ANNUAL MEMBERSHIP SURVEY 2016

QUANTITATIVE SURVEY RESULTS

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Senior Research Analyst

September 2016
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Key messages

• We received 288 responses from 155 member trusts, representing over two thirds of members, our highest ever response rate.
• This included 80 responses from Chairs/CEOs, making up 28% of the sample.
• As in previous surveys member satisfaction is exceptionally high. This correlates with the findings from the member interviews Ipsos Mori carried out; Ipsos Mori commented the results are much more positive than they have seen in other membership organisations.
• Many answers did score slightly lower than last year, however this generally isn’t linked to a rise in dissatisfaction but more people ‘sitting on the fence’. For example: 98% of chief executives were ‘very’ or ‘fairly’ satisfied with the work of NHS Providers (i.e. 42/43 chief executives, with 1 CEO ‘neither satisfied or dissatisfied’), which is 2% lower than the 100% (35/35 chief executives) achieved in 2015, but represents an increase in the absolute number of satisfied chief executives.
• Other headline figures:
  • 93% of members are ‘very’ or ‘fairly’ satisfied with the work of NHS Providers, with almost half ‘very satisfied’.
  • 94% of respondents felt it was ‘very’ or ‘fairly’ important for them to be a member individually.
  • 96% of respondents felt it was ‘very’ or ‘fairly’ important for their organisation to be a member, with almost two thirds saying it is ‘very important.
  • 94% of respondents would speak positively about NHS Providers and 88% agreed that we stand up for and defend the reputation of NHS providers.
  • On the day briefings and Today’s Health News are our most used services.
  • 67% of members ‘strongly agree’ or ‘tend to agree’ that we offer good value for money, which is 11% less than in 2015 and similar to 2014 levels. Only 8 respondents (2%) disagreed that we offer good value for money, with the remainder responding ‘don’t know’ or ‘neither agree or disagree’.
• For the first time we asked how engaged providers felt with us on a scale of 1 (not engaged) to 10 (very engaged), the average score was 7 out of 10.
# Strengths and Weaknesses

## What we do well

- **On the Day Briefings**: these are both heavily used and highly rated by our members, “briefings are excellent – brief and timely and comprehensive”.
- **Communications and media**: overall our communications and media work was highly valued, “crucial more than ever to have an organisation that...is seen as a ‘to go to’ for national leaders and the media”.
- **Trusted**: members expressed a lot of trust in our statements and analysis, “I am confident in being up to date...without having to spend a lot of time gathering data”.
- **Effective voice/representation**: whilst there were some comments about needing to be more robust with the central bodies, overall members felt we were effectively representing them, “advocate very well for providers, keep balance of pressure/criticism well overall”.

## Where we could improve

- **Better articulate all available services**: a few members commented that they weren’t aware of all that was on offer, “I don’t believe I’m aware of all it does”.
- **Improve focus on community**: community providers are asking for more support, particularly given the emphasis on out of hospital care in the new care models, “there is still too little focus on community and mental health – given the importance of the Out of Hospital agenda to the FYFV”.
- **Improve focus on ambulance**: for the second year ambulance providers still have some of the lowest levels of satisfaction, “AACE and NHS Providers need to be working more closely together on policy issues that affect this sector”.
- **Carefully manage political debate**: a small number of members commented that they were dissatisfied with our engagement in the Junior Doctors debate and Brexit, “I do not think NHS Providers should have entered the political debate about Brexit”.
## Trends 2014-2016

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>15 to 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response rate</td>
<td>260</td>
<td>210</td>
<td>288</td>
<td>↑ 37%</td>
</tr>
<tr>
<td>Very or fairly satisfied with the work of NHS Providers</td>
<td>90%</td>
<td>95%</td>
<td>93%</td>
<td>↓ 2%</td>
</tr>
<tr>
<td>Very or fairly important for them to be a member as individuals</td>
<td>91%</td>
<td>95%</td>
<td>94%</td>
<td>↓ 1%</td>
</tr>
<tr>
<td>Very or fairly important for their organisation to be a member</td>
<td>97%</td>
<td>98%</td>
<td>96%</td>
<td>↓ 2%</td>
</tr>
<tr>
<td>Would speak positively about NHS Providers</td>
<td>93%</td>
<td>98%</td>
<td>94%</td>
<td>↓ 4%</td>
</tr>
<tr>
<td>Agree that NHS Providers stands up for and defends the reputation of NHS providers</td>
<td>87%</td>
<td>94%</td>
<td>88%</td>
<td>↓ 6%</td>
</tr>
<tr>
<td>Agree that NHS Providers has a strong media profile and presence</td>
<td>72%</td>
<td>81%</td>
<td>76%</td>
<td>↓ 5%</td>
</tr>
<tr>
<td>Agree that NHS Providers is in touch with the needs of members</td>
<td>82%</td>
<td>88%</td>
<td>88%</td>
<td>↔ 0%</td>
</tr>
<tr>
<td>Use our On the day briefings</td>
<td>88%</td>
<td>90%</td>
<td>87%</td>
<td>↓ 3%</td>
</tr>
<tr>
<td>Use Today’s Health News</td>
<td>82%</td>
<td>84%</td>
<td>85%</td>
<td>↑ 1%</td>
</tr>
<tr>
<td>Use our Networks/Groups</td>
<td>83%</td>
<td>85%</td>
<td>84%</td>
<td>↓ 1%</td>
</tr>
</tbody>
</table>
## Trends 2014-2016 (Chairs and CEOs)

<table>
<thead>
<tr>
<th></th>
<th>Chairs</th>
<th>Chief executives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2014</td>
<td>2015</td>
</tr>
<tr>
<td>Response rate</td>
<td>36</td>
<td>31</td>
</tr>
<tr>
<td>Very or fairly satisfied with the work of NHS Providers</td>
<td>94%</td>
<td>90%</td>
</tr>
<tr>
<td>Very or fairly important for them to be a member as individuals</td>
<td>92%</td>
<td>93%</td>
</tr>
<tr>
<td>Very or fairly important for their organisation to be a member</td>
<td>97%</td>
<td>93%</td>
</tr>
<tr>
<td>Would speak positively about NHS Providers</td>
<td>97%</td>
<td>93%</td>
</tr>
</tbody>
</table>

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The sample

- This year’s online survey was open from Friday 5 August to Friday 9 September.
- We received 288 responses from 155 member trusts (68% of members represented).
- The sample covers all regions and trust types. There is a good mix of roles represented, including the chair and/or CEO from 69 member trusts (30% of members).

