



OUR
DEVELOPMENT
OFFER

DEVELOPMENT

November 2023



OUR DEVELOPMENT OFFER

As the membership organisation for all NHS trusts, NHS Providers understands what it takes to deliver high quality learning and support for senior leaders across the NHS, helping members to improve and transform care for patients and service users.

We provide a wide range of practical support, peer learning and development activities focused on the priority topics for board members.

Each of our programmes is designed to help NHS leaders step back, learn from current practice both within the sector and beyond, and take away practical insights to apply in their own contexts.

Our offer is delivered both virtually and face to face. It includes conferences, webinars, peer learning forums and whole board development sessions, alongside a range of peer learning resources from how-to guides and case study briefings to blogs, videos and podcasts.

Networks

Our 12 member networks each meet several times per year and support a wide range of NHS director roles, and sector-specific interests.

Each network provides opportunities for members to connect with their peers, hear from and engage with key policy and decision-makers, and share best practice and learning.

These networks are open to executive and non-executive directors employed by our member trusts. This programme is delivered as part of our core membership offering, and network meetings are free for individuals to attend.

In conversation with... series

The *In conversation with...* series offers the opportunity for our members to have private, informal, open conversations with key senior stakeholders in the sector at virtual roundtables and in-person dinners. These intimate, member only events are primarily aimed at chairs and chief executives, but also include events for other roles on provider boards. All of our roundtables operate under strict Chatham House rule to help facilitate open and frank discussions.

Board Development

Our Board Development programme improves the effectiveness of boards and their organisations through practical, interactive training and development delivered by expert trainers with extensive senior-level sector experience. It is a four-part programme consisting of:

- Core training modules delivered as open courses.
- Induction programmes for new executive directors, non-executive directors, and new or aspiring chairs.
- In-house training for individual organisations.
- Bespoke development programmes tailored for individual boards or senior leadership teams.

The Board Development programme is available to members and non-members from other health related organisations; members have access to the training at a discounted rate.

NETWORKS



BOARD
DEVELOPMENT

GovernWell

Established in 2013, we provide a wide-ranging programme of support for governors. With a focus on quality and relevant content, the governor role in practice and an interactive approach, we strive to equip governors with the knowledge, skills and confidence required to fulfil their statutory role effectively. As part of our GovernWell offer, we deliver the national training programme for foundation trust governors which comprises:

- An induction toolkit.
- Seven training modules delivered as open courses nationally or in-house for individual foundation trusts.
- Bespoke in-house training tailored to individual council of governors' development requirements.
- Effectiveness surveys for an individual council of governors with supplementary development workshops.

Our governor support offer also provides additional products which are free for our members and aim to keep governors up to date on key issues in health and care that impact on their role.



Digital Boards

Our Digital Boards programme supports trust boards in leading the digital transformation agenda. Delivered in partnership with Public Digital, the programme builds board understanding of the potential and implications of the digital agenda and increases the confidence and capability of boards to harness the opportunities that digital provides. Our programme offers board development sessions and focuses on peer learning through a range of events, including our Digital Boards leadership network. We also publish board resources and briefings which explore the changing digital landscape and use the programme to inform our influencing of the national digital policy agenda.



Digital ICS

Building on the success of the Digital Boards programme, our Digital ICS programme is a free support offer for integrated care leaders. It is delivered in partnership with Public Digital and NHS Confederation and supported by NHS England. The programme supports leaders to seize the opportunity to use digital technologies and ways of working to deliver system ambitions through development sessions, peer learning events and insights briefings.

Improvement

We are currently developing plans to build on our Trust-wide Improvement programme to offer board members opportunities to share learning on their leadership role in driving continuous improvement. This will be aligned with NHS England's renewed focus on improvement through the new NHS IMPACT framework.

