



PROVIDING FOR OUR MEMBERS 2019-20

Our priorities

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 to the provider sector.

As of March 2019, we have 100% of the 227 NHS trusts in England in membership. This ensures NHS Providers is a powerful and effective voice defending the interests of trusts, and it demonstrates how you value our work.

OUR MISSION

NHS Providers' mission is to be an outstanding membership organisation and trade association for all NHS providers, unrivalled in the influence, voice and support we offer our members.

**Chair,
acute trust** *"They are the association or body which brings us all together and takes a horizontal view across all... parts of the provider system... it's good to have a voice which collectively represents us".*

95% of respondents to our member survey were 'very' or 'fairly satisfied' with our work

97% felt it was 'fairly' or 'very important' for their organisation to be a member

96% would speak positively about NHS Providers

OUR STRATEGY AND PRIORITIES

The rapidly changing context

Working in close partnership with you over the last three years, we have earned the confidence and support of the entire NHS provider sector, reflected in our growing membership, which has now reached 100%. However we know the challenge for providers of NHS care in the next few years will be immense. Health and care is entering a new phase – the long term plan, a new financial architecture and the development of system working sit alongside a set of persistent funding, workforce and demand challenges that must be overcome. As trusts increasingly work in collaboration with partners in their wider health and care system, the problems facing both social care and primary care are also becoming more pressing.

The long term plan brings new priorities for trusts – in digital technology, and prevention, for example. The pressure on trust boards to deliver, and be seen to deliver, for the extra investment in the NHS will be high. We also know that expectations on trusts will increase across a range of new areas such as digital, equality and diversity and quality improvement.

At the same time, the national regulatory structure of the NHS is going through a significant change as NHS England and NHS Improvement increasingly work as a single new organisation. There will also be a major shift in power to a new regional structure that will need to determine new approaches and ways of working across a range of key issues for providers, such as the shape of the sector, the role and function of integrated care systems, how financial accountability will work and how capital gets allocated.

Taken together, these changes present new opportunities and risks for NHS trusts at a time when day-to-day delivery will continue to be tough and public expectations will, rightly, remain high. The need for an influential and authoritative collective voice for trusts will therefore be greater than ever.

OUR STRATEGIC OBJECTIVES

Our elected board has now agreed a new three year strategy, following our member consultation. Our four key strategic objectives – **influence, voice, support** and **excellent organisation** – remain largely the same.

Chair,
mental health trust

*“Indefatigable, insightful,
inspirational”...*

*Congratulations on achieving
all provider trusts as members.
Your voice, authority and
influence resonate all the more
because of this.*



1 Influence

To shape the environment and culture in which our members operate. We will anticipate key developments so that we can promote and protect members' interests and offer solutions to the challenges they face, with a particular focus on:

- **finance and sustainability** – supporting the sector to move back to financial sustainability and providing a strong provider voice on financial policy and funding issues
- **workforce** – promoting short term solutions to workforce challenges and strategic planning with a core focus on workforce supply including supply of clinical staff, pay and contract reform, and sharing trusts' approaches to recruitment and retention
- **transformation, integration and system working** – working on behalf of members to understand and shape the national health and care architecture, supporting providers and their partners to work collaboratively within sustainability and transformation partnerships (STPs) and integrated care systems (ICSs)
- **performance and delivery** – providing informed commentary on how well the sector is able to deliver national targets given rising demand, a tight financial settlement and workforce challenges
- **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 burden of regulation is reduced
- **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; promoting the value of the unitary board model and making clear the relationship between governance and regulation.

We will deliver this work through excellent stakeholder management, parliamentary engagement, analysis, consultation responses, briefings and sense-making, thought leadership, alliances and coalitions with other bodies.



