



Nottingham  
Hospitals  
**Charity**

At the heart of your care



**#yourlocalcare**

STRATEGIC PLAN: 2017 TO 2020

## OUR VISION

Our vision is an outstanding NHS for the people of Nottinghamshire.

## OUR MISSION

Our mission is to enhance patient care and help families and carers in the East Midlands by transforming hospital services through innovation; funding local research; investing in whole hospital staff development projects; purchasing the newest technology; and creating a caring environment for all who use Nottingham's hospitals. We will facilitate these initiatives through inspiring fundraising appeals and carefully considered grant-making programmes; and by working with our hospitals and the communities we serve.

## CONTENTS

- 03** Comments from Chief Executive
- 05** Our objectives: An overview
- 07** Research
- 09** Support staff development, including all clinicians: nursing; midwifery; medical; allied health professionals
- 11** Provide Charity-funded services and independently identify appeals
- 13** Enhancing patients' well-being
- 15** Extend NUH Charity's fundraising remit to other NHS carer and patient organisations
- 17** Work strategically and collaboratively with other charities, linking through NUH
- 18** How we will achieve our objectives
- 21** How we will finance our objectives
- 22** How we will measure our success in supporting outstanding care
- 25** At the heart of your care

## COMMENTS FROM CHIEF EXECUTIVE

Nottingham University Hospitals Charity (registered charity no. 1165397), known as NUH Charity or Nottingham Hospitals Charity, came into being in November 2006 and since then has invested over £30 million in charitable income to Nottingham University Hospitals NHS Trust (NUH). We are proud of this achievement and aim to build on this by increasing our charitable investment over the next three years, which will be achieved by implementing our fundraising strategy.

This is an exciting time for NUH Charity – with its focus on growth – to ensure robustness in responding to the NHS' changes and challenges, which are significant. The NHS is having to deliver care in a rapidly changing environment of increasing needs of an ageing population, co-morbidities, increased expectations and the availability of improved technologies and drugs.

The Charity's aim is to be at the heart of caring across all areas of the hospitals and for a variety of beneficiaries and stakeholders, including our patients, volunteers, fundraisers, donors, NUH staff colleagues and many community members. We reach out to many stakeholders and look after our thousands of supporters annually. It is a great privilege for our charity to serve and it is a testament to the care given at our hospitals, that so many want to be part of what we achieve together.

The following Strategic Plan outlines NUH Charity's objectives from 2017 to 2020.

