Shaping the future of health and care together

NHS Confederation membership
The health and care system is **changing**.

As we emerge from the COVID-19 pandemic, we know more than ever that integration and partnership working are crucial to the delivery of health and care services.

As the membership body for the whole healthcare system, we are **uniquely placed** to bring together, support and speak for leaders and organisations across the sector.

The members we **represent** employ over 1.5 million staff, care for more than 1 million patients a day and control £150 billion of public expenditure.

We are the **voice** of healthcare leaders.

We are the **NHS Confederation**.
What we do

For your organisation and sector
We represent you to ensure your local system works in the best interests of service users, citizens and staff.

For your health and care system
We connect you with leaders to boost system working and develop solutions to shared challenges.

For you as a leader
We support you to develop, equipping you with tools, ideas and insights and connecting you with a community of leaders.

What we do

Connect

Represent

Support

Integrated care systems
Acute services
Primary care providers
Ambulance services
Academic health science networks
Local health boards & trusts
Health & social care trusts
Special health authorities in Wales
Mental health providers
Community services
Clinical commissioning groups

For more information visit: www.nhsconfed.org @NHSCfed
The healthcare system under one roof

We bring together the full range of organisations that provide and commission healthcare services in England, Wales and Northern Ireland. The breadth of our membership makes us unique.

Our member networks, covering all parts of the healthcare sector, provide leaders and their teams with specific support and activities dedicated to their sector.

We run NHS Employers in England and its equivalent in Wales, supporting the health service in its role as the nation’s largest employer. This places us in a strong position to influence workforce policy development and implementation.

We host the NHS Race and Health Observatory, a pioneering organisation working to tackle ethnic inequalities in health and care.

And we have a European Office focused on Brexit and international learning opportunities, representing NHS expertise and interests in the UK’s international strategy and policy.

NHS Clinical Commissioners (NHSCC), one of our networks, has continued to support its members as clinical commissioning groups transition into the integrated care system (ICS) structure, ahead of ICSs taking on statutory responsibilities on 1 July. NHSCC will cease to formally operate on 1 April, but will continue to support CCG leaders affected by the reorganisation.

Through our ICS Network and Primary Care Network, we will continue to offer membership support to commissioning and primary care colleagues whose contribution to the NHS is so critical. We want to formally thank our members and board for all of their work and contributions to NHSCC.

“I really value the range of discussion and debate across all the issues which is backed up by high-quality briefings and materials that really help me as an ICS leader to keep abreast of events in our fast moving world.”

Professor Stephen Eames, CEO Designate, Chief Executive, Humber, Coast and Vale ICS
Our priorities

The COVID-19 pandemic has led to profound changes to how health and care services are delivered and powerful new ideas for what the future of health and care could look like.

Following an extensive survey of our members and in-depth conversations with our member-led board of trustees and networks, we have developed a new work programme for 2022/23 that will build on the learning from the pandemic. This will be centred on five priority areas that you have told us are crucial to the future effectiveness and sustainability of health and care services.

These are our impact goals as an organisation and where we will aim to deliver maximum benefit to all parts of our membership:

- **Supporting the workforce**
  We will support you to create a sufficient, valued and fully engaged workforce, which actively promotes equality and diversity and is prepared for future challenges.

- **Integrating health and care**
  We will support you to integrate physical health, mental health and social care services so that they are able to effectively respond to local needs.

- **Improving population health**
  We will support greater system working among our members and your partners and to push for the right incentives that help to improve population health outcomes, while reducing health inequalities.

- **Driving innovation**
  We will make the case for improved capacity, access, personalisation, quality and sustainability achieved by driving innovation throughout the NHS.

- **Enhancing the NHS’s role in economic development**
  We will promote the role of the NHS in helping to create sustainable local economies that in turn help to transform the health and wellbeing of local communities.
Why be part of the NHS Confederation?

We work with and support leaders to innovate and transform, helping them to improve the NHS and the nation’s health.

We join the dots between different parts of the health and care system, connecting our members and their partners to share learning and develop solutions to common challenges.

