



NHS PROVIDERS SIX-MONTHLY PERFORMANCE REPORT

September 2017

OUR SIX INFLUENCING PRIORITIES

Influencing the new government's priorities | We kept the NHS on the agenda with our high profile public briefings and behind the scenes cross-party conversations to help shape the manifestos. Following the general election we met the health secretary, health minister, shadow health secretary and chair of the health select committee.

1 | **New government**
shaping manifestos

Pushing for a credible plan to manage winter pressures | Our *Winter warning* reports highlighted concerns that extra funding for social care is not consistently helping to increase NHS capacity. Although NHS Improvement and NHS England acted on our calls for a review to ensure lessons were learned from 2016/17, we continue to raise significant concerns about capacity, funding and planning for this winter.

2 | **Winter pressures**
funding benefit not reaching NHS

Seeking clear priorities and realism in NHS delivery planning | We are engaging extensively with NHS Improvement on funding issues including control totals and the tariff mechanism to make the case for a realistic approach and promoting the sector's autonomy in addressing its deficit. As we approach the autumn Budget, we are making the case for an NHS budget that enables sustainable high-quality care.

3 | **Delivery plan**
enabling sustainable high-quality care

Raising the temperature on strategic workforce policy | Workforce concerns are as serious as financial ones in the NHS. In August we published our diagnosis of the strategic workforce challenges faced by the NHS, ahead of publishing our solutions this autumn. We put the spotlight on improving the working lives of junior doctors, hosting discussions on what trusts can do to help make the NHS a good place to work.

4 | **Workforce**
challenges at tipping point

Influencing STP delivery and good governance | As well as making the case to ministers for clear legislative and accountability frameworks for STPs, as a member of NHS England's STP advisory group we are promoting the importance of local autonomy and enabling STPs to deliver, highlighting how the national bodies can support STP footprints.

5 | **Transformation**
enabling STPs to deliver

Highlighting pressures on mental health and community services and funding | Our *State of the NHS provider sector* report drew on evidence from two-thirds of England's mental health trusts, revealing a picture of rapidly rising demand but deteriorating access. We are closely involved with the Care Quality Commission's reviews of mental health services, and we are working with members and other representative bodies to create a new, strong, unified voice for community services.

6 | **State of the NHS**
equity for mental health and community

INFLUENCE

Responding to consultations | We represented members' views in five key policy consultations, including the CQC's second consultation on the next phase of its regulatory approach; public accounts committee inquiries into ambulance services and learning disabilities; the GMCs medical licensing assessment consultation; and assessing how well providers review, investigate and learn from deaths.

5
consultation
responses

Sharing learning across the sector | We are working with NHS England to share the learning from **vanguards and new care models** alongside NHS Clinical Commissioners, NHS Confederation and the Local Government Association.

Vanguards
sharing learning

Our influence recognised | Our influence has been recognised externally. HSJ described our work on the capped expenditure process: "When some of the potential implications started to filter through to the mainstream news pages, with lobbying pressure also being applied by NHS Providers, ministers seemingly got cold feet". Chris Smyth of the Times, talking about our work on winter, described NHS Providers as "**a more politically savvy organisation than most**".

**Our
influence**
publicly recognised

VOICE

Media | **NHS Providers has again been a prominent commentator** during this period – the two major issues where we were most active were the general election and the global cyber attack which affected nearly 50 NHS trusts. Our spokespeople appeared on many of the major national broadcast and print media. We also generated **significant coverage for our proactive reports**, including *Mission impossible?* and *State of the NHS provider sector*. The latter focused on the state of mental health services and gained widespread coverage in the Times, Guardian and Independent, as well as on the BBC main outlets. **We have now become a key commentator on the wider NHS, not just provider issues.**

2,578
media mentions

Commentary | We have **expanded both the number of commentary pieces and our roster of policy experts** authoring articles. These included three general election blogs, as well as articles on commissioning, regulation (accompanying our annual survey), workforce and financial issues. We have provided **thought leader pieces** on the global cyber attack and its impact on the NHS. We have also worked with partners to host a number of guest blogs from the CQC and NHS Clinical Commissioners.

24
placed comment pieces

Social media | **We regularly promote our work and engage in debate**, with tweets around the *State of the NHS provider sector* and *Provider voices* reports and our general election campaign seeing particularly high engagement. The NHS Providers Twitter account has 10,383 followers, while Chris Hopson's following continues to grow, standing at 5,606.

10,383
@NHSPROVIDERS followers

SUPPORT

Member events | Over the past six months we have held 48 events for over 1,500 delegates with **96% rating their satisfaction as good or excellent**.