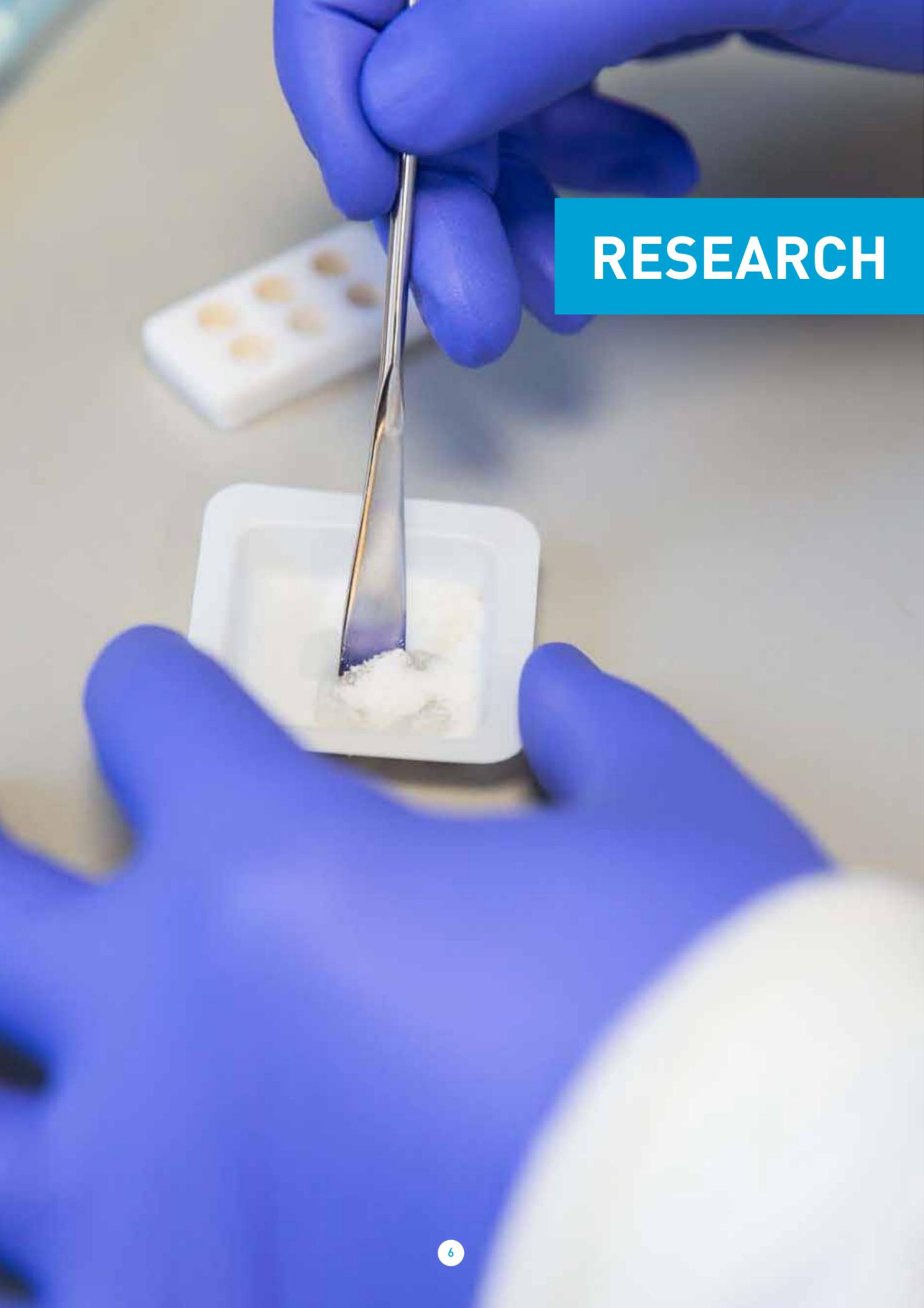


## OUR OBJECTIVES: AN OVERVIEW

NUH Charity is one of the top performing NHS charities in the UK, widely recognised for its generation of voluntary income; support for key fundraising appeals and provision of services and capital enhancement; and for its strong governance. There is an unwavering drive for excellence which runs through the whole organisation, from the Board of Trustees to our junior apprentices.

Having been established for ten years, the Charity's ambition is to capitalise on its successes and build on these to provide more support, through increased appeals, and with more directly-run Charity services to benefit the patients of Nottinghamshire.





# RESEARCH

## 1. Research

A key objective for 2017/18 will be to reinvigorate the Charity's successful record in funding research that has gone on to achieve additional income from externally-funded bodies such as the Wellcome Trust and the National Institute for Health Research. We plan to build on our success of achieving over £8 million in further funding from £1.2 million investment in seed funded projects over the past 7 years.

Strategic oversight will be applied to our consultant-specific research funds. Where donor intent allows, these funds will be considered for the over-arching general research funds, to guarantee a peer review for the Charity's Research Fund, which is a regionally and nationally significant grant – funding body.

### 2017/18:

- Reconfigure Charity Research Fund under new chairmanship of Professor Vyas, medical Trustee
- Establish the NUH Charity Research Award for excellence in research
- Grant £125,000 to seed funded projects

- More development around the impact these funds have had on medical breakthroughs, in collaboration with other funders

### 2018/19:

- Rationalise consultant-specific funds into Divisional funds
- Grant £250,000 to seed funded projects
- Establish the NUH Charity Fellowship

### 2019/20:

- Assist with fundraising initiatives to increase general research funds to £300,000
- Grant £300,000 to seed funded research projects



# SUPPORT

## 2. Support staff development, including all clinicians: nursing; midwifery; medical; allied health professionals

NUH has a reputation for having one of the best nursing teams in the UK, and relatively speaking, lower recruitment and retention problems. Executive leadership within NUH has partly attributed this success to the Charity's investment in staff development over many years. There are plans to extend staff recognition and enhanced training opportunities.

### 2017/18:

- Invest in the Charity Staff Development Fund
- Invest in NUH's Journey to Excellence process in order to achieve internationally accredited Magnet® status
- Support staff recognition awards programmes
- Support ward managers' attendance at Royal College of Nursing leadership programmes, in association with other NHS Trusts
- Invest in staff wellbeing programme

### 2018/19:

- Continue to invest in the Charity Staff Development Fund
- Continued support in NUH's Journey to Excellence in order to achieve Magnet® status
- Continued support of staff recognition programmes

- Continued support ward managers' attendance at Royal College of Nursing leadership programmes, in association with other NHS Trusts
- Increased support in staff wellbeing programme
- Introduce plans to support medical staff

### 2019/20:

- Achieve Magnet® status
- Increase junior doctors' development support
- Extend the staff wellbeing programme to include new outreach programmes to staff

# PROVIDE

## 3. Provide Charity-funded services and independently identify appeals

With the NHS under increased financial pressure, the available 'nice to haves' are by necessity disappearing to ensure that core essential services take precedence. While the Charity will not replace lost services, its remit will extend to provide bespoke patient enhancements. The Charity will play a key role in identifying and initiating some of these services, thereby becoming a service provider as well as funder.

