LAST YEAR, 97% RATED OUR BOARD DEVELOPMENT TRAINING AS GOOD OR EXCELLENT.
FOREWORD

Transforming our member events

Over the last 18 months, we have transformed our member development offer so that we are now delivering high quality, engaging face to face and virtual events across our range of programmes.

Last year 100% of our members engaged with at least one of our programmes and we held a total of 197 events for 5,475 delegates.

99% of delegates would recommend our events to a colleague.
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As the membership organisation for all NHS provider trusts, we understand what it takes to deliver high-level training and support that makes a positive impact on NHS colleagues and their organisations.

As part of our member support function, we provide a growing number of training courses, support programmes, development activities and bespoke in-house training specifically for NHS leaders.

Our speakers, staff and associate trainers have extensive NHS experience, so NHS leaders benefit from their first-hand knowledge.

Our board development programme delivers over 80 events each year, helping board-level colleagues to develop the key skills they need to tackle common problem areas. Our workshops and induction programmes increase directors’ knowledge helping to make boards and organisations more effective.

GovernWell, our national training programme for foundation trust governors, helps trusts to equip their governors with the knowledge and skills needed to perform their role effectively, whether they are new or longstanding governors.

Our 12 member networks meet several times each year and support all NHS board level roles. Designed to provide information, guidance, and inspiration, the networks are free for all members.

Supported by HEE and NHSX, our Digital Boards programme aims to increase the confidence and capability of boards to harness the opportunities digital provides to transform care. This includes free whole-board development sessions, a range of guides and our digital boards leadership network.

Our system transformation peer support offer, delivered jointly with the LGA and NHS Confederation, harnesses the expertise of peers to help local government and the NHS to collaborate effectively together at system and place levels.

We recently launched two new support programmes on provider collaboration and trust-wide improvement. These programmes include peer learning workshops, briefings, and resources to share good practice. We are now scoping a new programme on race equality to support boards to effectively identify and address race inequalities as a core part of board business.
OUR METHODOLOGY

Our programmes aim to increase specialist knowledge, provide support and accelerate careers and roles. We ensure participants are actively engaged from the outset, ready to apply what they have learned as soon as they get back to their organisations.

Benefits of our development offer:

- Our programmes make use of small, intensive, and interactive workshops incorporating a range of training methods to accommodate individual learning styles
- High-quality trainers and speakers with relevant senior-level experience in the healthcare sector
- Best practice examples from trusts which have been innovative in making substantial improvement
- Guided support for tackling common problem areas including the latest thinking from regulators
- Sharing of experiences with colleagues from other organisations
- Space for delegates to reflect and discuss ideas on changes they might make
- Accessible virtual and regional events.
Our Board development programme aims to improve the effectiveness and efficiency of boards and their organisations through core training modules and induction programmes, as well as bespoke development and support to address an organisation’s unique requirements.

The programme delivers over 80 events annually and is highly valued by attendees achieving a 99% recommendation rate. Our focus is practical, interactive training delivered by trainers with extensive senior-level sector experience.

**Induction programmes**
We deliver the national NHS induction programmes for new executive directors and non-executive directors, providing individuals with key knowledge and skills in preparation for their board roles.

**Core training modules**
Our core training consists of a suite of six interrelated modules. These interactive one day workshops are designed to support boards, individual directors, and senior managers, equipping them with practical skills that can be readily applied in their roles.

The core modules are:
- Effective challenge
- Effective chairing of meetings
- Effective report writing
- Risk management
- Effective recording of board and committee meetings
- NHS finance for senior leaders

Modules are delivered as open courses nationally and in-house for individual organisations.

**Bespoke development programmes**
The programme can provide tailored in-house training for individual organisations along with bespoke board development programmes designed to support the strategic objectives and development aims of individual boards. Our bespoke development offer can incorporate content focused on governance enhancements alongside elements aimed at developing team dynamics and relationships.

To find out more email board.development@nhsproviders.org or visit nhsproviders.org/boarddevelopment
Non-executive director induction

This two day course provides new non-executive directors with a deeper understanding of their board role as part of a unitary board, along with an essential overview of the current NHS environment.

What will non-executive directors gain?

- An understanding of the developing environment of the NHS and what that means for the leadership of NHS trusts
- An overview of the NHS policy landscape including NHS finance and funding, system working, workforce and quality
- An understanding of corporate and NHS governance and the role and responsibilities of NEDs
- An overview of regulation and improvement from the Care Quality Commission and NHS England and Improvement
- Strategies to develop impact as a newly appointed non-executive director
- The opportunity to network with colleagues from other organisations.