We are also offering support to senior leaders on how provider collaboratives can develop shared improvement approaches which embed a focus on equity from the outset. Our **Provider Collaboratives: Improving Equitably programme** is delivered in partnership with the Q community, with support from the Health Foundation and NHS England. The programme aims to help board members share the challenges and opportunities they face in creating a positive improvement culture in partnership and consider how collaboratives might embed a focus on inequalities into existing and new quality improvement work.

Provider Collaboration

Our core Provider Collaboration programme supports members to maximise the potential of greater provider collaboration to tackle care backlogs, reduce unwarranted variation, address health inequalities, and deliver more efficient and sustainable services. It covers the full spectrum of collaborative arrangements that providers are forging at scale, involving all trust types. The programme focuses on sharing good practice and peer-to-peer learning through a range of events and resources for boards and contributes to our ongoing influencing to ensure there is a flexible and enabling national policy framework for provider collaboration.

Race Equality

Our Race Equality programme supports boards to effectively identify and challenge structural race inequality as a core part of the board's business by:

- Building personal awareness and understanding of racial justice and anti-racism.
- Increasing confidence and capability to proactively challenge the impact of structural racism and seek out opportunities to advance race equality.
- Sharing learning on accountability mechanisms to ensure progress is made and sustained with a focus on outcomes.

The programme includes a range of events and resources which explore these three key requirements for meaningful change, identified following conversations with ethnic minority and white trust leaders.

IMPROVEMENT

PROVIDER
COLLABORATION

RACE
EQUALITY

Health Inequalities

Our Health Inequalities programme has been designed to support trusts' work to reduce health inequalities in their services and across the wider system. It aims to help trusts in addressing the systemic challenge of health inequalities through a series of resources and events, designed to:

- Provide a forum for trust leaders to come together to discuss the challenges and opportunities to address health inequalities.
- Offer easily digestible insights to facilitate reflective conversations at board level.
- Support trusts to move from analysis to action.



The Leading Integration Peer Support Programme

NHS Providers, the Local Government Association and the NHS Confederation have joined forces to deliver a range of free, bespoke support for local health and care systems through The Leading Integration Peer Support Programme. We are approaching the final quarter of the two-year programme but remain keen to discuss ways we can help you strengthen your leadership and accelerate your partnership ambitions at system, place and neighbourhood levels. The programme is independent, 'from and of the sector' and includes peer reviews, workshops, critical friend support, mentoring and best practice sharing, all delivered by peers with extensive expertise leading health and care. The offer is open to any health and care partnership at system, place or locality level.



Providers Deliver

Providers Deliver celebrates and promotes the work of NHS trusts and foundation trusts in providing care.

As we work to influence and shape the environment in which trusts operate, highlighting the many challenges they face, we also want to ensure the extraordinary work and achievements by trusts and their staff are acknowledged, and that the lessons learned are shared.



Networks

There are 12 member networks, supporting all NHS board level roles. Each network meets several times a year, both in person and virtually, and the events are specifically designed to help members get the information, guidance and inspiration they need. As part of your core membership these networks are free to attend.

Why attend?

- Shape and influence the system in which NHS trusts operate.
- Get the latest updates from external bodies and regulators.
- Participate in panel discussions and roundtable sessions to connect with and learn from peers.

Supporting all board level roles, our 12 networks are:

- Chairs and chief executives
- Company secretaries
- Communication leads
- Community services
- Directors of operation and chief operating officers
- Finance directors and commercial leads network
- HR directors
- Digital leads
- Medical and nursing directors
- Mental health leads
- Non-executive directors
- Strategy directors.

“The networking was incredibly helpful. I left with a clear sense that NHS Providers was a strong and effectively run organisation, that is championing the cause of pressured-providers.”

DEPUTY CHAIRPERSON, DERBYSHIRE HEALTHCARE NHS FOUNDATION TRUST



In conversation with... series

The *In conversation with...* series of virtual roundtables and in-person dinners offer the opportunity for our members to have frank conversations with key senior stakeholders in the sector.