### 2017/18:

- Develop a service to promote youth volunteering in hospitals, in collaboration with NUH
- Provide complementary therapies for areas with chronic care patients, and end of life care
- Operational management of Zephyr's, the first child bereavement centre to be housed on a hospital site in the UK
- Fundraise for the Children's Hospital Big Appeal to improve parent accommodation and enhance diagnostic imaging facilities

### • 2018/19:

- Expand the services named above
- Continue the Children's Hospital Big Appeal
- Launch the Nottingham Cancer Care appeal

### 2019/2020:

- Expand the services named above, including possible expansion of Zephyr's by fundraising for a stand-alone building on City Hospital grounds, to expand usage and therapies, and to work in collaboration with other charity providers
- Continue the Children's Hospital Big Appeal
- Continue the Nottingham Cancer Care appeal

# ENHANCE



## 4. Enhancing patients' well-being

The Charity has been instrumental in funding key capital improvements that would not otherwise have been available. Examples include large projects, such as the Wolfson Cystic Fibrosis Centre; fully refurbished paediatric oncology wards in the Children's Hospital; the Bra Shop (for prosthetic fittings) in the Breast Institute; two state-of-the-art, 3D colour CT scanners at Queen's Medical Centre and City Hospital; and providing transformational care through Advanced Nurse Practitioners in dementia and elective surgery. Smaller, equally impactful examples include: reconfiguration of cardiology services to provide enhanced day care facilities; upgrades to clinical areas; even providing special seating in patients areas.

Plans will continue to develop similar enhancements that would not be available from the NHS. This includes building on Nottingham Children's Hospital's reputation for excellence through the £3 million Big Appeal to improve imaging facilities, parent accommodation and research.

### 2017/18:

- Continue to support the nationally recognised *Just Do It* Fund to encourage shared governance and quick decision-making by empowered ward staff
- Provide music and art therapies on wards
- Introduce *Just Doc It* fund for medical staff
- Launch an appeal for Hayward House

### 2018/19:

- Opening of the Helipad for the East Midlands Major Trauma Centre
- Recruit invitations from clinical staff to apply to the Innovation Fund for transforming care
- Launch a Nottingham-wide appeal to benefit cancer patients, including research and enhanced facilities

### 2019/2020:

- Commencement of building works for Children's Hospital initiatives: provision of parent accommodation to house twenty two families; improved imaging facilities for children; specifically identified paediatric research projects



# EXTEND

## 5. Extend NUH Charity's fundraising remit to other NHS carer and patient organisations

It is widely accepted that the NHS is transforming itself more quickly than ever before in its almost 70 year-old history; to assume that these significant structural changes would not have an impact on NHS charities would be foolhardy. As NHS charities, we need to ask ourselves questions like: where do we want to be; what will we look like; how will we differentiate ourselves from private sector providers and other charities as the NHS becomes more reliant on them as part of its commissioning process?

These future-focused trends are worth considering and evaluating. NUH Charity does not want to be at the receiving end of NHS changes but at their forefront. We can be at the thrust of delivering care in innovative, creative ways: with our Trusts and within our communities.

The Charity will consider extending its charitable grant-making (and required fundraising) to include other NHS providers throughout Nottinghamshire. This is to contribute to the healthcare marketplace generally, which is broadening in its provision to encompass a variety of bodies

involved in patients' care. Their overall care pathways are more joined up between primary, secondary, tertiary care; and social care, and NUH Charity will follow this trajectory in order to benefit all patients.

### 2017/18:

- Participate in first non-NUH appeal to support Nottinghamshire Healthcare NHS Trust's *'POSITIVE'* appeal as part of the establishment of its child and young adult mental health facility
- (This is a new area and requires development)



# WORK

## 6. Work strategically and collaboratively with other charities, linking through NUH

**NUH has relationships with a variety of charities; these usually have an associated clinician and Divisional team dedicated to the area for which their patients will benefit.**

Charities approach the Trust with the key message that their investment will enhance care in each of their particular areas of expertise. These approaches are often made directly to consultants and not necessarily centralised through the Trust executive team.

