

Supporting Better Care

N&N Hospitals Charity Strategy (2023 – 2027)

Key points summary:

1. The N&N Hospitals Charity is a registered charity (reg no 1048170), bound by Charity Law and Charity Commission guidance. It is overseen and managed by the Trust as Corporate Trustee, acting through the Trust Board of Directors. The Board has been explicit in stating that the N&N Hospitals Charity is the principal charity associated with the Trust and that the Charity is to be promoted and supported as such.
2. In accordance with guidance from the Charity Commission, “*Trustees have a legal duty to act only in the interests of their Charity and...must make decisions only in the best interests of the Charity*”. The Objects of the N&N Hospitals Charity require that it should act to benefit NHS patients. These Objects are reflected and encapsulated in the title of this Strategy – *Supporting Better Care*.
3. Whilst the vast majority of funding for the NNUH Foundation Trust must come from Exchequer NHS funds, there is a role for Charity support. In particular, the Charity can achieve its charitable purpose and benefit patients through supporting services and facilities that are additional, more accessible, or more readily available than those that can be offered by the NHS alone.
4. The relationship between the Charity and the Trust is reflected in the coherence between the Trust’s Vision (*The Best Care for Every Patient*) and that of the Charity (*Supporting our hospitals to provide the best care for every patient*).
5. The Corporate Trustee has set an ambitious growth target for the Charity, to increase its impact and beneficial effect. This Strategy sets out the framework and strategic objectives to help meet that ambitious target:
 - Objective 1 - Supporting the care of NHS patients
 - Objective 2 - Supporting the development & wellbeing of Trust staff
 - Objective 3 - Enabling Research – for patient benefit
 - Objective 4 - Maximising our contribution and impact
6. The Charity has no endowment assets, and it is therefore reliant on fundraising, the ongoing generosity of its supporters and diversified income streams.
7. This Strategy details the Charity’s direction and how we intend it to develop and grow, to ensure that it is impactful, sustainable, innovative, efficient and well-governed – all to the benefit of patients, now and into the future.

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1. Introduction

The N&N Hospitals Charity is a registered charity (number 1048170), hereafter referred to as ‘the Charity’. The Charity is overseen by the NNUH Foundation Trust Board of Directors acting in the capacity of Corporate Trustee. The Board has been explicit in recognising that the N&N Hospitals Charity is the primary charity associated with the Trust and that the Charity is to be promoted and supported as such.

Charities vary. For some, their charitable purpose can include the advancement of religion, protecting the environment, international disaster relief, animal welfare or relief of financial distress. None of these apply to the Charity, the Objects of which require that it should act to benefit NHS patients.

The relationship between the Charity and the Trust is reflected in the consistency between the Trust’s Vision (*The Best Care for Every Patient*) and that of the Charity (*Supporting our hospitals to provide the best care for every patient*). The Charity’s Objects are reflected and encapsulated in the title of this Strategy – *Supporting Better Care*.

The Charity supports services and facilities that are additional, more accessible, or more readily available than those that can be offered by the NHS alone. However, the Charity has no endowment assets, and it is, reliant on fundraising, the ongoing generosity of its supporters and diversified income streams.

Over recent years, the Charity has been laying the ‘building blocks’ and foundations to support its future success. The Strategic Objectives set out in this Strategy summarise the approach to continue that process, to promote the Charity’s development and to maximise its impact and sustainability.

This Strategy is a summary, supported by strategic plans for Communication, Legacies, Fundraising & Income Generation. It is supplemented by policies on Investments and Ethical Fundraising & Donations; and SOPs on Gifts in Kind, Donor Recognition, Naming Rights, Impact Reporting and Grant Making.

Our aim is for the Charity to be visible across the Trust’s Estate and communication channels, with staff, visitors and public aware of its work. Moreover, we will monitor and publicise the beneficial impact that is achieved by expenditure of Charity grants - helping to make us a local charity of choice.

We will only achieve the Charity’s potential if we have the active support of Trust staff, our patients, public and local communities. To all our supporters and donors; to all staff who champion and promote the work of the Charity; to everyone who raises funds for us; to the local businesses who support us with ‘gifts in kind’ – we thank you all.