Who should attend?

- Non-executive directors embarking on their role or in their first year.

What delegates say

“A great two days that certainly will improve my ability as a NED, giving me enhanced confidence and personal development.”

“Good structured learning and good content ... left with a jaunt in my step and ready to go forward!”

Length of course
Two consecutive days

Course locations
Online or Central London

Book this course
nhsproviders.org/boarddevelopment
Executive director induction

This one day course provides new or aspiring executive directors with a deeper understanding of their board role as part of a unitary board, and the wider context within which the role is set.

What will executive directors gain?

- An understanding of the developing environment of the NHS and what that means for the leadership of NHS trusts
- An understanding of governance, risk and assurance in the provider sector
- An understanding of the importance of working effectively with non-executive directors
- Strategies to develop impact as a newly appointed executive director
- The opportunity to network with colleagues from other organisations.

Who should attend?

- New executive directors
- Deputy directors
- Aspiring executive directors

What delegates say

“Best development day I've had for a number of years - lots to take away.”

“Absolutely brilliant day and I learnt lots. Felt very relieved to hear of peers with similar experiences in new executive roles.”

Length of course
Full day

Course locations
Online or Central London

Book this course
nhsproviders.org/boarddevelopment
Effective challenge

The role of a unitary board is to formulate the organisation’s strategy, ensure delivery of annual strategic objectives, and shape a healthy organisational culture. Effective and constructive challenge, scrutiny and support throughout the governance framework are essential if the board is to achieve these responsibilities. This practical workshop aims to develop skills of effective, constructive challenge and holding to account through clarifying the role and responsibilities of the board, committees and individuals; along with exploring different approaches to questioning.

What will you gain?

- An understanding of the respective roles and responsibilities of the board, non-executives, executives, governors, and senior managers
- Explore the key elements and enablers of effective challenge including evidence-based assurance, triangulation and creating a safe space to have constructive conversations
- An understanding of the relationship between challenge and support in effective decision making
- Practice and compare different approaches to questioning and challenge
- The opportunity to network with colleagues from other organisations.

Who should attend?

- Board members (both executive and non-executive)
- Senior executives.

What delegates say

“This event showed what effective challenge looks like and the difference between reassurance and assurance.”

“An excellent day. All sessions were informative, extremely useful and allowed space for valuable discussion.”

Length of course
Full day

Course locations
Online or locations across England

Book this course
nhsproviders.org/boarddevelopment
Effective chairing of meetings

The current challenges facing the NHS today means that time is an increasingly precious commodity and all meetings need to be optimised to meet objectives.

This workshop is designed to develop the chairing skills of board members, senior executives and managers who chair the board or committee meetings. It provides an opportunity to explore good practice and participate in practical exercises in the chairing of meetings.

What will you gain?
- The essentials of chairing meetings including meeting preparation, structure and management
- An understanding of the importance of building relationships to encourage effective meetings
- Participate in interactive exercises to practice approaches to chairing meetings
- An understanding of the importance of summarising the discussion and actions
- The opportunity to network with colleagues from other organisations.

Who should attend?
- Non-executive directors (including chairs)
- Senior executives and managers who chair meetings

What delegates say

“Good contribution delivered by people who have been there and demonstrate good practice. I have gained a huge amount to take back to the organisation.”

“Very helpful insight and reflections on what is needed to chair meetings in the NHS environment.”

Length of course
Full day

Course locations
Online or locations across England

Book this course
nhsproviders.org/boarddevelopment
Effective report writing

Effective reports ensure that the board and committees hold informed discussions with clarity on the root causes of problems, and a shared understanding of the pros and cons of potential solutions. This enables boards and committees to make the most effective use of time, which is essential given the unprecedented challenges facing providers today.

This workshop explores how to improve the quality of reports and the ultimate discussion and decision making that occurs at meetings.

**What you will gain?**

- The key principles and features of report writing and effective communication
- An understanding of the importance of the relationship between the report writer and committee members
- An understanding of the impact that reports can have on the efficiency and effectiveness of decision making
- An understanding of assurance and the importance of providing evidence-based assurance in reports
- The opportunity to network with colleagues from other organisations.

**Who should attend?**

- Executive directors
- Associate directors
- Those tasked with writing board and committee reports.

**What delegates say**

“Anyone who ever writes a report should attend! Excellent reflection and thought provoking, this is a useful reminder of what should be included and structure.”