<table>
<thead>
<tr>
<th>Region</th>
<th>All respondents</th>
<th>No. of trusts</th>
</tr>
</thead>
<tbody>
<tr>
<td>London</td>
<td>42</td>
<td>21</td>
</tr>
<tr>
<td>Midlands &amp; East</td>
<td>82</td>
<td>49</td>
</tr>
<tr>
<td>North</td>
<td>99</td>
<td>48</td>
</tr>
<tr>
<td>South</td>
<td>65</td>
<td>37</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Trust Type</th>
<th>All respondents</th>
<th>No. of trusts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acute</td>
<td>37</td>
<td>63</td>
</tr>
<tr>
<td>Acute &amp; Community</td>
<td>54</td>
<td>102</td>
</tr>
<tr>
<td>Ambulance</td>
<td>14</td>
<td>8</td>
</tr>
<tr>
<td>Community</td>
<td>21</td>
<td>13</td>
</tr>
<tr>
<td>Mental Health</td>
<td>16</td>
<td>10</td>
</tr>
<tr>
<td>Mental Health &amp; Community</td>
<td>46</td>
<td>23</td>
</tr>
<tr>
<td>Specialist</td>
<td>26</td>
<td>10</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Role</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>37</td>
</tr>
<tr>
<td>Chief Executive</td>
<td>43</td>
</tr>
<tr>
<td>Company secretary</td>
<td>46</td>
</tr>
<tr>
<td>Director of Operations/COO</td>
<td>8</td>
</tr>
<tr>
<td>Director/Head of Communications</td>
<td>11</td>
</tr>
<tr>
<td>Finance/Commercial Director</td>
<td>24</td>
</tr>
<tr>
<td>HR Director</td>
<td>20</td>
</tr>
<tr>
<td>Informatics Lead</td>
<td>11</td>
</tr>
<tr>
<td>Non-Executive Director</td>
<td>47</td>
</tr>
<tr>
<td>Nursing/Medical Director</td>
<td>14</td>
</tr>
<tr>
<td>Other</td>
<td>13</td>
</tr>
<tr>
<td>Strategy Director/Strategy lead</td>
<td>14</td>
</tr>
</tbody>
</table>
Member satisfaction

Overall, how satisfied or dissatisfied are you with the work of NHS Providers on behalf of NHS trusts and foundation trusts?

- Almost half of members are ‘very satisfied’ with the work of NHS Providers; a 3% increase compared to last year and a 9% increase compared to 2014.
- 93% of members are ‘very’ or ‘fairly’ satisfied with the work of NHS Providers; a 2% decrease compared to last year but a 3% increase compared to 2014.
- The percentage of members who are dissatisfied with the work of NHS Providers has decreased from 2% in 2014 to less than 1% in 2016.
- The percentage of members who are unsure about the work of NHS Providers has increased 5% compared to last year, returning to the same level as 2014.
- Finance/Commercial Directors and Chief Executives have overtaken Chairs as the most satisfied roles.
- Ambulance trusts remain the least satisfied, with mental health trusts the most satisfied.
- The South of England has dropped from the most satisfied region last year to the least satisfied region this year.
Member satisfaction

• AACE and NHS Providers need to be working more closely together on policy issues that affect this sector.
• As a relatively new Exec appointment to the NHS, it would be good to understand the services NHS Providers can provide - to me and to my Trust.
• Briefings are excellent - brief and timely and comprehensive.
• Briefings invaluable and I send on to all the NEDs.
• Confidential dinners with senior leaders e.g. Simon Stevens etc. are very helpful.
• Could be more robust in representing providers views on the capability or otherwise of the wider system.
• Difficult to understand or appreciate the real influence you have [Chief Exec at The Whittington, neither satisfied or dissatisfied].
• Effective representation of provider sector - actually in effect representing the whole NHS.
• Engagement on the Informatics front seems "stop/start" [Informatics Lead, Leeds Community, fairly dissatisfied].
• Excellent high level thinking and good engagement with members.
• Excellent resource, especially conferences and policy updates.
• Extremely effective and a strong voice for providers.
• Feel very supported by Chris and the team in their representation at national level of issues facing the system.
• Felt Brexit coverage a little biased pre and post. [Chief Exec at Royal Berkshire, fairly satisfied].
• Good array of opportunities to meet other Trusts through conferences, good weekly (daily as required) briefings. Good response to consultations with the sector. My one real concern is that there is still too little focus on community and mental health - given the importance of the Out of Hospital agenda to the % Year Forward View.
• Good communication of pertinent issues.
• Good communications, and good events.
• Good offer, information and communications.
• Good strategic input to networks, good support in terms of lobbying in relation to proposed change.
• Good to see a steer profile for mental health services in NHS Providers - more please!
• Great Communications network and very useful and regular briefings.
• Greater influence on national workforce strategy required.
Member satisfaction

- Helpful and timely briefings on relevant topics are always well informed and very welcome
- I am a new NED so have found your communications helpful. I have only had the opportunity to attend one event so far.
- I am a recent member having moved from Canada in Dec. 2015 to join the NHS. I am still discovering all the places to go for information and connecting to broaden my knowledge.
- I am afraid you have little impact on the things keeping me awake at night [NED at Shrewsbury & Telford, neither satisfied or dissatisfied]
- I believe your briefings are very good
- I don’t believe I’m aware of all it does
- I have just started to look at NHS Providers, so it is to early to make comment.
- It would be useful if NHS Providers could explore the possibility of holding its events via webinar’s as well as actual face to face sessions. All events are held in central London and its often challenging for Providers in the North to attend (and involves 7 hour journey for a 6 hour session).
- Less convinced over this last year about the strategy in dealing with the Department, NHSE and NHSI [Chair at Wirral University, fairly satisfied]
- My main exposure is through networking events, most of which have been good opportunities big to network and to hear from the centre on policy issues.
- My e-mail address appears to have fallen off NHS providers distribution lists so for a while I didn’t realize I wasn’t being notified of things. Still not sure I am getting everything I used to.
- NHS Providers is a proactive organisation that leads from the front, represents the views of what providers think yet consults when appropriate. Great communication feeds and always timely and informative. [Deputy Finance Director at Warrington & Halton, very satisfied]
- NHS Providers strikes the right balance between pressure on NHSE/NHSI and support to get our messages across but still have access to policy makers and politicians
- NHSP acts as a strong voice for the provider sector
- Policy analysis and lobbying is first rate.
Member satisfaction

- Reasonable communication of work being done. Appear to be high enough profile to effect some changes.
- Service continues to improve from NHS Providers with excellent representation of the provider sector.
- The comms network is always constructive and a good opportunity to meet colleagues.
- The impression I get is of a well led, highly professional organisation which gives member organisations plenty of opportunities to participate and has a high media profile.
- The information is a bit dense at times and too full of jargon but that's par for the course for providers of information in the health sector.
- The provider sessions give a great balance between key strategy briefings and sharing good practice.
- There are times when the only joined up thinking within the NHS is coming from NHSP. This is particularly important at time of organisational change. [Chair at Hounslow & Richmond, very satisfied]
- Very hospital and in particular Acute focussed. Would welcome more regular ambulance matters.

- Would like more regular membership manager networking events - once a year would be good.
Importance for individuals

Thinking generally, how important is it to be a member of NHS Providers, for you as an individual?