NUH Charity will also independently identify areas where fundraising support can be offered, based on the potential for best patient outcomes and proven impact, through consultation with NUH and broader consultation within the community and by patient groups; and by clearly identifying the parameters in which it will operate. The Charity will seek support from the Trust to agree appeals in advance through a formal sign-off mechanism, and ensure that there is no duplication of other charities' remits and objectives.

It will be advantageous to approach clinicians, and the public and patients for their input directly in order to ensure that campaigns are meeting patient benefit.

Where another charity is supporting NUH, fundraising in that particular area will be reduced, which will create less confusion in the hospitals' charity marketplace.

### 2017/18:

- Establish clear mechanisms with NUH to identify how NUH Charity will intersect with other charities
- Work with NUH to encourage small, Trust-based charities to interact with NUH Charity, or to partner with for fund expenditure in mutual areas of support

### 2018/19:

- Prepare strategic plan with NUH to maximise benefits of relationships with all charities benefitting NUH, in order to have a strategic overview of all charitable activities taking place at NUH

### 2019/2020:

- Implement the full strategic plan

## HOW WE WILL ACHIEVE OUR OBJECTIVES

NUH Charity has a devoted Board and Trustees, senior management team and engaged staff – all of whom collectively share our vision and mission to succeed. The underpinning to achieve the objectives from 2017 to 2020 will depend on the continuing devotion of these individuals, and to grow the Charity team and develop its inherent skills and talent.

With the right people in place, there are key activities that will take place to achieve these aims:

1. Grow the Charity's voluntary income through its various fundraising programmes, particularly increasing its public profile through:
  - Increasing participation and initiation of high profile events
  - Creating a fundraising/Charity hub at Queen's Medical Centre – to generate interest in what the Charity does to help patients, carers and families
  - Continuing to promote the significant contribution of gifts in Wills
  - Increasing participation with community and corporate supporters
2. Demonstrate the positive impact our grant-making has on patients' wellbeing, through improved reporting on Charity-funded projects.
3. Increase awareness for Charity-funded posts throughout NUH, including complementary therapists and clinical posts, by branded uniforms and lanyards.
4. Strategically align with NUH to ensure that all charities act together to support patients.
5. Grow and support the Charity team and ensure clear succession plans are in place for senior posts and Trustees.





## HOW WE WILL FINANCE OUR OBJECTIVES

We will continue to implement our four year fundraising strategy (now in its second year) to raise £20 million by 2020, achieving this through incremental income growth year-on-year.

We will use the Charity's reserves annually to maintain our asset base from which to fund our appeal-special fundraising operations, ensuring

that we have the people in place to deliver our ambitions. Appeal-specific projects will be funded through the generation of fundraising income.

We will continue to use the Charity's discretionary general funds for dynamic and enterprising projects and programmes to support patient care.

COSTS ASSOCIATED WITH OBJECTIVES	2017/18	2018/19	2019/20
<b>1. RESEARCH</b>			
Seed funded projects	£125,000	£200,000	£250,000
Establish the NUH Charity Fellowship		£50,000	£50,000
<b>2. STAFF DEVELOPMENT</b>			
Charity Staff Development Fund	£140,000	£145,000	£150,000
<i>Journey to Excellence</i> for Magnet® accreditation	£200,000	£200,000	
Staff recognition programmes	£25,000	£25,000	£25,000
Nursing development and leadership programmes	£100,000	£100,000	£100,000
Staff wellbeing programme	£25,000	£50,000	£50,000
<b>3. CHARITY-FUNDED SERVICES</b>			
Youth volunteering in hospitals	£40,000	£40,000	
Complementary therapies	£160,000	£170,000	£180,000
Zephyr's	£25,000	£35,000	TBA
Children's Hospital Big Appeal			£3 million
Nottingham Cancer Care			£500,000
<b>4. ENHANCING PATIENTS' WELLBEING</b>			
<i>Just Do It</i> Fund	£50,000	£50,000	£50,000
<i>Just Doc It</i> Fund	£50,000	£50,000	£50,000
Music and art therapies on wards	£25,000	£25,000	£25,000
Opening of the Helipad for the East Midlands Major Trauma Centre	£2.5 million		
Innovation Fund for transforming care		£500,000	
Hayward House enhancements	£50,000	£100,000	£100,000
<b>5. EXTEND FUNDRAISING REMIT TO OTHER NHS ORGANISATIONS</b>			
Nottinghamshire Healthcare NHS Trust's POSITIVE appeal	£85,000		
(This is a new opportunity that is being developed for this and other potential collaborations so costs cannot yet be identified)			
<b>6. WORK STRATEGICALLY AND COLLABORATIVELY WITH OTHER CHARITIES</b>			
This objective will not incur costs			
<b>TOTAL</b>	<b>£3,600,000</b>	<b>£1,740,000</b>	<b>£4,530,000</b>

