust led clinical services into the Nuffield Health Hospitals, this included whole Oncology units being deployed onto the Nuffield Health site.

The remaining cases were classed as unavoidable, triggered by antibiotic therapy at the time of surgery, all of which were in-line with local antimicrobial formulae.

During 2020/21, Nuffield Health have deployed a range of quality improvement and key activities that aimed to reduce C.difficile incidents and enhance infection prevention standards more broadly, these included:

- Rapid implementation of the patient pathways, following national guidance
- Roll out of workforce and patient COVID-19 PCR testing
- Development of Infection Prevention e-learning modules for clinical and non-clinical staff with specific relevant to pandemic
- Introduction of COVID-19 practical training delivered to all staff by Infection Prevention Coordinator which continued through reactive training throughout pandemic
- Infection Prevention Toolkit developed adding practical and educational sessions
- Implementation of the Infection Prevention Board Assurance Framework live document, centrally reviewed quarterly, at each hospitals and all clinics
- Comprehensive audit programme with the addition of Social Distancing and COVID-19 Monitoring tool to assure that the guidance has been implemented
- During 2021/22 Nuffield Health intends to continue to seek opportunities to enhance our existing high standards of Infection Prevention through staff training and education, clinical effectiveness activity e.g. Clinical audit, and engagement in Infection Prevention initiatives that facilitate improvements in care delivery and management.



## 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): 1587, an increase of 840 compared against 2019/20
- rate (percentage of episodes): 2.28%
- number resulting in severe harm/death for NHS patients: 82 (77 patient deaths and 5 severe harm events, compared against 4 deaths and 2 severe harm events in 2019/20)
- rate (percentage severe harm/death): 0.118% (0.013% in 2019/20) (higher percentage is associated with an increased palliative caseload).

Nuffield Health continually strives to build a just safety culture that is grounded in openness, transparency and accountability. Although our incident rate continues to remain low, our incident count and percentage of episodes

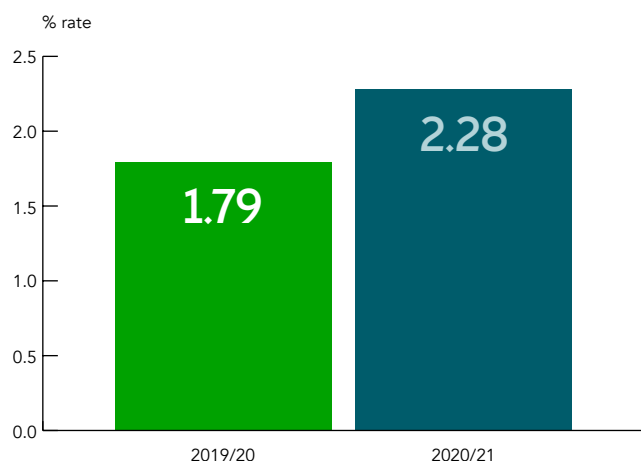
(group-wide) have increased from the previous reporting period. This is deemed a result of the pandemic-response and changes in Nuffield Health's activity profile, as directed by local/regional NHS requirements.

Several of our hospitals delivered palliative care services during the early-phases of COVID-19, whereas others delivered clinical services and shared care pathways during the full reporting period to higher-acuity and/or medical cohorts. Changes in activity profile has invariably led to increased prevalence, and a sustained focus during the pandemic has been upon effective incident management, ensuring that all incidents are thoroughly investigated and used as opportunities for learning and continuous Quality improvement.

Nuffield Health continues to prioritise patient safety and intends to take the following actions to improve this rate in 2021/22 and so the Quality of its services, by:

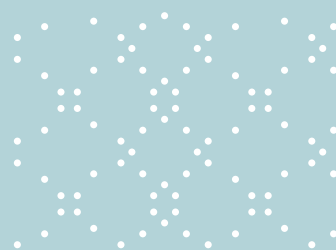
- continued use of robust internal assurance mechanisms that facilitate the delivery of safe and clinically effective care e.g. Clinical Audit, Benchmarking, Quality Assurance Reviews (QARs)
- continuing to drive an open and transparent reporting culture where all incidents (including near misses) are accurately reported, and systematically investigated with key learnings captured and disseminated
- acting with integrity, being open and honest when things go wrong
- seeking opportunities to refine and improve our reporting infrastructure and quality systems, ensuring that these facilitate high-quality incident reporting, trend analysis and preventative action
- 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.

### Percentage of patient safety incidents



### 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; 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).

Patient safety is paramount in all of Nuffield Health's clinical environments. In 2020, we commissioned an external Subject-Matter-Expert review of Nuffield Health's Speak Up infrastructure. This enabled us to validate the efficacy of our systems and processes, and identify opportunities for further improvement.

An improvement plan has subsequently been devised that focuses upon system, process and cultural enhancement - this will be implemented in 2021 and will help us to embed a culture of true openness and psychological safety, where all staff, irrespective of grade are empowered to Speak Up.

In 2020, we also produced supplementary guidance that centred 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 will be an area of sustained focus, as we continue to navigate the pandemic.

Nuffield Health continues to prioritise patient safety and intends to take the following actions in 2021/22 to advance its speak up culture by:

- Delivering its Speak Up improvement plan, this includes the appointment of a designated Guardian, development of a new Speak Up Policy and framework, and deployment of a local network of Speak Up Ambassadors
- Continuing to review and investigating all Speak Up incidents, ensuring that all concerns are appropriately investigated and used as a driver for clinical and organisational improvement
- Driving high-levels of cultural engagement, fostering and embedding a culture of openness and transparency in which staff are empowered to Speak Up, voice concerns, and champion clinical Quality.

## National and local Audit

The reports of 2970 national clinical audits and local clinical audits were reviewed by the provider in 2020/21 and Nuffield Health intends to take the following actions to improve the Quality of healthcare provided:

Thirty national clinical audits were conducted in the reporting period with significant attention given to Infection Prevention (18) which has been a key area of focus during the pandemic.\*

Clinical audit has served an important purpose during the pandemic, providing Nuffield Health with assurances around regulatory compliance and clinical Quality, whilst helping to facilitate Quality improvement, some examples include:

- Infection Prevention auditing supported the pandemic response helping to maintain safety for Nuffield Health employees and patients. This included the evaluation of, and compliance with, infection prevention protocols, e.g. social distancing, hand hygiene & PPE
- NEWS2 auditing helped to provide assurance that care management throughout the pandemic was effective, and that clinical teams were effectively managing atypical patient cohorts
- Continuation of critical audits e.g., WHO Checklist, providing assurances around safety processes and the effectiveness of changes in ways of working. This was especially important in clinical areas, where hybrid-working (between our teams and NHS teams) was deployed to effectively deliver and manage the patient pathway.

During the reporting period Nuffield Health have strived to improve the organisational management of clinical audit. This includes clinical audit identification, improved functionality and capabilities and increased visibility with the launch of an organisational-wide audit schedule. These will remain continued areas of focus as we evolve our clinical audit infrastructure.

Planned developments include:

- Evaluation of our Clinical Audit Programme against the Healthcare Quality Improvement Partnership (HQIP) audit standards
- Consideration of system enhancement for ease of audit analysis and provision of instantaneous feedback to sites
- Continued evaluation of clinical audit process efficiency.

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\*10 audits were paused during the early phases of the pandemic, in response to enactment of the organisation's Business Continuity Plan. These included non-critical audits and/or services that were temporarily suspended in line with the pandemic response.