- 94% of members indicated that it is ‘very’ or ‘fairly’ important for them individually to be a member; 1% less than last year but still 3% more than 2014.
- Excluding ‘Other’, Chairs felt membership was most important, with Nursing/Medical Directors finding it the least important.
- Mental health trusts remain the type who identify it as most important, with ambulance trusts the least important. Notably community trusts have moved up from the bottom last year to third this year.
- Midlands & East remains the region who find it most important, with London identifying it as the least important.
### Importance for organisations

**Thinking generally, how important is it to be a member of NHS Providers, for your organisation?**

<table>
<thead>
<tr>
<th>Importance</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very important</td>
<td>63%</td>
<td>67%</td>
<td>64%</td>
</tr>
<tr>
<td>Fairly important</td>
<td>34%</td>
<td>31%</td>
<td>32%</td>
</tr>
<tr>
<td>Not very important</td>
<td>2%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Not important at all</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>1%</td>
<td>1%</td>
<td>3%</td>
</tr>
</tbody>
</table>

- 96% of members felt it is ‘very’ or ‘fairly’ important for their organisation to be a member; a 3% decrease compared to last year but a 1% increase compared to 2014.
- London is the region that feels membership is least important (the same as in 2015), with the South the region that feels it is the most important.
- As last year, acute providers feel it is most important and ambulance providers the least important.
- Chief Executives feel membership is most important, with Nursing/Medical Directors the least important.
Importance for organisations

South
- 70% Very important
- 25% Fairly important
- 5% Not very important
- 0% Not important at all
- 0% Don’t know
(n = 63)

Midlands & East
- 66% Very important
- 25% Fairly important
- 5% Not very important
- 0% Not important at all
- 4% Don’t know
(n = 80)

North
- 65% Very important
- 25% Fairly important
- 5% Not very important
- 0% Not important at all
- 4% Don’t know
(n = 99)

London
- 52% Very important
- 28% Fairly important
- 9% Not very important
- 2% Not important at all
- 9% Don’t know
(n = 42)

Acute
- 73% Very important
- 25% Fairly important
- 2% Not very important
- 0% Not important at all
- 0% Don’t know
(n = 62)

Mental Health & Community
- 71% Very important
- 24% Fairly important
- 5% Not very important
- 0% Not important at all
- 0% Don’t know
(n = 45)

Specialist
- 65% Very important
- 30% Fairly important
- 3% Not very important
- 0% Not important at all
- 2% Don’t know
(n = 26)

Mental Health
- 63% Very important
- 32% Fairly important
- 4% Not very important
- 0% Not important at all
- 1% Don’t know
(n = 16)

Acute & Community
- 60% Very important
- 35% Fairly important
- 5% Not very important
- 0% Not important at all
- 0% Don’t know
(n = 101)

Community
- 57% Very important
- 37% Fairly important
- 5% Not very important
- 0% Not important at all
- 1% Don’t know
(n = 21)

Ambulance
- 46% Very important
- 44% Fairly important
- 9% Not very important
- 0% Not important at all
- 0% Don’t know
(n = 13)

Chief Executive
- 79% Very important
- 21% Fairly important
- 0% Not very important
- 0% Not important at all
- 0% Don’t know
(n = 42)

Director of Operations/COO
- 75% Very important
- 25% Fairly important
- 0% Not very important
- 0% Not important at all
- 0% Don’t know
(n = 8)

Director/Head of Communications
- 73% Very important
- 27% Fairly important
- 0% Not very important
- 0% Not important at all
- 0% Don’t know
(n = 11)

Other
- 69% Very important
- 27% Fairly important
- 4% Not very important
- 0% Not important at all
- 0% Don’t know
(n = 13)

Chair
- 65% Very important
- 30% Fairly important
- 4% Not very important
- 1% Not important at all
- 0% Don’t know
(n = 37)

Strategy Director/Strategy lead
- 64% Very important
- 31% Fairly important
- 4% Not very important
- 1% Not important at all
- 0% Don’t know
(n = 14)

Informatics Lead
- 64% Very important
- 29% Fairly important
- 5% Not very important
- 1% Not important at all
- 1% Don’t know
(n = 11)

Finance/Commercial Director
- 63% Very important
- 32% Fairly important
- 4% Not very important
- 1% Not important at all
- 0% Don’t know
(n = 24)

Company Secretary
- 61% Very important
- 34% Fairly important
- 5% Not very important
- 1% Not important at all
- 1% Don’t know
(n = 44)

Non-Executive Director
- 61% Very important
- 35% Fairly important
- 3% Not very important
- 1% Not important at all
- 0% Don’t know
(n = 46)

HR Director
- 55% Very important
- 34% Fairly important
- 9% Not very important
- 1% Not important at all
- 0% Don’t know
(n = 20)

Nursing/Medical Director
- 43% Very important
- 40% Fairly important
- 14% Not very important
- 3% Not important at all
- 0% Don’t know
(n = 14)
Importance

• A voice for provider trusts is crucial just now
• As a lead within the trust it is key to have the summary knowledge that NHSP gives us - sometimes finding it through usual routes is challenging
• Can help influence policy and also provide updates on implementation etc.
• Crucial more than ever to have an organisation that speaks with authority on behalf of NHS providers and that is seen as a "to go to" organisation for national leaders and the media on NHS issues. [Chief Exec at Northumberland, Tyne and Wear, very important/very important]
• Enables us as Chairs to have a voice and ensures organisationally we are plugged into the views of the centre and other Trusts
• Excellent daily and weekly briefings
• For myself very important re knowledge, briefing etc. Organisationally tends to be through the chair and the CEO although I know that NEDs greatly value the information etc.
• Good to have objective summaries so that I feel in touch and also feel that we can raise issues as an organisation to get views
• From me as individual working in a communications and engagement, your daily media coverage updates, weekly round-ups and on the day briefings are an important part of my work routine.
• Great networking from an individual perspective and need to be part of collective voice from organisational view.
• I am not sure if the organisation finds it important but I do as a NED
• I believe as mental health and community health provider more could be done to reflect parity of esteem.
• Important to organisation for training opportunity perhaps [NED at Shrewsbury & Telford, not important at all / fairly important]
• It gives us a voice
• It is very worthwhile
• It means that I am confident in being up to date with current events and future plans without having to spend a lot of time gathering data.
• Keeps us well networked
• NHS Providers do provide authoritative statements which I can't find fault with.
Importance

