



PROVIDING FOR OUR MEMBERS 2018-19

Our priorities
this year

WHO WE ARE

NHS Providers is the single voice for NHS trusts, recognised for our effective lobbying and influence within government, as a promoter of shared learning, and as a provider of support and development for our members. We derive our strength from the scale, diversity, experience, expertise and effectiveness of our members, speaking with a united and uniquely informed voice on the issues that matter. As of March 2018, **99% of the 232 NHS trusts in England are in membership** – this makes NHS Providers a powerful and effective voice defending the interests of trusts and speaking truth to power on their behalf.

OUR VISION

NHS Providers' vision is to be an outstanding membership organisation and trade association for all NHS trusts, unrivalled in the influence, voice and support we offer our members. We will continue to build on what we have achieved so far to ensure our work reflects members' needs and the changing context within which they work.

OUR PRIORITIES FOR 2018-19

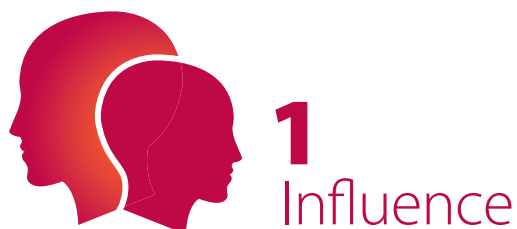
The challenge for providers of NHS care in the next few years is immense, with demand and quality expectations continuing to rise at the same time as one of the longest and deepest financial squeezes in NHS history. This, combined with enhanced workforce pressures, the need to transform and the shift to local systems working, will make this one of the most challenging periods the NHS has known.

Chair,
acute foundation
trust

*I am seriously impressed.
They have a good presence
nationally in the media at key
and very opportune moments
– adding weight to the voice
of those of us who live in such
difficult NHS times.*

95% of our members
say it is important for their
organisation to be a member of NHS Providers
and **92%** tell us that they are satisfied with our work.
93% say they would speak positively about us.

We will continue to **influence** the shape of the system in which our members work, we will support members to develop new ways of delivering care and we will continue to be the go-to **voice** of NHS trusts. We will also continue to **support** member organisations to develop and improve through shared learning and expand our approach to the different groups within membership, developing more bespoke sector specific support. We will adapt what we do to reflect the changing context. Just as providers need to change to work effectively in their local health and care systems, so NHS Providers will change too. Our priorities for delivering this are:



To work with stakeholders, policy makers and opinion formers to **influence** the shape of the system in which our members operate, anticipating key developments so that we can promote and protect members' interests and offer solutions to the challenges members face. With a particular focus on:

- **finance and sustainability** – supporting the sector move back to financial sustainability and providing a strong provider voice on financial policy and funding issues to government; influencing the future direction of the payment system, including sustainability funding; and helping our members navigate through the complexity of NHS services contracting as well as promoting better contracting arrangements and good practice
- **workforce** – focusing on strategic planning, workforce supply including supply of clinical staff, pay and contract reform, as well as promoting trust approaches to recruitment and retention
- **system structure/policy and shaping future delivery** – working on behalf of members to understand and shape the national health and care architecture, including the emergence of new provider models, sustainability and transformation partnerships and move to integrated care models
- **performance and delivery** – supporting the sector to improve performance, focusing on addressing the strategic deterioration facing the provider sector and wider NHS, improving operational resilience and capacity
- **regulation** – with a focus on the roles of NHS Improvement, NHS England and the Care Quality Commission – to ensure that current and future approaches are proportionate and that the burdens of regulation are reduced. We will also focus on the emerging architecture for system oversight and regulation
- **quality** – focusing on the role of the board in leading quality and creating a quality improvement culture, as well as ensuring patient safety
- **governance** – continuing to highlight and support the important leadership and accountability role of boards; making clear the relationship between governance and regulation. We will particularly focus on how the existing, institutionally focused, governance and accountability regimes sit alongside emerging new, local system level regimes.

91%
of members agree that
NHS Providers stands up for
and defends the reputation
of NHS providers.