“I didn’t realise how much I didn’t know about board reports. Very informative and changed my view of how I write reports and papers.”
Risk management

The board has overall responsibility and accountability for risk. For boards to discharge their role effectively members need to have a basic understanding of risk and risk management.

This workshop provides a practical view of what board members and board stakeholders need to know about risk management to help demystify risk; ensure that risks are captured and articulated appropriately; and demonstrate that risk reporting should focus on the management of risk as opposed to the risk itself.

What you will gain?

- The key principles of risk management
- An understanding of the role of risk appetite in the assessment of risk and how it can be used to support day to day risk management
- The key principles of risk reporting
- Assist with forming a view of how effective the risk management framework is in your organisation
- The opportunity to network with colleagues from other organisations.

Who should attend?

- Board members (executive and non-executive)
- Executive risk leads
- Those preparing board assurance frameworks and risk reports for boards and committees.

What delegates say

Helped to challenge any preconceived ideas and clarified areas to focus on. It was helpful to provide head space to evaluate our trust’s position”

“Very helpful sessions and the group work provided a good opportunity to network with others. It was also helpful to hear good practice and ideas from other organisations.”
Effective recording of board and committee meetings

The effective recording of meetings is essential - whether it be in the dissemination of information throughout your organisation, or the impressions and conclusions formed both internally or externally by the regulators and the general public.

This workshop explores the key principles of effective minute taking along with an insight into what the regulators are looking for in terms of effective meetings.

What will you gain?

- The essentials of effective minutes including what should and should not be minuted
- Clarification on the key duties and responsibilities of the minute taker and the relationship with the chair
- An overview of what the regulators want to see to help identify what information should be included
- Develop key skills in effective minute and note taking through practical exercises
- The opportunity to network with colleagues from other organisations.

Who should attend?

- Those who record minutes for the board and committees in the NHS
- This course is suitable for all levels of experience.

What delegates say

"Empowering! A minute taker has more input than many believe! Regardless of what band a delegate is, everyone will learn something new from this programme!"

"I would recommend that everyone who takes minutes goes on this course, even those who have been doing it for some time. It allows time and space to reflect and look at how things can be done differently."

Length of course
Full day

Course locations
Online or locations across England

Book this course
nhsproviders.org/boarddevelopment
Board members have responsibility for ensuring that all services are safe, effective, and sustainable. This responsibility includes organisations being financially, as well as clinically, sustainable.

As a board member with joint and several liability, there is an expectation that directors will have an appropriate level of financial knowledge and understanding to provide the required oversight and challenge.

This workshop provides a comprehensive overview of NHS finances to enable board members and senior managers to understand good financial reporting and what to look for, along with effective questions to ask.

What you will gain?
- An overview of NHS finance and funding flows
- An understanding of board/committee finance reports and annual accounts including what to look for and where to focus
- Knowledge and confidence to increase understanding and scrutiny of financial performance and offer robust and effective challenge where appropriate
- The opportunity to network with colleagues from other organisations.

Who should attend?
- Non-financially qualified board members (both executive and non-executive)
- Senior executives and managers.

What delegates say

"An excellent session which I would highly recommend to all board members. It was an enjoyable day and delivered in a way I could understand."

"Excellent overview. Will really help me in my role as a NED and deputy chair of the finance committee."

Length of course
Full day

Course locations
Online or locations across England

Book this course
nhsproviders.org/boarddevelopment
GovernWell aims to equip governors with the knowledge and skills required to fulfil their statutory role and responsibilities effectively, whether they are new to the role or longstanding governors.

The programme was established in 2007 and delivers over 50 training events annually. Our trainers have extensive NHS experience at senior level, and governors benefit from their first-hand knowledge.

GovernWell is a four-step programme with resources available to all NHS foundation trusts and their governors including:

- **Pre-induction resources** - supporting trusts to raise awareness and understanding of the governor role among their members

- **An induction toolkit** - a workbook to support trusts' own induction programmes

- **Core skills training** - for governors in their first year of their first term of office, and for those who require refresher training, covering the skills and knowledge governors need to understand and perform their role

- **Specialist skills training** - focusing on specific aspects of the statutory governor role, these in-depth modules help to form the basis for a deeper understanding of the governor duties.

GovernWell training courses can also be delivered in-house for individual councils of governors, or a group of councils. In addition, we provide effectiveness surveys for council of governors to allow foundation trusts to gather the views of their governors on the effectiveness of the council.

The wider governor support programme provides additional products including a quarterly newsletter, governor workshops and an annual conference.