- Lots of excellent and informative events
- NHSP is an essential network for connecting the provider organisations and enabling focus on the reality of delivering healthcare.
- offers support and guidance for all roles and responsibilities
- On a personal basis, I've got great benefit from the information and events provided by NHS Providers. These continue to be high quality and high standard.
- only organisation to represent providers
- Provide helpful summaries/alert to support easy cascade of key messages (to colleagues and NEDs and teams) and represent the sector with credibility and the trust of members / connect organisations / sectors on issues [Finance Director at Bradford District Care, very important/very important]
- The Chair & CEO meetings provide a perfect forum to network and discuss current issues. Chris's round ups are well worth listening to.
- The Chairs and CEO briefing meetings are very helpful [Chair at Princess Alexandra, fairly important/not very important]
- The great USP of NHS Providers is that it is the ONLY organisation that presents the views of the main providers of NHS services to national decision and policy makers as well as provides a range of helpful support services to Trusts
- The network is very valuable - however I do think that there could be more feedback to show that providers are using the voice to influence. There have been a couple of issues raised within the last HRDs forum which could have been picked up and action taken - simple matters like ensuring HRDs are on circulation lists etc, which were not. A bit of two way involvement would add power to the network. [Deputy Director of HR at Royal Wolverhampton, very important/very important]
- There are other sources of information and very often there is repetition. However, NHS Providers is becoming the trusted and fastest source. Thank you [Chief Exec at Wirral Community, very important/fairly important]
- There is obvious sharing of resources with NHS Confederation - do we need both organisations
- up to date with policy and debate
- We need a collective voice

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### How members speak of NHS Providers

**Which of these phrases best describes the way you would speak of NHS Providers to other people?**

<table>
<thead>
<tr>
<th>Option</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would speak positively about NHS Providers without being asked</td>
<td>36%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I would speak positively about NHS Providers if I was asked</td>
<td></td>
<td>58%</td>
<td></td>
</tr>
<tr>
<td>I have no views one way or another</td>
<td>6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I would speak negatively about NHS Providers if I was asked</td>
<td>0%</td>
<td>0.3%</td>
<td></td>
</tr>
<tr>
<td>I would speak negatively about NHS Providers without being asked</td>
<td>0%</td>
<td>0%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>0%</td>
<td>0%</td>
<td>0.3%</td>
</tr>
</tbody>
</table>

(\( n = 288 \))

- 94% of members would speak positively about NHS Providers; however this is 4% less than last year and an 8% decrease in those who would speak positively without being asked.
- Regionally the pattern is the same as last year, with London the lowest and Midlands & East the highest.
- Ambulance trusts are the least positive, as last year, with community trusts the most positive.
- Strategy Directors speak most positively about NHS Providers, followed by Chief Executives, with Directors of Ops/COOs the least positive.
How members speak of NHS Providers

<table>
<thead>
<tr>
<th>Region</th>
<th>Positively without being asked</th>
<th>Positively if asked</th>
<th>No views on way or another</th>
<th>Negatively if asked</th>
<th>Negatively without being asked</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midlands &amp; East</td>
<td>39%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North</td>
<td>37%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>South</td>
<td>34%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>London</td>
<td>29%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community</td>
<td>48%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acute</td>
<td>43%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mental Health</td>
<td>38%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Specialist</td>
<td>38%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mental Health &amp; Community</td>
<td>35%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acute &amp; Community</td>
<td>31%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ambulance</td>
<td>14%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Role</th>
<th>Positively without being asked</th>
<th>Positively if asked</th>
<th>No views on way or another</th>
<th>Negatively if asked</th>
<th>Negatively without being asked</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy Director</td>
<td>64%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director/Strategy lead</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Executive</td>
<td>56%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chair</td>
<td>51%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance/Commercial</td>
<td>46%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director/Head of</td>
<td>45%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>31%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company Secretary</td>
<td>28%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Executive Director</td>
<td>21%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nursing/Medical Director</td>
<td>21%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR Director</td>
<td>20%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Informatics Lead</td>
<td>9%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations/COO</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Back to contents
How members speak of NHS Providers

• advise the Governors and NEDs I look after to sign up to get info.
• Given the challenges faced by the NHS now and in coming years, the role of NHS Providers has never been so important. A strong voice will be vital to all those in the sector.
• I am a newly appointed CEO
• I do not feel I understand the extent to which NHS providers influences. It reminds me of my time as CEO of a national charity. We produced a lot of papers, went to see Ministers often, and were widely quoted in national press and media generally. We did a lot of meetings for our members which were appreciated. I never felt sure that we were influencing as opposed to politicians and civil servants being seen to consult with us. I feel exactly the same about NHS Providers. [Chair at Princess Alexandra, no views one way or another]
• I often find myself suggesting NHS Providers as a source of information or personal development.
• If I believed items raised were listened to and acted upon I would rate this element higher. [Deputy Director of HR at Royal Wolverhampton, positively if asked]
• in comparison with what has gone before!!
• It would depend on the context of the question - I would be unlikely to speak about NHS providers without being asked and my views are mixed, some things are done well but others less so [Company Secretary at Bolton, no views one way or another]
• Not yet really got enough knowledge to make an informed statement on this point.
• nothing more to add!
• Still "signed up" to the so called improvement agenda which is really the biggest sustained cost reduction programme ever seen in the NHS. The quality and manpower risk not well articulated. [NED at Shrewsbury & Telford, negatively if asked]
• There is a answer missing, I would speak positively about most elements but feel others need improvement

Back to contents
Views on NHS Providers

To what extent do you agree or disagree with each of the following statements?

| Statement                                                                 | Strongly agree | Tend to agree | Neither agree or disagree | Tend to disagree | Strongly disagree | Don’t know | n  |
|---------------------------------------------------------------------------|----------------|---------------|---------------------------|------------------|-------------------|------------|
| NHS Providers stands up for and defends the reputation of NHS providers   | 50%            | 38%           |                           |                  |                   |            | 288|
| NHS Providers is in touch with the needs of its members                   | 34%            | 54%           |                           |                  |                   |            | 286|
| NHS Providers effectively represents the views of its members             | 33%            | 51%           |                           |                  |                   |            | 288|
| NHS Providers has a strong media profile and presence                     | 33%            | 43%           |                           |                  |                   |            | 287|
| NHS Providers helps support its members to share learning and experience   | 32%            | 52%           |                           |                  |                   |            | 286|
| NHS Providers is influential in shaping the agenda for the NHS            | 30%            | 54%           |                           |                  |                   |            | 286|
| NHS Providers is transparent to its members                               | 24%            | 50%           |                           |                  |                   |            | 286|
| NHS Providers is accountable to its members                               | 22%            | 47%           |                           |                  |                   |            | 287|
| NHS Providers offers good value for money                                 | 18%            | 49%           |                           |                  |                   |            | 287|
Table shows percentage of those who ‘strongly’ or ‘tend to’ agree with each statement:

<table>
<thead>
<tr>
<th>Statement</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>15 to 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>NHS Providers stands up for and defends the reputation of NHS providers</td>
<td>87%</td>
<td>94%</td>
<td>88%</td>
<td>↓ 6%</td>
</tr>
<tr>
<td>NHS Providers is in touch with the needs of its members</td>
<td>82%</td>
<td>88%</td>
<td>88%</td>
<td>↔ 0%</td>
</tr>
<tr>
<td>NHS Providers effectively represents the views of its members</td>
<td>86%</td>
<td>88%</td>
<td>84%</td>
<td>↓ 4%</td>
</tr>
<tr>
<td>NHS Providers has a strong media profile and presence</td>
<td>72%</td>
<td>81%</td>
<td>76%</td>
<td>↓ 5%</td>
</tr>
<tr>
<td>NHS Providers helps support its members to share learning and experience</td>
<td>82%</td>
<td>82%</td>
<td>84%</td>
<td>↑ 2%</td>
</tr>
<tr>
<td>NHS Providers is influential in shaping the agenda for the NHS</td>
<td>86%</td>
<td>88%</td>
<td>84%</td>
<td>↓ 4%</td>
</tr>
<tr>
<td>NHS Providers is transparent to its members</td>
<td>69%</td>
<td>70%</td>
<td>74%</td>
<td>↑ 4%</td>
</tr>
<tr>
<td>NHS Providers is accountable to its members</td>
<td>67%</td>
<td>73%</td>
<td>69%</td>
<td>↓ 4%</td>
</tr>
<tr>
<td>NHS Providers offers good value for money</td>
<td>68%</td>
<td>78%</td>
<td>67%</td>
<td>↓ 11%</td>
</tr>
</tbody>
</table>

- Only two statements saw an improvement compared to 2015: transparency and sharing learning and experience. One stayed the same and the rest declined.
- The biggest decrease was for value for money which saw an 11% decrease compared to 2015 and is below 2014 as well.
- The highest rated statements were for defending the reputation of providers and being in touch with the needs of members.
Views on NHS Providers

- Again, I would rate some of these higher if I believed the items raised were used to influence the agenda and there would then be greater accountability. [Deputy Director of HR at Royal Wolverhampton]
- All good, no negative comments.
- As before, it is a bit too early for me to reach a judgement on the topic.
- Good work sharing best practice too.
- How would we know if you are transparent? - but I am confident that you are.
- I am less clear about some areas such as media engagement, possibly because, seeing the end result only, the media may not be using what you provide to them or not acknowledging the source. It may help to have some of the key press releases shared with us.
- I am new to the NHS and have had little interaction with NHS Providers in my first year.
- I do not think you are sufficiently independent of the NHS England "groupthink" [NED at Shrewsbury and Telford]

- I don't know much about its accountability or transparency. My main connection is through training and the news I get by email.
- I have been to one IT event in the last 12 months - was beneficial however would like to see some more targeted campaigns. Don't have time to log on to website so email digests are useful and the daily updates are excellent but maybe a weekly on specific subject matters such as Informatics would be good.
- My answers reflect that I am new and still getting to know the organization. To date it seems very good.
- NHS P is a transparent and well governed organisation.
- On the only one area that I have put "tend to agree" it is because I'm not sure we are as visible as we might be about what we do to share learning and experience other than at conferences etc., For example, our various' networks' activities are a bit under the radar and may cause providers to be missing out on valuable sharing etc.
- Some of these I would have "strongly agreed" with had there been more focus on community health in NHS Providers' activities.
Views on NHS Providers

• The sheer number of acute providers means that associated issues can appear to dominate - welcome setting up of sector specific interest groups recently. Would like to see more on community services and support to ramp this up the agenda nationally (including relevant data set work)

• This view has shifted somewhat this year due to the NHS Providers position on the junior doctors strike. On shaping the agenda for the NHS I think increasingly the Provider focus needs to change as we move into system leadership and integrated care. Value for money when there is no money also shifts [Chair at East London]

• Too low profile. Needs to up its game. [NED at Southend]
NHS Providers’ services

To what extent do you use the following NHS Providers services?

- **NETWORKS / GROUPS**: 40% use often, 44% use occasionally, 16% heard of it but haven’t used it, 14% never heard of it.
- **ANNUAL CONFERENCE AND EXHIBITION**: 16% use often, 32% use occasionally, 14% heard of it but haven’t used it, 18% never heard of it.
- **ANNUAL GOVERNANCE CONFERENCE**: 14% use often, 21% use occasionally, 14% heard of it but haven’t used it, 18% never heard of it.
- **THE NHS PROVIDERS DINNER PROGRAMME**: 18% use often, 21% use occasionally, 18% heard of it but haven’t used it, 21% never heard of it.
- **ANNUAL LECTURE**: 14% use often, 21% use occasionally, 14% heard of it but haven’t used it, 14% never heard of it.

- **TODAY’S HEALTH NEWS**: 61% use often, 24% use occasionally, 59% heard of it but haven’t used it, 52% never heard of it.
- **THIS WEEK NEXT WEEK**: 59% use often, 28% use occasionally, 59% heard of it but haven’t used it, 52% never heard of it.
- **PROVIDER FOCUS**: 52% use often, 31% use occasionally, 52% heard of it but haven’t used it, 52% never heard of it.
- **BLOGS**: 9% use often, 33% use occasionally, 9% heard of it but haven’t used it, 9% never heard of it.
- **SOCIAL MEDIA**: 7% use often, 26% use occasionally, 7% heard of it but haven’t used it, 7% never heard of it.

- **ON THE DAY BRIEFINGS**: 68% use often, 19% use occasionally, 68% heard of it but haven’t used it, 68% never heard of it.
- **BENCHMARKING REPORTS**: 19% use often, 48% use occasionally, 19% heard of it but haven’t used it, 19% never heard of it.
- **POLICY ROUNDTABLES AND SEMINARS**: 9% use often, 38% use occasionally, 9% heard of it but haven’t used it, 9% never heard of it.
- **TELEPHONE SUPPORT**: 17% use often, 19% use occasionally, 17% heard of it but haven’t used it, 17% never heard of it.
- **EXECUTIVE DIRECTOR INDUCTION PROGRAMME**: 18% use often, 19% use occasionally, 18% heard of it but haven’t used it, 18% never heard of it.
- **GOVERNWELL**: 10% use often, 19% use occasionally, 10% heard of it but haven’t used it, 10% never heard of it.
- **PREPARATION PROGRAMME**: 18% use often, 19% use occasionally, 18% heard of it but haven’t used it, 18% never heard of it.
- **EFFECTIVE CHAIRING OF SUB-COMMITTEES**: 11% use often, 19% use occasionally, 11% heard of it but haven’t used it, 11% never heard of it.
- **EFFECTIVE MINUTE TAKING**: 7% use often, 26% use occasionally, 7% heard of it but haven’t used it, 7% never heard of it.

