



PROVIDING FOR OUR MEMBERS 2024-25

Our priorities

LETTER FROM JULIAN

Dear colleague,

Welcome to this year's *Providing for our Members*, which provides a summary of our work for you and sets out our priorities for the coming year.

Having now completed more than 12 months as chief executive at NHS Providers, I wanted to take this opportunity to thank you for your continuing support.

I have spent a lot of my time talking to you, hearing about the challenges you face and your concerns for the future, but also the innovations and achievements that are making a difference for patients and staff.

Our trust visits programme has allowed me to connect with colleagues across the country from hospital, mental health, community and ambulance services. I have been hugely impressed by leadership teams that are fully engaged in facing their challenges, supported by motivated and determined staff.

However, we all know it has been a really tough year for the NHS. Many colleagues in leadership roles told me the job has never felt harder, managing multiple priorities in a financially constrained and operationally pressurised system, where delivering safe care for patients day in day out is the absolute priority. That challenge has been compounded by the long-running disruption caused by industrial action. Yet in the face of so many obstacles, colleagues have shown remarkable resilience and resolve in finding a way through, collaborating with one another and in systems to deliver change.

We will continue to work with you and for you, helping to shape the environment in which you operate, acting on your concerns, sharing and promoting your successes and providing support and development opportunities to help you adapt to the fast-changing health and care landscape.

Looking ahead if there was one change, I would emphasise it is the need for us all to work on a longer-term timescale. Too often we see colleagues compelled to operate on a reactive basis where priorities change every 12 months, or even within-year. This militates against so much of what the NHS is trying to achieve: creating a positive improvement culture that puts patient safety and quality centre stage and gives trusts and trust leaders the time and space to focus on the fundamentals.

The coming year will be dominated by the general election. There is no doubt the health service will be centre stage. With your help we are developing our asks for all parties in relation to the NHS, to secure a brighter, better future for patients, staff and the communities you serve.

Let's hope we also see the end of industrial action that has been so damaging and demoralising, and a chance to build on progress in addressing backlogs and delays, where we see cross-government action on health and social care, and real progress in tackling inequalities and race discrimination.

I am feeling positive but there is no doubt it is going to be a turbulent year, one in which we will remain focused on supporting you and championing the NHS.



Sir Julian Hartley

Chief Executive
NHS Providers

WHY IS IT IMPORTANT TO BE A MEMBER OF NHS PROVIDERS?

NHS Providers is led by, here for, and funded by, its member trusts. For the fifth year running we had all 209 trusts in England in membership. Given the scale of challenge providers are facing, you consistently tell us that having a robust, effective membership organisation is important to you. Having 100% membership ensures NHS Providers is a powerful and effective voice representing the interests of trusts and enabling us to speak truth to power on behalf of the whole sector.

We are now entering the last year of our **four-year strategy** which positions NHS Providers to support trusts to respond to pressing operational challenges including industrial action; to work effectively and collaboratively as key leaders and co-leaders of integrated health and care systems; to invest in tackling health inequalities and race inequality; to support a committed but pressured workforce; and to influence a breadth of national policy challenges to ensure the NHS can continue to serve its patients in a sustainable and effective way.

Our annual member research was carried out in winter of 2023/24. We received 398 responses from 180 trusts (86% of our membership), in addition Ipsos conducted 20 qualitative interviews. Overall, 88% of members are satisfied with the work of NHS Providers, an increase from 86% last year. By role, 96%, 98% and 100% of chairs, chief executives and company secretaries respectively are satisfied or very satisfied. Here's what else you said:

94%

said they felt it is very or fairly important for their organisation to be a member

90%

said they would speak positively about NHS Providers

93%

said NHS Providers understands the context within which trusts are working

84%

said NHS Providers effectively represents the views of its members

87%

said NHS Providers stands up for and defends the reputation of NHS providers

LOOKING BACK – OUR PERFORMANCE

As a high performing organisation, we deliver value to you through a range of activities, including influencing the environment in which you operate, offering trusts a collective voice and offering you peer led learning, support, relevant events and developmental programmes.

As we enter the final year of a four-year strategy, our four key objectives – **influence, voice, support** and **excellent organisation** – will continue to drive our work...

Last year, you asked us to do more to...

Manage government and public expectations and seek realistic goals for NHS services that meet the needs of the public within current funding parameters.

Ahead of a general election, we have sought to confront a damaging narrative of failure, being clear about the challenges, but also the achievements of trusts operating under unprecedented pressure, and the social and economic value of our publicly funded model. We will continue to embrace our role in shaping the debate about NHS 'reform' with the next government, placing patient care and quality provision centre stage, facilitating peer support and learning for trusts and building a shared narrative of hope.

Continue to support different sectors (hospitals, mental health, community and ambulance) within our membership and consider regional differences.

We have highlighted the particular challenges different groups of trusts face and their contribution in addressing key system-wide priorities including care backlogs and patient flow. We have also strengthened our influence and support for provider collaboratives and place-based arrangements. Our member visits programme, and supporting case study blogs in our Start the Week newsletter, ensures our team visit as many of you as possible and features all regions. We have increased our focus on understanding the communities you serve and sharing learning from your responses to local challenges.

Deliver more developmental support and networking opportunities. Last year we expanded our role in supporting improvement and peer learning. We are also exploring how we might support aspirant directors and aspirant chief executives, and we're reviewing and refreshing our board support offers. We will also explore ways of extending the reach and adding value to our current training and network programmes.

Continue supporting providers as they navigate system working; make the case for a workforce plan and an end to industrial action; and advocate for appropriate revenue and capital investment. These areas of influence remain key priorities for us as we head into an election year. We were pleased to work with a coalition of partners to secure the publication of the Long Term Workforce Plan and our focus has now shifted to ensuring it is funded, and deliverable. We will prioritise calling for the resolution of industrial action and make plain its impacts. Our election asks focus on the enablers the NHS requires to support patients and staff effectively, including adequate revenue and capital investment.