We are at the sharp end of influencing the government and its national bodies, providing a strong national voice to make the case for the conditions our members need to succeed. In particular, we are pushing for a new operating model for the NHS in England that empowers local leaders, and which provides a better balance of top-down, sideways and bottom-up incentives for self-improving systems to thrive.

This year we stand on the cusp of further changes to the health and care landscape, with ICSs set to become statutory bodies. We will play our part in supporting our members to prepare for and deliver these changes.

Membership enables you to have your voice heard, to influence the direction of travel and to tap into a community of support. Whatever part of the sector, there’s a place for you at the NHS Confederation.

Benefit from:

- **influence and impact**: with our private roundtables, original policy research and reports, and strong relationships with policymakers
- **practical peer support**: through our bespoke support for local health and care systems and other learning sets, such as our new Provider Collaboration Forum
- **unrivalled networking**: at our major conferences including NHS ConfedExpo, as well as learning events and forums dedicated to different sectors and role types
- **professional development**: with our programmes for first-time provider trust chief executives, aspiring mental health nurse directors, and our equality, diversity and inclusion networks
- **behind-the-scenes insight**: with our bulletins and WhatsApp communities, which update you on the latest developments affecting you and your teams
- **profile and shared learning**: through our voice in the media and our popular podcast, practical case studies and member forums.
- **member-led networks**: our networks represent you, act as your public voice and connect you with other leaders in your sector and the wider system.
Integrated Care Systems Network

The ICS Network is the only independent, national network bringing together all 42 integrated care systems. We provide a place for ICS leaders to exchange ideas, share experiences and challenges and offer peer support as we move toward statutory status in July.

We represent and influence on your behalf through our policy work, media appearances and our work on key developments such as the health and care bill and integration white paper. We work closely with key partners such as the Local Government Association, reinforcing the role of ICSs as a partnership of equals.

Our networking forums, spotlight sessions and annual conference provide unique opportunities for ICS leaders to discuss ideas. Our regular bulletins, WhatsApp updates and website content keep members informed on the latest news, information and guidance. Our members connect with the wider NHS Confederation membership and other partners to benefit from their experience and perspectives.

Represent

• We will continue to provide an independent national voice for ICSs through the media, national events and our engagement with ministers and other national decision-makers. We make a positive case for the importance of integration and the role of ICSs as a partnership of equals.

• We will deliver a comprehensive influencing programme covering key issues such as regulation and the national operating framework, system finance and workforce.

• We will continue our constructive working relationships with national bodies including the Department of Health and Social Care, NHS England and NHS Improvement, enabling us to have an open dialogue and provide informal feedback on member priorities and challenges.

• We will maintain our close relationships with ICS members, including through our regional team, enabling us to ensure that our influencing work reflects the diverse nature and experience of developing systems.

• We will influence national debate on behalf of members through our parliamentary engagement, including meetings, briefings, roundtable work and committee appearances to influence key decision-makers.
Connect

• We will continue to support a number of national and regional engagement opportunities for ICS leaders, including our regular ICS Chair and Chief Executive Network meetings and our Place-Based Leaders Forum.

• We host forums for those leading on specialisms within ICSs such as finance, workforce, mental health, communications and engagement, providing a space to share best practice and influence national thinking. This year we will be expanding our range of forums to include ICS digital leads and clinical leads.

• We will ensure you are kept updated with news and announcements via our website, fortnightly ICS Leaders Bulletin, daily NHS Confederation bulletins and instant updates through our WhatsApp groups, which we use to share intelligence and seek real-time member feedback to support our influencing activities.

Support

• We will provide opportunities for ICSs to share ideas, insights and best practice with peers, including our regular network meetings, national conference and webinar programme, alongside our confidential online platform where you can share and discuss documents.

• Our popular Spotlight series will continue, providing an opportunity for peer-to-peer learning among senior ICS leaders and engagement with experts in specific fields of interest. The NHS Confederation’s Integration and Innovation in Action series highlights examples of how members and their partners are already working together in new ways to address the major challenges facing the health and care system.