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Use of our social media by job role:

- **Director/Head of Communications Strategy**
  - Use often: 27%
  - Use occasionally: 45%
  - Heard of it but haven’t used it: 15%
  - Never heard of it: 15%
  - Don’t know: 4%
  - Not applicable: 2%
  - (n = 24)

- **Director/Strategy lead**
  - Use often: 15%
  - Use occasionally: 15%
  - Heard of it but haven’t used it: 69%
  - Never heard of it: 0%
  - Don’t know: 1%
  - Not applicable: 5%
  - (n = 43)

- **Chief Executive**
  - Use often: 12%
  - Use occasionally: 35%
  - Heard of it but haven’t used it: 53%
  - Never heard of it: 0%
  - Don’t know: 0%
  - Not applicable: 0%
  - (n = 37)

- **HR Director**
  - Use often: 10%
  - Use occasionally: 50%
  - Heard of it but haven’t used it: 39%
  - Never heard of it: 0%
  - Don’t know: 1%
  - Not applicable: 0%
  - (n = 11)

- **Finance/Commercial Director**
  - Use often: 8%
  - Use occasionally: 35%
  - Heard of it but haven’t used it: 47%
  - Never heard of it: 0%
  - Don’t know: 4%
  - Not applicable: 0%
  - (n = 14)

- **Other**
  - Use often: 8%
  - Use occasionally: 38%
  - Heard of it but haven’t used it: 50%
  - Never heard of it: 0%
  - Don’t know: 0%
  - Not applicable: 0%
  - (n = 46)

- **Nursing/Medical Director**
  - Use often: 7%
  - Use occasionally: 36%
  - Heard of it but haven’t used it: 57%
  - Never heard of it: 0%
  - Don’t know: 1%
  - Not applicable: 0%
  - (n = 20)

- **Company Secretary**
  - Use often: 7%
  - Use occasionally: 24%
  - Heard of it but haven’t used it: 69%
  - Never heard of it: 0%
  - Don’t know: 0%
  - Not applicable: 0%
  - (n = 8)

- **Non-Executive Director**
  - Use often: 15%
  - Use occasionally: 43%
  - Heard of it but haven’t used it: 39%
  - Never heard of it: 0%
  - Don’t know: 0%
  - Not applicable: 0%
  - (n = 11)

- **Director of Operations/COO**
  - Use often: 43%
  - Use occasionally: 0%
  - Heard of it but haven’t used it: 50%
  - Never heard of it: 0%
  - Don’t know: 0%
  - Not applicable: 0%
  - (n = 47)

- **Chair**
  - Use often: 22%
  - Use occasionally: 0%
  - Heard of it but haven’t used it: 46%
  - Never heard of it: 0%
  - Don’t know: 1%
  - Not applicable: 0%
  - (n = 13)

- **Informatics Lead**
  - Use often: 18%
  - Use occasionally: 0%
  - Heard of it but haven’t used it: 46%
  - Never heard of it: 0%
  - Don’t know: 2%
  - Not applicable: 0%
  - (n = 14)
## NHS Providers’ services

Table shows percentage of those who ‘use often’ or ‘use occasionally’ for each service:

<table>
<thead>
<tr>
<th>Events</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>15 to 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>NETWORKS / GROUPS</td>
<td>83%</td>
<td>85%</td>
<td>84%</td>
<td>↓ 1%</td>
</tr>
<tr>
<td>ACE</td>
<td>56%</td>
<td>61%</td>
<td>48%</td>
<td>↓ 13%</td>
</tr>
<tr>
<td>GOVERNANCE CONFERENCE</td>
<td>34%</td>
<td>43%</td>
<td>35%</td>
<td>↓ 8%</td>
</tr>
<tr>
<td>DINNER PROGRAMME</td>
<td>17%</td>
<td>18%</td>
<td>20%</td>
<td>↑ 2%</td>
</tr>
<tr>
<td>ANNUAL LECTURE</td>
<td>6%</td>
<td>16%</td>
<td>15%</td>
<td>↓ 1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Comms</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>15 to 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>TODAY’S HEALTH NEWS</td>
<td>82%</td>
<td>84%</td>
<td>85%</td>
<td>↑ 1%</td>
</tr>
<tr>
<td>THIS WEEK NEXT WEEK</td>
<td>87%</td>
<td>87%</td>
<td>87%</td>
<td>↔ 0%</td>
</tr>
<tr>
<td>PROVIDER FOCUS</td>
<td>81%</td>
<td>82%</td>
<td>83%</td>
<td>↑ 1%</td>
</tr>
<tr>
<td>BLOGS</td>
<td>29%</td>
<td>43%</td>
<td>42%</td>
<td>↓ 1%</td>
</tr>
<tr>
<td>SOCIAL MEDIA</td>
<td>24%</td>
<td>31%</td>
<td>33%</td>
<td>↑ 2%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Policy</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>15 to 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>ON THE DAY BRIEFINGS</td>
<td>88%</td>
<td>90%</td>
<td>87%</td>
<td>↓ 3%</td>
</tr>
<tr>
<td>BENCHMARKING REPORTS</td>
<td>-</td>
<td>64%</td>
<td>67%</td>
<td>↑ 3%</td>
</tr>
<tr>
<td>ROUNDTABLES AND SEMINARS</td>
<td>47%</td>
<td>55%</td>
<td>47%</td>
<td>↓ 8%</td>
</tr>
<tr>
<td>TELEPHONE SUPPORT</td>
<td>19%</td>
<td>22%</td>
<td>19%</td>
<td>↓ 3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Training</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>15 to 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>NED INDUCTION</td>
<td>33%</td>
<td>55%</td>
<td>44%</td>
<td>↓ 11%</td>
</tr>
<tr>
<td>GOVERNWELL</td>
<td>32%</td>
<td>33%</td>
<td>29%</td>
<td>↓ 4%</td>
</tr>
<tr>
<td>ED INDUCTION</td>
<td>-</td>
<td>26%</td>
<td>22%</td>
<td>↓ 4%</td>
</tr>
<tr>
<td>PREPARATION PROGRAMME</td>
<td>22%</td>
<td>21%</td>
<td>12%</td>
<td>↓ 9%</td>
</tr>
<tr>
<td>EFFECTIVE CHAIRING</td>
<td>-</td>
<td>-</td>
<td>11%</td>
<td>-</td>
</tr>
<tr>
<td>EFFECTIVE MINUTE TAKING</td>
<td>-</td>
<td>-</td>
<td>7%</td>
<td>-</td>
</tr>
</tbody>
</table>
NHS Providers’ services

Some of our services are targeted at specific parts of our membership; the charts below show use of those services by the targeted group:

### Use of the DINNER PROGRAMME by Chairs and CEOs:
- **Use it often:** 5%
- **Use it occasionally:** 58%
- **Heard of it but haven’t used it:** 35%
- **Never heard of it:** 1%
- **Not applicable:** 1%
(n = 80)

### Use of the ED INDUCTION by EDs and CEOs:
- **Use it often:** 5%
- **Use it occasionally:** 17%
- **Heard of it but haven’t used it:** 56%
- **Never heard of it:** 8%
- **Don’t know:** 1%
- **Not applicable:** 12%
(n = 134)

### Use of the NED INDUCTION by Chairs and NEDs:
- **Use it often:** 20%
- **Use it occasionally:** 31%
- **Heard of it but haven’t used it:** 39%
- **Never heard of it:** 2%
- **Not applicable:** 7%
(n = 84)