These roundtables offer members:

- Informal engagement with decision makers and influencers in the healthcare sector.
- The opportunity to hear first-hand new policy thinking in policy from key organisations.
- The chance to have a high quality, private dialogue with invited guests.
- The ability to network with senior colleagues.

These intimate events are aimed at chairs and chief executives from members trusts, to register their interest to attend; however, the final delegate list is strictly by invitation only. This allows us to ensure we invite a diverse range of senior leaders from all provider types to stimulate interesting and varied dialogue at each event. A select number of these events are also offered to other board roles from trusts and foundation trusts.

Our roundtables and dinners operate under the Chatham House rule to ensure the privacy of attendees and to help facilitate open and honest discussions.

Board Development

Our Board Development programme is designed to improve the effectiveness of your board and organisation through practical, interactive training and development delivered by expert trainers with extensive senior-level sector experience. The programme's core focus is on the fundamentals of good governance along with the knowledge, skills and relationships required to operate as a unitary board.

The four-part programme consists of:

- Core training modules delivered as open courses.
- Induction programmes for new non-executive directors, executive directors, and new or aspiring chairs.
- In-house training for individual organisations.
- Bespoke development programmes for individual boards or senior leadership teams.

Last year, 98% of delegates rated our training as good or excellent.

Our core training consists of a suite of interrelated modules delivered as interactive one-day courses. These workshops are delivered as open courses and are designed to support boards, individual directors, senior managers, and those in important support roles such as minute takers and report writers, to equip them with key knowledge and skills that can be readily applied on return to their organisation.

The core modules are:

- Effective chairing of meetings
- Effective challenge
- Effective report writing
- Effective recording of board and committee meetings
- NHS finance for senior leaders
- Risk appetite for boards
- Risk for NHS risk practitioners
- Risk management for boards
- Working with governors
- NHS quality and patient safety for NEDs *available in 2024.

BOARD DEVELOPMENT

The core training modules can also be delivered as in-house training for individual organisations with content tailored to organisational development needs and requirements.

We deliver the national NHS induction programmes providing vital support to new and aspiring directors to navigate their new responsibilities in today's challenging operating environment including:

- Non-executive director induction
- Executive director induction
- Effective chairing of organisations (for new or aspiring new chairs).

We also provide bespoke development programmes for individual boards and senior leadership teams tailored to support the strategic objectives and development aims of individual boards and teams. The ability to learn together with bespoke development is beneficial, as it encourages consistency in the development and implementation of solutions as well as providing an opportunity for team building.

Our bespoke development offer incorporates aspects that are aimed at governance enhancements, alongside understanding and developing team dynamics and relationships as both elements are equally important in developing an effective board or team.

***"I learned much about being a board member.
Great programme of workshops."***

PREVIOUS DELEGATE

"Essential prior to anyone coming into an NHS governance role. I have a good idea now about how to approach my role as a NED and what to prioritise."

PREVIOUS DELEGATE

GovernWell

A committed, knowledgeable and effective council of governors is one of the cornerstones of a foundation trust's success. Our well established and wide-ranging GovernWell programme covers all levels of governor development with a focus on quality content and the governor role in practice delivered in an interactive format. 96% of governors would recommend our governor training and events.

Our governor support offer includes:

- The national training programme for foundation trust governors.
- Governor Focus conference – an annual event exploring national issues in health and care that impact on the governor role.
- Virtual workshops – to enable governors to keep up to date with key policy issues, share good practice and discuss hot topics with peers.
- Governor Focus e-newsletter so governors can keep up with developments in the sector.
- Support and guidance on our webpages including jargon busters, guidance documents and induction resources.

“A truly fantastic event. This has increased my confidence as a staff governor, and should be mandatory for all new governors coming into post.”

VIRTUAL ATTENDEE – CORE SKILLS

“NHS Providers training and development offer has been pivotal to my success as a governor.”