2. Vision, Mission and Values

Our Vision:

Supporting our hospitals to provide the best care for every patient

Our Mission:

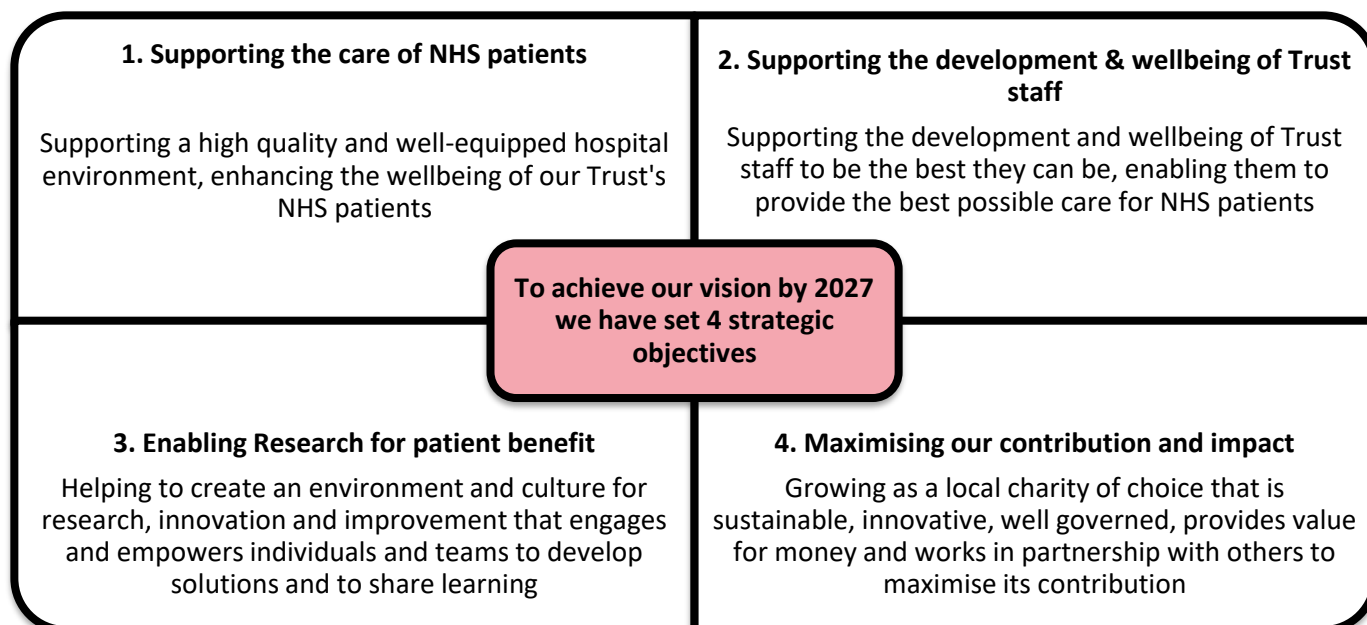
To provide resources, over and above what the NHS must and should fund. Improving healthcare for present and future patients of the Trust, by funding innovation and research; development and wellbeing support for Trust staff; additional medical equipment; improvements to the hospital environment and the provision of resources to support patients.

Our Values:

To actively demonstrate and apply the core values of our NHS Trust in all aspects of charity fundraising, grant-making and operational activity.

- **People-focused** – NHS patients are at the heart of our Charity's work, but we also focus on our donors, our Trust's staff and our supporters in the local community
- **Respect** – we act with care, compassion and kindness and value others' diverse needs
- **Integrity** – we take an honest, open and ethical approach to everything we do
- **Dedication** – we work as one team and support each other to maintain the highest standards
- **Excellence** – we continuously learn and improve to achieve the best outcomes for patients and our hospitals

3. Our strategic objectives:



3.1 Strategic Objective 1: Supporting the care of NHS patients

Supporting a high quality and well-equipped hospital environment, enhancing the wellbeing of our Trust's NHS patients

The Charity will support provision of the best care to NHS patients by focussing on:

a) Equipment

While the NHS funds equipment that is necessary to provide care to patients, the Charity will continue to support provision of additional and innovative technologies that will increase access to services and improve care, treatment and diagnostics for NHS patients. Examples of such additional Charity-funded equipment include MRI & CT scanners, a surgical robot, OCT scanners for Ophthalmology, Vein-Finders for Paediatrics and portable bladder scanners and equipment for the Interventional Radiology Unit.