### Use of GOVERNWELL by Chairs and Company Secretaries:
- **Use it often:** 22%
- **Use it occasionally:** 37%
- **Heard of it but haven’t used it:** 29%
- **Never heard of it:** 1%
- **Don’t know:** 1%
- **Not applicable:** 10%
(n = 83)
### NHS Providers’ services

*Table shows percentage of those in the targeted group who ‘use often’ or ‘use occasionally’ each service:*

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>15 to 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairs &amp; CEOs who use the DINNER PROGRAMME</td>
<td>40%</td>
<td>36%</td>
<td>63%</td>
<td>↑ 27%</td>
</tr>
<tr>
<td>Chairs and NEDs who use the NED INDUCTION</td>
<td>43%</td>
<td>72%</td>
<td>51%</td>
<td>↓ 21%</td>
</tr>
<tr>
<td>EDs and CEOs who use the ED INDUCTION</td>
<td>-</td>
<td>27%</td>
<td>22%</td>
<td>↓ 5%</td>
</tr>
<tr>
<td>Chairs and Company Secretaries who use GOVERNWELL</td>
<td>53%</td>
<td>49%</td>
<td>59%</td>
<td>↑ 10%</td>
</tr>
</tbody>
</table>

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Use of most services has declined, with the exception of our communications services which have generally increased.

On The Day Briefings and Today’s Health News are the two services most used by members, the same as in 2015 and 2014.

The biggest decrease in use is for ACE – down 13% compared to 2015.

The biggest increase in use is for our benchmarking reports – up 3% compared to 2015.

Engagement with our social media varied by job role, with Director/Head of Comms most likely to engage and Informatics Leads and Chairs least likely to engage.

When looking at the services targeted to specific groups:

- Use of the dinner programme by Chairs and CEOs continues to rise significantly
- However use of the NED Induction by Chairs and NEDs is down 21% compared to 2015.
NHS Providers’ services

Are there any additional services you would like NHS Providers to provide?

- As Chair of the Co Sec Network, have seen at first hand the benefits these provide to members. Need to think carefully how these can continue to be developed as funding for members to travel becomes an issue.
- Closer integrated links with CQC
- Events can be a bit London-centric, would like you to host more meetings and events in the North.
- Given most Providers will be facing similar challenges, could more be done to share best practice, pool thinking and strategic problem solving, thought leadership etc.
- Helpline for NEDs there seems to be a discrepancy between the role of the NED - i.e. what they should do in normal circumstances and the politics of the NGS which seems to drive decisions. At times I have needed a steer from someone who can differentiate between the two and offer pragmatic guidance but it doesn’t seem to be out there.

- I think the governance offer could be stronger - I'd expect specific support to be chargeable - at rates lower than the law firms.
- Interested to see a note about minute taking courses. I would be interested to know more about this course and whether it would be useful for our Executive PAs.
- Introduction of webinars for events.
- It would be good to regularly list all of the above services - some I really wasn't aware of and would have wanted (the organization) to use.
- It would be nice to see more information on how digital functionality is impacting the NHS, best practices etc.
- More focus on community health.
- More on achieving diversity and inclusion at the executive and non-executive leadership levels.
- More proactive co-ordination of responses to key national consultations (such as the recent one on the NHSI oversight framework).
- **NED INDUCTION SEEMS TO FOCUS ON FTs ONLY...** Would like it to cover non FT too.

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NHS Providers’ services

• Networking opportunities for those of us in Governor, Membership lead and engagement type roles.
• No (x5)
• No think it covers everything providers need
• No, just keep up current work
• No; I am content :-)  
• None - I think the services are good quality and would not want them to be diluted
• possibly more location based events within regions or adjacent STP footprints?
• targeted emails on specific areas - e.g. Informatics
• Support on best practice
• Support to senior leaders that are sometimes subject to pressure beyond reasonable
• Supporting system leadership which I don't imagine it can do on its own.

• Training programmes or support networks for individuals below Board level. I sometimes attend the Strategy Directors / Leads network, but I think there’s space for something specifically for Deputy Directors or equivalents to network, learn from one another or receive developmental input. Other programmes or events run by other organisations are often unaffordable (both for individuals and for Trusts).
Engagement

Overall, how engaged do you feel with NHS Providers?
Please indicate on the scale below, where 1 is 'not at all engaged' and 10 is 'very engaged'.

- The average score was 7, the mode (most common) score was 8, and the median (middle) score was 7.
- This is the first year we asked this question so there are no comparisons with previous years.
- London was the least engaged region, with Midlands & East the most engaged region.
- Mental Health trusts felt the most engaged and ambulance trusts the least engaged.
- Company Secretaries, Chief Executives and Finance/Commercial Directors were the most engaged roles, with NEDs and Nursing/Medical Directors the least engaged.
- There appears to be a correlation between members engagement with us and their overall satisfaction with our work; with those who score themselves as more engaged also reporting a higher level of satisfaction.
We compared each respondents’ level of engagement with their overall satisfaction with the work of NHS Providers. The vertical axis shows how engaged they scored themselves, grouped into bands of two points (e.g. score 1-2, score 3-4 etc.) The horizontal axis shows their satisfaction, from ‘very dissatisfied’ to ‘very satisfied’.
Additional comments

- A supportive organisation - High profile & credible
- Advocate very well for providers, keep balance of pressure/criticism well over all. Views on brexit slipped through.
- All positive!
- Appreciate the service - A well led organisation at this time
- As a NED I value the daily update on news/issues around the NHS.
- As mentioned above, more focus on the Ambulance Services would be helpful, particularly around the Hospital issues that are affecting ambulance performance and crews.
- As the central trio of Jim, Simon and David have become more bankrupt in their thinking and deployment of "there is no money and it's all your fault" I think its time for a more assertive pushback from NHS providers
- Briefings good. Higher profile in the media with a stronger stance on the struggling provider sector. NHS E has the initiative which could strengthen commissioner sector at the expense of the provider sector. You would think NHS E run the NHS!
- Challenge more publicly on under funding - it is a political decision to fund the NHS at this level, well below the cost of what it is being asked to do. There is duplicity at government level on this, and the central bodies are, despite their protestations, turning into Blair era blaming bullies because they remain under central government. They need to be called out.
- Chris has established himself and the NHS Providers as the authoritative voice of the provider sector. He is well supported by Saffron Cordery who really knows her stuff. [Chair at West London Mental Health]
- Chris is a high profile and engaging advocate for all providers, I am in no doubt that he has raised our profile on a number of key policy issues across the media and major influencers
- Daily newsletter is of high value - it provides excellent signposting to key developments and issues
- Difficult as a non foundation trust not to feel marginalised, also need to merge with the Confed as it is increasingly difficult to justify being members of both [Chair at Lewisham and Greenwich]
Additional comments