# Our hospitals

Bournemouth Hospital	26	Leeds Hospital	42
Brentwood Hospital	27	Leicester Hospital	43
Brighton Hospital	28	Newcastle upon Tyne Hospital	44
Bristol Hospital	29	North Staffordshire Hospital	45
Cambridge Hospital	30	Oxford, The Manor Hospital	46
Cardiff & Vale Hospitals	31	Plymouth Hospital	47
Cheltenham Hospital	32	Shrewsbury Hospital	48
Chester, The Grosvenor Hospital	33	Taunton Hospital	49
Chichester Hospital	34	Tees Hospital	50
Derby Hospital	35	Tunbridge Wells Hospital	51
Exeter Hospital	36	Warwickshire Hospital	52
Glasgow Hospital	37	Wessex Hospital	53
Guildford Hospital	38	Woking Hospital	54
Haywards Heath Hospital	39	Wolverhampton Hospital	55
Hereford Hospital	40	York Hospital	56
Ipswich Hospital	41		

# Bournemouth Hospital

## About the hospital

Established in 1957, Nuffield Health Bournemouth was the first hospital acquired by the Charity. The original building in Owls Road was called Strathallan and was previously a nursing home.

We have an excellent reputation for the delivery of a wide range of services and treatments with a specialist focus on orthopaedics, cardiology, ophthalmology and paediatrics. We have 41 beds, three operating theatres, an endoscopy suite and a catheter laboratory, as well as two minor ops theatres and a physiotherapy gym including a hydrotherapy pool. We offer a full range of diagnostics on site, including MRI, CT, mammography and DEXA scan. Our state-of-the-art facilities enable us to offer first class healthcare to our patients in a safe and caring environment.



## Highlights

- ◆ Our cardiac interventional suite, is the first dedicated private cardiac facility in the UK to use Artis Q
- ◆ We have invested in the pioneering Mako® robotic-arm assisted technology for hip and knee replacements and are currently working with Bournemouth University (Orthopaedic research institute) to undertake a research study on Mako® hip replacements
- ◆ We are currently in the process of making plans to build a new state of the art hospital to serve our growing population



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



Louise Dennington,  
Matron

## Voice of the Customer score

**95%** Patient satisfaction  
with their experience  
at our hospital

# Brentwood Hospital

## About the hospital

Our modern Brentwood Hospital specialises in orthopaedics, general surgery, men and women's health, children's services and cosmetic surgery. We offer a wealth of exceptional clinical services for both patients who have private medical insurance and the self-pay market with a large team of consultants and specialised children's nurses that can see children of any age, for a variety of conditions.

Unique in the local area, our dedicated endoscopy unit performs a wide range of camera-led procedures to investigate conditions. Our new unit has dramatically improved our patient experience, offering significantly reduced time spent in hospital, state-of-the-art diagnostic equipment and dedicated, skilled staff who look after patients before, during and after the procedures.



## Highlights

- ◆ The Hospital offers a full range of services for children and young people
- ◆ Our CQC inspection 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 CT scanner and mammography machine with the latest imaging technology

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



Alison Williams,  
Matron



## Voice of the Customer score

**97%** Patient satisfaction  
with their experience  
at our hospital



# Brighton Hospital

## About the hospital

The original Nuffield Health Brighton Hospital in Hove was founded in 1976, but our present, larger site in Woodingdean opened in 1995 to meet increased customer demand for our medical services. We have an excellent reputation and offer a wide range of services and treatments with a specialist focus on orthopaedics, ophthalmology, spinal and general surgery. Nuffield Health Brighton Hospital is also a national centre for gender affirmation.

Our facilities are exceptional and complemented by the most up to date technological medical equipment to deliver fast, effective and efficient healthcare. We have 36 beds, three theatres, 11 outpatient rooms, a minor ops suite and a dedicated oncology unit. We also have a full range of diagnostics including on site CT and MRI.



## Highlights

- ◆ Development of a focused multi-disciplinary team of key stakeholders which facilitated safe and effective plans of care to enable treatment of patients who were falling outside of our usual admission criteria
- ◆ Implementation of weekly CLIP meeting (Complaints, Learning, Incidents, Plaudits) ensuring timely completion and closure of investigations, with actions embedded in the Hospital Quality Improvement Plan
- ◆ National Joint Registry (NJR) Quality Data Provider Award for 2019/20



“A comprehensive staff wellbeing programme, championed by the physiotherapy department and available to all, has kept the hospital healthy through the pressures of the last 18 months.”



Michael Turner,  
Matron

## Voice of the Customer score

**96%** Patient satisfaction  
with their experience  
at our hospital

# Bristol Hospital

## About the hospital

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

The 30-bed hospital offers a wide range of services and expertise, from spinal surgery and eye care to Women's and Men's Health clinics. Our facilities include three digital 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. Our orthopaedic specialists provide exceptional treatment, including state-of-the-art Mako® robotic-arm assisted joint replacement surgery, with Recovery Plus support available at either of Bristol's two Nuffield Health fitness & wellbeing clubs.



## Highlights

- ◆ Joint Advisory Group (JAG) accredited for Endoscopy services
- ◆ Enhanced recovery programme for patients following joint replacement.
- ◆ Staff mentorship and development enabling staff development into senior roles
- ◆ We're proud to work in collaboration with our local NHS Trust.



## Voice of the Customer score

**97%** 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

# Cambridge Hospital

## About the hospital

Nuffield Health Cambridge Hospital provides the highest level of private healthcare, offering a wide range of first class medical and surgical services. Located on Trumpington Road, the new facility opened in July 2015 featuring state-of-the-art clinical facilities, ensuite bedrooms and free on-site parking.

Our proximity to Addenbrooke's and Cambridge City centre means we attract many of Cambridgeshire's leading consultant surgeons and physicians. Situated in the heart of Cambridge's world-renowned medical region, we provide a full range of medical and surgical specialties.

Our expertise includes cancer care, cancer surgery, orthopaedic surgery (including robotic surgery), neurosurgery, cardiology, specialist paediatric services.



## Highlights

- ◆ Outstanding CQC rating and we continue to work in close relationship with the regulator
- ◆ Offer holistic and comprehensive cancer services with key Clinical Nurse Specialist support for whole patient pathway
- ◆ Developing and enhancing orthopaedic services to deliver best outcomes for patients
- ◆ Having supported local NHS Trust during the pandemic we have continued to work closely and effectively for continued good patient outcomes with our NHS colleagues



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



**Victoria Pangratiou,**  
Matron

## Voice of the Customer score

**97%** Patient satisfaction  
with their experience  
at our hospital



# Cardiff & Vale Hospitals

## About the hospitals

Nuffield Health Cardiff & Vale consists of two purpose built hospitals and takes great pride in providing patients with a personalised service and the highest standards of clinical excellence.

Our Vale Hospital is located in the tranquil setting of Hensol which has a strong exterior design utilising Welsh slate and the internal appearance is quite unique built in 2010. We have 25 luxury ensuite private bedrooms, two state of the art theatres and a minor ops suite located at our dedicated Cardiff Bay Hospital unit.

We have a special focus on orthopaedic joint replacement, spinal surgery, ophthalmology, urology, gynaecology and general surgery. Our aim is to ensure that patients receive the highest quality of patient care and first class private treatment.