PUBLIC GOVERNOR

The national training programme for foundation trust governors aims to develop the knowledge and skills of governors to allow them to undertake their statutory roles and responsibilities effectively. Our practical, interactive training is delivered by experienced trainers with significant NHS experience who are committed to continuous development.

The training programme includes:

- Core skills module for those governors in their first term of office, or those governors who require a refresher.
- Six specialist skills training modules focusing on specific aspects of the governor role in more detail, these include Accountability and holding to account; Effective questioning and challenge; Member and public engagement; NHS finance and business skills; Recruitment – the governor role in non-executive director appointments; and Effective chairing for governors.

These modules are delivered as open courses nationally and in-house on request for individual council of governors where content can be tailored to specific development needs and requirements.

We also provide effectiveness surveys for an individual council of governors which allows the foundation trust to gather the views of governors on the collective effectiveness of the council. The survey results are reviewed with the council during a development workshop to develop a collective understanding of what is working well and areas for improvement. This can be supplemented with a follow-on programme of training and development for the council based on survey findings.

The GovernWell training programme boasts 10 years of high satisfaction rates from our members.

Digital Boards

Our Digital Boards programme is designed to support boards in leading the digital transformation agenda. Delivered in partnership with Public Digital, this offer is available to all provider trusts.

The programme has engaged over 2,500 board leaders in 100% of our provider members through events, bespoke board development sessions and resources. The programme aims to build board understanding of the potential and implications of the digital agenda, as well as increase the confidence, and capability of boards to harness the opportunity that digital provides.

Since 2020, we have delivered bespoke development sessions to over 100 trust boards. While each session is different, some previous sessions have covered:

- Ensuring the whole board understands the need to take collective and individual ownership of the trust's digital transformation.
- Building board confidence in assuring the delivery of digital programmes and setting priorities as part of a long-term vision.
- Helping the board understand the conditions for successful transformation and how to build a successful digital delivery culture.
- Sharing insights from NHS leaders and other sectors on topics including why digital organisations have succeeded or failed, EPR optimisation and implementation and how to create a good digital strategy.

“Really useful and well-run session that has advanced the board considerably in its thinking with some practical actions we can take as well.”

CHAIR, AVON AND WILTSHIRE MENTAL HEALTH PARTNERSHIP NHS FOUNDATION TRUST

Digital ICS

Harnessing digital to deliver system ambitions

The Digital ICS programme is a free support offer for integrated care boards (ICBs) and integrated care system (ICS) leaders. It is delivered in partnership with the NHS Confederation and Public Digital and is supported by NHS England as part of their Digital Academy.

This programme is an extension of our existing Digital Boards programme and is designed to support ICS leaders seize the digital opportunity and deliver their system ambitions.

The programme provides:

- Free bespoke board development sessions which are co-designed with ICBs to meet the specific digital needs of the system and enable the ICB to reflect on how digital can support delivery of the core strategic purposes of the ICS.
- Peer learning events which give system leaders the opportunity to learn from peers across health and care, share best practice, explore the art of the possible and learn key factors for successful digital transformation.
- Resources and insight reports sharing learning and emerging good practice from across the sector.

“The Digital ICS board workshop helped us align what we mean by digital and how it is an enabler for our broader priorities. It was pitched at just the right level for an audience of differing backgrounds and experiences, and we are now discussing how we take this forward in a second session.”

CHAIR, INTEGRATED CARE BOARD

Improvement

We are currently developing plans to build on our Trust-wide Improvement programme to offer board members opportunities to share learning on their leadership role in driving continuous improvement. This will be aligned with NHS England's renewed focus on improvement through the new NHS IMPACT framework.

We are also offering support to senior leaders on how provider collaboratives can develop shared improvement approaches which embed a focus on equity from the outset. Our **Provider Collaboratives: Improving Equitably programme** offers support to members to harness the power of shared improvement approaches, with an equity lens embedded from the outset. We offer:

- Board resources
- Peer learning events
- Access to peer led, co-designed development workshops.