To ensure our member communications are effective as we adapt and develop our offers. We have continued to monitor and evaluate our membership comms across all channels ensuring we are communicating with you in an effective way, and that our information and resources are reaching the right audiences. We are also working with a digital agency on a new and improved website to launch late 2024/early 2025.



I see them as an advocate for the provider sector... they represent our corner in a way that other organisations don't, they have the sector's back when it comes to national stuff.

Chief Executive,
Combined Mental Health,
Learning Disability and
Community Trust

Spoken truth to power

Our influence derives from the evidence and intelligence you share with us, combined with our credibility, trusting stakeholder relationships, thought leadership, partnerships, and our media profile. While much of NHS Providers' work is visible, our influence is often derived when we are in the room with decision makers in working groups, in one-to-one conversations and via parliamentary engagement.

With a general election ever closer, last year we sustained our focus on the challenges trusts face which require political action, including the need for better national workforce planning, a resolution of industrial action and sufficient capital and revenue investment. We have also sought to highlight the NHS' contribution to society and the economy and to champion trusts' achievements in the face of unprecedented operational pressures. Over the course of last year we have:

- **Set out our stall for the next government:** prioritising engagement with all main political parties, including running a well-regarded programme during party conference season. Our pre-election asks, **A picture of health: delivering the next generation NHS**, makes the case for the next government to give more regard to the wider determinants of health and respond to pressures in all health services.
- **Promoted trusts' achievements and defended the reputation of the provider sector and the NHS:** amid increasing scrutiny of NHS performance, we have emphasised the external factors impacting delivery, including industrial action, and underinvestment in social care and facilities. Our case study publications, podcasts and webinars, have highlighted good practice on a broad range of topics including care backlogs, health inequalities and evolving patient pathways such as virtual wards.
- **Explained the impact of sustained, severe operational pressures, including industrial action:** we have offered well-informed commentary on the scale of the operational, financial and workforce challenges facing trusts and their local partners to meet stretching national targets. Winter Watch and our activity tracker offer analysis and insights about the pressures trusts are facing. We have explained the impact of industrial action for patients, for staff and financially, consistently calling on government and trade unions to find resolution. We also successfully challenged government plans regarding strikes legislation securing helpful legislative amendments for trusts.
- **Championed the need for investment in public health and health inequalities:** we have promoted the role trusts play in prevention and as anchor institutions, consolidating relationships with influential policymakers and capturing how trusts are seeking to reduce inequalities in access, outcomes and experience of care.
- **Promoted patient safety and care quality:** we have emphasised the trust board's role in creating open and learning cultures, responding constructively, and with a patient-centred approach, to reports of serious failures in care. We contributed to the development of Martha's Rule, and we are a member of the Patient Safety Commissioner's Advisory Group.
- **Focused on productivity and made the case for appropriate funding for health and care:** we highlighted the difficulties trusts are facing in reducing costs and set out the ingredients for success to improve productivity. We have consistently argued for more investment in infrastructure, including urgently replacing unsafe reinforced autoclaved aerated concrete (RAAC) planks, to progress the new hospital programme, invest in digital technologies and new equipment, and for reform of the allocation process for capital.



He [Julian] was raising the difficulties of the continued industrial action and the impact that it has on care and patient care, and really pressing the government and others to drive a settlement.

Chief Executive,
Combined Mental Health,
Learning Disability and
Community Trust



*This is where
NHS Providers really
shine, you are
my go-to, when it
comes to briefing
and interpreting
political changes and
new regulations.*

Chair,
Acute Trust

- **Advocated for proportionate, credible regulation and oversight:** informed by our annual regulation survey, we worked to ensure the trust perspective was understood as the Care Quality Commission (CQC) rolled out its new regulatory approach. We also scrutinised the evolving role of integrated care boards (ICBs) and maintained helpful relationships with NHS England's oversight team.
- **Established ourselves as a leading voice in the debate over NHS manager regulation:** guided by member conversations, extensive engagement with stakeholders, and a newly formed steering group, we developed a set of principles and considerations to inform any proposals for a system of regulation for NHS managers, engaging closely with both main political parties on this issue.
- **Championed good governance and provider collaboration and highlighted trusts' unique role in systems:** we engaged extensively with the Hewitt Review of system working, ensuring a provider perspective fed into the final recommendations. We have communicated firm and distinctive messages to stakeholders about the potential of system working, and the evolving relationship between ICBs and trusts and produced several publications to share practice on improving care through provider collaboration and at neighbourhood and place. We also updated our well-regarded good governance guide, highlighting the inherent complexities in system governance with a focus on sharing practice and finding solutions.
- **Welcomed the publication of the NHS Long Term Workforce Plan and gave evidence to the NHS Pay Review Bodies:** having been a member of a high-profile coalition arguing for a Long Term Workforce Plan for many years, we welcomed its publication and continue to highlight the requirement for the plan to be fully funded. Our evidence to the NHS pay review bodies is based on member surveys and welcomed by those committees. In the context of sustained industrial action, and challenging workforce relations, we also published a series of case studies to share staff wellbeing.
- **Submitted evidence at the request of the Covid-19 public inquiry:** we briefed members on the inquiry's progress via a number of very well attended webinars with our legal partners. We also produced weekly briefings monitoring inquiry evidence sessions.
- **Supported sector-specific needs across our membership:**
 - Supported mental health leaders, highlighting the severe pressures on services from increased demand and acuity, and the importance of addressing care backlogs, capital investment and system prioritisation. We continued to call for reform of the Mental Health Act and worked to ensure mental health was considered in the government's major conditions strategy. We have successfully engaged with ministers and shadow portfolio holders alongside NHS England colleagues and other stakeholders.
 - Supported the Community Network, in partnership with NHS Confederation, championing opportunities to treat patients closer to home where appropriate, develop urgent community response services and ensure timely hospital discharge. We have also worked to raise the profile of care backlogs in children and young people's community services with a successful 'social media take-over' week. We successfully engaged with ministers and shadow portfolio holders to promote the potential community services can offer within health and care systems.
 - Worked closely with the Association of Ambulance Chief Executives (AACE), emphasising the whole-system nature of pressures in urgent care, and highlighting the important contribution of ambulance trusts in tackling system priorities.