To find out more email governors@nhsproviders.org or visit nhsproviders.org/governor-support.
Core skills

Our core skills training builds on a trust’s own governor induction programme and aims to help governors understand the NHS in more detail and discuss issues from a position of insight and initial experience in the role.

What will governors gain?

- An understanding of the structure of the NHS and the governor’s role within this context
- Knowledge of the governors’ statutory role and associated duties
- An understanding of public accountability and local ownership
- An understanding of NHS finance and quality
- The skills needed to hold the non-executive directors to account for the performance of the board.

Who should attend?

- Designed for all types of governors in their first year or for those governors who would like a refresher.

What delegates say

“Very impressed by the depth of knowledge of the trainers and the way they involved the delegates throughout presentations.”

“As a newly appointed governor the training has been very valuable, particularly the group exercise on questioning. The materials are good quality to use, share and apply to the governor role. Really enjoyable day, informative and approachable trainers.”

Length of course
Full day

Course locations
Online or locations across England

Book this course
nhsproviders.org/governor-support
Accountability and the role of the governor

This course helps governors to gain an in-depth understanding of their role and its limits, and to build a dynamic and effective accountability relationship with their board of directors.

Using a range of interactive learning methods, we look at how governors can be effective in holding their non-executive directors to account for board performance.

What will governors gain?

- An understanding of the roles of the board and the council of governors
- An understanding of accountability relationships and what holding to account means
- Learn the importance of good information and using this effectively in holding directors to account
- Discover the importance of good behaviours and relationships between the board and council of governors
- Practical skills in questioning and making appropriate challenges.

Who should attend?

- All governors.

What delegates say

"Gave many insights into ‘real’ role of the governor with helpful information and tips on making the role more effective.”

"Very good – it was well presented, informative, constructive, and enjoyable.”

Length of course
Full day

Course locations
Online or locations across England

Book this course
nhsproviders.org/governor-support
Effective questioning and challenge

This course helps governors to work confidently and effectively with their directors by learning to ask effective and probing questions which form the basis of holding the board to account.

We use a range of interactive learning methods, exploring listening skills, questioning styles, and how to frame effective questions, specifically within the context of the governor role.

What will governors gain?
- An understanding of their role in holding to account through the use of effective questioning and challenge
- Advice on ways to communicate more effectively as a member of the council of governors
- Skills and confidence to ask questions of board members, follow up on answers and probe further, where appropriate.
- An opportunity to self-reflect on styles of listening and questioning and for individuals to consider how they might adopt more effective methods.

Who should attend?
- All governors.

What delegates say

I enjoyed meeting people from other trusts, with different levels of experience ... presenters were good, very positive and friendly”.

Thank you! Excellent delivery of the programme. You encouraged a co-operative atmosphere made sure that all felt valued and gained from the session.”

Length of course
Full day

Course locations
Online or locations across England

Book this course
nhsproviders.org/governor-support
This course helps governors learn more about the detail of a trust’s finances and business operations, and how this is relevant to the governors’ statutory role.

Participants explore funding flows and the external factors influencing an organisation’s operations. They will analyse financial information and frame questions relating specifically to trust’s financial reports.

**What will governors gain?**
- A better understanding of financial flows in the NHS and the financial context in which foundation trusts operate
- An improved appreciation of income and expenditure, cost improvement plans, and possible strategies to support organisational sustainability
- Discover how finance is relevant to the governor role including a better understanding of their statutory role in mergers, acquisitions and significant transactions.

**Who should attend?**
- Governors with a particular interest in this area.

**What delegates say**

"Every governor should do this."

"The standard of tuition and delivery is excellent. It certainly has given me huge confidence as a relatively new governor to fulfil my role effectively."

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**Length of course**
Full day

**Course locations**
Online or locations across England

**Book this course**
nhsproviders.org/governor-support
The governor role in the recruitment of non-executive directors

This course aims to help governors to understand the formal recruitment process and procedures for the appointment of non-executive directors and the chair. It offers practical how-to advice, including an update on relevant legislation, an opportunity to practise formulating interview questions and participate in mock interviews.

What will governors gain?
- A familiarity with the overall recruitment process
- An awareness of good practice in relation to recruitment
- An opportunity to practice recruitment skills.

Who should attend?
- Governors who serve on nominations committees and/or sit on selection panels

What delegates say

I enjoyed it from start to finish and it’s given me the tools to go forward and implement them in future interviewing.”