As appropriate, the Charity will focus on supporting the purchase of medical equipment, to utilise opportunities for zero-rating for VAT, thereby maximising the benefit and impact of Charity expenditure.

b) Environment & facilities

Improvements in the Trust Estate are supported by the Charity through high quality, environmental projects focussed on increasing patient comfort, experience and accessibility. We will aim to continue supporting improvements to all NNUH sites, including upgrades for patient furniture and installation of artworks to support the provision of a healing environment for NHS patients; examples include artwork for the Nuclear Medicine department and new patient furniture for the Pain Management Clinic.

We also aim to support creation of additional clinical facilities in line with the Trust's strategy as it develops and evolves, such as the Norfolk & Norwich Orthopaedic Centre, Mobile Chemotherapy Unit, and the Cancer Centre at Cromer Hospital.

c) Patient support

The Charity will continue to enhance patient and visitor experience by providing extras that complement and improve the quality, capability and capacity of Trust services, for example the Charity Cafés (at NNUH and Cromer) and the Volunteer Drivers Scheme.

Examples of this support include small items such as toys for the children's Play Team, and larger grants such as multi-year funding to provide remote clinical support for patients with Motor Neurone's Disease.

3.2 Strategic Objective 2: Supporting the development & well-being of Trust staff

Supporting the development and wellbeing of Trust staff to be the best they can be, enabling them to provide the best possible care for NHS patients

With a focus on NHS patient benefit, and with regard to Charity Commission guidance, the Charity will support NNUH Trust staff to deliver the best care for patients by enabling:

a) Training and development

We will aim to support training and development opportunities for Trust staff to acquire knowledge and develop skills to enhance patient care.

Examples include funding capital infrastructure such as development of the Staff Training Centre, Virtual Reality training technology, and video-link cameras in paediatric theatres to enable remote viewing and teaching.

Personal development of staff is also supported by enabling attendance at clinical conferences and completion of higher-level post-graduate or post-qualification courses leading to specialist clinical roles – such as Consultant Radiographer.

b) Staff welfare and wellbeing

In accordance with Charity Commission and NHS Charity guidelines, we will continue to support health, wellbeing and welfare initiatives for staff in order to enhance their contribution to patient services. Such support includes enhancements for staff rest areas, water coolers, outside seating and provision of additional catering facilities (such as the Charity cafes at NNUH and Cromer).

We aim to ensure that funding for staff welfare is aligned with the wishes of the donors whilst being guided by staff feedback and proposals for future investment.

We will continue to support staff in delivering excellence in services for patients, through awards such as Trainee of the Year or Team of the Year.

3.3 Strategic Objective 3: Enabling research for patient benefit

Helping to create an environment and culture for research, innovation and improvement that engages and empowers individuals and teams to develop solutions and to share learning

The Charity will support the culture of research and innovation to benefit NHS patients by focussing on:

a) Facilitating individual local projects

We will aim to provide small pump-priming grants to enable projects that may otherwise be difficult to initiate, or to allow work-related research activity to take place within NNUH departments and wards. Such initiatives may not merit a 'full-scale' external grant application but can generate real change and momentum, facilitated by access to local funding even at a relatively modest level. Examples include funding for 2PAs for a Consultant Microbiologist project on FMT together with Quadram Institute Bioscience, and seed-corn funding for clinical research in Older Peoples Medicine, Breast Radiology and paediatrics.

b) Development of an active research culture

We will aim to support research opportunities by provision of funding for clinical academic roles, facilitating partnership working with UEA, and other research organisations on the Norwich Research Park. This includes funding for NNUH consultants and post-graduate students studying under their supervision, such as previous grants in NICU, rheumatology and ophthalmology.