## Highlights

- ◆ Proud to report we have maintained excellent clinical safety and outcome quality at a time of great challenge and growth
- ◆ Treated over 1,000 patients as part of the Welsh COVID contract. We have been able to utilise our closely located sites at Vale Hospital and Cardiff Bay Hospital to separate surgery and outpatients which has contributed to the deployment of patient pathways in response to COVID-19
- ◆ Introduced new one-stop diagnostic service for suspected breast cancers at Cardiff Bay Hospital

Regulated and quality checked by



“I am proud to report 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

## Voice of the Customer score

**99%** Patient satisfaction  
with their experience  
at our hospital

# Cheltenham Hospital

## About the hospital

Nuffield Health Cheltenham Hospital offers the very latest medical facilities and technology to treat a wide range of conditions over three floors. We provide a full range of medical and surgical specialities delivered in state-of-the-art clinical facilities, including orthopaedics, cosmetic surgery, spinal services, sports injury, ENT, gynaecology, urology, as well as a rapid access breast clinic. The hospital brings together medical and surgical expertise, backed by the latest diagnostic imaging facilities.

The hospital has 33 ensuite bedrooms, theatre complex with three theatres and a small ambulatory unit. Our outpatient floor has 12 consulting rooms with access to treatment room and dedicated minor procedures room, diagnostic services including; plain X-ray, MRI, CT, mammography and ultrasound, physiotherapy suite with gymnasium. The hospital has an excellent reputation and is proud of its extremely low infection rate record.

## Highlights

- ◆ 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
- ◆ National Joint Registry (NJR) Quality Data Provider Award for 2019/20



## Voice of the Customer score

**98%** Patient satisfaction with their experience at our hospital



“The staff at Cheltenham Hospital are extremely proud to provide person centred individualised care. The hospital has remained open and active throughout the last year, confidently supporting patients through our COVID Secure and Protect pathways.”



Andrea Scott,  
Matron

# Chester, The Grosvenor Hospital

## About the hospital

Nuffield Health Chester Hospital, The Grosvenor has remained Chester's leading private hospital since 1975. We deliver a comprehensive range of treatments and services, whilst working alongside our dedicated team of expert consultants and nurses.

We specialise in the areas of orthopaedics, ophthalmology, cosmetic surgery and general surgery offering a wide range of treatments. We also partner with Pheonix Health to offer weight loss surgery.

In 2018 we completed a major refurbishment to our hospital, with two brand new state of the art theatres and a new day case suite offering cataract surgery, minor operations, endoscopy procedures and pain management treatment. We have a full range of diagnostics including a static MRI and CT. Our hospital provides excellent private ensuite rooms and facilities including on-site gym and physiotherapy.



## Highlights

- ◆ Purpose built endoscopy suite with Joint Advisory Group (JAG) accreditation
- ◆ Onsite fitness and wellbeing gym helping aid recovery with our recovery plus service
- ◆ Staff development through Leadership Programme and Nurse Associate training
- ◆ State of the art theatres and day case suite
- ◆ Enhanced recovery programme for patients following joint replacement



“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

## Voice of the Customer score

96% Patient satisfaction  
with their experience  
at our hospital



# Chichester Hospital

## About the hospital

Built in 1992 and situated on the outskirts of the town, 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.

We offer a full range of diagnostics supported by a mobile CT and MRI service. Our facilities are modern and complemented by a dedicated team of staff and Consultants who support the delivery of clinically effective healthcare.



## Highlights

- ◆ We have delivered 3,200 procedures and 2,400 scans for our local NHS patients during the height of the pandemic
- ◆ Through our strict infection control measures, we have kept fully operational throughout the year to treat our patients, prioritising those in most need
- ◆ Our staff are more engaged than ever in development through the Leadership Programme, Nurse Associate training and the Apprenticeship scheme.



“It’s a fantastic place to work due to our staff. From the front door inwards, it’s a warm and welcoming environment for patients and colleagues. This is evidenced by the longevity of staff service and high level of patient satisfaction.”



Patricia Hulse,  
Matron

## Voice of the Customer score

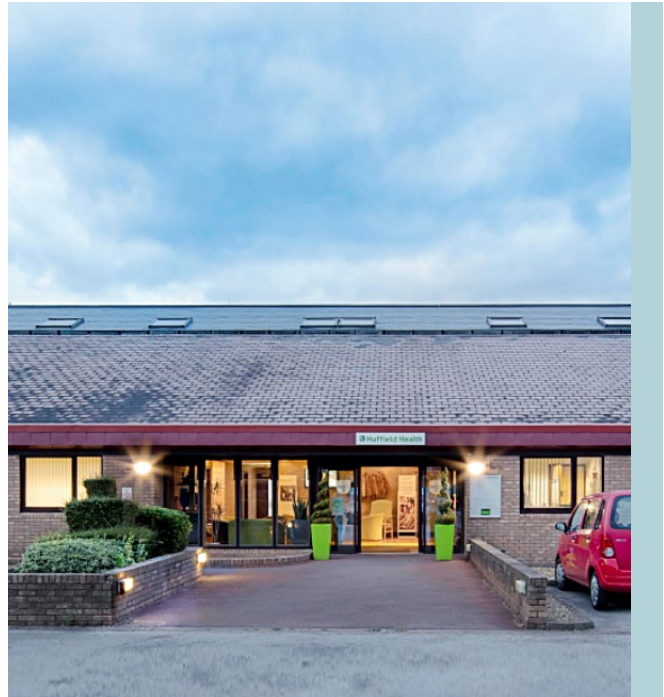
**97%** Patient satisfaction  
with their experience  
at our hospital

# Derby Hospital

## About the hospital

Nuffield Health Derby Hospital 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 we have an excellent reputation for the delivery of a wide range of services and treatments including Orthopaedics and spinal surgery, general surgery, Gynaecology surgery, ENT, Ophthalmology and cataract surgery, Oncology and cosmetic surgery.

We have 38 beds and three operating theatres along with a recently refurbished outpatient department, a minor ops suite and a dedicated oncology unit. We have a full range of diagnostics, including on site CT and MRI. Our highly trained staff create a caring environment to encourage speedy recovery and wellbeing.



## Highlights

- ◆ Our cancer services have been awarded the Macmillan Quality Environment mark and Macmillan Adoption
- ◆ We are Joint Advisory Group (JAG) accredited for endoscopy services
- ◆ 'Getting It Right First Time' (GIRFT) assessed as an exemplar site for Orthopaedic Surgery
- ◆ School Wellbeing Activity Programme (SWAP) schools project has reached hundreds of local school children



“We are committed to the health and wellbeing of our community. We pride ourselves on delivering the highest quality clinical care, putting patients at the heart of everything we do.”



