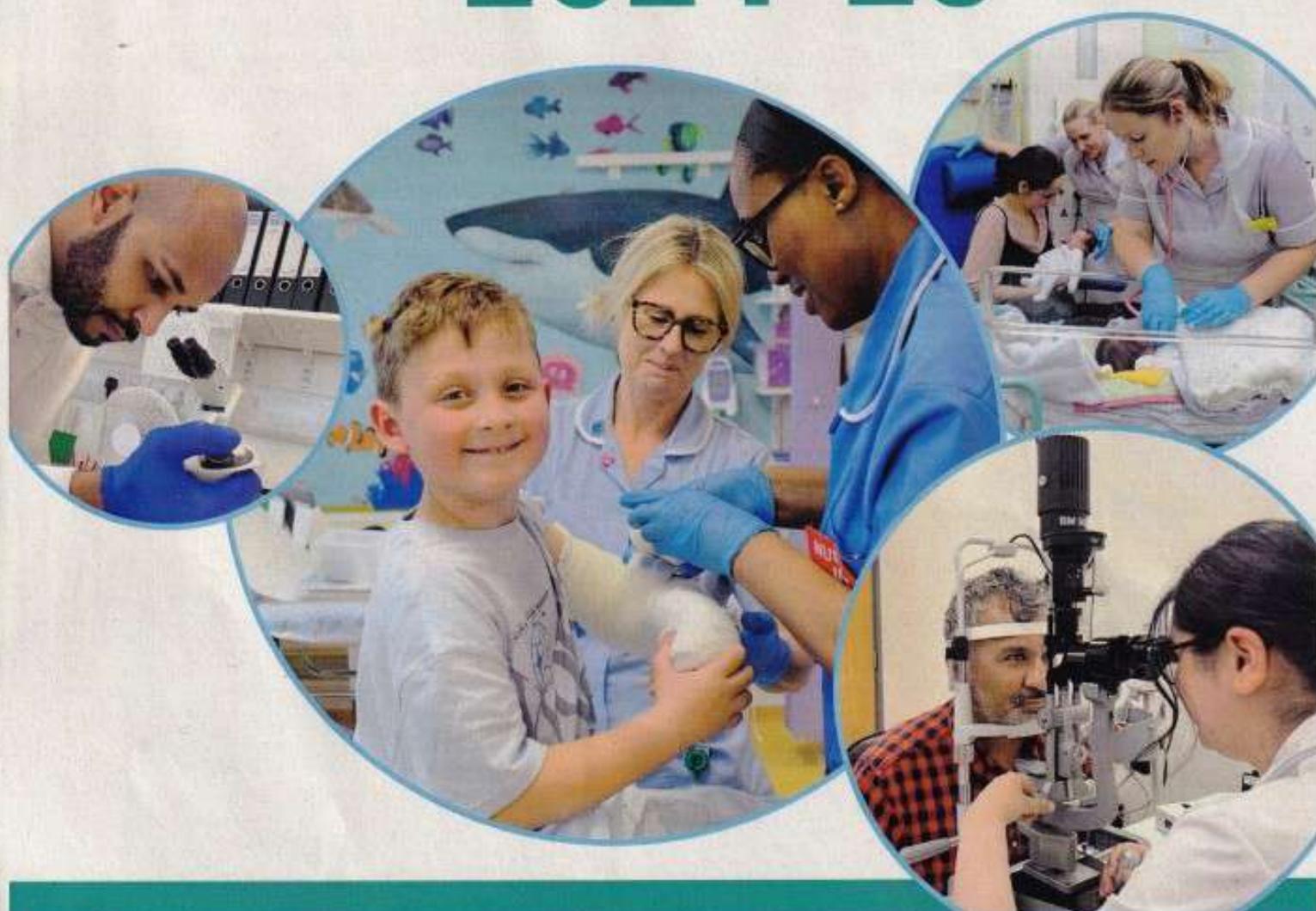


REVIEW OF THE YEAR 2024-25



Review of the year 2024-25

Professor Steve Barnett, OBE, Chair
Hannah Coffey, Chief Executive Officer



As we navigate the changing NHS landscape, and the challenges this may bring, it is important to reflect upon the collective progress made across our organisation, and the local health system, towards creating improved health care for our patients and communities.

It has been a busy year for our staff – as our performance activity data shows, and equally as busy for our 500+ army of volunteers. We are hugely grateful to them all for their dedication and support all year round.