Director of strategy,
acute foundation
trust

*They are strong at lobbying
and influencing, provide
excellent updates and digests
on the latest developments and
are not frightened to challenge
the establishment.*



To be the go-to **voice** of NHS providers, reflecting the diversity of our membership, and championing their interests in the media, government, the NHS and wider healthcare community. With a particular focus on:

- speaking truth to power about the consequences of the current pressures on providers and what the sector can reasonably be expected to deliver
- being the recognised commentator for NHS provider issues for both the national and trade media
- ensuring we have significant reach and profile across digital and social media channels and making sure our proactive and reactive commentary and analysis has maximum visibility
- enhancing the way we present information for our members and key stakeholders by developing digitally-optimised content across our website and for tablet and mobile
- implementing a new organisation-wide marketing strategy to enhance the way we communicate with our members and providing information in ways that best suit them.

84%
of members say that
NHS Providers has a strong
media profile and presence.

Chief executive,
integrated, acute and
community trust

*I feel NHS Providers provides
a credible and influential voice
for healthcare providers,
which is enormously important
in the current context.*



To **support** our members to develop new ways of delivering care through transformation and improve through shared learning, ensuring they have a clear understanding of the national context and direction of travel, can tailor their responses to meet local circumstances, and play an informed role as local system leaders. With a particular focus on:

- implementation of new care models and the development of sustainability and transformation partnerships including a programme of shared learning and support
- diversifying and enhancing engagement through networks and other mechanisms
- maximising the success of our annual conference
- further developing partnership support programmes, including delivering an enhanced board development offer.

83%
agree that we are
in touch with the needs
of our members.

Chair,
integrated, mental
health and
community trust

*NHS Providers has become
the go-to forum for sharing
ideas, hearing effective
analysis and comment
and building personal
and professional networks.*

MEMBER BENEFITS

Engagement with members is a central part of our influencing work, and our offer to members. As part of the influencing, voice and support work, we provide regular events, networks and development programmes as well as a range of communications and publications to support members in their day-to-day work.

Networks and groups

Our highly regarded networks provide the opportunity for members to keep up to date with the latest health policy, exchange ideas with peers and hear from key external experts and system leaders.

Our chairs and chief executives network, for example, brings together top trust leaders with key political and NHS system leaders four times a year to discuss current issues and influence policy at national level.

NHS Providers hosts networks for 12 different groups, primarily attended by board level delegates. These are only open to members:

NETWORK OR GROUP	KEY AUDIENCE	FREQUENCY OF MEETINGS
Chairs and chief executives	Chairs and chief executives of all foundation trusts (FTs) and trusts	Four times per year
Mental health leaders	Chairs, chief executives and non-executive directors of mental health trusts	Twice per year
Communications leads	Communications directors and communications leads	Three times per year
Community services *	Chairs, chief executives, senior executives of trusts providing community services	Three times per year
Company secretaries	Company/trust secretaries, directors of corporate affairs	Three times per year
Finance directors and commercial leads	Directors of finance, commercial and business development leads	Three times per year
Human resources directors	Directors of HR, directors of workforce	Three times per year
Informatics leads	Directors of information/informatics leads	Twice per year
Medical and nursing directors	Medical directors, nursing directors, chief nurses	Twice per year
Non-executive directors	Non-executive directors	Twice per year
Operations directors	Directors of operations, chief operating officers	Three times per year
Strategy directors	Directors of strategy/strategic planning leads	Three times per year

* This network is being relaunched jointly with the NHS Confederation to strengthen and enhance our offer to community service providers

Conferences, debates, dinners

Each year we host a number of market-leading conferences including our flagship annual conference and exhibition. Designed to address topical issues, our conferences provide health leaders with the guidance, information and inspiration they need to deliver great services for their patients. Packed with influential speakers, engaging seminars and excellent networking opportunities, our events are essential for health leaders.