Collette Orme,  
Matron

## Voice of the Customer score

97% Patient satisfaction with their experience at our hospital

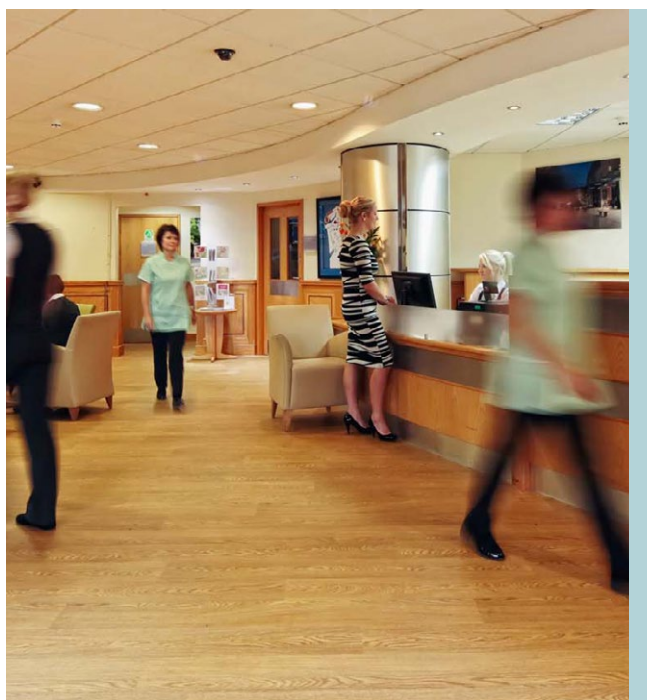
# Exeter Hospital

## About the hospital

Nuffield Health 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.

We specialise in 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 120 consultants from over 30 specialities, we offer diagnostics and surgery in the specialities of cardiology, ophthalmology, ENT, gynaecology, gastrointestinal and general surgery. Our consultants are supported by state-of-the-art in-house radiology, pathology, pharmacy, physiotherapy and wellbeing services.



## Highlights

- ◆ Our enhanced recovery programme for joint replacement patients has led to significant reductions in length of hospital stay
- ◆ The Hospital undertook 546 Knee or Hip replacement operations during 2020 with only one significant infection identified. This equates to an infection rate of 0.18%
- ◆ During the pandemic the NHS contract for Cardiology work involved two to three all day coronary angiography lists. NHS waiting list dropped from over six months to two weeks during the term of the contract



“It’s been a privilege to support the NHS throughout the pandemic. I am proud that our staff welcomed all patients ensuring the care they provided was second to none. The feedback we have received from patients has been amazing.”



Ian Harvey,  
Matron

## Voice of the Customer score

**98%** Patient satisfaction  
with their experience  
at our hospital



# Glasgow Hospital

## About the hospital

Nuffield Health Glasgow Hospital opened in 1984 and has been meeting the healthcare needs of the City of Glasgow and surrounding area for over 45 years. Patients travel from the length and breadth of Scotland to access our medical services.

The hospital has a reputation of excellence in a number of specialities and we provide a broad spectrum of treatments and surgeries including orthopaedic surgery, spinal surgery, general surgery, eye care, urology, ENT, cosmetic surgery, women's health and neurology. We have 33 private bedrooms, two operating theatres, one ambulatory care unit and two minor ops treatment rooms. We have an extensive range of diagnostic services, including 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.

## Highlights

- ◆ Transition to support the delivery of NHS services such as breast and skin cancer services
- ◆ Standardisation of practice for infection prevention measures across surgical procedures
- ◆ Green score for IHeme audit for quality assurance for decontamination in endoscopy
- ◆ New partnership for corneal implants with National Organ Service with implemented governance structure

Inspected and rated GOOD by



“We supported the evolving service throughout the pandemic, working flexibly to meet the needs of patients. Teams came together, maintaining an integrated approach, supporting successful patient outcomes whilst maintaining a COVID-19 safe environment.”



Sharon Campbell,  
Matron

## Voice of the Customer score

**95%** Patient satisfaction  
with their experience  
at our hospital

# Guildford Hospital

## About the hospital

Opened in 1999, Nuffield Health Guildford Hospital provides high-quality healthcare for the people of Guildford and its surrounding areas. We work with leading consultants to offer a range of services for preventing, diagnosing and treating various medical conditions. Our highly trained staff provide care on an individual basis, with the aim of creating a safe and welcoming environment to encourage speedy recovery and wellbeing.

Our amenities include:

- Four operating theatres including a dedicated digital theatre.
- 16 private consulting rooms.
- 50 individual ensuite patient rooms with satellite flat screen televisions and WiFi access.
- Wide range of diagnostic services.
- Free on-site parking.

## Highlights

- ◆ Continuing to support NHS patients to receive necessary surgery through multidisciplinary collaboration
- ◆ Oncology unit with five Macmillan accredited nurses and Clinical Nurse Specialists in immunotherapy and gynaecology
- ◆ Physiotherapy team providing services at both hospital and gym to support patient recovery
- ◆ National Joint Registry (NJR) Quality Data Provider Award for 2019/20



“The high level of care given is demonstrated by the wonderful comments received in the patient satisfaction report every month. It is a pleasure to work with such a great hospital team who positively impact the patient experience.”



Justine Hillier,  
Matron

## Voice of the Customer score

**96%** Patient satisfaction  
with their experience  
at our hospital

# Haywards Heath Hospital

## About the hospital

Situated close to the main line train station, Nuffield Health Haywards Heath Hospital has become an established part of the local community, providing first class private consultant led healthcare. We offer a vast range of medical, surgical and diagnostic services.

All of our staff are highly trained in providing clinically effective health care on an individual basis, with an overall aim of creating a caring environment that encourages swift recovery. Our hospital offers 26 bedrooms, three theatres along with eight consulting rooms, a minor ops suite and 3T MRI. We are proud to be the first hospital in Sussex to offer robotic-assisted surgery for patients requiring knee replacement surgery, which complements our specialist focus on orthopaedics, along with spinal and gynaecology.



## Highlights

- ◆ Proud to have supported the NHS during the pandemic treating over 1500 patients
- ◆ National Joint Registry (NJR) Quality Data Provider Award for 2019/20
- ◆ Provider of Robotic-assisted surgery for patients requiring knee replacements
- ◆ 3T Magnetic Resonance Imaging (MRI) scanner offering higher quality images than industry standard
- ◆ Over 100 members of our staff are dementia friends



## Voice of the Customer score

**95%** Patient satisfaction with their experience at our hospital

“Throughout the past 18 months, our team have worked hard to maintain a quality service for all our patients. We are so proud of the commitment, dedication and resilience which is demonstrated everyday.”



Kathi Jackman,  
Matron



# Hereford Hospital

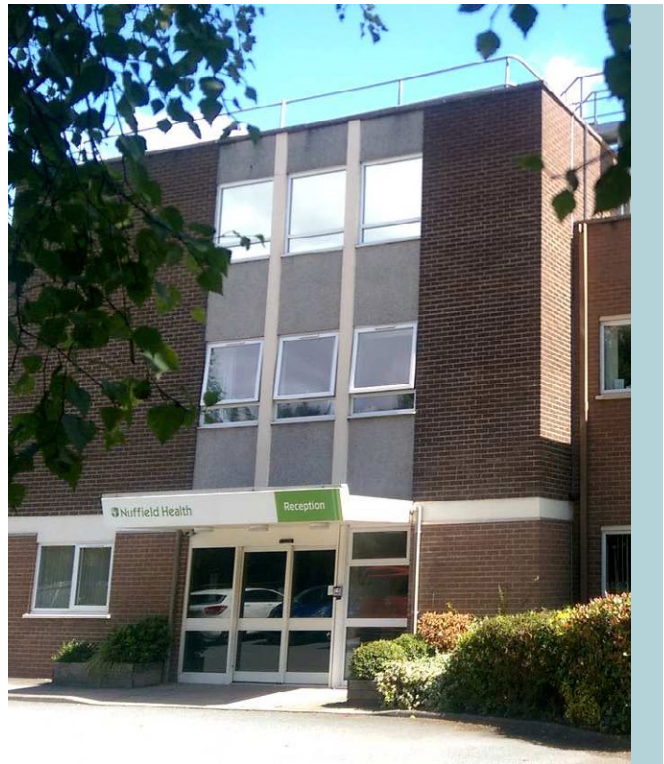
## About the hospital

Nuffield Health Hereford Hospital is situated half a mile from the city centre and is a modern hospital offering exceptional private healthcare to the community, both within and beyond Herefordshire.