Our improvement drive is managed via our Back on Track programme, which was introduced in December 2023 to empower our staff to get involved in making improvements to the services that impact the most on patient quality and experience. We have focused upon access to fast and effective care – in particular improvements to urgent and emergency care, flow through our hospitals, cancer care and elective waiting times.

Staff have engaged really positively with this work, with colleagues taking up the opportunity to identify issues and design the improvements that make the biggest difference to patients – using data, evidence-based best practice, and improvement methodology to address the root causes of problems and sustain change. This improvement approach is at the heart of our strategy as an organisation. We are striving to create an improvement culture where all staff feel that they can make a difference to the care they are delivering or supporting, every day, aided by a visible and connected leadership team at all levels.

While our plans for 2025-26 require the organisation to deliver services within a very tight budget, we remain on track with some significant capital developments which comprise opening a new Day Treatment Unit at Stamford and Rutland Hospital and a Community Diagnostic Centre in central Peterborough which will be run by our Trust. Our work with the Government's New Hospitals Programme, to build a new hospital on our Hinchingsbrooke site, continues with confirmation received this year of the programme's place in wave 1 of the programme and construction due to start in 2027-28.

We look forward to working with our staff on what promises to be an exciting but challenging year ahead!



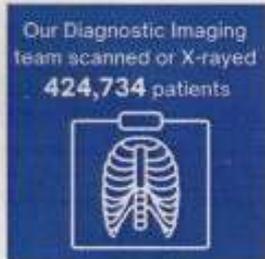
About Us

This is NWAngliaFT

- We serve a growing population of **850,000** people across Cambridgeshire, Lincolnshire, East Leicestershire, Norfolk and Bedfordshire.
- We employ **8,151** staff.
- We are supported by **556** volunteers aged between 16 and 91 – who gave **82,000** hours of their time in 2024-25!



Our activity in 2024-25:



Our performance figures show an increase in demand for all services compared with 2023-24.

The number of patients attending urgent and emergency care services increased by **10%**, while emergency admissions has risen by **6.5%**. The most significant rise in activity was in day case procedures, which saw a **16.4%** growth.



North West Anglia
NHS Foundation Trust

Our vision:

Working together to provide outstanding care for our local communities

Our values:

We are caring and compassionate



We are actively respectful

We seek to improve and develop



We work positively together

We put patients first



Our hospitals:

- Peterborough City Hospital
- Hinchingsbrooke Hospital
- Stamford and Rutland Hospital

We also deliver services from:

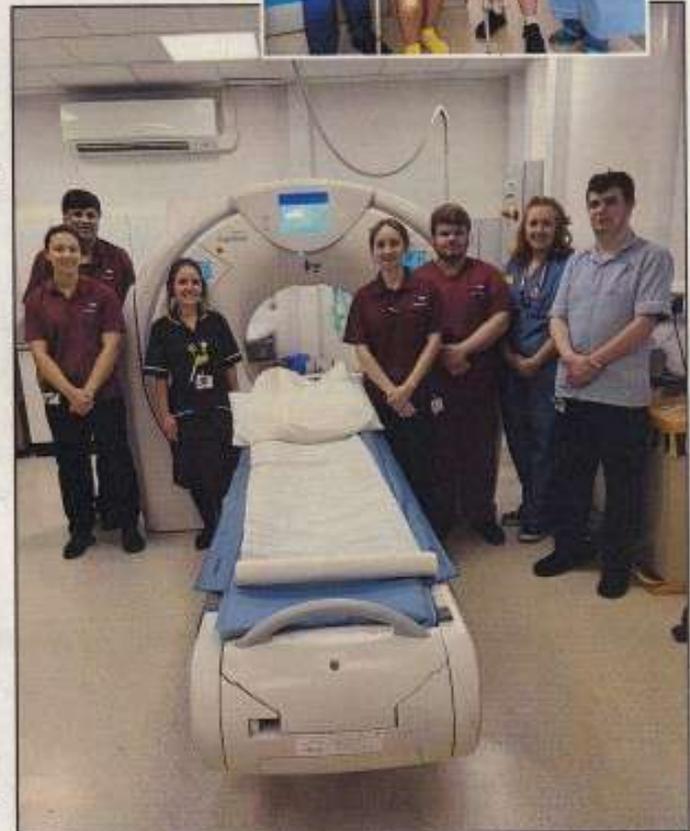
- Doddington Hospital, near March
- North Cambs Hospital, Wisbech
- Princess of Wales Hospital, Ely
- City Care Centre, Peterborough

Our year Celebrating success



Some of our major achievements in 2024-25:

