

OCTOBER 2023  
Performance report

We see ourselves as a high performing organisation and deliver value to you through our influencing activities, support, events and developmental programmes, media work and communications.

This report highlights key work for members over the last six months.

## Our influencing priorities

Through the following priorities, we seek to influence and achieve change on your behalf across hospitals, mental health, community and ambulance sectors.

Our commitment to race equality and inclusive leadership across the NHS underpins and informs our work across each area.

- **Play a leading role in the conversation on reform, improvement and transformation of the health service, centred around patient needs.**

Following a dedicated session on reform at our chairs and chief executives network, we have engaged with all major political parties and with national decision makers about NHS reform and the need to create an NHS fit for the future. During our discussions with key stakeholders, we have emphasised the need for a renewed focus on culture, quality and safety, and the importance of prevention and early intervention.

- **Advocate for investment in robust workforce planning and development as essential to providing safe, high-quality care.**

NHS England (NHSE) published its long term workforce plan following sustained pressure from us and a coalition of over 100 health and care organisations, supported by £2.4bn for initial implementation. Our balanced position on industrial action has led to us being invited to sit on the steering group for implementing the Agenda for Change deal agreed between government and NHS staff council.

- **Make the case for better access to capital funding, the revenue funding needed to enhance productivity, and the importance of sustained whole system investment.**

Our recent report on productivity highlights what trusts need from government to recover performance and improve value for money. Our evidence to the public accounts committee on the New Hospital Programme was cited at a hearing with senior NHSE and government officials. Our concerns about reinforced autoclaved aerated concrete (RAAC) in hospitals have also been raised with the minister in a recent parliamentary debate.

- **Provide the frontline view on ongoing operational pressures, care backlogs and the impact of health inequalities.**

We continue to highlight frontline pressures and to share examples of best practice through our monthly activity tracker. Our oral evidence and briefings highlighting UEC pressures were quoted during a parliamentary debate on emergency healthcare. We also held a successful webinar with over 100 attendees, bringing trusts and NHSE together to explore tangible solutions to reducing health inequalities for children and young people.

- **Help shape the landscape to enable trusts in systems and their partners to work collaboratively and deliver joined-up care for the communities they serve.**

As part of the community network, we raised the profile of challenges facing the community sector through both written and oral evidence to a house of lords committee. We provided feedback to NHSE's draft guidance on system boundary changes and mergers, resulting in a commitment on engagement with partner organisations. We continue to work with NHSE to influence their refreshed support offer and policy framework for provider collaboratives.



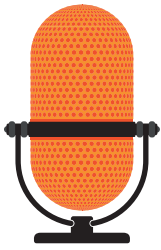
## Influence



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 a wide range of senior national leaders.

- **Representing member views** | We held 372 meetings with national stakeholders, decision-makers and partners. We have continued to engage extensively with the government and unions on industrial action and have taken part in discussions shaping the policy response to the Lucy Letby case. We have also submitted detailed evidence on behalf of the provider sector to the Covid-19 public inquiry.
- **Consultations** | We have represented members' views in nine key consultations, including giving views on the government's major conditions strategy and pay review body process. We responded to the Department of Health and Social Care's Minimum Service Levels Bill consultation, and the Commons' public accounts committee's call for evidence on expanding and improving mental health services.
- **Our influence recognised** | We support ministers, shadow ministers, advisers and parliamentarians with expert advice on current and emerging issues. The chair and officials of the health and social care committee routinely consult us, seeking advice on topics and witnesses. Our analysis of the Strikes (Minimum Service Levels) Bill was quoted approvingly in Parliament.

# Voice



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.