EVENT	KEY AUDIENCE	WHEN HELD	FEE	OPEN TO NON-MEMBERS
Annual conference and exhibition (two days) A must-attend event with opportunities to hear from high profile speakers, share learning and debate key issues	Chief executives, chairs, executive and non-executive directors of FTs and trusts; key stakeholders and system leaders	Annual, in the autumn	Yes, discounted for members	Yes
Quality of care conference (one day, next event 2019) An opportunity to debate quality of care issues with peers and key system leaders	Medical and nursing directors, heads of quality governance	Biennial (alternating with governance conference)	No	No
Governance conference (one day, next event - July 2018) An opportunity to discuss relevant governance issues and promote good governance	Chairs, trust secretaries, heads of corporate governance, non-executive directors	Biennial (alternating with quality of care conference)	No	Yes
Governor focus conference (one day) A key event for governors to share learning, receive updates and hear from keynote speakers	FT governors, trust secretaries	Annual, in the spring	No	No
NHS at 70 debate series In 2018 we will host a series of high-profile events to generate debate on the future of the NHS at the time of the NHS' 70th anniversary	Chief executives, chairs, executive and non-executive directors, key stakeholders, system leaders	Spring and summer	No	Yes
Dinner programme Dinner events that bring together small numbers of chairs and chief executives for informal engagement with key senior stakeholder colleagues from within the health sector	Chief executives and chairs	Every four to six weeks throughout the year	No	No
Policy roundtables Targeted informal discussion groups, often with relevant system leaders, to discuss key issues, seek member views and influence policy makers	Chairs, chief executives, relevant senior executives, depending on topic being discussed	As and when required	No	No

Development programmes

We offer a range of development programmes and courses designed to equip and support key groups in their roles. Courses can also be specifically designed to meet the needs of your trust with our bespoke training.

PROGRAMME	KEY AUDIENCE	WHEN HELD	FEE	OPEN TO NON-MEMBERS
Board development programme A suite of courses designed to help boards and senior managers understand their roles better and work more effectively together	Executive and non-executive directors	Programme of events throughout the year	Yes	Yes
Executive director induction One-day course for executive directors new to a board role to help them understand wider system issues and what being part of a unitary board means	Recently appointed executive directors new to a board role	Three times per year	Yes	Yes
NED induction Two-day course for new non-executive directors to help them understand the NHS and its governance and assist them in getting to grips with their role	Recently appointed non-executive directors	Five times per year	Yes	Yes
Governor support programme – includes GovernWell (our national training programme for FT governors) Support programme designed to equip governors with the skills and knowledge to perform their role, including a range of courses, development days and on-line resources	FT governors	Programme of events throughout the year	Fee applies to GovernWell programme only	GovernWell events open to non-members

For more information on our events, conferences and development programmes visit nhsproviders.org/courses-events or e-mail events@nhsproviders.org

Company secretary,
community trust

Networking and learning through NHS Providers has provided invaluable links, knowledge and resources in support of my role. Additionally, for the organisation, the trust is able to 'have a voice' through NHS Providers.

Newsletters and bulletins

Our regular newsletters, bulletins, briefings and blogs provide a summary of current news and events, enabling members to easily stay up to date and gain access to further information and commentary. They also give members an overview of NHS Providers' current activities and events. To sign up to our newsletters please email communications@nhsproviders.org



NEWSLETTER/ BULLETIN	WHY IS IT USEFUL?
<p>Today's Health News</p> <p>A daily bulletin providing a summary of key health stories in the national and trade news</p>	<p>Daily update on important health stories, highlighting NHS Providers' media coverage and our latest events, briefings and blogs</p>
<p>This Week Next Week</p> <p>A weekly bulletin summarising the top ten key news, policy and political events, in order of importance to the sector</p>	<p>Weekly update of key news, policy and political events, with links to further information and commentary, plus a look forward to the main events in the week ahead and a quick glance at NHS Providers' activities</p>
<p>NHS Provider Focus</p> <p>A fortnightly newsletter to update colleagues on NHS Providers' work</p>	<p>Regular update on the work NHS Providers is doing on your behalf, including issues we have commented on, consultations we are responding to, and upcoming events and courses</p>
<p>Governor Focus</p> <p>A bi-monthly newsletter for NHS governors, circulated to chairs, trust secretaries and membership managers</p>	<p>Regular update on the latest news, policy initiatives, case studies, good practice and training opportunities for foundation trust governors</p>

Director of finance, mental health trust

Extremely helpful summary briefings for me as an executive and board member. Vital for the sector in representing and lobbying – I greatly value the role played on our behalf.