- Raised awareness of changes to the commissioning of specialised services, working closely with Shelford Group and Federation of Specialist Hospitals (FOSH). We have sought to make sense of and explain these changes and ensure specialised services are a prominent part of discussions about system working.
- Worked with colleagues in primary care, maintaining productive relationships with primary care organisations including the National Association of Primary Care (NAPC). We have focused our efforts on the primary/secondary care interface, highlighting trusts' work with partners at neighbourhood levels and publishing a case study report on the benefits of primary care at scale with partners in that sector.



I think NHS Providers does the job for us that no one else could. A single voice emerges through many.

Chief Executive,
Acute Trust

Built on our media and digital presence

We continue to be the collective voice of NHS providers working in systems, reflecting the diversity of our membership, and championing your interests in the media, government, the NHS and wider healthcare community. Over the course of last year, we have:

- **Our astute messaging regularly resonates across the media:** landing significant coverage on behalf of our members on the issues that matter to them. We secured nearly 30,000 media mentions in print media over the past year and nearly 100 broadcast interviews. Our op-ed and blog programme continues to go from strength to strength with 30 prominent comment pieces in publications including the Times, Telegraph, HSJ, BMJ, Digital Health, National Health Executive and Public Sector Focus.
- **Sustained our media profile to ensure we voiced your views effectively on the pressures and the support trust leaders need to tackle the challenges ahead:** establishing NHS Providers as the go-to commentator for media outlets seeking a balanced, informed, and authoritative public voice on behalf of the provider sector.
- **Spoken out on your behalf:** successfully introducing Sir Julian Hartley, our new chief executive, to national media colleagues securing high profile interviews and interventions across broadcast and print media and cementing the reputation of Saffron Cordery, our deputy chief executive, as an authoritative commentator and spokesperson.
- **Made the case for capital investment:** leading calls for capital investment across the NHS through our media interventions on the safety risk posed by £11.6bn maintenance backlog facing the NHS, and ongoing scrutiny of the government's manifesto commitment to build 40 new hospitals.
- **Explained the impact of escalating industrial action and called for resolution:** consistently highlighting the significant human and financial cost caused by 14 months of back-to-back strike action for patients and the NHS, and trust leaders' efforts to provide care and reduce record high care backlogs against a backdrop of widespread disruption.
- **Set out the current pressures facing providers:** publishing our State of the Provider Sector report – which set out in stark detail the hopes and fears of leaders of hospital, mental health, community, and ambulance services across England – secured blanket coverage ensuring the operational challenges facing the provider sector dominated the news agenda.
- **Responded to the long-awaited NHS Long Term Workforce Plan:** securing extensive media coverage by contrasting the welcome promise of more staff in the future, alongside how worries about staff morale, burnout and current workforce shortfalls continue to play heavily on trust leaders' minds.

- **Shared and promoted trusts' achievements:** taking every opportunity to highlight the good work of trusts and their partners in the media. Our Winter Watch series offers insights into how trusts deliver care through the challenging winter months while The Provider Podcast and Providers Deliver showcase the innovative work being done.
- **Grown our audience on social media channels:** increasing by 10.5% over the last year. Most of these new followers were acquired on LinkedIn, which saw strong audience growth across the year, particularly in June and November 2023. Our engagement rate was 5.7% on LinkedIn (up 11.6% from last year), and 1.8% on X (formerly known as Twitter).
- **Continued to broadcast The Provider Podcast:** performing well, reaching 4.7k listens during this period, 1.5% up on the previous year; its top three performers were all about equality, diversity and inclusion, and wellbeing.
- **Completed our website procurement:** engaging a project partner, kicking off our design and build phase in March 2024.

Delivered outstanding events, peer learning and development

In the last year we have continued to support members with our broad range of development programmes, designed to drive improvement and innovation through effective shared development, support and learning. We delivered a total of 377 events to over 8,000 delegates with 95% of delegates recommending our events to a colleague and 92% rating them as good or excellent. Last year we had a particular focus on:

- **Delivering our Annual Conference and Exhibition:** we welcomed almost 800 delegates to Liverpool for our flagship conference. The theme – Vital! – focused on how trusts are tackling the biggest challenges facing the sector, including the recovery of care backlogs, safeguarding care quality and leading improvement, driving up productivity, and tackling deep-seated inequalities.
- **Increasing our in person Network events:** we increased the number of in person events as part of our member only **Networks programme**, with a face to face event for each of the 12 networks annually. This was in response to member demand for more opportunities to network with peers in a safe, member only space.
- **Expanding our training on the essentials of good governance:** in response to your feedback, we increased the number of training events offered within our **Board Development Programme**, alongside launching two new training modules on the essentials of good governance: risk appetite for boards and risk for NHS risk practitioners. Last year we delivered 210 training events for over 2,600 delegates.
- **Growing our bespoke and whole-board support offer:** 137 organisations had training delivered directly to them as part of the **Board Development programme** ensuring effective board governance, while 13 board sessions were delivered by the **Digital Boards programme** to support trusts on their digital transformation journey. **GovernWell** also supported whole councils of governors through in-house training.
- **Developing a new programme on improvement at scale:** we joined forces with the Q community, with support from the Health Foundation and NHS England, to launch **Provider Collaboratives: Improving Equitably**, offering peer learning on how



Great to hear some of the excellent examples of good practice in this area. Pleased to hear some of the strategic commitments and how some of the big challenges were being approached.