I am really pleased that I attended this session. I found it very practical and informative, and as a result I feel much more confident in my ability to make a worthwhile contribution to our forthcoming Chair and NED interviews.”

Length of course
Full day

Course locations
Online or locations across England

Book this course
nhsproviders.org/governor-support
Governors provide an important link to the local community and patients by ensuring the trust is publicly accountable for the services it provides.

This module explores what it means to represent the interests of members and the public and reflects on ways to build effective relationships to present their views to the board.

**What will governors gain?**
- An understanding of the governor and board roles in this area, as laid out in the Health and Social Care Act 2012
- An understanding of why trusts have members and how to engage with them as well as recognise the challenges to effective member/patient engagement
- An opportunity to share good practice with your peers
- How to support engagement activities and the importance of good relationships.

**Who should attend?**
- All governors.

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**What delegates say**

“Very useful, well managed given the high level of interaction.”

“Very informative and challenging.”

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**Length of course**
Full day

**Course locations**
Online or locations across England

**Book this course**
nhsproviders.org/governor-support
Effective chairing for governors

Foundation trust governors attend and often chair a variety of meetings/groups, which when chaired and conducted well, help trusts to achieve their objectives in a more timely way. By introducing some relatively simple changes to the way governors plan, structure and manage meetings, significant gains and benefits can be achieved for patients and service users.

What will governors gain?
- An opportunity to explore good practice in the chairing of meetings and common problems areas
- An understanding of the key elements of effective chairing including being clear about the purpose of your forum, getting the right membership, agenda setting, effective papers and creating a safe inclusive environment to allow appropriate debate and decision making
- An opportunity to develop skills in summarising discussions and dealing with difficult behaviours

Who should attend?
- Governors currently chairing meetings or considering chairing meetings in the future

Length of course
Full day

Course locations
Online or locations across England

Book this course
nhsproviders.org/governor-support

What delegates say

“Role play was very beneficial in that it allowed me to see ways I can chair and value colleagues.”

“Productive and a good learning opportunity.”
All the core modules for the Board development programme and GovernWell training programme can be delivered in-house exclusively for your organisation. We can also provide tailored in-house training to address your specific requirements and corporate development needs.

Benefits of in-house training for your organisation:

- Training developed for your team specifically designed to be highly relevant to your needs
- An open environment to discuss your most pressing issues
- Practical training delivered by high quality facilitators
- Training held at your preferred location/online, reducing your team's travel time and cost
- A strong policy focus with materials reflecting the most up-to-date developments
- A range of interactive training methods including presentation, practical exercises and case studies.

We have worked with over 100 NHS organisations over the past three years.

Bespoke board development programmes

The Board development programme also develops and delivers bespoke board development programmes for individual boards tailored to your strategic objectives and development needs. Programmes can focus on governance enhancements alongside developing team dynamics and relationships.

Our ability to showcase good practice and act as a critical friend to challenge current thinking is particularly valued by organisations we have worked with. We have worked with over 20 NHS boards over the past three years on bespoke board development.

To find out more email
Board development programme: board.development@nhsproviders.org
GovernWell: governors@nhsproviders.org
MEMBER NETWORKS

Each network meets several times a year, providing opportunities for members to connect with each other, hear from and engage with key policy and decision makers from across the healthcare service, and facilitate the sharing of best practice and learning.

These networks support a range of job roles, and sector specific interests, and are open to executive and non-executive directors employed by our members trusts. The programme is delivered as part of our core membership offering.

There are twelve networks:

- Chairs and chief executives
- Communications leads
- Community network
- Company secretaries
- Digital Boards leadership
- Director of operations/chief operating officers
- Finance directors and commercial leads
- HR directors
- Mental health leaders
- Non-executive directors
- Medical and nursing directors
- Strategy directors.

What members say

“...A good agenda - excellent chairing and first class speakers.”

“...It was great to see peers and hear what has been going on over the year. These events are always well organised and a valuable part of my year.”

“A ‘must attend’ event … I get updates and strategic insights I don't get from anywhere else – thank you!”

“The event is very helpful in enabling me to step back from the day to day, take stock of what’s going on nationally and test my views against those of others.”

To find out more about our networks, and which you are eligible to join, please contact networks@nhsproviders.org
The Digital Boards programme is designed to support boards in leading the digital transformation agenda. Delivered in partnership with Public Digital and supported by Health Education England and NHSX, this programme aims to build board understanding of the potential of the digital agenda and its implications, and increase the confidence and capability of boards to harness the opportunities it provides.