## HOW WE WILL MEASURE OUR SUCCESS IN SUPPORTING OUTSTANDING CARE

It will be important to understand the impact that our charitable investment is having on improving patient care and for this, we will seek feedback from a variety of sources, including:

- NUH patient satisfaction surveys – per areas we support, both before and after the Charity's intervention, i.e. by providing a piece of equipment, redesigning of a service, etc.
- Charity surveys
- Feedback from staff through impact reports
- Ensuring that the Charity's grants' terms and conditions are met



## AT THE HEART OF YOUR CARE

The Charity touches the lives of thousands of people a year throughout the East Midlands. Who better to describe the benefits experienced as a direct consequence of charitable support?

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Judith Postings, a patient with myeloma who had reflexology with Melissa after her stem cell transplant to help with pain in her feet says: “When you are being treated for myeloma, as with any life threatening illness, you feel as if you are caught up in a system of appointments and treatment. Because of this, you don’t feel in control. Reflexology gives you back control, it relaxes you, feeds your soul and it definitely helped with the pain. Going into the treatment suite at Hayward House feels like going to a salon to be pampered. You come out feeling refreshed and revived and it gives you the inner peace to carry on with your treatment.

I am so glad that the funding from Nottingham Hospitals Charity means she can now work full time at the hospital and therefore she will be able to carry on this excellent work.”

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Tim Guyler, Director of Service Improvement at NUH describes the *Just Do It* scheme as follows: “The *Just Do It* scheme empowers staff to make simple changes with big benefits to patients, visitors and staff and hundreds of successful ideas have been put in place over the past five years. The scheme wouldn’t be possible without Nottingham Hospitals Charity, who have generously pledged the funds to help make these good ideas a happen.”

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Melissa says: “Massage and reflexology can have significant benefits for cancer patients when offered alongside clinical treatments. As well as helping patients relax and deal with the effects of treatments like chemotherapy, there is new evidence that massage can reduce pain associated with cancer.

“I’m delighted that thanks to the support of Nottingham Hospitals Charity I can now offer my services to patients full time.”

Melissa is one of a team of complementary therapists based at the Hayward House specialist palliative care unit at Nottingham City Hospital. In addition to part-funding Melissa’s post the Charity has provided £193,000 for four therapists over two years.

Melissa and her colleagues treat patients in a custom-built treatment suite at the unit as well as offering treatments on wards. Carers can also book in for treatments as can staff.

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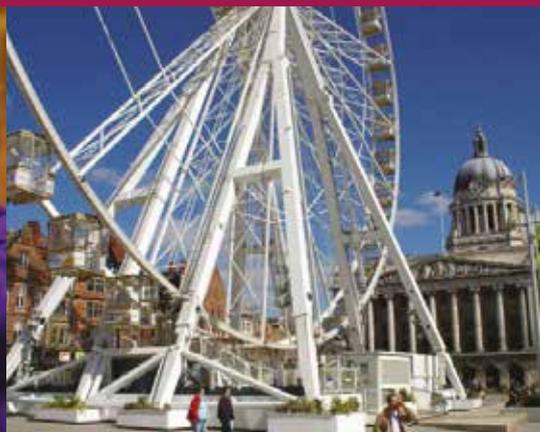
Finally, Louise Scull the Chair of NUH from 2006 to 2017, describes NUH Charity’s input into patients’ wellbeing as follows:

“Over the last year, Nottingham Hospitals Charity received £4m from donors and granted £3.5m to NUH to further improve the experience of patients and staff. Examples of the charity’s vital contribution includes £100,000 for nursing and midwifery development, £50,000 to support the implementation of *Just Do It* ideas from staff and £76,000 towards research posts to help improve the diagnosis and treatment of breast cancer. And in December we received the welcome news that the Charity was successful in its bid for £1.3m of LIBOR funding as part of the Chancellor’s Autumn Statement towards its Appeal for a helipad at QMC to support our Major Trauma Centre. My mention of the charity wouldn’t be complete without praising our Chief Executive and Executive colleagues for the abseil and sky-dives they have done to show their personal support for our Charity. Thank you, on behalf of the NUH Board, to our Charity for everything they do.”

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**These comments speak volumes from those who know and matter most, our patients and those who care for them.**





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