Our offer helps board members to share the challenges and opportunities they face in creating a positive improvement culture in partnership, and to consider how to embed an equity lens into existing and new quality improvement work.

With this work at an early stage in most areas, the programme provides much needed space to take a step back, with access to expertise and peers, alongside examples of evidence-based practice. It is designed to align with NHS IMPACT – NHS England's new national approach to improvement which aims to support trusts to create the culture and conditions for continuous improvement to deliver better care for patients and better outcomes for communities.

Relevant to all board members with a role to play in enabling and championing large scale improvement and executive board-level leads for tackling health inequalities, as well as collaborative directors, clinical leaders and senior improvers, the programme considers what it means to turn commitment into meaningful, sustainable action.

"...hugely valuable tips and advice for our continuous improvement journey."

PREVIOUS DELEGATE

Provider Collaboration

Our Provider Collaboration programme covers the full spectrum of collaborative arrangements that providers are forging at scale, involving all trust types and aims to support members to maximise the potential of greater provider collaboration to:

- Tackle care backlogs
- Reduce unwarranted variation in outcomes and access to services
- Reduce health inequalities
- Deliver efficiencies and economies of scale
- Consolidate specialised services
- Create greater resilience across systems and better management of system-wide pressures
- Secure better recruitment, retention and development of staff.

Our programme offers interactive webinars, peer learning forums for directors of strategy and programme directors, case study briefings and ongoing opportunities to share good practice linked to our existing director networks.

We also have a resource bank of practical documents from the more established provider collaboratives to share with those earlier in the journey, as well as an easily accessible online hub of reports, briefings, slides, and recordings of past events

This offer sits alongside and contributes 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.

***“Collaboration is difficult!
I’ve already made new connections from the event
which will be invaluable as we explore greater collaboration.”***

PROVIDER COLLABORATIVE PROGRAMME DIRECTOR

Race Equality

At NHS Providers we are deeply committed to being actively anti-racist and supporting our members to do the same. Our research highlights that only 4% of trust leaders think race equality is fully embedded as a core part of their board's business. Through our conversations with ethnic minority and white trust leaders, we believe that the following three requirements are vital for meaningful change:

- **Hearts and minds change** – in building awareness and understanding of race equality, we can create more safe spaces, commit to having the 'uncomfortable' conversation and proactively challenge racism.
- **Confidence and capability to act** – by sharing evidence-based, high-impact interventions that have a clear focus on outcomes and signposting to wider resources, support offers and networks, the programme aims to empower leaders to proactively challenge the impact of structural racism and seek out opportunities to advance race equality.
- **Taking accountability** – by embedding race equality into the heart of the board's business, looking at how progress is evaluated and reported, and building understanding of role specific accountability, our events and resources will enable trust leaders to ask challenging questions of themselves and each other, encourage self-reflection, continuous education and catalyse action.

Our Race Equality programme provides a range of webinars, peer learning events, blogs, guides, podcasts, and videos which challenge mindsets and encourage personal accountability, with a strong focus on leading by example and white allyship. We bring together leaders from across our networks and subject matter experts to explore questions and solutions for boards. Key themes from our programme include:

- Inclusive recruitment and talent management
- Supporting our internationally educated workforce
- Data and accountability
- Health inequalities
- Allyship.

Alongside our programme work, we are ensuring a focus on race equality throughout NHS Providers' workstreams and embedding anti-racism messaging within our national influencing.

"Refreshing to have learned about good practice. I have some great take aways to use on our journey to becoming an anti-racist organisation. That's a first for me in the NHS."

DELEGATE, LIVERPOOL WOMEN'S HOSPITAL TRUST

Health Inequalities

Trusts can play a critical key role in reducing healthcare inequalities through focusing on how people access healthcare services and the outcomes they experience as a result. Our aim is for health inequalities to be embedded as 'core business' within trusts and across wider systems.