Briefings and publications

An in-depth analysis of how new initiatives, policy and political decisions affect the provider sector, offering members a timely and topical resource for use in their trusts.

BRIEFING / PUBLICATION	WHY IS IT USEFUL?
On the day briefings Ad hoc briefings on the latest policy initiatives and political decisions affecting the sector	Speedy and in-depth analysis of, and provider perspective on, new and emerging national policy
Publications Ad hoc reports, research, papers and infographics on key themes relevant to the sector	Comprehensive understanding, commentary, ideas and insight on key topics
Thought leadership pieces Providing a platform for trust leaders via two flagship report series – <i>State of the provider sector</i> and <i>Provider voices</i> – to give their views on the state of the NHS	Opportunity for trust leaders to share their views
Statutory board paper summary A regular summary of the board papers of NHS Improvement, NHS England, the CQC and Health Education England	Full update on key issues and developments at each board meeting of the statutory bodies



93%
of members use
our on the day briefings.

Blogs and comment pieces

Our blogs and comment pieces offer different perspectives on key issues in the NHS today. They provide opinion, comment and expertise from leading thinkers in NHS policy including NHS Providers, external experts, members and stakeholders.



Performance reports

Our six-monthly performance report is produced to help members assess our performance and to highlight our priorities for the months ahead. The report provides an at-a-glance summary of achievements against our four strategic objectives – influence, voice, support, and professional organisation – and allows members to see where we are focusing our efforts, how we are supporting them and whether we are delivering value for money.



Further information on our briefings, bulletins, newsletters and blogs can be obtained from our communications team at communications@nhsproviders.org

Value for money

NHS Providers exists to serve you, our members, and to represent your interests. Our business model is therefore, deliberately, largely dependent on membership subscription income as this gives us independence and enables us to speak truth to power in the way that our member survey consistently tells us you particularly value.

While we will continue to grow commercial income, as well as having a small amount of statutory funding for specific projects, we expect and want membership subscription income to continue to make up around 75% of NHS Providers' turnover. We will continue to focus on driving organisational efficiencies, closely monitored and evaluated by our elected board.

Last year following a member consultation process we introduced a new subscription structure. This new structure was designed to preserve future overall levels of membership funding whilst a number of members merge or become part of groups. Member feedback, both during the consultation process and since the implementation of the new structure, has been overwhelmingly positive. The board has therefore agreed to continue on the same membership subscription trajectory in 2018/19.

Chief executive,
integrated mental
health and
community trust

It is crucial now more than ever to have an organisation that speaks with authority on behalf of providers and that is seen as the go-to organisation for national leaders and the media on NHS issues. NHS Providers delivers this.

2018 -19 Membership fee table

TRUST TURNOVER *	TRUST	FOUNDATION TRUST ◇
£0 - 100m	£12,820	£13,640
£100 - 200m	£15,060	£15,880
£200 - 300m	£15,265	£16,085
£300 - £400m	£17,305	£18,125
£400 - £500m	£17,410	£18,230
£500 - £600m	£18,955	£19,775
£600 - £700m	£19,030	£19,850
£700 - £800m	£19,080	£19,900
£800 - £900m	£20,390	£21,210
£900m - £1bn	£20,495	£21,315
£1 - £1.1bn	£20,600	£21,420
£1.1 - £1.2bn	£20,680	£21,500
£1.2 - £1.3bn	£20,735	£21,555
£1.3 - £1.4bn	£20,760	£21,580
£1.4 - £1.5bn	£20,785	£21,605
£1.5 - £1.6bn	£20,845	£21,665

* Should trust turnover rise above £1.6bn further bands will be added as needed

◇ Foundation trust fees include £820 per annum for the governor support element of our work

WHERE CAN I FIND OUT MORE?

Further information is available in our *Performance report* and *Member survey report* on our website or you can email our senior strategic membership manager

sandra.marshall@nhsproviders.org

www.nhsproviders.org/performance-reports

www.nhsproviders.org/membership-survey

NHS Providers is the membership organisation and trade association 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 99% of all trusts in membership, collectively accounting for £74bn of annual expenditure and employing more than one million staff.



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[@NHSProviders](https://twitter.com/NHSProviders)

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