• We will work on thematic areas identified as priorities by our members, providing thought leadership and practical support. Topics to be covered in our work programme include provider collaboratives, place-based working, clinical leadership, health and care inequalities, and digital and innovation. We will work with a diverse range of external partners to ensure that ICSs are benefiting from a broad pool of relevant expertise and experience.

• We will produce reports, briefings, podcasts and blogs that reflect the important issues and challenges faced by ICS leaders, providing a space for public debate, discussion and challenge.

• Our peer support programme, delivered in partnership with the LGA and NHS Providers, will continue to provide peer-led workshops and reviews to support ICS leaders in developing your system and to learn from each other. The programme also offers mentoring opportunities so that ICS leaders can support and help each other through this transitional period, as you develop your system leadership capability.

“With the current changing environment, it feels more important than ever to have an independent space for systems to come together away from the more formal NHS infrastructure.”

Dr Claire Fuller, CEO Designate, Surrey Heartlands ICS
Acute Network

We provide a voice for acute trusts, ambulance trusts and integrated providers, supporting you by influencing national policy, sharing good practice and bringing you together with leaders across the health and care system.

The NHS is heading towards a much greater emphasis on collaboration and partnership working. Our primary role for our acute and ambulance members is supporting trusts to operate in the new environment of integrated care systems and integrated care boards, place and provider collaboration.

Represent

- We ensure that your voice is heard in the corridors of power, whether it is on the formation and implications of new plans, reform proposals or the regulation and oversight regime. We help to ensure that the role of all types of acute NHS provider are understood and accounted for in all system discussions.
- We will continue to celebrate your work and, where appropriate, raise concerns through the media, helping policymakers and the public to understand the circumstances faced by acute and ambulance providers.

Connect

- Our new Provider Collaboration Forum brings together people working across different types of NHS organisation to share learning, ideas and shape policy development. It hosts peer learning sets to unite providers around a shared interest or ambition to inspire innovation, peer networks to connect you with other peers at the same stage of development and monthly thought-leadership sessions to showcase work and discuss thematic issues.
- Our Chairs and Non-Executive Leaders Network continues to meet bi-monthly and offers a chance to connect with non-executive leaders in other parts of the system in England, Wales and Northern Ireland to debate issues and hear from guest speakers. We also deliver a programme of work to support non-executive directors, including a series of events, newsletters and best practice publications.
- We will bring together acute and ambulance providers and other leaders across the system who are supporting local economic recovery strategies, and fostering better partnerships with local government, higher education and other sectors. We understand trusts’ role as anchor institutions – the work programme led by our head of health economic partnerships supports you to develop your work in this area.
Support

- Our acute and ambulance network advisory group is led by leaders in the acute sector and helps to underpin our activities on your behalf, giving direction and oversight. This is backed up by our regional team, which has leads spanning all of the English NHS regions who talk to our members on a daily basis and make sure your insight is turned into action.
- We host peer learning sets to help link your senior team members with peers across England, Wales and Northern Ireland, creating safe spaces for you to discuss issues outside of your normal circles.
- Through NHS Employers, which is part of the NHS Confederation, we support your workforce needs, provide thought leadership on potential solutions and share best practice from among our members.
- Our popular peer learning and support programme for first-time provider chief executives has now benefitted more than 50 chief executives, the vast majority of whom are acute and ambulance sector leaders. We will be recruiting to further cohorts again this year and will be reaching out to acute and ambulance chief executives.

“Membership of the NHS Confederation is very much a partnership. The more you invest in the relationship, the more opportunity there is for you as leaders to interact with peers across England, and to influence the direction of health and care policy in England.”

Matthew Kershaw, Chief Executive, Croydon Health Services NHS Trust
Community Network

The Community Network is the national voice of NHS community providers.

Hosted by the NHS Confederation and NHS Providers, we support trusts and not-for-profit organisations providing NHS community health services to deliver high-quality care by influencing national policy, sharing good practice and promoting a vision of integrated care in the community.

Our vision is to be an effective network for all trusts and not-for-profit organisations providing NHS community health services, championing, supporting and influencing your role in the health and care system.