Attendee,
Health Inequalities event

provider collaboratives can develop shared improvement approaches with an equity lens embedded from the outset, designed to align with NHS England's improvement approach NHS IMPACT.



We have accessed NHS Providers' services quite extensively. They offered a high level of support, high level of challenge which is what we needed... the board development support was really helpful.

Chair,
Ambulance Trust

- **Supporting trusts in systems through provider collaboratives and system-wide peer support:** last year our member survey included requests for more support for providers operating in systems. The **Provider Collaboration programme** has expanded to run a wide range of peer learning events with an increased focus on sharing case studies on how collaboratives are realising the benefits of working in partnership. We have also continued our **Leading Integration Peer Support programme**, delivered in partnership with NHS Confederation and the LGA to provide both peer review and peer-led workshops to support system working.
- **Continuing a focus on supporting boards to address race inequalities:** our range of events delivered as part of our **Race Equality programme** continues to be well received and secure high levels of engagement, alongside our videos and case study based resources. We have also continued to focus on ensuring our commitment to race equality is embedded throughout each of our programmes.
- **Supporting providers as they work to reduce health inequalities:** our wide offering of events and resources as part of our **Health Inequalities programme** has also seen high member uptake, with an emphasis on sharing practical case studies on how trusts have translated their commitment to tackling health inequalities into practical action.
- **Expanding our bank of resources to complement our events:** we have worked to ensure members have access to a wide range of resources to complement our event programmes with guides, videos, blogs and briefings to enable continuous learning.
- **Continuing with our programme of member visits:** our executive team have met with 30 members, both virtually and in person, across all sectors.

Continued to develop as an excellent organisation

We provide outstanding value for money, create a supportive environment for our staff and seek to continually improve. It is important that NHS Providers remains an employer of choice so that we can attract and retain the most talented professionals for us to continue to offer members the very best service possible. This year we have:

- **Retained 100% membership of eligible trusts and foundation trusts:** enabling us to speak with authority and credibility on behalf of the provider sector in England.
- **Continued to implement our commitment to become an actively anti-racist organisation:** to create an organisational culture where all our people feel safe, valued and can achieve their potential. We tracked the progress of our cross-organisational **race equality action plan** and identified areas that we need to address in year two of the plan.
- **Continued our internal efficiency programme:** sustaining our focus on increasing and diversifying our income base to meet member need in line with our four-year strategy.

The last year at a glance

Resources 

4
guides produced to support members in key topics

Engagement 

3
party conferences

Reach 

nearly **30k**
media mentions



Events

377
events held, 30% of which were in person

67
blogs published

17
member surveys conducted

14
podcasts published

112
reports and briefings produced

20
consultations

150
bespoke and in-house training sessions held

26
roundtables

27.1k
lifetime listens for podcast

30
trust visits

10.5%
increase in followers on social media channels

over **8k**
delegates attended our events

659
meetings with key stakeholders

27.4k
X followers

95%
of delegates would recommend the event to a colleague

11.1k
LinkedIn followers

92%
of delegates scored the event as good or excellent

100%
of members attended at least one event

LOOKING FORWARD – PRIORITIES FOR THIS YEAR

We are now approaching the final year of our four-year strategy which we launched in April 2021 to address your feedback as well as changes in the external environment. As we approach a general election, our strategy includes an enhanced focus on defending the reputation of the trust sector and the wider NHS as scrutiny of care backlogs, NHS performance and productivity grows. This sits alongside the backdrop of a public inquiry into the government's response to the pandemic.



1 Influence

Our influence derives from the evidence and intelligence you share with us, combined with excellent stakeholder management, parliamentary engagement, analysis, thought leadership and partnerships with other bodies. Our influencing deliberately draws on our extensive network of deep relationships with senior national leaders. We will use that network to promote and protect your interests and offer solutions to the challenges you face by anticipating key developments, with a particular focus on:



The influencing that they do will continue to be very important. On subjects like productivity and finance which are going to get very intense.

Chair,
Acute Trust

- **Rapidly establishing our influence with a new government:** ahead of the election we will continue to make the case for a cross government approach to health which embraces prevention, tackles health inequalities and funds the health and care system appropriately. Once the next government is in place, we will draw on our existing networks with both main political parties to establish key relationships based on the principles of trust and transparency.
- **Defending the reputation of the provider sector and the wider NHS, promoting trusts' achievements and building a sense of hope:** against increasing scrutiny of NHS performance and the backdrop of the Covid-19 Inquiry and other inquiries into NHS care, we will continue to highlight longstanding pressures which pre-date the pandemic, and the need for a resolution to industrial action. We will continue to champion the achievements of trusts and trust leaders publicly, and to support you, your boards, and your staff in our messaging, sharing good practice, championing action which supports equality, and calls out prejudice, and making the case for the contribution the NHS makes economically and within the fabric of local communities.
- **Explaining the impact of sustained, severe operational pressures, including industrial action:** we will continue to set out clearly the pressures on trusts and the support they need, as well as highlighting where the service has responded successfully to industrial action. We will provide well-informed commentary on the scale of the challenge facing trusts and their local partners to meet stretching national targets amid high levels of demand, workforce pressures in a constrained financial envelope.
- **Recognising and tackling care backlogs in all sectors:** we will continue to argue for government to invest holistically in the health and care system, acknowledging the need to recover the elective care backlog alongside tackling care backlogs for mental health and community services, and the impact on ambulance services and the urgent and emergency care pathway. We will continue to champion trusts' achievements in

recovering services and improving standards for patients. We will argue for a clear 'ask' of the service which is resourced and realistic. This will mean a clear prioritisation in any forthcoming government or NHS England plans.