2 Voice

To be the collective voice of NHS providers, reflecting the diversity of our membership, and championing their interests in the media, government, the NHS and wider healthcare community focusing on:

- ensuring we have significant reach and profile across social media channels and making sure our proactive and reactive media commentary and analysis has maximum visibility
- implementing a new organisation-wide corporate communications and marketing strategy to enhance the way we communicate with our members and provide information
- speaking truth to power about the consequences of the current pressures on providers and what the sector can reasonably be expected to deliver given these pressures
- being the recognised commentator for NHS provider issues for both the national and trade media.

85%
of members say that NHS
Providers has a strong media
profile and presence

91%
of members say we are
influential in shaping the
agenda for the NHS



3 Support

To help our members drive improvement and innovation through effective, shared development, support and learning. With a particular focus on:

- networks: diversifying and enhancing engagement through networks including the growth of a new integrated care network
- membership engagement and support: Implementation of new care models and the development of STPs including a peer support offer providing trusts with shared learning and support
- events: maximising the success of our annual conference and exhibition
- further developing partnership support programmes, including delivering an enhanced board development offer and tailored support for governors.



4 Excellent Organisation

To help our members drive improvement and innovation through effective, shared development, support and learning. With a particular focus on:

- enhancing the way we present information by developing digitally-optimised content across our website
- reducing the burden on members by expanding our commercial income with an ambition of growing this by 3% a year over the duration of our strategy
- making our income go further, with the aim to make a minimum 2% annual efficiency saving in each year of the three year strategy
- improving our corporate functions including HR, IT and our underlying customer relationship management (CRM) membership database.

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

Chief executive,
mental health and
learning disability
trust

"It's the influence and lobbying side of things... that sense of credibility and voice with those people in areas of influence... that's where it's been most prominent."

86%
of members use our
network/group meetings

Chief executive,
acute specialists
trust

"They've always appeared to be speaking with a relatively unified and representative voice of NHS providers when they're on the breakfast couch. Their media exposure and messages have been very consistent and very well done."

SUMMARISING OUR STRATEGY

<h2>1 OUR PURPOSE</h2>	<p>VISION To support members to deliver high quality, sustainable NHS care for patients and service users.</p>	<p>MISSION An outstanding membership organisation and trade association for all NHS providers, unrivalled in the influence, voice and support we offer our members.</p>	<p>STRATEGY Influence Voice - Support Excellence</p>
<h2>2 CONTEXT</h2>	<p>EXTERNAL ENVIRONMENT Brexit dominates, with political uncertainty. NHSE/I operating as a two in one organisation with drives to consolidate providers and move to system working. Social care is a burning platform.</p>		<p>PROVIDER SECTOR Major demand, workforce pressures continue. with costs/demand transformation need Focus on efficiency</p>
<h2>3 OUR CORE OFFER</h2>	<p>INFLUENCE Stakeholder management, parliamentary engagement, analysis, consultation responses, briefings and sense-making, thought leadership, alliances and coalitions.</p>	<p>VOICE Media relations, digital and social media, regular bulletins, blog programme, publications, corporate communications and marketing.</p>	
<h2>4 OUR EXPANDED OFFER</h2>	<p>1 Promoting appropriate local board autonomy as NHS landscape changes.</p>	<p>2 Ensuring rapid development of right short and long term solutions to current workforce challenges.</p>	<p>3 Securing a sustainable solution to social care and supporting of primary care</p>
<h2>5 AND BUSINESS MODEL</h2>	<p>LEAN AND EFFICIENT ORGANISATION Ensure we continue to operate efficiently, meeting a 2% annual efficiency saving ambition and reviewing our priorities annually.</p>		<p>INCOME Develop our commercial offer, including growing commercial income by 3% through partnerships to deliver our expanded offer. Ensure member subscriptions provide make up the majority of our income</p>

STRATEGIC OBJECTIVES

Environment – to shape the environment in which our members operate.

Representation – to be the collective voice of NHS providers and champion their interests.

Support – to drive improvement and innovation through shared development and learning.

Excellent organisation – to provide outstanding value for money, support staff and continually improve.

Resource
 Workforce, financial and performance
 Welcome extra £20.5bn keeps pace
 but doesn't fund scale of
 needed.
 and productivity.