Represent

- The Community Network continues to represent the views of NHS community services providers to decision-makers, stakeholders and the media, giving profile to your achievements and voice to your concerns.
- We shape the national policy debate to raise the profile of the pivotal role community services play in delivering high-quality, integrated care. Priorities in the coming year include the backlog of care in community services, supporting the role of community providers in systems, and calling for appropriate and well-funded public health infrastructure locally and nationally.
- We will continue to call for equitable and transparent funding and resource for the community sector, including for children and young people’s community services and ensuring proper provision of long COVID services.

Connect

- We host regular networking events for community provider leaders, alongside focused meetings for chairs of community services to come together and share challenges and ideas.
- We play an important role in connecting community providers with all parts of the system. We ensure community providers are linked up through forums including for provider collaboration and for chairs and non-executives, and connect you with PCN clinical directors and GP federation leaders through our network for primary care.
Support

- Through our regular newsletters and member events, we ensure leaders of community providers are informed about national policy developments and given opportunities to share their insights and shape emerging policy.
- We support community services to improve by sharing best practice and innovation across the sector.
- We help community services in finding their place and maximising their value in new models of care, particularly supporting community providers as ICSs transition to statutory bodies.

“Membership of the NHS Confederation and especially of the Community Network provides a great opportunity to compare notes with my peers and to ensure that issues important to my trust, as a large specialist community provider, are recognised in national discussions.”

Richard Kirby, Chief Executive, Birmingham Community Healthcare NHS Foundation Trust
Mental Health Network

The Mental Health Network (MHN) represents providers and commissioners from across the statutory, independent and third sectors. We work with government, regulators, opinion formers, media and the wider NHS to promote excellence in mental health services and the importance of good mental health.

We help shape and challenge national policy and legislation affecting our members, make sense of the broader political and policy environment, and provide you with up-to-date news and analysis. We also work to identify and spread good practice and innovation in the mental health sector.

Represent

- Through our membership of the Mental Health Policy Group, our members’ voices are heard at the highest levels in meetings with NHSEI and DHSC to ensure the entire sector has a say on national decision-making. We continue to make the case for strengthening the health and care bill and related mental health guidance, so systems have a stronger duty to work towards parity of esteem. The policy group will continue to influence arm’s-length bodies, government and ICSs, as well as expanding its reach to better reflect voices from under-served communities.

- We will continue to represent your interests through the development and implementation of initiatives including the Mental Health Act reforms, ensuring that these changes work for patients and services, that the system can successfully implement the reforms, and that key aims such as reducing the disparity of use of the Act on some ethnic groups, remain a priority.

- This year we will work with our members to develop a vision for mental health and learning disability/autism services in ten years’ time, offering you the opportunity to help shape that vision and secure your organisation’s role as part of the long-term future of our sector.
Connect

• Our new Learning Disability and Autism Forum brings together member organisations to connect, share intelligence and collaborate on solutions for improving service provision. As part of the forum, service providers can inform our national policy and influencing work, allowing members to speak collectively to power on this issue.

• The Digital Mental Health Forum is dedicated to digital health service providers and those interested in this growing field. It is your platform to engage in discussion, share good practice and ensure your organisation remains informed on cutting-edge technological development.

• Our Mental Health and Housing Forum provides a space for mental health housing service providers and those interested in this vital area of the care pathway, to connect and provide essential peer-to-peer support. It is a mechanism to strengthen the independent, collective voice in the national debate on policy.

• We will continue to work as part of the Mental Health Economics Collaborative (MHEC), to undertake detailed research and in-depth economic evaluations of innovative mental health services and influence the future direction of policy and practice.

Support

• Our dedicated member forums provide peer networking, support and learning on the issues that matter to you. Mental Health Network members can access our digital mental health, housing, and medical directors’ forums and join regular peer-to-peer networking sessions with NHS chairs, independent sector leads and mental health and learning disability system leads. The next generation of leaders are supported through our Aspiring Nurse Directors’ professional development programme.

• Our annual conference and exhibition is your opportunity to join senior mental health leaders and key decision-makers to hear from the sector’s most influential speakers on issues such as workforce, learning disabilities, and children and young people.