Offering a vast range of first-class medical and surgical services performed by expert consultants, our specialisms include ophthalmology, orthopaedics and cosmetic surgery.

Access to our own X-ray services including CT and MRI provides the hospital with a first rate diagnostic service.

We're constantly investing in new facilities. We've recently refurbished our day care suite and opened our new mammography unit. We take pride in the high standards of care and treatment our patients receive.



## Highlights

- ◆ CQC Inspection rated our hospital as good with our Care score being outstanding.
- ◆ Recognised for excellent orthopaedic procedures.
- ◆ A wide array of surgical specialities catered for including; plastics, podiatry, gynaecology, general surgery, ophthalmic, and orthopaedics.
- ◆ Diagnostic services including CT and MRI.



“We provide Matron-led exceptional care; care that is safe, effective, caring and responsive. Patient centric care, delivered by talented, well trained, motivated and compassionate individuals working together as an effective team.”



**Martin Tippet,**  
Matron

## Voice of the Customer score

**98%** Patient satisfaction  
with their experience  
at our hospital

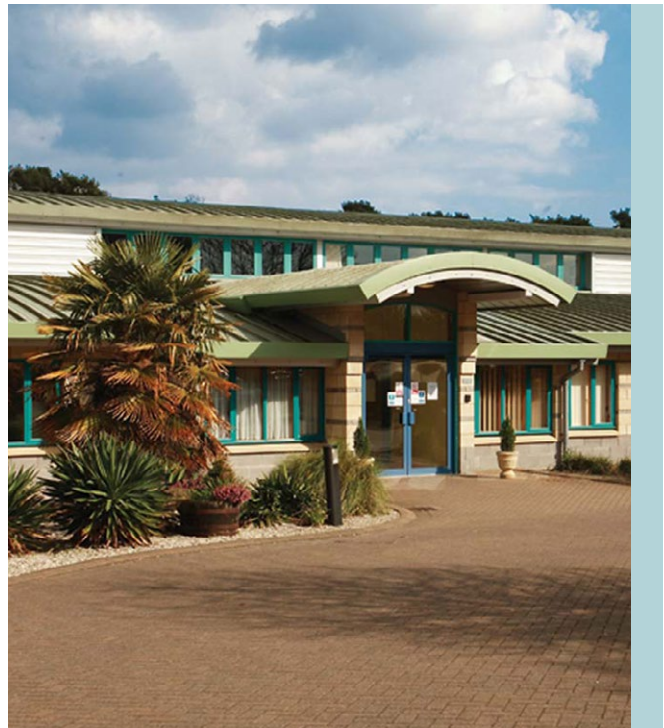
# Ipswich Hospital

## About the hospital

Nuffield Health Ipswich Hospital opened in 1997 and is an established part of the local community. The hospital was purpose built on the site of a former sanatorium and is set in 19 acres of private woodland.

We offer our patients the highest levels of service and comfort within a calm and welcoming environment. The majority of our bedrooms have patio doors with access to the gardens with woodland views.

Nuffield Health Ipswich Hospital is an acute hospital with 35 bedrooms all with ensuite facilities and over 100 consultants providing private practice within a range of specialties, with access to specialist medical treatments and equipment for surgery, diagnostics and medical services.



## Highlights

- ◆ Hospital site utilised as a cancer treatment centre to support the NHS during the pandemic
- ◆ Staff were re-deployed to Ipswich Hospital to work alongside the NHS in areas of peak demand
- ◆ Strong partnership with the NHS with re-established diagnostic and treatment pathways
- ◆ Dedicated and loyal staff with one of the highest levels of retention across the group



“Matron-led care is at the hospital’s approach to ensure all patients are treated as individuals with dignity and respect. Our staff’s enthusiasm and commitment is our greatest strength.”



Sam Bower,  
Matron

## Voice of the Customer score

95% Patient satisfaction with their experience at our hospital

# Leeds Hospital

## About the hospital

We are Yorkshire's largest private hospital, based in the heart of Leeds city centre and have been inspected and rated as Outstanding by the CQC. We deliver complex surgery such as cardiac, spinal and neurosurgery, due to the backing of our Critical Care Unit, alongside specialities more traditional to a private hospital including orthopaedics, women's and men's health, sports injury and cosmetic surgery.

We have 80 patient bedrooms, eight Critical Care beds, six operating theatres and an interventional suite (for cardiology, neuro and vascular procedures). We offer a full range of diagnostics onsite including CT, MRI, mammography and X-ray. Our patients are cared for by a highly experienced team of staff and consultants, ensuring excellent patient care.



## Highlights

- ◆ Rated outstanding by the CQC
- ◆ Offer a wide range of complex procedures including cardiac and liver specialities
- ◆ Accredited with a silver award for Aseptic Non Touch Technique for our great work undertaken in Infection Prevention
- ◆ Strong commitment to staff development including Leadership programmes and Nurse Associate Training
- ◆ Proud to have supported the NHS throughout 2020/21



“Our patients are our best ambassadors: ‘My nurse was like an angel. She was everything you hoped a nurse would be, kind, efficient, caring and so very professional and knowledgeable.’”



Sharon Robinson,  
Matron

Patient feedback

## Voice of the Customer score

**96%** Patient satisfaction  
with their experience  
at our hospital



# Leicester Hospital

## About the hospital

The original Nuffield Health Leicester Hospital in Leicestershire was founded in October 1970 and was known as 'The Leicester Clinic', but our present, larger site on Scraptoft Lane opened in 1990 to meet increased customer demand for our clinical services.

We have an excellent reputation for a wide range of elective surgery and treatments including orthopaedics, ear, nose and throat and general surgery.

We have 37 beds, two theatres, 14 consultation rooms, a minor ops suite and dedicated children's ward. We have a full range of diagnostics, including CT and MRI. Our hospital is part of the UK's leading healthcare charity, with matron-led care which is complemented by the most up to date technological equipment that supports the delivery of clinically effective healthcare.



## Highlights

- ◆ We are proud to be one of the UK centres hosting SuperPATH™ Hip replacements. This provides a less invasive rapid recovery technique.
- ◆ 100% Patient satisfaction score in 'making our patients feel safe' and 'being treated with respect and dignity'
- ◆ A specialist Recovery Plus personal trainer offers ongoing support to our joint replacement patients
- ◆ National Joint Registry (NJR) Quality Data Provider Award for 2019/20



“We have an amazing team here at Leicester 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

## Voice of the Customer score

**98%** Patient satisfaction  
with their experience  
at our hospital

# Newcastle upon Tyne Hospital

## About the hospital

Built in 1973 and set in the heart of Newcastle, our hospital has been providing outstanding private healthcare to people in the North East for over 40 years. We constantly invest in our modern hospital, providing first-class medical facilities and demanding exceptional standards of care. As a charity our aim is not only to provide quality healthcare, but to articulate and deliver community programmes and reinvest back into the hospital. In recent years we have spent over £1.5 million on state-of-the-art diagnostic equipment (MRI/CT).

