



## Resolution through collaboration

Our 2025-28 strategy – In summary

# From our Chair and Chief Executive

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Chair

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CEO

## Introduction

Welcome to our corporate strategy from 2025-28, *Resolution through collaboration*, where we set out our strategic priorities and aims for the next three years. **The challenges faced by the health service are serious and enduring and the costs of clinical negligence currently amount to £5.1 billion annually against a background of constrained public finances.** There is an imperative to re-engage and retain a skilled NHS workforce, to emphasise the importance of safe, high-quality care for all patients, to do everything possible to support a culture where staff are valued and where every patient's voice is heard, ensuring there is a compassionate and open response when something goes wrong.

NHS Resolution's priorities align behind this, as we continue our journey away from settling claims through litigation to using less adversarial models of dispute resolution.

**This will take us further towards our ultimate aim that formal processes become the exception, and resolution is delivered efficiently and fairly, and with learning and improvement at its core.** We will continue to bring the data science, clinical and legal expertise we have built, together with our valued relationships across the health system, to share insights from the unique data we hold to reduce risk.

**NHS Resolution has delivered reliable and comprehensive indemnity solutions for the NHS for 30 years, offering the best value for public funds and supporting open, compassionate care in which litigation (where required) is not seen as a barrier to transparency.**

Our services have grown to encompass advice on practitioner performance and resolving disputes between commissioners and providers of primary care. During this time, we have continued to develop our services to respond rapidly, when needed, to wider changes in the health and justice systems: for example, developing new schemes to support maternity and neonatal services, indemnity solutions to address workforce challenges in general practice and to support the pandemic response. Over the next three years, we will work with our sponsoring department to ensure that the indemnity schemes continue to act as an enabler for new models of care.

# Introduction (continued)

We will work collaboratively with our partners to support the development and implementation of system-wide recommendations for improvement, as anticipated in the new NHS 10-year plan. In addition, we will need to respond to the financial challenge of rising compensation costs whilst building on the benefits of our digital and service transformation.

Alongside the continued development of our systems and digital technologies, our innovative plans will move our dispute resolution work onto a permanent footing, capitalising on the shift of cases out of litigation as we handle more work in-house. We will use our new regional model to work closely with the NHS to improve the system response to patients

and families. Where necessary, we will continue to test and challenge cases in the courts, to provide clarity where the law is uncertain and to ensure that compensation payments from public funds are only made where they are due. Our new case management system will be delivered in 2025 which will enable us to deliver our services in the most efficient way possible.

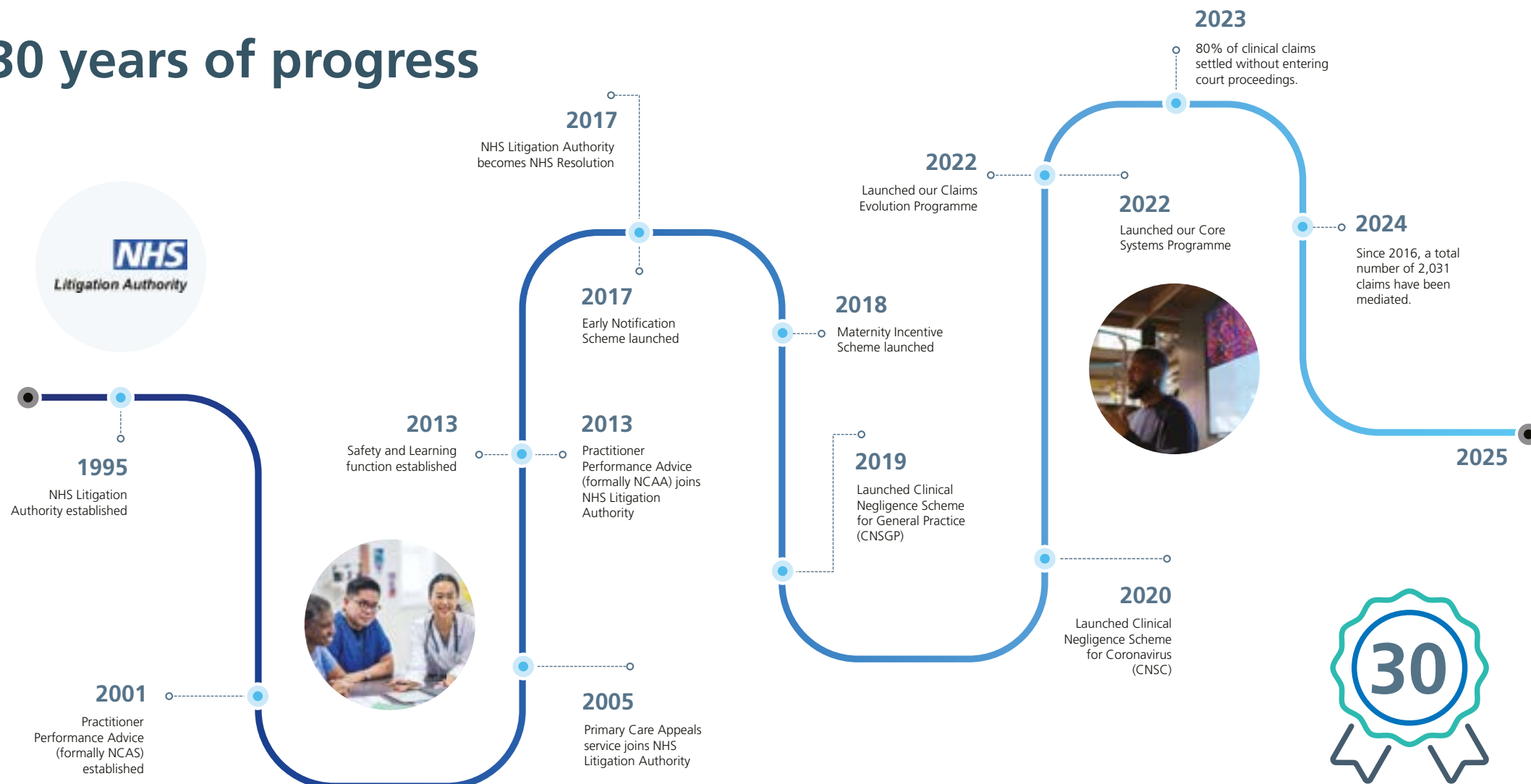
Over the next three years we will continue to **focus on supporting trusts to deliver safe, personalised and compassionate patient care with a specific focus on our work in maternity and neonatal care, recognising it remains an important area of concern for the NHS.**