Really powerful session – great speakers, insightful perspectives and some really practical approaches to helping attendees on their journey for tackling race inequalities.

Attendee at
Race Equality event

- **Making the case to tackle health inequalities and race inequality:** we will champion the need for sufficient investment in public health and promote the role trusts play in supporting a preventative approach and as anchor institutions in their local area. We will build on good work last year building relationships with influential policymakers and capturing good practice examples of trusts acting to reduce inequalities in access to, experience of, and outcomes from, the care they provide.
- **Supporting the NHS workforce:** we will continue to argue for support for the NHS workforce with a clear focus on recovery. We will promote a workforce model which is sufficiently well resourced, flexible and supported, and continue to seek clarity on funding for the Long Term Workforce Plan. We will continue to emphasise the urgent need for the government to resolve pay disputes with NHS staff and bring industrial action to an end.
- **Making the case for appropriate funding and resourcing:** we will make the case for increased capital funding and reform of how trusts access capital, for a fully funded workforce plan including education and training and for appropriate settlements for public health and social care. We will continue to influence and constructively shape the development of the new financial architecture as system working becomes embedded.
- **Shaping policy to underpin system working, provider collaboration and place:** as trusts become leaders and co leaders of system working and develop their partnerships at place level and within provider collaboratives, we will help shape the new and emerging policy and regulatory frameworks constructively. We will support you and your partners to work collaboratively at all system levels with a clear focus on influencing and supporting the development of provider collaboratives. We will develop our relationships with other types of providers, and their representative bodies including in primary care, social care and the voluntary sector.
- **Developing our contribution on care quality and safety:** we will work with members to focus on the trust board's role in assurance and in creating a quality improvement and learning culture, particularly in the context of extreme, long-term operational pressure. We will ensure we understand the impact of national inquiries into safety issues in the NHS and sustain our engagement in a number of influential working groups to support national colleagues and trusts to improve safety and transparency.
- **Maintaining our core influence and support for good governance and accountability:** our thought leadership on governance will make clear that good governance is no barrier to collaborative working within systems. We will continue to highlight and support the important leadership and accountability role of boards, ensuring this is not compromised, promote the value of the unitary board model and make clear the relationships between governance, regulation and system working.
- **Continuing to advocate for proportionate, risk based regulation and oversight:** with a focus on the roles of NHS England and CQC, we will ensure that current and future approaches are proportionate and that the burden of regulation is reduced. We continue to focus on the implementation of CQC's new strategy, and regulators' ongoing efforts to adapt their approaches to the new context of system working. Having established a member reference group on manager regulation and set out our principled position, we are well placed to engage constructively on this issue, and we will continue to maintain a helpful working relationship with professional regulators and others.

- **Supporting digital transformation:** we will argue for sufficient, co-ordinated funding for trusts and their partners in support of digital transformation; continue our dedicated support offer for boards, and potentially system partners; and influence proposed changes in the national architecture to support digital transformation.
- **Supporting sector specific needs across our membership:** we will ensure we sustain our commitment and impact in highlighting and addressing issues which disproportionately impact particular sectors of our membership:
 - We will sustain our influence and support for mental health trust leaders with a focus on recovering the care backlog generated during the pandemic and understanding productivity measures for the sector, reforms proposed by the Mental Health Act, learning from quality reviews and the national focus on inpatient care and sustain our participation in influential national stakeholder groups.
 - We will continue to support the Community Network in partnership with NHS Confederation, making visible care backlogs within community services and their impact on health inequalities, emphasising children and young people's services alongside the needs of the community sector workforce and the key role community providers play in supporting the urgent and emergency care pathway and preventative approaches, supporting the sector and NHS England to access consistent data collection, building on the information many community providers hold, raising the profile of community services.
 - Our partnership work with the AACE is important to our support for the ambulance sector and we will continue to highlight and seek to address the unprecedented operational pressures facing the service.
 - We will also continue to work with NHS England and partners to ensure specialised services are commissioned and funded appropriately, including in the context of ICSs. We are similarly committed to supporting trusts serving rural populations, and trusts of all sizes.
 - Finally, we will consolidate our developing relationships with different partners in primary care. We will also ensure we develop and build our relationships with the representative bodies within social care, the independent sector, and the voluntary sector.



We will continue to be the collective voice of NHS providers working in systems, reflecting the diversity of our membership, and championing your interests in the media, government, the NHS and wider healthcare community.

This activity will become even more important in an election year with the health service at the centre of debate. We can expect close and critical scrutiny on a range of issues including performance and backlogs, quality and safety and NHS productivity. The challenges will be framed by the prospect of continued damaging disruption caused by industrial action and severe financial pressures.

We will use our media platform to articulate a positive narrative of how much the NHS is achieving in this difficult context, given the need to retain public confidence in the service while setting out what needs to be done to support trust leaders as they tackle the challenges ahead.

Our communications activity will focus on:

- **Sustaining our increased media profile, as you have asked us to do:** to ensure we voice your views effectively on the growing pressures you face, and the support trust leaders need to tackle the challenges ahead.
- **Being the recognised commentator for NHS provider issues:** within the evolving context of system working, for both the national and trade media.
- **Delivering our website redevelopment project:** resulting in an improved website for members and stakeholders and ensuring our influencing and support work is clear and accessible.
- **Ensuring we have significant reach and profile:** communicating across social media channels and making sure our media commentary and analysis, resources and thought leadership have maximum visibility.
- **Speaking truth to power:** highlighting the consequences of the current pressures on providers and what the sector can reasonably be expected to deliver given these pressures.
- **Developing our well received case studies:** including our Providers Deliver series, alongside other case study reports and conference showcases to highlight the achievements of the provider sector and share learning on successful innovation.
- **Mirroring partnerships:** echoing those trusts are developing at the frontline to become the respected voice of a broader range of health and care providers.
- **Reviewing how we communicate with our membership:** evaluating and adapting our emails, newsletters, briefings, social media channels and website, to ensure our messaging is targeted and streamlined.