MEMBERSHIP

Trusts are increasingly complex, working across new functions, in new forms and with new partners.
 Balancing governance demands of institutional delivery with leadership demands of local systems.
 Unitary board autonomy critical feature.

SUPPORT
 14 networks, development programmes including tailored support for boards and governors, NED and executive induction, major conferences, membership support.

EXCELLENT ORGANISATION
 Corporate functions – finance, HR, IT and CRM, internal governance, leadership support; commercial strategy and website development.

4
 Responding to new national policy priorities in technology and prevention.

5
 Demonstrating that providers are delivering and sharing learning and good practice.

6
 Growing our support offer to provider boards.

including associate membership, annually. Explore new, funded delivery support offer.
 Provide value for money and continue to ensure we can speak truth to power.

OUR WAYS OF WORKING

Our ways of working reflect our own values and that of the membership. We will ensure we are:
 Member led; patient and quality led; collaborative, innovative, inclusive; living the values of equality and diversity; and professional.

EXTENDING OUR OFFER

Our member research and strategy consultation showed a clear desire for us to extend our work to address the new context providers face. As set out in our three year strategy, and endorsed in the recent membership consultation, we will therefore extend our activities in six key areas:

Promoting appropriate local board autonomy as the NHS landscape changes

As the NHS landscape in which providers work changes, we will promote the importance of appropriate local board autonomy, ensure the right journey to system working, and challenge any inappropriate move of power from local boards to the national bodies.

Ensuring the rapid development of short and long term workforce solutions

Given the failure of government, national bodies and other organisations to secure sustainable short and long term solutions to current workforce challenges, we will exert a stronger voice for NHS providers in their role as employers.

Securing a sustainable solution to social care and supporting primary care reform

Providers depend on sustainable social care and primary care but both of these sectors face severe workforce, finance and demand challenges. The process anticipated by the government's social care green paper will offer a rare opportunity to secure a sustainable social care system. Trusts also want us to be more active on primary care: supporting reform, influencing policy and sharing best practice, particularly on the relationship between primary and secondary care.

Responding to new national policy priorities in technology and prevention

The NHS long term plan sets out detailed and far reaching proposals that require more of trusts in both rolling out digital transformation and focusing on prevention. We will invest in our capacity to track and make sense of these new national priorities and support members as you meet the new requirements in these areas.

Demonstrating that providers are delivering, and sharing learning

As public expectations of the NHS rise following the government's extra £20.5bn investment, it is vital that the provider sector demonstrates it is delivering. We must develop a compelling, well evidenced, narrative about providers' achievements in a way that we have not done before, and share learning in the process.

Growing our support offer for provider boards

There will be pressure from the national bodies on provider boards to improve their performance in system working, digital, diversity and inclusion and to adopt a formal approach to quality improvement. We will therefore build on our existing board development offer to provide support in these areas.

OUR MEMBERSHIP OFFER

We are committed to providing outstanding value for money to our members. Membership of NHS Providers therefore gives access to a highly valued range of networks and groups; conferences, debates and dinners; development programmes; newsletters; and briefings, publications and blogs. These member services and activities are set out below.

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. We host different networks exclusively for members, primarily attended by board level delegates.

NETWORK OR GROUP	KEY AUDIENCE	FREQUENCY OF MEETINGS
Chairs and chief executives	Chairs and chief executives of all foundation trusts and trusts	4 times per year
Communications leads	Communications directors and communications leads	3 times per year
Community network, co-hosted with NHS Confederation	Chairs, chief executives, senior executives of trusts providing community services	3 times per year
Company secretaries	Company/ trust secretaries, directors of corporate affairs	3 times per year
Finance directors and commercial leads	Directors of finance, commercial and business development leads	3 times per year
Human resources directors	Directors of HR, directors of workforce	3 times per year
Informatics leads	Directors of Information / Informatics leads	2 times per year
Medical and nursing directors	Medical directors, nursing directors, chief nurse	2 times per year
Mental health leaders	Chairs, chief executives and non-executive directors of mental health trusts	2 times per year
Non-executive directors	Non-executive directors	2 times per year
Operations directors	Directors of operations, chief operating officers	3 times per year
Strategy directors	Directors of strategy / strategic planning leads	3 times per year

**Chairman,
ambulance trust**

"You get to network much more widely across the country and get perspectives you otherwise wouldn't. It's a vehicle for getting issues raised and fed back in a more neutral way. It's the easiest way of keeping abreast of a wide range of issues."