Our facilities include: 16 outpatients consulting rooms including an ophthalmic suite, 28 residential patient bedrooms with ensuite facilities, 12 bed day case suite, three operating theatres plus Radiology, Pathology and Physiotherapy departments.



## Highlights

- ◆ National Joint Registry (NJR) Quality Data Provider Award for 2019/20
- ◆ Investment in Holmium Laser Enucleation of the Prostate (HoLEP) equipment for prostate procedures
- ◆ Supporting Newcastle Hospitals NHS Foundation Trust to deliver breast cancer surgery during COVID-19 pandemic

“This year has asked a lot of our hospital team. I am honoured and proud of the response of all staff here at Newcastle Hospital and how we have continued to deliver excellent patient care through difficult times.”

Caren Morrison,  
Matron



## Voice of the Customer score

95% Patient satisfaction  
with their experience  
at our hospital

# North Staffordshire Hospital

## About the hospital

Nuffield Health North Staffordshire Hospital was opened in 1978 with funds raised by the local community. The hospital is now a modern purpose-built private healthcare facility with 39 onsite bedrooms. The hospital has three theatres, a busy out-patient department and offers physiotherapy, pathology and diagnostic imaging, along with inpatient services.

The hospital has an excellent reputation for clinical care, expertise and efficient friendly staff. The team provide a variety of services covering medical and surgical specialities including orthopaedic and oncology and have a diagnostic centre for CT and MRI scanning for rapid diagnostics. We have a well-established team of clinical and administrator staff who all make the hospital a safe and effective choice for patients, both locally and from further afield.

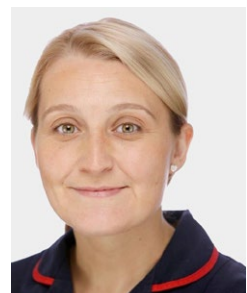


## Highlights

- ◆ Gained Macmillan Quality environmental marker for excellence in oncology services
- ◆ Achieved Joint Advisory Group (JAG) accreditation for endoscopy diagnostic services
- ◆ Consistently excellent patient satisfaction scores
- ◆ Our excellent management of the COVID-19 pandemic, supporting NHS cancer care delivered from our site. Expansion in oncology provision and tangible quality improvement



“We are a small but mighty hospital that has grown from strength to strength. Throughout the pandemic we have continued to work tirelessly for our community and ensured that oncology patients received the care they required in a safe environment.”



Viki Williams,  
Matron

## Voice of the Customer score

97% Patient satisfaction with their experience at our hospital



# Oxford, The Manor Hospital

## About the hospital

The Manor Hospital Oxford was purpose built and opened in 2004 and is managed by Nuffield Health, a not-for-profit organisation. It is the largest of 31 hospitals and has gained an international reputation for excellence offering patients a premium service in neurosurgery, cardiac care, orthopaedics, and oncology.

Facilities include six high-specification surgical theatres, cath lab, interventional radiology, 64 private ensuite bedrooms, supported by a four bedded intensive care unit and six bedded PACU. Dedicated to delivering safe and compassionate care. There are two minor procedure suites for day case and outpatient surgery, a radiology unit including mammography, ultrasound, MRI & CT.

Over 370 qualified medical staff have practising privileges drawn predominantly from substantive NHS positions within the Oxford region. Our consultants and staff take great pride in providing the finest medical and nursing care in a clean and comfortable environment.

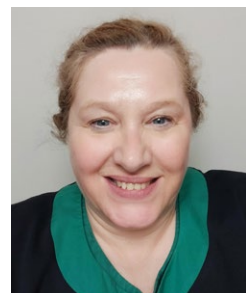


## Highlights

- ◆ Our cancer services have been awarded the Macmillan Quality Environment Mark
- ◆ In partnership with Oxford University Hospitals, jointly delivering a first class cardiology service, especially TAVI procedures



“I am incredibly proud to be part of a fantastic team working in partnership with the NHS. Our committed and compassionate staff deliver consistently high quality care to our patients.”



Gill Milward,  
Matron

## Voice of the Customer score

94%

Patient satisfaction  
with their experience  
at our hospital

# Plymouth Hospital

## About the hospital

Nuffield Health Plymouth Hospital has built an excellent reputation of providing first class clinical care since 1971. Our consultant delivered treatment and traditional matron-led nursing team provide 24-hour care that's tailored to your individual needs. We offer a wide range of surgical specialties with a special focus in the areas of orthopaedic surgery, ophthalmology, plastic surgery and diagnostic imaging.

Our hospital has a dedicated Infection Prevention Control Team ensuring the highest standard of cleanliness with extremely low infection rates. We take pride in our spotlessly clean rooms and maintaining the privacy and dignity of our patients at all times.

We have 40 beds and three theatres, along with outpatient consultation rooms, a minor ops suite and dedicated JAG accredited endoscopy unit. We offer a full range of diagnostics, including CT and MRI.



## Highlights

- ◆ Joint Advisory Group (JAG) Accredited Endoscopy Service
- ◆ Dementia friendly hospital
- ◆ Over 20 000 NHS patients treated during the pandemic when the Minor Injuries Unit and Oncology services were relocated from local trust.
- ◆ Comprehensive surgical Recovery Plus Programme
- ◆ Strong links with Plymouth University Medical School, Radiology Academy and School of Nursing



“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

## Voice of the Customer score

**96%** Patient satisfaction  
with their experience  
at our hospital

# Shrewsbury Hospital

## About the hospital

Our Shrewsbury hospital is purpose built and well equipped with 30 ensuite bedrooms, 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 facilities. We specialise in the areas of orthopaedics, ophthalmology, cosmetic surgery and women's health.

We offer the most up to date medical treatments, combined with a warm welcome and a professional, caring service from our matron-led nursing team. We support staff and skill development, and all of our staff are highly trained in providing care on an individual basis, with an overall aim of creating an environment that enhances recovery and supports wellness.



## Highlights

- ◆ An impressive infection prevention record, with no reports of COVID-19 outbreaks in patients or staff
- ◆ We have a strong safety record, and are committed towards the delivery of high-Quality, clinically effective care
- ◆ National Joint Registry (NJR) Quality Data Provider Award for 2019/20
- ◆ We are an orthopaedic centre of excellence



“Despite the challenges of the past 18 months, I’ve witnessed our truly dedicated teams going above and beyond for patients every day, which accounts for our outstanding patient satisfaction feedback.”



Leighann Sharp,  
Matron

## Voice of the Customer score

**99%** Patient satisfaction  
with their experience  
at our hospital



# Taunton Hospital

## About the hospital

Nuffield Health Taunton Hospital is one of the leading providers of private healthcare in the South West. We've built a reputation for clinical excellence and outstanding patient care over the last 46 years.

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 ensuite rooms and a Healthstyle suite that caters for some cosmetic, dermatology and procedures not requiring GA.

Our areas of specialty include orthopaedic and spinal surgery, ophthalmology, dermatology, general surgery and diagnostic imaging. Our highly experienced consultants and dedicated matron-led nursing team ensure patients receive the best care possible.



## Highlights

- ◆ National Joint Registry (NJR) Quality Data Provider Award for 2019/20
- ◆ Participate in Patient Reported Outcome Measures (PROMS) to assess quality of care to determine health gains year on year
- ◆ BSI ISO27001 certification for robust Information Governance processes
- ◆ The British Institute of Cleaning Science (BICSc) trained housekeeping team to provide outstanding cleanliness audit scores
- ◆ 13 staff trained in mental health/emotional wellbeing to support all employees and patients



“Our Senior Management Team are honoured to lead the delivery of exceptional care that is safe, effective, caring and responsive. Care that is patient centred, given by talented, well trained, motivated and compassionate individuals working together as one team.”