By the end of the period covered by this strategy our aim is to consistently award grant funding of £0.5m each year to support research and research posts at NNUH.

c) Innovation

The Charity will continue to support the Trust to enhance and transform the way care is delivered through use of technology, infrastructure, devices and information. The Charity has already funded innovative clinical practice through the introduction of brachytherapy, an additional surgical robot and hand-held ultrasound scanners for midwives. Virtual Reality and Actual Reality devices have been funded across the Trust for staff training, patient education, research and treatment planning.

We will continue to work with clinical colleagues to identify further funding opportunities to develop new approaches to provision of services to patient benefit, for example a Stroke Thrombectomy service.

3.4 Strategic Objective 4: Maximising our contribution and impact

Growing as a local charity of choice that is sustainable, innovative, provides value for money and works in partnership with others to maximise its contribution

The Charity will support this Objective by focussing on:

a) Sustainable income generation

We will develop and deliver clear fundraising and income generation plans with a specific focus for NNUH, Cromer and Jenny Lind Children's Hospitals. The Charity currently has no Endowment Funds (which provide long-term security and income) but we will continue to develop sustainable income streams from our catering facilities and provision of accommodation, as appropriate.

We will develop and implement a cash management plan, in line with our Investment Policy, to ensure that the Charity's funds are managed appropriately, without undue exposure to the risks related to stock-market investment. This will ensure that cashflow is effectively managed during a period of large-scale grant funding across the timeline of this Strategy.

Our aim is to achieve an annual income target of £5m, with a Charity Team of adequate size and capability to support sustainable achievement of that target and the increased level of associated charitable expenditure.

b) Charity profile

The Norfolk and Norwich Hospitals Charity is the linked NHS charity for the Norfolk and Norwich University Hospitals NHS Foundation Trust. The Trust Board of Directors has committed to promoting and supporting the Charity as the primary charity for the Trust.

We will continue to work on raising the Charity's profile within our NHS Trust and our local community, by publicising the work we have been able to carry out from donations already received, and by making sure that there is a clear message about how to help us do more. Implementation of a new website will provide improved online engagement and data capture.

We will develop and deliver a plan to create an alumni program, so that there is continued engagement with staff who have moved on from NNUH, but who wish to remain in touch.

We aim to ensure that all members of staff are aware of the N&N Hospitals Charity, what we do, how our funding can be accessed, and how Trust staff can help us to do more for NHS patient care.

Our aim is for the Charity to be visible in every ward, department and at every hospital entrance, with staff and visitors aware that they can donate locally to support specific specialties, helping to make us their local charity of choice.

c) Donor stewardship and recognition

Our aim is that the experience of all donors is in line with our values and that they find it easy to provide support to our Charity and are left with the knowledge that their support is appreciated and will be put to good use. We will review, document and improve donor journeys, making it easier to give to our Charity, encouraging repeat donation, increasing our supporter base and our long-term sustainability.

We will implement a new CRM (donor management) system that will enable improved stewardship of donors, via better recording and reporting of donor information and segmentation. Saying ‘thank you’ and keeping supporters informed will be an integral part of our donor stewardship activities and properly recognising the contribution of our donors will be a core condition of all major projects supported by Charity grant funding.

d) Green Plan

We will support the implementation of the Trust’s Green Plan, by continuing to ensure that as a charity we embed sustainability into everything we do, and make sure that all our staff support the role that healthcare can play in enhancing sustainability.

We moved to a more paperless system for grants management, have LED sensor lighting in our Charity Hub, use 100% recycled post-consumer waste-paper for our regular newsletters and support the use of recyclable or compostable materials in the packaging used by our cafes. We will aim to ensure that all publications funded by us use FSC certified paper as a minimum standard, and for external printing ISO14007 certified printers. This will be reviewed, in line with the Trust’s Green Plan as it develops.