- **Media** | Our media activity continues to highlight the significant disruption caused by 10 months of back-to-back strike action on trust leaders' efforts to provide care and reduce record high care backlogs. RAAC planks put the NHS' huge maintenance backlog and the government's pledge to build 40 new hospitals by 2030 back in the press spotlight. Operational and looming winter pressures remain high on the media agenda.
- **Commentary** | Alongside over 17,000 media mentions in the past six months, we also placed 17 comment pieces in the national and trade press, including high profile pieces in the Telegraph on workforce planning and Times Red Box on industrial action. Comment pieces in trade media titles such as the HSJ, BMJ and Public Sector Focus included a focus on ICSs, virtual wards, ambulance services and suicide prevention.
- **Digital** | We've had net audience growth of 4% across our social channels. We now have more than 27,000 followers on X (formerly known as Twitter) and more than 10,000 on LinkedIn. The Provider Podcast now has 18k lifetime listens and maintains an average of 550 monthly listens, up 50 a month on previous results. We completed a successful discovery project to gather evidence and information about our website and its audiences ahead of a full redevelopment.

# Support



We help drive improvement and innovation with you through effective shared development, support and learning.

- **Our development offer** | Our programmes support members to drive improvement and innovation through effective, shared development, support and learning. We delivered a total of 160 events for over 3300 delegates. 96% of delegates would recommend our events to a colleague and 93% scored our events as good or excellent.
- **Annual events and networks** | We held 15 **Networks** for over 550 members, including an in-person company secretaries network in Birmingham. Our first in-person Governance Conference since 2018 attracted 230 senior NHS leaders with key speakers from across the sector on the theme of ‘boards in challenge and change’, and the first in-person Governor Focus conference since 2019 was held for 183 governors.
- **Development for the board** | Our **Board Development programme** delivered 95 events to 1218 delegates and 67 were in-house training or bespoke events for whole boards. Based on your feedback we developed two new modules, **risk appetite for boards** and **risk for NHS risk practitioners**. The **Digital Boards programme** held two peer learning events and delivered bespoke development to seven trust boards. We published three blogs and briefings, and a **digital leadership guide on embedding digital**.
- **Programmes for senior leaders** | The **Race Equality programme** held four events for 216 delegates and produced a **guide on supporting international workforce** and six resources to support leaders in creating meaningful change. The **Health Inequalities programme** held three events for 183 delegates. Our *In conversation with...* series organised three roundtables, bringing trust leaders together with key stakeholders in the NHS. The **Provider Collaboration programme** delivered four events for 100 attendees and produced four publications including a **case study on The Black Country Provider Collaborative**.
- **New offer on improvement** | In response to member feedback, we launched a new programme, **Provider Collaboratives: Improving Equitably**, exploring improvement through provider collaboratives with a focus on inequalities with peer learning events and resources. This sits alongside our existing offer, **Trust-wide Improvement**, focusing on improvement at scale for trust leaders.
- **Support for governors** | The **GovernWell programme** delivered 21 training events for 315 NHS governors, 11 of which were **in-house training** for whole councils. We also celebrated the 10th anniversary of this programme which continues to provide support to better equip governors to better equip governors to effectively fulfil their statutory role.
- **Briefings, reports and more** | We published 44 briefings, including an on the day briefing on the NHS long term workforce plan, and eight reports, including an edition of Providers Deliver on patient flow, and a report on the productivity challenge facing trusts. We conducted seven member surveys, including our annual regulation survey, and another on children and young people’s services. We’ve also published 13 blogs from Sir Julian Hartley following his trust visits and published 28 editions of our new weekly email bulletin *Start the week*.

# Excellent organisation



We provide outstanding value for money, create a supportive environment for our staff and continually improve.

- **Member participation** | We are delighted to have all 209 eligible trusts and foundation trusts in membership, making 100% membership for the fifth year running. This allows us to continue to speak with authority and credibility on behalf of the provider sector.
- **Member visits** | In the last six months our executive management team have completed 21 virtual and face-to-face member visits across the hospitals, mental health, community and ambulance sectors, and attended several regional chairs and chief executive meetings.

**About this report** | NHS Providers is committed to effectively supporting our members through the unprecedented financial, structural and reputational challenges you currently face. This mid-year performance report has been produced to help you assess our performance and to highlight some of our key work over the past six months. This is produced in conjunction with our annual *Providing for our members* report which is sent directly to members in April.

## Sir Julian Hartley

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