The programme offers:

- **Free board development sessions** tailored to reflect the needs of individual boards. These sessions provide boards with an opportunity to reflect on their current level of digital maturity and how digital can support the delivery of the trust’s strategic priorities in the future.

- **Peer learning** accessed through digital transformation seminars, member spotlight events, the digital boards leadership network and a wide range of resources which are accessible on our knowledge hub.

- **Board resources** that playback key headlines and good practice on the board’s digital leadership role including digital leadership guides which focus on key topics for trusts and board briefings which explore the changing digital landscape and actionable insights for board leaders.

What members say

“...I really appreciated the bespoke preparation you did that made for a really useful session. At the end of our day board colleagues were still commenting on how useful and important it was.”

“...The best organised, formatted, presented and coordinated board development session we have ever had. The dexterous use of technology overcame the constraints of MS teams and optimised the contributions of colleagues. Tremendously impressive.”

“...One of the best sessions I’ve been in … very real and relevant with practical advice and examples.”

To find out more email digital.boards@nhsproviders.org or visit nhsproviders.org/training-events/digital-boards.
We have developed a strong relationship with the Local Government Association and the NHS Confederation to deliver a range of free, bespoke support for health and care partnerships. Drawing on the expertise of peers, our aim is to help local partners to strengthen their relationships, align priorities and agree their collective next steps.

Building on two successful phases of peer support, we offer a menu tailored to the needs of your partnership. This includes peer-facilitated workshops, peer reviews and peer mentoring, all of which can take place online. Requests for peer-led support can be made and delivered at any level, whether that be system, place or locality.

**What can we help you achieve?**

- Progress partnership working at system, place and neighbourhood level through developing shared purpose, priorities, capabilities and governance arrangements.
- Create a compelling narrative that sets out a shared vision with aligned priorities and commitment by all system partners to achieve better outcomes, building a case for further integration.
- Identify and agree joint plans which may include how to share resources or explore new models of care.
- Address the wider determinants of health, creating the opportunities for health improvement, tackling health inequalities and promoting prevention.

To find out more email Rebecca Gale, Programme Manager CHIP@local.gov.uk or visit nhsproviders.org/peersupport
This new provider collaboration programme aims to support members to maximise the potential of greater provider collaboration to accelerate service recovery, address unwarranted variation, integrate care, and deliver more efficient, sustainable services. It includes the full spectrum of collaborative arrangements that providers are forging at system level and beyond, involving all trust types.

The programme focuses on sharing good practice and peer learning on a range of topics, from agreeing a shared vision, aligning priorities and navigating relationships with system partners to governance arrangements and funding flows. It offers peer learning events, case study briefings and ongoing opportunities to share good practice linked to our existing director networks. Over time we will also develop a resource bank of practical documents from the more established partnerships to share with those earlier in the journey.

This offer will sit alongside and contribute to our continued influencing to ensure there is a flexible and enabling national policy framework for provider collaboration and greater clarity on accountability arrangements in the new era of system working.

To find out more email Amelia.Old@nhsproviders.org or visit nhsproviders.org/provider-collaboratives
TRUST-WIDE IMPROVEMENT PROGRAMME

Our trust-wide improvement programme, supported by the Health Foundation, aims to support boards to develop greater awareness and understanding of organisational approaches to improvement, and to take action to implement and sustain improvement in their trusts.

As operational pressures continue to mount, new ways of working are urgently required to support both staff and service recovery and to manage ever growing demand. Through a range of events, resources and action learning sets, uniquely targeted at a trust board audience, this programme provides opportunities to step back and learn from peers. We share practical tips and strategies on how embedding a trust-wide approach to improvement could help sustain the gains made as a result of the pandemic and respond to the scale of the challenges ahead.

As the move to place-based collaboration and partnerships within and between systems intensifies, the programme also explores what we know about how quality improvement can be effectively driven across organisational boundaries.

What members say

There is great value in connecting members of my board with others who are thinking about quality improvement in this way.”

It was very helpful to have several of our board members taking part. I hope we will take discussions back around how we create the right culture and greater permission for quality improvement, and to connect the board more meaningfully with the work and improvement.”

To find out how to join a network email Catherine.Harrison@nhsproviders.org or visit nhsproviders.org/trust-wide-improvement
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.

**FIND OUT MORE**
To find out more about the training programmes we offer or to book a place visit [nhsproviders.org/training-events](http://nhsproviders.org/training-events) or email [enquiries@nhsproviders.org](mailto:enquiries@nhsproviders.org)