It's a thank you really, we feel very supported, the communications are always well done, it is pertinent and always there, always available.

Chief Executive,
Acute Specialist Trust



3 Support

We will continue to develop our support offer, ensuring we respond to evolving member needs. At a time of unprecedented pressure on NHS leaders, our development programmes will offer an opportunity to step back, reflect, learn and gather support from peers, and to take away practical insights to apply to your own context. Our priorities this year will be to:

- **Develop new modules for our Board Development programme:** we will continue to expand our offering of practical, interactive training and development modules for boards, aspirant executives and non-executives, and those who support the board on a range of topics, with a particular focus over the coming year on quality and patient safety.
- **Provide support to changing provider boards:** we will continue to grow our whole-board support offer in the context of high levels of board churn. We will look at how we can provide support for first time chief executives and chairs in particular, and meet the needs of the growing number of chairs and chief executive in shared leadership roles across multiple trusts.
- **Launch an aspiring directors programme:** in response to member demand, we will launch a new offer to equip aspiring directors with the knowledge, skills, and self-awareness they need to be prepared to apply for an executive director role in the NHS. If our recent bid is successful, we also hope to work with a consortium of partners to deliver a refreshed aspiring chief executives programme on behalf of NHS England.
- **Expand our offer on improvement:** in response to growing member focus in this area, we will build on our existing **improvement programmes** to offer board members more opportunities to share learning on driving continuous improvement, aligned with NHS England's renewed focus on improvement through NHS IMPACT.
- **Deliver our Quality and Improvement conference in London:** this will be the first in-person conference of this kind since 2019. Our theme, 'North Star', will focus on how to embed quality and improvement into everyone's role in a context where ongoing service pressures are directly impacting patient care.
- **Support members in system working:** we will continue to offer programmes that support trusts to strengthen their partnerships at place, at scale and with their ICS partners. This will include a continued focus on sharing practical insights on how to realise the benefits of provider collaboratives with our **Provider Collaboration programme**, and seeking further funding to expand our support for system leadership through the **Leading Integration and Peer Support programme** delivered with the LGA and NHS Confederation.



As a NED, NHS Providers is my daily source of information on what's happening across the NHS as a whole. It has also provided invaluable training and networking opportunities.

Non-executive Director,
Mental Health and
Learning Disability Trust

- **Continue to support boards to make race equality a priority:** the **Race Equality programme** will continue to support members to proactively tackle racism and effectively embed race equality as part of the board's day to day work. We will also continue our focus on embedding anti-racism throughout our support programmes and influencing work.
- **Share learning on embedding a focus on health inequalities at board:** in response to our latest member insights, our **Health Inequalities programme** will continue to support members with a continued focus on sharing practical examples of how trusts have translated their ambitions into action with demonstratable benefits for patients, staff and the communities they serve.
- **Expand our Digital Boards programme:** subject to securing another round of funding, we hope to be in a position to deepen our digital support, with bespoke board development sessions to support members wherever they are on their digital leadership journey.



4 Excellent organisation

We will provide outstanding value for money, create a supportive environment for our staff and continually improve. With a particular focus on:

- **Delivering the final year of our four-year strategy.**
- **Continuing to embed our organisational values and behaviours.**
- **Further refreshing our race equality action plan:** ensuring we have dedicated resource to take forward our commitments. This will involve input from all staff and advice and scrutiny from our staff race equality and cultural inclusion network (RECI), external race equality advisers and our race equality board advisory group.
- **Further developing our commercial partnerships:** to keep our membership fees down and bring a range of further benefits to you, including joint publications, thought leadership articles and seminars to share best practice and insight.
- **Increasing and diversifying our income:** to support our activities and reduce our reliance on member fees. We will do this without compromising our independence and ability to speak truth to power. This includes:
 - A sustained focus on efficiency at NHS Providers including an annual cost improvement plan.
 - Growing our commercial income, both at our annual conference and exhibition and other commercial opportunities. We are targeting to increase our annual conference income by more than 5% and commercial income by more than 15%.
 - Growing project funding from national bodies such as NHS England.
 - Making a carefully judged uplift to member fees.



*Visiting and being
on the ground talking
to staff, not just the
leaders... seeking
to understand.*

Chief Executive,
Mental Health and
Learning Disability Trust

OUR MEMBERSHIP OFFER

We are committed to providing outstanding value for money to our members. Membership of NHS Providers therefore gives access to what you tell us is a highly valued range of networks, conferences, roundtables, development programmes, newsletters, briefings, publications and blogs.

Development offer

We provide a wide range of practical support, peer learning and development activities focused on the priority topics for board members.

Each of our programmes is designed to help NHS leaders step back, learn from current practice both within the sector and beyond, and take away practical insights. Our offer is delivered both virtually and face to face. It includes conferences, webinars, peer learning forums and whole board development sessions, alongside a range of peer learning resources from how-to guides and case study briefings to blogs, videos and podcasts.

Networks

Our member only networks are an opportunity to keep up to date with the latest health policy, exchange ideas with peers and hear from key external experts and system leaders in a safe, reflective environment. We offer 12 member networks supporting all NHS board level roles and each network meets several times each year.

These networks are free as part of our core membership offer for provider boards.