We will aim to continue to reduce the amount of paper used by the Charity and will support the use of online systems for projects where we are asked to fund paper-based resources.

e) Mix of grant sizes

We will aim to offer and approve a mix of grant sizes, ensuring that a focus on very large grants does not impact on our ability to issue small grants. Some of the smaller projects we fund can have a big impact for patients and staff they affect; we will keep this under review to ensure that we maintain an appropriate balance of support across projects big and small.

f) Active fund management and clinical engagement

We will continue to actively manage our funds, working with our fund advisers to optimise the number of designated funds we administer, so that we can operate most effectively and efficiently. Typically, this will involve an aim of no more than one Charity fund per specialty/department, and for departmental teams to actively engage in establishing Departmental Charity Plans – to establish fundraising opportunities as well as promote grant funding for their area.

g) Mixed motive investment

We recognise that mixed motive investments can be a powerful and effective means for the Charity to advance its Objects, making progress towards its Objectives while enhancing its sustainability with some income growth. In line with its Investment Policy, the Corporate Trustee will look to take advantage of the opportunities afforded by mixed motive investments, for example ensuring that where staff and patients will benefit from a trading facility, such as the N&N Mobile Charity Café, the return on the investment is not the sole focus or motive for approval.

h) Charity facilities

As part of strengthening the Charity’s position, capacity and capability to support the Trust in the future, we aim to establish a permanent Charity Hub in an appropriately prominent and accessible position on the NNUH site. The aim is that by March 2027 we will have Charity office space capable of supporting team growth, ready contact between Charity Team, donors and Trust staff, a shop and Charity café with indoor seating, and a facility for staff rest and wellbeing.

Appendix A: Implementation Plan

Charity Strategy Implementation Plan 2023-27

Some of the strategic objectives outlined in this strategic plan will be covered by actions within our supporting strategic plans, or in our Annual Plan on a Page, however the actions below are the items that will be reported on as part of monitoring this overarching Strategy and will be reviewed and updated by the Charitable Funds Committee during the term of the Strategy.

	Action/area of focus	Intended outcome & measures of success	Due	Charity Lead	Update/Status
1	Strategic Objective 1: Supporting the care of NHS patients	Best care provision to NHS patients will be supported by a Charity focus on i) Equipment, ii) Environment & Facilities, and iii) Patient Support. Charity reports to the Committee will focus on the breakdown of new grant expenditure in each of these areas	Ongoing	JC	
2	Strategic Objective 2: Supporting the development & wellbeing of Trust staff	With a focus on NHS patient benefit, the Charity will support staff through funding i) Training & Development and ii) Staff Welfare & Wellbeing. Charity reports to the Committee will focus on the breakdown of new grant expenditure in each of these areas	Ongoing	JC	
		The Charity will review departments' use of charitable funds to support additional staff training & development. A report and proposal will be prepared on how best to support departments that are not actively doing so.	March 2024	JC	
		Trust staff to be asked to submit proposals for small projects that will provide improvements for staff welfare & wellbeing. Subject to availability of general funds, the Committee will be asked to set aside an appropriate budget for such small projects.	March 2024	JC	

	Action/area of focus	Intended outcome & measures of success	Due	Charity Lead	Update/Status
3	Strategic Objective 3: Enabling Research – for patient benefit	The Charity will review departments’ use of their charitable funds to support research. A report and proposal will be prepared on how best to support departments that are not actively doing so	March 2024	JC	
		Subject to availability of general funds, funding will be set aside to allow for seed-corn research grant applications to be invited.	March 2024	JC	
		Subject to availability of general or departmental funds, funding will be set aside to allow for applications to be invited for academic fellowships.	March 2025	JC	
4	Strategic Objective 4: Maximising our contribution and impact	Income generation: Clear fundraising plan with a specific focus for NNUH, Cromer and Jenny Lind Children’s Hospitals approved by CFC	March 2023	JPG	Fundraising & Income Generation Strategic Plan approved by Charitable Funds Committee – March 2023
		Income generation: Develop a cash management plan for approval by CFO	November 2023	JC	
		Charity profile: Update Communications strategy for approval by CFC.	March 2024	JC/JPG	
		Create business case for Alumni program for approval by CFC	March 2024	JPG	
		Donor stewardship and recognition: Implement new CRM	March 2024	JC	
		Green Plan: Regular reporting to the CFC on initiatives supporting the Trust’s Green Plan	Ongoing	JC	
		Grant sizes: Regular reporting to CFC to include breakdown of grant sizes	Ongoing	JC	
		Active fund management: Proposal for ongoing optimisation in number of designated funds administered, while still facilitating donor choice, agreed by CFC	March 2024	JC	