Conferences, debates, dinners

Each year we host a number of market-leading conferences including our flagship annual conference and exhibition. These events are packed with influential speakers, designed to address topical issues and provide health leaders with the guidance, information and inspiration they need to deliver great services for their patients. Our member dinner programme gives members a regular opportunity to engage with the most senior leaders in the NHS.

EVENT	KEY AUDIENCE	WHEN HELD	FEE	OPEN TO NON-MEMBERS
<p>Annual conference and exhibition (two days)</p> <p>A must-attend event for health leaders to hear from high profile speakers, share learning and debate key issues and the annual conference with the highest level of trust board member attendance</p>	Chief executives, chairs, executive and non-executive directors key stakeholders and system leaders	Annual in the autumn	Yes Discounted rate for members	Yes
<p>Quality conference (one day, next event June 2019)</p> <p>An opportunity to debate quality of care issues with peers and key system leaders</p>	Medical and nursing directors, heads of quality governance	Biennial (alternating with governance conference)	No	No
<p>Governance conference (one day, next event - July 2020)</p> <p>An opportunity to discuss relevant governance issues and promote good governance</p>	Chairs, trust secretaries, heads of corporate governance, non-executive directors	Biennial (alternating with quality of care conference)	No	Yes
<p>Governor focus conference (one day)</p> <p>A key event for governors to share learning, receive updates and hear from keynote speakers</p>	FT governors, trust secretaries	Annual in the spring	No	No
<p>Dinner programme</p> <p>A series of dinners that bring together small numbers of chairs and chief executives for informal "Chatham House" engagement with key senior stakeholder colleagues from within the health sector</p>	Chief executives and chairs	Every four to six weeks throughout the year	No	No
<p>Policy roundtables</p> <p>Targeted informal discussion groups, often with relevant system leaders, to discuss key issues, seek member views and influence policy makers</p>	Chairs, chief executives, relevant senior executives, depending on topic being discussed	As and when required	No	No

non-executive director, mental health foundation trust

"Networking and learning through NHSP 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 NHSP"

Development programmes

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

In developing these, we try to respond to member needs and would be happy to hear about any ideas you may have for future courses.

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

Over the next three years we aim to significantly extend our development and support offer for boards focusing on supporting them to lead digital transformation, increase performance on diversity and inclusion and embed trust wide approaches to quality improvement.

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

Newsletters

Our regular newsletters and bulletins provide a summary of current news and events, helping members to stay up-to-date, gain access to further information and commentary and provide an overview of our latest activities and events.

NEWSLETTER	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>Short, daily update on important health stories that senior provider leaders need to know about together with details of 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 increasingly used by third parties</p>
<p>Governor Focus</p> <p>A quarterly 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>
<p>Providers Integrate</p> <p>A monthly newsletter for all members and stakeholders on our work on systems and integration</p>	<p>A regular update for providers and their partners on issues relating to system working, and a showcase for case studies about integrated services</p>

Sign up to our newsletters today by emailing communications@nhsproviders.org.

92%
of members use **Today's Health News** and **91%** use **This Week Next Week**

Chair, acute foundation trust
"Really excellent networking, policy analysis and voice for our sector."



Briefings, publications and blogs

Our publications offer an in-depth analysis of how new initiatives, policy and political decisions affect the provider sector, giving members a timely and topical resource specifically tailored to their needs and interests.

Our blogs and comment pieces provide opinion, comment and expertise from leading NHS policy thinkers including NHS Providers, external experts, members and stakeholders.