NETWORK	KEY AUDIENCE	YEARLY MEETING FREQUENCY
Chairs and Chief Executives Network	Chairs and chief executives of all foundation trusts and trusts	Four
Communications Leads Network	Communications directors and leads	Three
Community Network co-hosted with NHS Confederation	Chairs, chief executives, senior executives of trusts providing community services	Three
Company Secretaries Network	Company/trust secretaries, directors of corporate affairs	Three
Digital Boards Leadership Network	Board digital leads and all board members with an interest in digital	Two
Finance Directors and Commercial Leads Network	Directors of finance, commercial and business development leads	Three
HR Directors Network	Directors of HR, directors of workforce	Three
Medical and Nursing Directors Network	Medical directors, nursing directors, chief nurses	Three
Mental Health Leaders Network	Chairs, chief executives and non-executive directors of trusts providing mental health services	Three
Non-Executive Directors Network	Non-executive directors	Two
Directors of Operation and Chief Operating Officers Network	Directors of operations, chief operating officers	Three
Strategy Directors Network	Directors of strategy, strategic planning leads	Three



Really good event in that it enabled me to step back and think about the bigger issues and discuss with colleagues from across the country.

Chief Executive at
Chairs and
Chief Executives Network

Conferences and roundtables

Each year, we host a number of market-leading conferences including our flagship Annual Conference and Exhibition which brings together trust chairs and chief executives and other senior leaders in the NHS.

Our *In conversation with...* roundtables and in person dinners give members a regular opportunity to engage with the most senior leaders in the NHS. Our offer of policy roundtables gives members the opportunity to speak directly to key stakeholders on hot topics impacting the health and care sector.

EVENT	KEY AUDIENCE	WHEN	FEE	OPEN TO NON-MEMBERS
<p>Annual Conference and Exhibition</p> <p>A must-attend event for health leaders to hear from high profile speakers, share learning and debate key issues and the annual conference with the highest level of trust board member attendance.</p>	Chief executives, chairs, executive and non-executive directors, key stakeholders and system leaders	Annually, in late autumn	Yes, discounted for members	Yes
<p>Governance Conference</p> <p>A unique opportunity for NHS leaders and governance professionals to debate health governance issues.</p>	Chairs, chief executives, non-executive and executive directors, heads of governance, company secretaries and system leaders	Biennial, in summer	No*	No
<p>Quality Conference</p> <p>An opportunity to debate quality of care issues and quality governance issues with peers and key system leaders.</p>	Chairs, non-executive directors, medical and nursing directors, heads of quality governance and system leaders	Biennial, in summer	No*	No
<p>Governor Focus Conference</p> <p>A key event for governors to share learning, receive updates and hear from keynote speakers.</p>	Foundation trust governors, trust secretaries	Annually, in spring	No	No
<p>NHS Communicate Conference and Awards</p> <p>Launched in 2021, this conference and awards event focuses on the most relevant and topical subjects for communications leads, with an awards evening which celebrates the very best across the NHS.</p>	Communications leads	Annually, in February/ March	Yes, for conference	Yes
<p><i>In conversation with... programme</i></p> <p>A key event for trust leaders to share learning, receive updates and hear from keynote speakers under the Chatham House Rule.</p>	Chief executives, chairs and board members	Around 10 events per year	No	No
<p>Policy roundtables</p> <p>Targeted informal discussion groups, with national stakeholders to discuss key issues, seek member views and influence policymakers.</p>	Chairs, chief executives, relevant senior executives, depending on topic being discussed	As and when required	No	No

*No fee for members, ICB associate members can attend for a fee.

Development programmes

We have a range of well-established and highly regarded development programmes, training courses and learning events aimed at improving the knowledge and skills boards require to operate as effective unitary boards.

A number of our offers can be delivered directly to your organisation as in-house training for tailored support. We also deliver bespoke board development programmes designed to support the strategic objectives and development needs of your board, provided at a discounted price for members.

Some of our programmes are included in the membership fee while others are paid for as an addition, at a discounted rate for members.

EVENT	KEY AUDIENCE	WHEN	IN-HOUSE AVAILABLE	FEE	OPEN TO NON-MEMBERS
<p>Board Development programme</p> <p>A range of skills-based courses including our <i>Effective Series</i> designed to help board members and senior managers understand their roles and responsibilities better, improve their leadership skills and work more effectively together.</p>	Executive and non-executive directors	Programme of events throughout the year	Yes	Yes – offered at a discounted rate for members	Yes
<p>Effective Chairing of Organisations</p> <p>Four-part programme delivered over a five-to-six-month period for new and aspiring chairs.</p>	Recently appointed or aspiring	Programme of events throughout the year	Yes	Yes – offered at a discounted rate for members	Yes
<p>Executive Director induction</p> <p>One-day course for new NHS executive directors to help them understand wider system issues and what being part of a unitary board means.</p> <p><i>Offered in partnership with NHS England</i></p>	Recently appointed executive directors new to a board role	Four times per year	No	Yes – offered at a discounted rate for members	Yes



Really useful and well-run session that has advanced the board considerably in its thinking with some practical actions we can take.