• Our regular reports, briefings and toolkits are designed to share learning and best practice within the sector and focus on topics that you tell us are most critical to the running of your organisations.

• We work closely with all parts of the NHS Confederation, including the primary care, acute and ICS networks, to provide thought leadership on collaborative solutions for mental health and strengthen the view of mental health as a key player within the health and care system.

“The Aspiring Nurse Directors Programme gave me the opportunity to shape not only my development and next steps of my career, but also my thinking and widen my horizon as a senior nurse in the world of COVID-19. I thoroughly enjoyed the programme and have gained great knowledge. If I had the opportunity I would do it again.”

Rose Hombo, Head of Nursing, Buckinghamshire Mental Health Directorate, Oxford Health NHS Foundation Trust
Primary Care Network

We are the only national network bringing together primary care with the rest of the health and care system, supporting, connecting and empowering our members to maximise the impact they have on patient care and drive change.

Through shaping strategic policy, influential advocacy and expert media relations, we ensure primary care has a powerful voice regionally and nationally, while being well represented across our wider NHS Confederation work.

This year we are proud to launch our new enhanced single network for primary care, bringing all providers of primary care services together. There are two types of membership levels on offer: our core subscription, enabling members to be better informed, supported and connected; and our premium membership, for primary care leaders who want to be inspired, strive for excellence and shape the future of the NHS.

Represent

• Through our strong relationships with key stakeholders, we will give you influence and recognition nationally, promoting your achievements and enabling your voice to be heard across the health and care system.

• We will ensure your views and insights are an integral part of national and political policy decisions, lobbying decision-makers on your behalf on the key issues that matter to you.

• Our powerful voice gives you a national platform with widespread media coverage and reach, bringing to light the challenges you are facing, celebrating your success and defending your position.
Connect

- Through webinars and **high-profile events** including NHS ConfedExpo and our primary care conference, we will connect you with colleagues from primary care and the wider system across England, Northern Ireland and Wales, enabling you to share information, transform ideas and solutions.

- Through our online **communities of interest** you can connect with peers in smaller specialist groups, including our forum for healthcare coaches, managers and those prioritising tackling health inequalities.

- Our premium offer gives members the opportunity to work with partners across health and care, taking part in new **design workshops** to drive improvement.

- For premium members, we offer you the opportunity to **connect with others across the health and care system** through forums and close working with other NHS Confederation networks, including the Mental Health Network and the Community Network, so you can collaborate and explore integrated care solutions together.

Support

- We will bring you the **latest information**, comprehensive briefings, analysis, bulletins and advice via our bespoke app to keep you up to speed with what’s happening in the NHS and how it impacts you.

- Through **thought-leadership** articles, blogs and case studies on topics spanning the breadth of primary care, we will help you navigate the latest trends and provide practical advice and examples of excellence from your peers.

- For premium members, our expert team and network will provide access to rapid **one-to-one advice** enabling you to be prepared and handle challenges as they arise.

- Our **premium offer** will give you access to webinars, facilitated peer learning groups and high-profile national events with leaders across primary care, enabling you to share learning and gather experience.

“The NHS Confederation’s network for primary care is unique in its approach and focus and is a safe haven for PCNs to find support, advocacy and inspiration. The provision of a strong PCN voice helps influence solutions with other NHS Confederation networks and, with NHSEI and the government, allows a direct advocacy of members’ experience and needs to national policy.”

**Professor Aruna Garcea, GP Clinical Director, Leicester City and Universities PCN**
Our equality, diversity and inclusion (EDI) programme supports you to tackle inequality, working with you to improve patient outcomes and move towards workforce equality.

We host the NHS Race and Health Observatory, a pioneering organisation working to tackle ethnic inequalities in health and care. Our EDI programme also hosts three leadership networks supporting members to tackle healthcare and workforce inequalities.

We advocate excellent EDI practice based on three strands:

- **Equity** – community and workforce empowerment and partnership.
- **Leadership for equity** – building diverse leadership.
- **Accountability** – a clear and effective system of accountability for EDI.