• Difficult to complete here as you have not provided a column for heard of it but don't use it. Not all of us need to use all your services for you to be providing a good service.
• Excellent resource - does everything very well.
• Excellent team led by example; thanks.
• Good media presence. Not sure about its influence with Govt.
• Good source of regular updates and information; good co-ordination of national forum.
• Great networking, strong collective voice for NHS providers, very good briefings and reports.
• Good media presence. Not sure about its influence with Govt.
• Excellent resource - does everything very well.
• Great team led by example; thanks.
• Good source of regular updates and information; good co-ordination of national forum.
• Great networking, strong collective voice for NHS providers, very good briefings and reports.
• I believe Chris Hopson and his team to a great job. - Being relatively new to the acute sector, I am struck by the huge pressure on medical and nursing staff, and I am very concerned indeed that the pressures they experience and that acute hospitals experience are just not sustainable. The low levels of job satisfaction and impact on health & well being is very worrying. Would working closely with Royal Colleges help get the message through to Treasury and DH etc.
• I did not think that NHS Providers should have entered the political debate about Brexit. [Chief Exec at East Sussex]
• I do feel that despite the obvious sensitivities NHS Providers has not been a sufficient counterweight to the dogma and unreality of the Department and particularly NHSE. I appreciate the need to stay in the game, but too much has been allowed to happen without very early and very robust challenge e.g. the new planning framework and the way the STF is being used as a form of blackmail in the system. I recognise that some members are concerned about appearing too negative, but if you are dealing with evangelists and ideologues one has to be equally uncompromising. [Chair at Wirral University]
Additional comments

- I do not think you have articulated the real quality risks (including access delays) which current policy brings into play. The hypocrisy of the latest guidance about interaction of quality/manpower/finance has not been dissected. The gap between FTs and the rest is completely arbitrary now yet you fail to recognise this. [NED at Shrewsbury & Telford]
- I find the media information, updates very useful. I review them all as a way to keep up to date with NHS activities. The staff are excellent and very service oriented. As I settle into my role more, and stabilize my department, I expect to be able to delve into more of the offerings of the NHS providers.
- I find the on the day briefings really useful as a second opinion on key documents. I also attended the ED induction which was very useful, gave a link into NHSI and had some really inspiring speakers.
- I tend to participate in the quarterly HRD network which I find extremely valuable, particularly because of the update on strategy and policy but also to enable networking. I was the Deputy HRD and moved across into my current role which provide HR input for the Medical Director and leads on MHPS and contractual queries therefore this network keeps me in touch from a HR perspective and I value these sessions. From a personal perspective it would be helpful to understand whether NHS providers has anything specific from a Medical staffing perspective that would be another additional resource from my perspective.
- I think events could be more dispersed throughout the country thus improving access for offers be that info sharing, learning or training.
- I think improvement could be made by being more open to suggestions in forum - I need myself to be more aware of what NHS providers can offer. I think the support is highly professional however it would be good to have ways of influencing some of the agenda if that is possible - feels a little one way.
• I think that NHS P has been very effective in representing our interests and, in particular, I think Chris and Gill are highly visible and make an impact. I only have one reservation about NHS P activities - too many of them are London based which is a real challenge for us in Cumbria.
• I think the on the day briefings are extremely helpful.
• I think your head of strategic policy is excellent. They always provide invaluable critical analysis
• I would like to become more engaged, however I can't gauge its value in all the areas covered. I am looking forward to attending the executive director event in September - it will also be a good opportunity for me to see how the organisation can help me more.
• I would like to join in more but it is a question of time. I wonder if some of the meetings could be done as video conferencing or skype - they would obviously need to be shorter but perhaps more regularly. however, it is useful to get together for face to face sharing with others.
• In such turbulent times for the NHS provider organisations NHS P has been a voice and a safe place where provider boards can speak and lobby Chris Hopson and Gill Morgan have provided outstanding leadership and have credibility to politicians, policy makers alike [Chief Exec at the Dudley Group]
• in the current economic climate it seems to me we need one strong voice with a consistent message and therefore there needs to be serious thought given to integration with the Confed
• It could do a lot more for Non-executive directors- especially clinical ones.
• It was good to have a visit from Gill Morgan. Currently having a discussion about IELTS which is useful.
• It would be good if some of the meetings/events could be held outside of London and closer to the South West
• It would be useful for some areas to be open to governors and the executive - events are often organised separately
• Just to say that the support received by NHS Providers is excellent and is a credit to the organisation - always professional and supportive
• Keep up the good work. Chris does a great job with the media
Additional comments

- Media presence is very good; the potential conflict between defending/representing providers' views robustly and continuing to have access to decision-makers is likely to increase going forward so the "back story" briefings that we get at Chairs/CEOs meetings will be important. - "On the day" and other briefings are very helpful and well-written.
- My main frustration is the London bias to events and meetings, while I accept that the annual conference is usually in Liverpool I would welcome more variety in the selection of venues for network meetings and governor training - moving to Birmingham, Manchester or Leeds for some of these meetings would make them more accessible to those of us outside London.
- Need to show more understanding on the needs of Community Providers - At the moment very Hospital focused which is understandable but we in the Community need the same sort of support
- NHS P is very good at keeping up and providing appropriate, timely, essential updates.

- NHS Providers are very good at providing clear but honest messages in the public domain - e.g. Chris on Today programme
- NHS Providers has a very helpful role in representing the collective concerns and views of Trusts. On the Day Briefings, regular email bulletins and other communications helpfully summarise the issues involved in policy developments. I certainly appreciate the service provided by NHS Providers.
- NHS Providers is a very impressive organisation and Chris Hopson in particular is a highly skilful leader who shows great objectivity and balance.
- NHS Providers represents its members well and is clear about how it works to influence policy.
- Not sure that all communication from NHS Providers filters down, especially to NEDs.
- On the day briefings are extremely valuable. Facilitating local networking would be an additional benefit.
- Really like the brief daily news
Additional comments

• remerge with the Confed, it is silly having two organisations and we can’t afford two subs
• Seem to have finger on the pulse and like the role of ensuring provider voice is heard.
• Should test user organisations for views and concerns more to then feed into representations by Chris etc
• The briefings are very informed, timely and the right length
• The communication function is managed well and is something I share with Governors to help them keep up to date.
• The high cost for Governwell training courses prohibits the Trust sending Governors.
• The Leadership team model good practice in engagement, listening, and acting. Particularly impressed with NHS Providers in relation to the difficult stuff in NHS - always seem to get a good balance of clarity and robustness without resorting to hyperbole and hysteria! [Chair at Lincolnshire Partnership]
• The new free Governwell resources are excellent but the Governwell courses are simply too expensive for us to attend in the current financial climate unfortunately.
• The regular briefings are very good and a good way to access information
• The resources are very good as are the networking events. - Think it is often a bit too FT focussed and many Trusts are still not FTs.
• This is a tiny thing but ... in a small trust people often have more than one role. It is not always easy to interact with NHS Providers as both Dir of Comms and CoSec (on this questionnaire for example which only allows one option).
• Use of webinars for events
• Very supportive
• Yes, many thanks for keeping us up to date and on track - Chris is great

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