

OCTOBER 2024
Performance report

We see ourselves as a high performing organisation and are committed to delivering value to you through our influencing activities, support, events and development programmes, media work and communications.

This report highlights key work for members over the last six months.

Our influencing priorities

Through the following priorities, we seek to influence and achieve change on your behalf across hospitals, mental health, community, and ambulance sectors.

Our commitment to race equality and inclusive leadership across the NHS underpins and informs our work across each area.

- **Promote the core values of the NHS to improve health and care for all and emphasise the importance of consideration of and action in tackling health inequalities.**

In the run up to the general election, we launched *A picture of health*, outlining five shared commitments focused on working with the government to deliver the next generation NHS. Building on this, in our political engagement we have emphasised championing the NHS' key principles at the same time as reflecting on the challenges it faces, with addressing inequalities core to our solutions-focused approach.

- **Support the provision of care in the right place and the right time by informing national focus on NHS delivery and productivity, centred around patient needs and the importance of prevention and early intervention, drawing on the strengths of each provider sector.**

With sustained work on productivity, we have made the case for a more nuanced approach and an emphasis on achieving value for money. Our Providers Deliver report, *Achieving value for money*, highlighted the progress made by five trusts in this, with a series of roundtable discussions also supporting our engagement to develop the national approach and metrics.

- **Champion a culture of openness, improvement and innovation as a critical component of patient safety and quality of care and help the sector learn from recent, high profile quality failures.**

We have promoted the importance of a learning and improving culture, particularly in our work on maternity services, as well as the need for inclusive approaches. Our guide, *Reducing health inequalities: a guide for NHS trust board members* includes a vision for what 'good' looks like and offers practical support to board members. Our Quality and Improvement conference, **North Star**, took place in May, bringing trusts together with decision makers, system influencers, and patient and community representatives to share learning and good practice.

- **Make the case for the NHS to be resourced appropriately to enable trusts to provide safe, high-quality care, with a new infrastructure programme for the NHS to ensure access to capital funding to repair and transform its infrastructure and sufficient revenue to meet demand.**

We have set out the funding pressures across trusts, including the importance of consideration of each sector's needs, with a particular emphasis on capital funding. Through a series of roundtables and engagement across government and the national bodies, we have set out the challenges and engaged on the priorities and opportunities for improving capital investment.

- **Advocate funding and implementation of the NHS Long Term Workforce Plan (LTWP) and resolution of industrial action in support of nurturing a thriving health and care workforce.**

Through our stakeholder engagement and media profile, we have kept focus on the need to follow through on the commitments made in the LTWP and its expected review after two years. We maintained close contact with parties involved in industrial action to ensure a clear view of developments and the impact on trusts and patients, helping us maintain pressure on achieving a resolution.

- **Help shape the policy and regulatory landscape to enable trusts in systems to adapt and play a leading role in their local areas, working collaboratively with partners, to deliver joined-up care for the communities and patients they serve.**

We continue to push for greater clarity in the role of integrated care boards and regional teams, engaging in a number of national consultations on the frameworks and metrics for system working, as well as highlighting the progress made by provider collaboratives. We are also closely engaged with NHS England (NHSE), Care Quality Commission (CQC) and Dr Penny Dash to inform the shape and effectiveness of regulatory approaches.

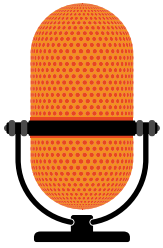
Influence



Our influence derives from the evidence and intelligence you share with us, combined with excellent stakeholder management, parliamentary engagement, analysis, thought leadership and partnerships with other bodies. Our influencing deliberately draws on our extensive network of deep relationships with a wide range of senior national leaders.

- **Representing member views** | We held 444 meetings with national stakeholders, decision-makers and partners. We have engaged extensively with Dr Penny Dash's review of CQC and with CQC on the steps it is taking in response. We have also fed into Lord Darzi's independent investigation of NHS performance, including via its expert reference group, and have contributed to the early stages of the government's forthcoming 10 year plan for the NHS.
- **Consultation** | We have represented members' views in nine consultations, including the 10 year review of the NHS Constitution, and NHSE's refresh of its oversight and assessment framework for providers and integrated care boards. We responded to a review of the duty of candour and submitted evidence to the public accounts committee's review of the NHS Long Term Workforce Plan's modelling and funding projections.
- **Our influence recognised** | We secured an early meeting with Wes Streeting, new secretary of state for health and social care, and the new government commented positively on our report on shaping better services for children and young people, as well as seeking our input into the Darzi investigation and the 10 year plan for health. We were repeatedly cited in the report by Dr Penny Dash on the effectiveness of CQC, secured changes to the governance principles for joint appointments, and our input into pay reviews and framework has been welcomed.

Voice



We continue to be the collective voice of NHS providers working in systems, reflecting the diversity of our membership, and championing your interests in the media, government, the NHS and wider healthcare community.