We will drive forward our ambition to inform and incentivise work to prevent brain injury at birth and to ensure an effective and compassionate response for families affected by maternity and neonatal incidents with an enhanced approach to family engagement. In line with the recommendations of the Darzi Review<sup>1</sup>, we will call on evidence-based interventions and act on the conclusions of the evaluations of our Early Notification (EN) and Maternity Incentive Scheme (MIS).

Finally, our multi-year transformation programmes are expected to conclude within the lifespan of this strategy and as we move into the next phase of our strategic cycle we will leverage the power of technology, data, and Artificial Intelligence (AI) as part of our approach to continuous improvement across our services.

We are grateful to our staff, our partners, and our sponsoring department for supporting our ambitions over the coming three years.

# 30 years of progress



# Our strategy at a glance

## Who we are

We are part of the NHS, operating at arm's length from the Department of Health and Social Care.

## Our services

### Indemnity and Claims

**Management:** Comprehensive cover and claims management for NHS services.

**Advice:** Supporting the NHS with concerns about practitioner performance.

**Appeals:** Offering impartial resolution of primary care contracting disputes.

**Safety and Learning:** Using the information we hold to support improvement.

## Our priorities



### Fair resolution

All of our services will focus on fair and timely resolution, keeping patients and healthcare staff out of litigation and other formal processes to minimise distress and cost.



### Data and insights

We will contribute our unique data and insights to learn from harm and the response to harm across the health and justice systems.



### Maternity and neonatal

We will draw on our unique position and work with our system partners to support maternity and neonatal safety improvements.

**Our strategy is driven by our priorities, supported by our people and systems.**

## Our values

**Professional:** we are dedicated to providing a professional, high quality service.

**Expert:** we bring unique skills, knowledge and expertise to everything we do.

**Ethical:** we are committed to acting with honesty, integrity and fairness.

**Respectful:** we treat people with consideration and respect and encourage supportive, collaborative and inclusive team working.

# Our priorities

## Strategic priority 1: Fair resolution



All of our services will focus on fair and timely resolution, keeping patients and healthcare staff out of litigation and other formal processes to minimise distress and cost.

### Indemnity and Claims Management

- Driving forward our innovation in dispute resolution models.
- Working closely with the NHS and with claimant lawyers so that we understand and can respond to changes in the legal environment.
- Continuing to develop our operating model, through our Claims Evolution Programme.
- Implementing the findings of the evaluation of our innovative EN Scheme and enhancing our approach to family engagement.

### Practitioner Performance Advice

- Acting as an impartial adviser to all parties involved in practitioner performance concerns.
- Providing fair, respectful, and expert advice and interventions which achieve resolution.
- Continuously improving our interventions and assessments, and working collaboratively with users of our services.
- Engaging with Boards to support their role in effective leadership.

### Primary Care Appeals

- Interpreting and applying primary care regulations alongside consideration of public law issues.
- Publishing all Appeals service decisions promptly and transparently.

# Our priorities

## Strategic priority 2: Data and insights



We will contribute our unique data and insights to learn from harm and the response to harm across the health and justice systems.

### Learning from claims to support safe and compassionate care

- Working with stakeholders from frontline clinicians to legal teams and leaders to improve the response to harm through transparent and patient-focussed communications.
- Analysing our data and maximising the impact of this by sharing our data and related learning outputs with the system.
- Collaborating with partners across the healthcare system to share learning and best practice in relation to patient safety.

### Learning from resolution of performance concerns

- Promoting and modelling a holistic approach to the management and resolution of practitioner performance concerns.
- Using our national platform and place-based relationships to connect and share learning.
- Promoting transparency in our data.

### Learning from resolution of disputes

- Working to improve local decision making in primary care contracting by providing training and resources.

# Our priorities

## Strategic priority 3: Maternity and neonatal



We will draw on our unique position and work with our system partners to support maternity and neonatal safety improvements.

### Early Notification Scheme

- Our Early Notification (EN) Scheme will continue to proactively investigate specific brain injuries at birth and will also share learning rapidly to support safety improvements and improve the process for obtaining compensation for families.
- We will work with and develop our EN Maternity Voices Advisory Group to provide external stakeholders, in particular families and their representatives, with a forum through which they can advise and support future developments of the EN Scheme.

### Maternity Incentive Scheme

- Our Maternity Incentive Scheme (MIS) will continue to act as a convener for those involved in maternity and neonatal safety improvement to incentivise an agreed set of safety actions.

### Supporting the system

- We will support the wider maternity and neonatal system through;
  - Continuing our work to foster a just and learning culture
  - Supporting cross-system action to address maternal and neonatal health inequalities
  - Evolving our processes to identify, share and escalate insights and concerns



## Find out more

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Read the full strategy on:  
[www.resolution.nhs.uk](http://www.resolution.nhs.uk)