Attendee at Digital Boards event

<p>Non-executive Director induction</p> <p>Two-day course for new NHS non-executive directors to help them understand the NHS and its governance and assist them in getting to grips with their role.</p> <p><i>Offered in partnership with NHS England</i></p>	Recently appointed non-executive directors	Seven times per year	No	Yes – offered at a discounted rate for members	Yes
<p>Digital Boards</p> <p>To support boards in leading the digital transformation agenda.</p> <p><i>*Delivered free to members if we secure a further round of funding.</i></p>	Executive and non-executive directors	Programme of events throughout the year	Yes	No*	No
<p>Race Equality programme</p> <p>To support boards to effectively identify and challenge race inequality.</p>	Executive and non-executive directors	Programme of events throughout the year	No	No	No
<p>Health Inequalities programme</p> <p>To support our members to make sense of health inequalities, help to prioritise and embed it as part of the board's core business.</p>	Executive and non-executive directors	Programme of events throughout the year	No	No	No
<p>Provider Collaboration programme</p> <p>To help members maximise the potential of greater provider collaboration.</p>	Executive and non-executive directors	Programme of events throughout the year	No	No	No
<p>Provider Collaboratives: Improving Equitably</p> <p>To support senior leaders on how provider collaboratives can develop shared improvement approaches with an equity lens embedded from the outset.</p> <p><i>Delivered in partnership with Q community with support from the Health Foundation and NHSE England.</i></p>	Executive and non-executive directors	Programme of events throughout the year	No	No	No



It was helpful to be able to network and hear from others experiencing similar or related issues, and to hear how these were being tackled – great to gain an insight into the national context too.

Chair at
In Conversation With...
dinner

<p>Trust-wide Improvement</p> <p>To support boards to develop greater awareness and understanding of systematic approaches to improvement.</p> <p><i>Supported by the Health Foundation.</i></p>	Executive and non-executive directors	Programme of events throughout the year	No	No	No
<p>The Leading Integration Peer Support programme</p> <p>This programme harnesses the expertise of peers to help leaders collaborate effectively at system and place.</p> <p><i>Delivered jointly with the LGA and NHS Confederation.</i></p>	System leaders	Workshops and peer reviews delivered at request	Yes	No	Yes
<p>GovernWell</p> <p>GovernWell is the national training programme for foundation trust governors, with further support to equip governors with the skills and knowledge needed to perform their role effectively.</p>	Foundation trust governors	Programme of events throughout the year	Yes	Fee applies to GovernWell courses only	Yes

For more information on our development offer visit www.nhsproviders.org or email events@nhsproviders.org.

Newsletters

Our insightful newsletters provide a summary of current news, resources, thought-leadership and events, helping you to stay up to date with the latest information and commentary.

NEWSLETTER	WHY IS IT USEFUL?
Today's Health News A daily bulletin providing a summary of key health stories in the national and trade news.	Daily update on important health stories, highlighting NHS Providers' media coverage and our latest events, briefings and blogs.
Start the Week A weekly bulletin showcasing what we're doing with and for our members.	This provides a summary on the work we've done for members over the previous week, and a look ahead to what's coming up.

We also have a number of other newsletters and bulletins to update members on different sectors, areas of healthcare policy and our programmes, as well as a biannual newsletter for NHS governors.

For more information on our newsletters email communications@nhsproviders.org.

Resources

Our publications offer an in-depth analysis of how new initiatives, policy and political decisions affect the provider sector, providing you with a timely and topical resource.

Our blogs and comment pieces provide opinion, comment and expertise from leading NHS policy thinkers including NHS Providers, external experts, members and stakeholders. You consistently tell us that these are a key part of our offer – providing quality, easy to digest insight, specifically tailored to the needs and interests of provider boards. You tell us that you regularly copy them to your key executive and non-executive leadership team as a means of keeping them abreast of the national policy agenda.

RESOURCE	WHY IS IT USEFUL?
<p>On The Day and Next Day briefings Ad hoc briefings on the latest policy initiatives and political decisions affecting the sector.</p>	Reactive updates sharing NHS Providers' analysis of, and response to, important policy developments.
<p>Publications Reports, research, papers and infographics on key themes relevant to the sector.</p>	Comprehensive commentary, ideas and insight on key topics as well as publications designed to demonstrate the provider sector's achievements and share practice.
<p>Thought leadership pieces Providing a platform for trust leaders to give their views on the state of the NHS.</p>	An opportunity for trust leaders to share their views.
<p>Statutory board paper summaries A regular summary of the board papers of NHS England and CQC.</p>	Full update on key issues and developments at each board meeting of the statutory bodies.
<p>Performance reports Produced every autumn to help members assess our performance and highlight our priorities for the months ahead.</p>	Allows members to see where we are focusing our efforts, how we are supporting them and whether we are delivering value for money.
<p>Blogs, social media updates and comment pieces Produced regularly to provide the latest information and commentary on what's happening in the sector.</p>	Provides short summaries of our arguments, guidance's and learnings from others in the sector in a succinct, persuasive and accessible format.
<p>Podcasts and videos Audio and video providing comment, analysis and guidance on the key issues facing providers.</p>	Allows members to explore key health and care topics, access guidance and learn from others in an engaging way.

2024-25 MEMBERSHIP FEES

The significant majority of NHS Providers' income comes from member subscriptions to enable us to maintain our independence and speak truth to power while delivering the services you tell us are important to you.

The tight alignment between our purpose of representing your interests; our governance model of 20 elected member chairs and chief executives; and our funding model of two-thirds of income coming from members subscriptions is crucial to our success as a membership organisation.

We have committed in our new strategy to increasing commercial funds (subject to strict criteria) and securing more funds from national bodies to deliver support programmes that meet member needs. But we remain, and intend to remain, more dependent on membership fees than comparable organisations.

The fee charges for 2024/25 are based on the charge for 2023/24 uplifted by an additional 5%.

WHERE CAN I FIND OUT MORE?

Further information is available online in our [strategy documents](#), [Performance Report](#) and Member Survey Report, or you can email us at enquiries@nhsproviders.org

NHS Providers is the membership organisation for the NHS hospital, mental health, community and ambulance services that treat patients and service users in the NHS. We help those NHS foundation trusts and trusts to deliver high-quality, patient-focused care by enabling them to learn from each other, acting as their public voice and helping shape the system in which they operate.

NHS Providers has all trusts in England in voluntary membership, collectively accounting for £115bn of annual expenditure and employing 1.4 million staff.



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