- **Media** | Workforce challenges, operational pressures and the crumbling NHS estate have dominated the media agenda. We scored significant media wins with our focus on New Hospital Programme delays and children and young people's waiting times. Against demands for greater productivity and tough financial pressures, the media is scrutinising trust leaders' efforts to provide high-quality care and cut waiting times.
- **Commentary** | Our media operation goes from strength to strength with nearly 8,000 media mentions, 18 op-eds in national and trade press and nearly 20 broadcast interviews since April. Highlights include several Today programme interviews, BBC Breakfast on the Darzi investigation and op-eds in the Financial Times on the New Hospital Programme, the New Statesman on the spring budget and BMJ on the mental healthcare deficit.
- **Digital** | We now have more than 12,000 followers on **LinkedIn**, a net growth of 10% over the last six months, while our followers on **X** (formerly known as Twitter) remain at around 27,000, with a net follower loss of 1%. We are continually reviewing our use of X and exploring other platforms given the increase in extremist views on the platform and decreased engagement. Our website redevelopment project is well underway, and we are currently in the design and build phase, with an expected launch in early 2025.

Support



We provide outstanding support to trust leaders to drive improvement through high quality training and development, and opportunities to network and learn from peers.

- **Our highly regarded development offer** | This year so far, we have delivered 185 events for over 3600 delegates. 99% of delegates would recommend our events to a colleague and 95% scored our events as good or excellent.
- **Annual events and networks** | We held 13 **networks** for over 470 members, including an in-person chairs and chief executives' network in London. Our first in-person Quality and Improvement conference since 2019 attracted 223 senior NHS leaders with key speakers from across the sector, and our online Governor Focus conference had over 300 attendees.
- **Development for the board** | Our **Board Development programme** delivered 111 events to over 1200 delegates and 74 of these were in-house training or bespoke events for whole boards. We were delighted to secure funding from NHSE in support of our **Digital Boards programme** supporting trust boards in leading the digital transformation agenda.
- **Programmes for senior leaders** | The **Provider Collaboration programme** delivered five events to share learning as trusts embed new ways of working in systems. The **Health Inequalities programme** held well-received events on co-production and improving access for rural and coastal communities. We sustained our focus on embedding race equality across our offers and produced several **resources** to support leaders in creating meaningful change. Our In Conversation With... series continues to bring trust leaders together in small groups in open dialogue with decision makers in the NHS. The Leading Integration Peer Support programme completed its two year NHS England contract, providing peer review and peer-led workshops to support 18 ICSs and delivering a range of events and resources to share learning.
- **New offers to meet your needs** | We recently launched new offers for members including a pilot on whole board support for embedding improvement in partnership with Q Community. Based on your feedback we recently launched Board Effectiveness reviews, an Aspiring Directors programme and a course on NHS quality and patient safety for NEDs. We also ran a series of webinars focused on inequalities in maternity care and worked with several of our partners to share good practice from across the healthcare sector.
- **Support for governors** | The **GovernWell programme** delivered 29 training events for 360 NHS governors, 24 of which were **in-house training** for whole councils, providing support to better equip governors to effectively fulfil their statutory role.
- **Briefings, reports and more** | We published 30 briefings, including about the new government's ministers and legislative priorities, and a set of explainers for new MPs. We also published seven reports, including an edition of Providers Deliver on productivity. We conducted seven member surveys to inform our work, and which have produced major reports on **regulation, health inequalities, and children and young people's services**. We've also published 32 **blogs and op-eds**, including 12 from Sir Julian Hartley following his visits to trusts.

Excellent organisation



We provide outstanding value for money, create a supportive environment for our staff and continually improve.

- **Member participation** | We are delighted to have all 207 eligible trusts and foundation trusts in membership, for the sixth year running, allowing us to speak with authority and credibility on behalf of the NHS provider sector.
- **Member visits** | In the last six months our executive management team have completed 12 in person member visits across the hospitals, mental health, community and ambulance sectors, and attended several regional chairs and chief executive meetings.

About this report | NHS Providers is committed to effectively supporting our members through the unprecedented financial, structural and reputational challenges you currently face. This mid-year performance report has been produced to help you assess our performance and to highlight some of our key work over the past six months. This is produced in conjunction with our annual *Providing for our members* report which is sent directly to members in April.

Sir Julian Hartley

Chief Executive

julian.hartley@nhsproviders.org

157-197 Buckingham Palace Road
London SW1W 9SP

020 3973 5999
enquiries@nhsproviders.org
www.nhsproviders.org
[@NHSProviders](https://twitter.com/NHSProviders)



© Foundation Trust Network 2024

NHS Providers is the operating name of the Foundation Trust Network
Registered charity 1140900
Registered in England & Wales as company 7525114
Registered Office
157-197 Buckingham Palace Road, London SW1W 9SP