Carol Hardwicke,  
Matron

## Voice of the Customer score

**98%** Patient satisfaction  
with their experience  
at our hospital

# Tees Hospital

## About the hospital

Nuffield Health Tees Hospital is a leading provider of private healthcare in the North East, proudly serving Stockton-on-Tees, Darlington, Middlesbrough and the surrounding areas since 1981. Our friendly, well-equipped hospital has built a reputation for its outstanding levels of patient care. As a charity, we reinvest our profits into our facilities and services, ensuring every patient receives exceptional standards of care.

Specialist areas of treatment include orthopaedics, spinal surgery, vascular surgery, eye care and cosmetic surgery. In addition, we have a full range of diagnostics, including state-of-the-art mammography machine, CT and MRI. Patients can choose their own expert consultant who, along with our exceptional nursing team, will provide end-to-end treatment and support including any aftercare required.



## Highlights

- ◆ Developed a network link with other local independent providers to act on the recommendations of the Paterson inquiry
- ◆ Improvements to the pre-assessment pathways resulting in reduced clinical cancellations
- ◆ Pharmacy Quality Assurance Review (QAR) highlighted innovative practices that are to be rolled out throughout the organisation
- ◆ Facilitating high quality incident investigation with a focus on effective action planning and reviews through bi-monthly clinical effectiveness meetings



“True to form, the teams have been exceptional in making the switch from supporting the NHS back to business as usual, embracing changes to processes whilst maintaining outstanding patient satisfaction.”



Maggie Harris,  
Matron

## Voice of the Customer score

# 97%

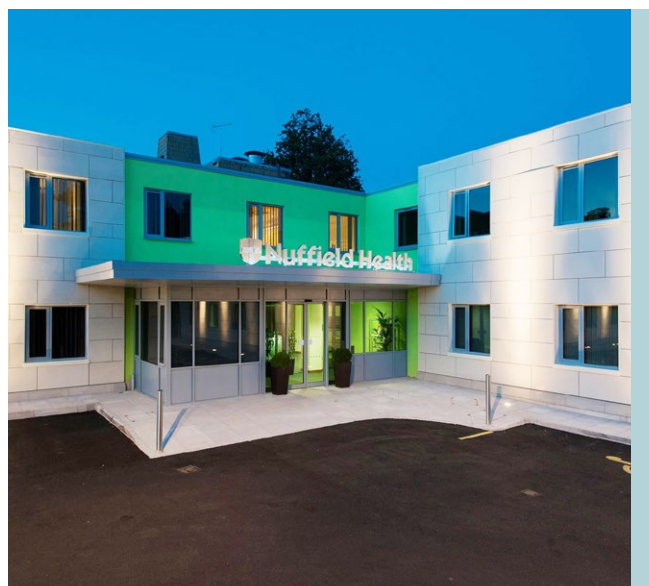
Patient satisfaction  
with their experience  
at our hospital

# Tunbridge Wells Hospital

## About the hospital

Nuffield Health Tunbridge Wells Hospital opened in 1968 from funds raised by the local community and we are now an established leader in providing private healthcare in the Kent region.

The hospital has built a strong reputation for providing the highest standards of clinical excellence. We work with industry-leading consultants to offer a wide range of services and treatments and have a special focus on orthopaedics, paediatric care, oncology, urology, general and cosmetic surgery. We have 38 inpatient beds (a six bedded paediatric unit) and a dedicated oncology suite. With Matron-led clinical standards in place, our team of experts take a personalised approach by getting to know every individual, so we can provide the best possible care and support now and in the future.



## Highlights

- ◆ Supported local NHS Trust with surgical interventions including CEPOD, trauma and orthopaedic and gynaecology
- ◆ Undertook the care of patients undergoing biologic treatments for Inflammatory Bowel Disease from the local Trust during the first wave of the pandemic, treating up to 10 patients a day, helping to facilitate social distancing as there was not sufficient space at the Trust
- ◆ Maintained oncology service through pandemic

“I’m proud of the fantastic feedback we received especially from our NHS patients; ‘the staff were so friendly and helpful, nothing was too much trouble.’”



Jane Vince,  
Matron

Patient feedback



## Voice of the Customer score

97% Patient satisfaction with their experience at our hospital



# Warwickshire Hospital

## About the hospital

Nuffield Health Warwickshire Hospital was originally the home of an Orthopaedic Surgeon. Redesigned, renovated and opened in 1981 as a private hospital and charitable trust, Nuffield Health assumed ownership in 1994. Serving Warwickshire, West Midlands and beyond, we have an excellent reputation for the delivery of a wide range of services and treatments.

With specialist focus on orthopaedics, spinal surgery, ophthalmology, diagnostic imaging and general surgery, we offer 41 ensuite patient bedrooms, three theatres, endoscopy theatre, 15 consultation rooms, minor operations suite and oncology unit. We have a full range of onsite support services including diagnostics with CT and MRI, physiotherapy and pharmacy. Highly trained staff provide clinically effective individual healthcare.



## Highlights

- ◆ Warwickshire Hospital maintains excellent infection control standards with all infection control audits achieving >95%
- ◆ Throughout 2020, we worked in partnership with local NHS trusts in specialities such as breast cancer and orthopaedics. Our hospital provided a secure environment, where NHS teams continued to treat vulnerable patients
- ◆ To ensure our chemotherapy patients could still receive safe care, an off-site oncology unit was managed by our pharmacy manager and oncology lead



“We worked tirelessly to ensure patients could still receive their surgery in a COVID-secure environment. Staff stepped up to the challenge in the ever-changing landscape. We are taking the lessons learnt forward to ensure a safe, effective and responsive service.”



Rebecca Cockerton,  
Matron

## Voice of the Customer score

97%

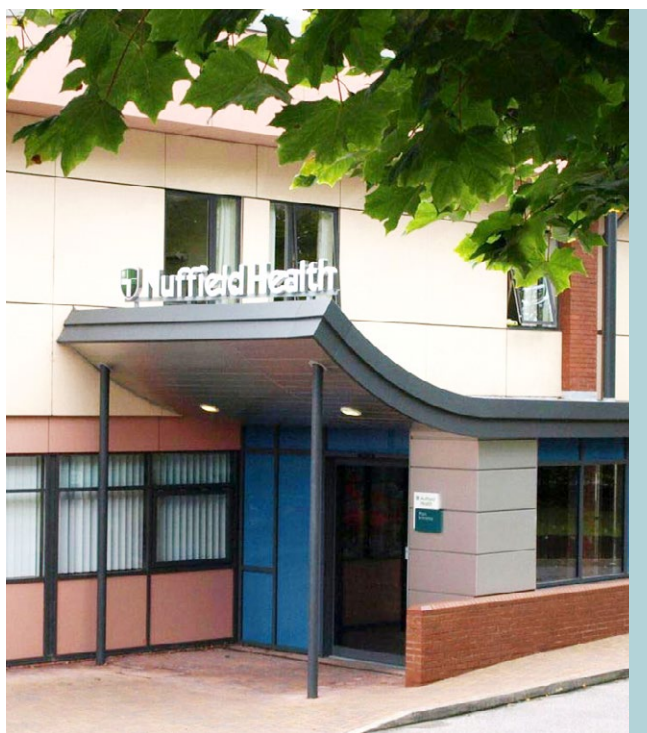
Patient satisfaction  
with their experience  
at our hospital

# Wessex Hospital

## About the hospital

Nuffield Health Wessex Hospital is a stunning 47 bedded private hospital in West Hampshire with specialisms in orthopaedics, ophthalmology, urology, women's health and spinal surgery. We have four modern theatres and an endoscopy suite. We have a large outpatient's department with 16 consulting rooms and specialist ophthalmology facilities. The hospital also benefits from having onsite radiology, pathology, physiotherapy and hydrotherapy so we can give our patients a complete package of care.