BRIEFING / PUBLICATION	WHY IS IT USEFUL?
<p>On the day briefings Ad hoc briefings and podcasts on the latest policy initiatives and political decisions affecting the sector</p>	Speedy and in-depth analysis of, and provider perspective on, new and emerging national policy
<p>Publications Reports, research, papers and infographics on key themes relevant to the sector</p>	Comprehensive understanding, commentary, ideas and insight on key topics
<p>Thought leadership pieces Providing a platform for trust leaders to give their views on the state of the NHS</p>	Opportunity for trust leaders to share their views
<p>Statutory board paper summary A regular summary of the board papers of NHS Improvement, NHS England and CQC</p>	Full update on key issues and developments at each board meeting of the statutory bodies
<p>Performance reports Produced twice yearly to help members assess our performance and highlight our priorities for the months ahead</p>	Allows members to see where we are focusing our efforts, how we are supporting them and whether we are delivering value for money
<p>Blogs and comment pieces Produced regularly to give members the latest information and commentary on what is happening in the sector</p>	Summarise our arguments in succinct, persuasive and accessible format to maximise impact

Chief executive
mental health/
learning disability
trust

"The publications, the reports, the lobbying, the conferences, the training sessions they organise, it's all so useful"

96%
of members use our
on the day briefings

To view our performance reports or for further information on our resources visit our website at www.nhsproviders.org

2019/20 MEMBERSHIP FEES

The board wrote to chairs and chief executives in January 2019 to set out our proposed membership fees for 2019/20 and beyond.

The board proposed a three part approach to fund the extended offer members have asked us to provide:

- continuously improving the efficiency of the organisation, including a commitment to realise a minimum 2% annual efficiency saving
- growing our commercial income with targetted 3% annual increase
- an up front investment in the required new work through a carefully sized subscription increase in 2019/20, with the aim of freezing subscriptions in the following two years.

Member feedback to this proposal was overwhelmingly positive and we appreciate this support. Three smaller sized trusts did question whether trusts in the lowest turnover bands would be disproportionately impacted by the proposed increase so the board has agreed to conduct a member consultation on the membership fee bands in 2019/20.

Your elected board has therefore agreed the subscription fees for 2019/20, which are shown in the table opposite.

Chair,
community trust

"There are times when the only joined-up thinking within the NHS is coming from NHS Providers. This is particularly important in the current climate."

2019 -20 Membership fee table

TRUST TURNOVER *	TRUST	FOUNDATION TRUST ◇
£0 - 100m	£14,743	£15,686
£100 - 200m	£17,319	£18,262
£200 - 300m	£17,555	£18,498
£300 - £400m	£19,901	£20,844
£400 - £500m	£20,022	£20,965
£500 - £600m	£21,798	£22,741
£600 - £700m	£21,885	£22,828
£700 - £800m	£21,942	£22,885
£800 - £900m	£23,499	£24,392
£900m - £1bn	£12,569	£24,512
£1bn - £1.1bn	£23,690	£24,663
£1.1bn - £1.2bn	£23,782	£24,725
£1.2 - £1.3bn	£23,845	£24,788
£1.3 - £1.4bn	£23,874	£24,817
£1.4 - £1.5bn	£23,903	£24,846
£1.5 - £1.6bn	£23,972	£24,915

* Should trust turnover rise above £1.5 billion further bands will be added as needed

◇ Foundation trust fees include £800 per annum for the governor support element of our work

WHERE CAN I FIND OUT MORE?

Further information is available in our strategy document, *Performance report* and *Member survey report* which are available on our website at:

www.nhsproviders.org/performance-reports

www.nhsproviders.org/membership-survey

Or you can email our assistant director of corporate services at jo.whyte@nhsproviders.org

**Chair,
acute trust**

"I have been previously involved in European wide representative associations. NHS Providers is one of the best examples of how this role can be effectively performed I have seen."

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 all trusts in membership, collectively accounting for £84bn of annual expenditure and employing more than one million staff.



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