This support programme provides a regular series of events, webinars and peer learning events, alongside practical resources and briefing papers to raise awareness of health inequalities and highlight the actions that trusts can take to make a difference.

We recognise that tackling health inequalities is not easy, particularly in the context of current operational pressures. Through our survey of trust leaders, we know that our work needs to support leaders to:

- Make sense of health inequalities.
- Share good practice and facilitate collaboration.
- Make use of valuable partnerships in systems and clarify their role in Integrated Care Systems.

By focusing on these key areas, we have created resources and events that will:

- Provide a forum for trust leaders to come together to discuss the challenges and opportunities to address health inequalities.
- Offer easily digestible insights on health inequalities to facilitate reflective conversations at board level.
- Support trusts to move from analysis to action.

***“Excellent thought provoking session.
A number of key enablers and considerable insight shared.”***

PREVIOUS DELEGATE

“Very helpful to get us thinking about the possible.”

DELEGATE, PEER LEARNING EVENT



The Leading Integration Peer Support Programme

The Leading Integration Peer Support Programme is a unique partnership of the Local Government Association, NHS Providers and the NHS Confederation's ICS Network utilising the expertise of our sector to deliver bespoke support to health and care systems.

We are approaching the final quarter of the two-year programme but remain keen to discuss ways we can help you strengthen your leadership and accelerate your partnership ambitions at system, place and neighbourhood levels as we shape the future of this offer. Our expert peers are senior health and care leaders, who act as 'critical friends' to facilitate, advise and constructively challenge local leaders to support progress against ambitions or system issues, and agree next steps.

This programme:

- Includes range of types and styles of workshop, including 'pause and reflection' sessions to take a step back on current challenges, leadership development, gap analysis on current partnerships and action planning.
- Peer reviews focussed on reflection, learning, and supporting change through developing a holistic view of your system and providing support and challenge in a constructive and confidential setting.
- Is open to any health and care partnership at system, place or locality level.
- Is flexible and tailored to address your local challenges, developed in collaboration with senior leaders to ensure there is consensus and buy-in from across your partnership.

"This peer support programme is an excellent opportunity to step back and take stock with people who have real experience and credibility. But it's not for the faint hearted – we must be willing to hear the hard truth and to then act accordingly. Change is uncomfortable but necessary and this programme helps us to achieve real transformation."

CHAIR, GLOUCESTERSHIRE ICS

"The standard of the facilitators was first class. Hugely experienced. Listened to what was needed and without being too directive or controlling shaped what was needed to engage the broad range of stakeholders we were trying to get all on the same page – no easy task!"

DELEGATE, NOTTINGHAM AND NOTTINGHAMSHIRE ICS

Providers Deliver

Our well established Providers Deliver programme highlights, celebrates and promotes innovations and achievements of NHS trusts and foundation trusts, together with their partners.

We work to influence and shape the environment in which trusts operate, highlighting the many challenges they face. However, we also want to ensure the extraordinary work and achievements by trusts and their staff are acknowledged, and lessons learned are shared. There is much to be proud of in the work carried out by trusts to help people stay well and improve care, to strengthen communities and tackle inequalities.

Trust leaders understand only too well the scale of the challenges they face in providing high quality care for all at a time when resources are so stretched. The achievements in innovating and adapting, developing ideas and seeing them through, and finding better ways to serve patients and communities are all around us. And while trusts are held accountable when they fall short, we should also celebrate their successes, and promote understanding of approaches and ideas that could benefit patients across the NHS.

Our published Providers Deliver reports have covered a range of topics including:

- Enabling wellbeing within trusts
- Patient flow
- Trusts in systems
- Tackling the care backlog
- Recruiting, retaining and sustaining the NHS workforce
- Collaborating for better care
- Resilient and resourceful through Covid-19
- New roles in prevention
- Better care for patients and service users.

NHS Providers is the membership organisation 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 England in voluntary membership, collectively accounting for £115bn of annual expenditure and employing 1.4 million people.



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