The hospital has recently invested in £1 million state-of-the-art robotic technology to enhance our orthopaedic hip and knee replacements. We also have the latest laser equipment for prostate and ureteric stone surgery, an integrated theatre for laparoscopic surgery and a modern ophthalmic suite including laser eye surgery.



## Highlights

- ◆ Comprehensive Ophthalmology service offering many forms of treatments including laser procedures
- ◆ Extensive Physiotherapy service including hydrotherapy, two fully equipped gyms for outpatients, pre and post-surgical care provided.
- ◆ Leading-edge digital operating theatre and robotic joint replacement surgery.
- ◆ Commended for collaborative care to NHS medical patients during the pandemic.
- ◆ Wide range of surgical procedures undertaken at the hospital in out-patients and the operating theatres.



“The Wessex Hospital team are friendly, caring, dedicated and helpful. Demonstrated in their care and attention of patients and by the cooperation and support for each other as colleagues, and the wider group of professionals.”

Mary Stringfellow,  
Matron

## Voice of the Customer score

# 97%

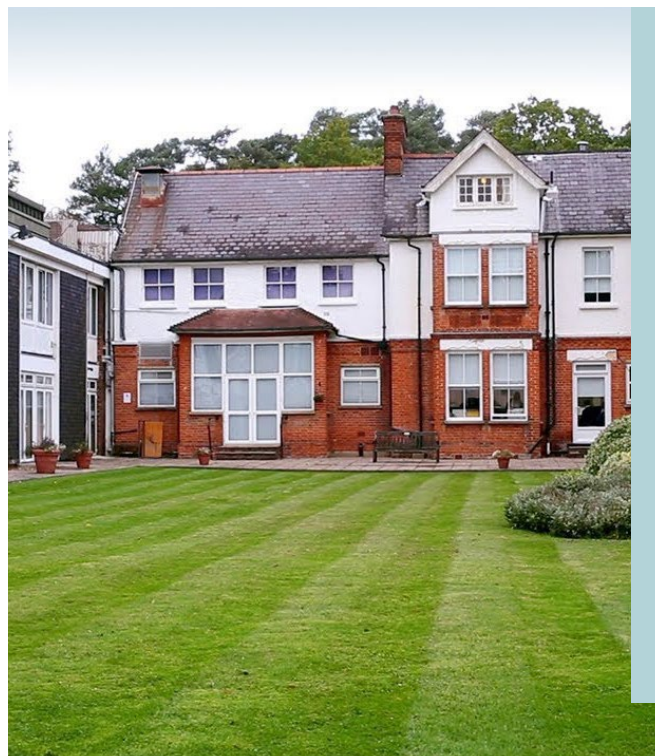
Patient satisfaction  
with their experience  
at our hospital

# Woking Hospital

## About the hospital

Nuffield Health Woking Hospital, located in the leafy suburbs of West Surrey, opened in 1962. 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. We pride ourselves on providing exceptional standards of treatment and care in our state-of-the-art facilities, including two high specification theatres specifically designed to offer a full range of specialties.

Our areas of specialty include orthopaedic surgery, ophthalmology, gynaecology and breast care. Patients can choose their own dedicated consultant who, along with our team of matron-led nurses, will offer complete care and support tailored to their individual needs. We provide first-class hospitality including ensuite private rooms and freshly prepared meals to make every patient's stay as welcoming as possible.



## Highlights

- ◆ Fertility Unit relocated under CARE UK into a purpose adapted building
- ◆ Newly formed positive relationships with our local Trusts and CCG
- ◆ Central investment into new equipment including two new laparoscopic stack systems
- ◆ Sensitive reflection and adaptation of visitors access for poorly patients or patients in need



“A complicated year for the world. Care and compassion have shone through. Our team have taken on roles willingly that are outside of their usual day job, with grace, positivity and good will. I thank them all.”



Carole Ingleby,  
Matron

## Voice of the Customer score

96% Patient satisfaction with their experience at our hospital



# Wolverhampton Hospital

## About the hospital

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

The hospital is set in tranquil, mature grounds and has a fantastic reputation for providing a range of clinical services, such as orthopaedics, ophthalmology, oncology, ENT, gynaecology, urology, general surgery and breast surgery. There are two operating theatres, one of which has a laminar flow system, a minor ops treatment suite, 27 ensuite bedrooms and a purpose built Oncology suite. The hospital is also home to a full on-site diagnostic service as well as 10 outpatient consulting rooms.



## Highlights

- ◆ The hospital has a Joint Advisory Group (JAG) accredited Endoscopy service
- ◆ A full diagnostic provision on site, including MRI, CT, DXA, mammography, ultrasound and X-ray
- ◆ Purpose built oncology suite
- ◆ Official Medical Provider for Wolverhampton Wanderers Football Club
- ◆ Proud supporter of the COVID-19 response

“Our patients are at the heart of everything that we do. The talent, passion and commitment of the team ensures that the patient receives the very best quality care.”

Heidi Biondic,  
Matron



## Voice of the Customer score

98% Patient satisfaction  
with their experience  
at our hospital

# York Hospital

## About the hospital

Based in the Historic City of York Nuffield Health York Hospital is one of the leading providers of private healthcare to the residents of York, as well as the Towns and communities of North Yorkshire.

The Hospital opened in 2004 following a move from our previous site in the heart of York, transforming the former Nestle Factory dining hall into a modern 41 bedded Hospital, three theatres ambulatory unit and diagnostic suite.

Further investment has included the installation of an onsite MRI unit and the refurbishment of our outpatient facilities. We pride ourselves on the patient care that we deliver and this is reflected in our last CQC inspection which rated us Good across all of the standards.



## Highlights

- ◆ Providing a safe treatment centre for extremely vulnerable and urgent surgical NHS patients during the pandemic, who otherwise would not have been treated
- ◆ Engaged with over 400 primary care practitioners through our free education programme, delivering cutting edge educational content for a variety of front-line roles
- ◆ Establishing a new private GP service to help patients in York receive faster access to medical advice and onward referrals where required



“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

## Voice of the Customer score

95% Patient satisfaction with their experience at our hospital

## Contact and registered office details

**Address:**

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**Telephone:**

0300 123 6200

**Online:**

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[Instagram.com/nuffield.health](https://www.instagram.com/nuffield.health)  
[YouTube.com/nuffieldhealthtv](https://www.youtube.com/nuffieldhealthtv)

**Nuffield Health Registered Office:**

Epsom Gateway, Ashley Avenue, Epsom, Surrey KT18 5AL.  
A registered Charity Number 205533 (England and Wales),  
a Charity Registered Number SCO41793 (Scotland) and  
a Company Limited by Guarantee. Registered in England  
Company No 00576970.

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