Through the programme, we offer:

- opportunities to **influence change**, as individuals and as part of an EDI leadership community
- **peer support and networking** opportunities, supporting members to make connections within and across sectors
- a **safe space** for critical reflection and one-to-one feedback
- help to identify and develop **collaborative programmes**, supporting your EDI ambitions
- direct links to expert **independent support** from the NHS Race and Health Observatory, to identify and tackle health challenges faced by people from black and minority ethnic backgrounds
- **support and resources**, such as our Health Inequalities Leadership Framework, to increase the diversity of NHS leadership and empower the communities members serve.

“The NHS Confederation’s networks play an important role in supporting members in their work to support inclusive, compassionate leadership. However, there remains much to do. The NHS must continue to take action to ensure the NHS has a leadership that reflects both the communities and workforce they are in service to.”

*Sam Allen, CEO Designate, North East and North Cumbria Integrated Care Board; Chair, Health and Care Women Leaders Network*
Nurturing networks

Underpinned by three member-led EDI leadership networks and our Diversity and Inclusion Partners Programme, we also help members to embed EDI into their work. Our networks strengthen the voice of members, giving them a national platform and celebrating their contributions. By convening emerging and established leaders from across the system, our EDI networks offer a unique learning space and insights from across sectors.

As a network member, you benefit from:

- **a strong national voice**, enabling you to influence change
- **regular networking events**, including the Health and Care Women Leaders Network’s annual conference
- **bulletins and tweet chats**, keeping you informed of the latest developments and debates
- **opportunities to share your expert insight**, profiling your thought leadership through our NHS Voices blog.

Our EDI networks

- **BME Leadership Network**
  - Improving understanding of EDI in NHS organisations, raising the profile of BME leaders and increasing numbers of BME leaders working in the NHS.

- **Health and Care Women Leaders Network**
  - Supporting women in their careers and empowering them to secure senior positions. Challenging bias against women in the workplace.

- **Health and Care LGBTQ+ Leaders Network**
  - Increasing the numbers and visibility of LGBTQ+ people in senior leadership roles. Improving experiences for both LGBTQ+ staff and patients.
Meet the team

Our board of trustees

Victor Adebowale CBE
Chair

Sir Andrew Cash
Vice-Chair
(until July 2022)

Prem Singh
Senior Independent Trustee and Chair, Finance and Operations Committee
(until March 2022)

Valerie Morton
Chair, Remuneration Committee

Prof Joe Harrison
Member, Remuneration Committee

Marie Gabriel CBE
Member, Remuneration Committee and Chair, Race and Health Observatory

Nanda Ratnavel
Chair, Audit and Risk Committee and Member, Finance and Operations Committee

Paul Jenkins
Member, Audit and Risk Committee and Chair, Mental Health Network
(until March 2022)

Michael Bloomfield
Member, Audit and Risk Committee and Chair, Northern Ireland Confederation for Health and Social Care (NICON)

Dr Pramit Patel
Chair, Primary Care Network

Prof Vivienne Harpwood
Chair, The Welsh NHS Confederation

Ruth Poole
Chair, NHS Confederation Subsidiary Board (until July 2022)
Meet the team

Our executive team

Matthew Taylor
Chief Executive, NHS Confederation

Danny Mortimer
Chief Executive, NHS Employers and Deputy Chief Executive, NHS Confederation

Louise Patten
Director, ICS Network and Chief Executive, NHS Clinical Commissioners

Sean Duggan
Chief Executive, Mental Health Network

Ruth Rankine
Director of Primary Care

Rory Deighton
Senior Programme Lead, Acute Network

Joan Saddler OBE
Director, Partnerships and Equality

Darren Hughes
Director, The Welsh NHS Confederation

Heather Moorhead
Director, Northern Ireland Confederation for Health and Social Care

Dr Layla McCay
Director of Policy

Daniel Reynolds
Director, Communications and Membership Operations

Here to support you every step of the way.
Already a member?

Make the most of your membership
Stay informed, access exclusive events and connect with leaders across the healthcare sector.

To find out more, visit
www.nhsconfed.org/membership

Connect with us

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Interested in joining us?
Shape developments, keep pace of change and tap into a community of support.

Get in touch at membership@nhsconfed.org