- **Same-day knee replacement pathway** introduced at Hinchingsbrooke Hospital - thank you to our first patient Nico for championing the service!
- Use of **Artificial Intelligence** to significantly speed up the reporting of suspected breast and prostate cancers
- Introduction of **same-day CT scans for patients attending the Endoscopy department**, which speeds up the treatment time for patients with newly-diagnosed oesophageal or colon cancers
- Launch of the Trust's new **Cultural Improvement Programme** – where staff are working together to define and develop what our culture should look and feel like
- We **reduced the number of patients on our cancer waiting list** from 4,000 in Jan 2024 to less than 2,000 as at 31 March 2025
- NWAngliaFT was ranked in the **top five 'most-improved Trusts' in the country at the end of 2024-25** for reducing the time patients are waiting for elective (planned) care.
- We were also achieving the **Faster Diagnostic Standard** which sees patients diagnosed within four weeks
- **Reduction in hospital-acquired pressure ulcers** using new reporting and checking approach – from April to October 2024 there were zero grade 3 or 4 pressure ulcers reported
- Focussed commitment to consistently delivering the fundamentals of care to patients – to ensure that all patients are cared for with dignity, respect and compassion
- Using **Quality Improvement methodology** to engage colleagues in improving care delivery
- It is the **sixth consecutive year** the Trust has achieved **financial balance**
- We made some great progress with **three major redevelopment programmes** – confirmation we are in wave 1 of a national funding programme for our new hospital at Hinchingsbrooke, obtaining planning permission for a Community Diagnostic Centre in Peterborough and forging ahead with the new Day Treatment Unit at Stamford and Rutland Hospital - set to open before Christmas 2025.





Looking ahead

Our plans for 2025-26

We are soon to launch and deliver our new Trust Strategy with new strategic objectives:

- Safe, effective, high-quality care and experience for everyone
- People who are skilled, supported and empowered
- Equity, sustainability, and good health

We are focussed on costs and working differently to deliver high quality care for the best value across our services

- Through an internal Turnaround Programme launched in October 2025 we are targeting the things that adversely impact our patients the most and are measured monthly via the NHS National Oversight Framework
- Learning from Trusts doing better than us as a key to recovering financial sustainability
- Using Quality Improvement methodology to improve efficiency in our services

We are continuing to improve staff engagement and involvement in year 2 of our Culture of Improvement programme

- Providing a range of physical and emotional staff support in conjunction with our Staff Networks, Occupational Health team, our Culture Volunteers, the Trust charity and our partner organisations

We are planning healthcare services for the future for our communities

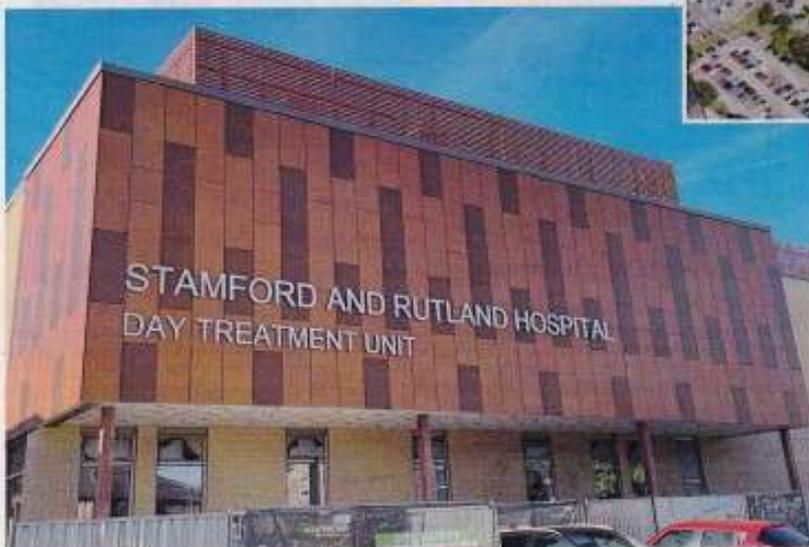
- Day Treatment Unit at Stamford and Rutland Hospital due to treat first patients before Christmas
- Community Diagnostic Centre in central Peterborough taking shape – first patients in 2026
- Construction of the new Hinchingsbrooke Hospital due to start in 2027/28

We are committed to tackle inequalities within our workforce, clinical access, patient outcomes and experience and in the wider community.



Artists' impressions of the new Hinchingsbrooke Hospital (top) and the Community Diagnostic Centre (above).

The Day Treatment Unit at Stamford Hospital (left) will open before the end of 2025





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Going over and above for
our patients and staff

Registered Charity No. 1050601