Our **quality conference** and **governor focus conference** each attracted around 150 senior executives and governors from NHS foundation trusts and trusts.

Networks and dinners | We held 14 network meetings covering all sectors, and supporting executive and non-executive board level roles. **98% rated the meetings good or excellent**.

We also held five dinners attended by 85 member chairs and chief executives with **key decision makers** including **Jim Mackey** and **Simon Stevens**, and a farewell dinner for the CQC's outgoing chief inspector of hospitals, **Professor Sir Mike Richards**.

Briefings | We produced 36 briefings and outputs including **regular summaries of statutory board meetings**, as well as covering **key publications and announcements** from NHS Improvement, NHS England, the Care Quality Commission, Health Education England, and the Department of Health.

In August we explored **the rise of delayed transfers of care** in an interactive briefing setting out analysis of what is happening on the ground, and where the increases are occurring.

Reports | April saw the publication of *Impact of regulation in a shifting environment*, a report setting out the results of our third regulation survey, which revealed a perception among trusts that the regulatory environment may be starting to move in the right direction. In June we launched a new series, *Provider voices*, which shared the **views of leaders from across the health and social care system**, local government, and the voluntary sector, on the future of commissioning.

Surveys | Over the past six months we have carried out 11 member surveys. Responses and analysis from our **social care intervention survey** informed June's *Winter warning* report, and have been used to **support our subsequent influencing campaign**.

Our **independent survey** of 21 key NHS decision makers found that they see engagement with NHS Providers as extremely valuable, and they believe our **partnerships on reports and events have been very successful**. We are viewed as playing an **important role in speaking truth to power**, coming across in an authoritative manner and **striving to be balanced and measured**. Stakeholders encouraged us to "keep doing what we're doing" and develop our solutions offering.

48
events

150
senior executives

14
network meetings

85 members
attended 5 dinners

36
briefings and outputs

DTOCs
explained

New report series
Provider Voices

11
member surveys

Positive
external stakeholder survey

PROFESSIONAL

Member participation | Following our best ever membership subscription round, we now have **97% of the 233 eligible foundation trusts and trusts** in membership, with several more in the process of joining.

97%
in membership

Member visits | Our visits programme is an important part of **understanding what's really going on at the frontline**. Over the past six months our chair, chief executive and director team have visited 17 trusts.

17
visits to member trusts

Staff engagement | Every year we survey our staff to understand how we are doing as an employer. This year's results showed that **98% of staff believe their colleagues are committed to delivering high-quality services**, while 95% of staff would recommend NHS Providers as a place to work.

95% of staff
recommend NHS Providers

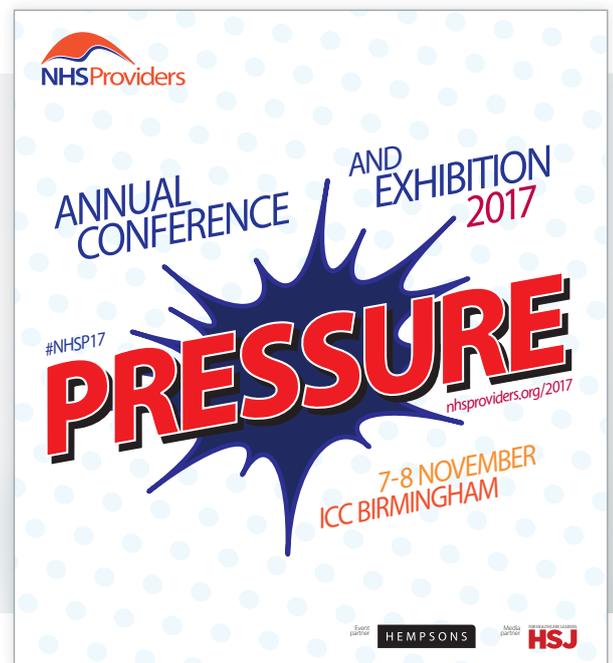
Commercial strategy | In line with commitments made in our three-year organisational strategy, we will be launching our **associate membership scheme for commercial organisations**. We are also developing the NHS Providers *Connect* programme and are in advanced talks with three partners about signing up – their services will be presented to our member reference group.

Associate membership
for commercial organisations

About this report | NHS Providers is committed to effectively supporting our members through the unprecedented financial, structural and reputational challenges you currently face. This six-monthly performance report has been produced to help you assess our performance and to highlight our priorities for the months ahead.

Feedback | This is the ninth edition of our performance report. We would welcome your feedback.

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