

# Improving health and care together

2024/25



# About us

The health and care system **has changed**.

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More than ever, **integration** and **partnership working** are crucial to the delivery and **improvement** of health and care services.

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

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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.

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

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We are the **NHS Confederation**.

# Why be part of the NHS Confederation?

Join a supportive learning and improvement community that ensures your insights, views and needs are heard at the highest levels.

We support leaders to **innovate** and **transform**, helping them to **improve** the NHS and the nation's health and wellbeing.

We **join the dots** between different parts of the health and care system and we connect members and partners to **share learning** and **develop solutions** to common challenges.



At the sharp end of **influencing** the government and its national bodies, we provide a **strong national voice** to secure the conditions members need to succeed.

As a member, you tap into a **community of support** across England, Wales and Northern Ireland.

Whatever part of the health and care sector you are in, there's a place for you at the NHS Confederation. Benefit from:

### Improvement support

Specialist programmes and consultancy services to advance leadership capability and embed quality improvement approaches across the NHS.

### Behind-the-scenes insight

Informative bulletins and digital communities, which keep leaders up to date on the latest developments.

### Influence and impact

Private roundtables, original policy research and relationships with policymakers exert influence over the key issues affecting health and care.

### Unrivalled networking

Our programme of conferences, webinars, masterclasses and dinners support members to make connections.

### Profile and shared learning

Our powerful voice in the media, popular podcast and practical case studies profile members' views, experiences and innovations.

### Practical peer support

Bespoke spaces for peer learning and collaboration, equipping members with practical tools and skills to implement immediately.

### Professional development

Practical programmes for first-time provider trust chief executives and aspiring mental health nurse directors, as well as networks championing equality, diversity and inclusion.

### Member-led networks

Our influential networks represent members, act as their public voice and connect them with others in their sector and the wider system.

# Your priorities

Continued and growing pressures on the health system has led to the need for significant changes to how health and care services are delivered. The whole system must work together to see how collaborative working can improve health and care for citizens of today and tomorrow.

This will be even more important in an election year in which the NHS is currently polling as the second highest priority for the public. We are leading a major initiative on behalf of our members to ensure we both defend and enhance the reputation of the NHS and make a powerful case for the support our members need to place the NHS on a more sustainable footing.

This will sit alongside the six areas that you have told us to focus our fire power on:



## Supporting the workforce

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



## Securing a sustainably funded health and social care system

We will make the case for funding streams that are effective and easy to access for all members, facilitating capacity, integration and reduced health inequalities.



## Integrating health and care

We will support members to integrate physical health, mental health and social care services so they are able to respond effectively to local needs.



## Driving innovation

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



## Improving population health


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



## Embracing the NHS's role in economic development

We will continue to support members in their work to help the NHS create sustainable local economies that in turn help to transform the health and wellbeing of local communities.

# Access system-wide support



Place-based and system working are increasingly important to health and care organisations.

We have developed forums and support to boost system and place working, bringing leaders together from across our membership.

**1**

## **Improvement partnership with the Health Foundation and Q community**

enabling improvement through peer-to-peer learning and partnership.

**2**

## **ICS forums**

providing a space for individuals leading on specialisms within ICBs and ICPs – such as finance, workforce, mental health and communications and engagement – to share best practice and influence national thinking.

**3**

## **Place Forum**

supporting the development of place-based integrated care.

**4**

## **Tackling Inequalities Programme**

equipping leaders to improve patient outcomes and move towards workforce equality. Find out more on page 7.

**5**

## **Non-Executive Leaders Network**

connecting non-executive healthcare leaders across England, Wales and Northern Ireland.

**6**

## **Provider Collaboration Forum**

supporting provider collaboratives to learn, develop and influence.

# Supporting leaders to tackle inequalities

We equip leaders to improve patient outcomes, harnessing the benefits of a diverse workforce to achieve lasting change.

We do this through **practical, evidence-based approaches** in three areas:

- **Equity** - empowering members to lead through community and workforce engagement.
- **Leadership** - supporting members to build a diverse leadership.
- **Accountability** - a clear and effective system of accountability.

Our work, known as the Tackling Inequalities Programme, complements national, regional and local strategies on equality, diversity and inclusion (EDI) and health inequalities.

Offering practical guidance, insightful resources and opportunities to connect, we support members to promote diverse recruitment, to have confidence in those with lived experience, to develop their workforces and build an inclusive leadership pipeline for the future.

## We influence

We offer regular networking, development and **vital peer support** to approximately 5,500 members and allies via our three diverse leadership networks, supporting leaders from marginalised backgrounds to speak up on national issues.

We foster **collaborative working and sharing innovation** to make change happen. Linking to NHS England's EDI Improvement Plan and People Plan, with the ambition of creating a sense of belonging, our Diversity in Health and Care Partners Programme supports over 40 organisations to tackle inequalities in the workplace.

We **gather views from staff and leaders** across the healthcare system on key issues, including our sector-wide survey of nursing and midwifery staff to influence future improvements to the resource on combatting racial discrimination against ethnic minority nurses, midwives and nursing associates, which we published in partnership with NHS England and the NMC.



**We raise awareness**  
on behalf of the diverse NHS workforce

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We use **insights into the experiences of colleagues and patients** to drive improvements in care through impactful initiatives such as our Black History Month lecture on an anti-racist model for building healthy communities; our LGBT+ History Month event celebrating LGBTQ+ inclusion past, present and future; and our Disability History Month Summit to lead the change for disabled people.

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We hold space for leaders' personal and professional development, **contributing to a rich pool of diverse talent** within the healthcare system.

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We raise awareness on behalf of the diverse NHS workforce, loudly making the case for increased support and inclusion of different groups and influencing key policy updates such as the NHS England Equality, Diversity and Inclusion Improvement Plan.

## We support improvement

We **forge powerful partnerships**, including our collaboration with AstraZeneca, to support and enhance patient care through population-health-focused solutions to address health inequalities. The first project for this partnership is working to improve the access, experience and outcomes for black and Asian communities with cardiovascular disease.

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We keep members up to date with the **latest guidance on tackling inequality** for staff and patients within their organisations, including our trans and non-binary allyship guide, developed by our Health and Care LGBTQ+ Leaders Network.

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Via our EDI Directors Programme, we **support and enhance the existing skills of leaders** who are working strategically to tackle inequality for those using and working within health and care organisations.

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We **facilitate safe spaces for over 350 staff network leads** through our three diverse leadership 'network of networks', providing a platform for shared learning and collaboration on tackling healthcare and workforce inequalities at organisational level.

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We connect and support our members to tackle inequality through an **extensive events programme**, allowing them to share insights, thought leadership and guidance across over 40 sessions annually.

## Be part of our EDI networks

### BME Leadership Network

Strengthening the voice of black and minority ethnic leaders.



### Health and Care Women Leaders Network

A strong, united and influential voice for all women working across health and care.

### Health and Care LGBTQ+ Leaders Network

Improving the experience of LGBTQ+ staff and patients and increasing representation in senior leadership.

"The BME Leadership Network has not only enhanced my leadership capabilities but has also transformed my mindset, enabling me to be a more effective and equitable leader. I wholeheartedly recommend this network to anyone seeking comprehensive leadership development and a supportive community."

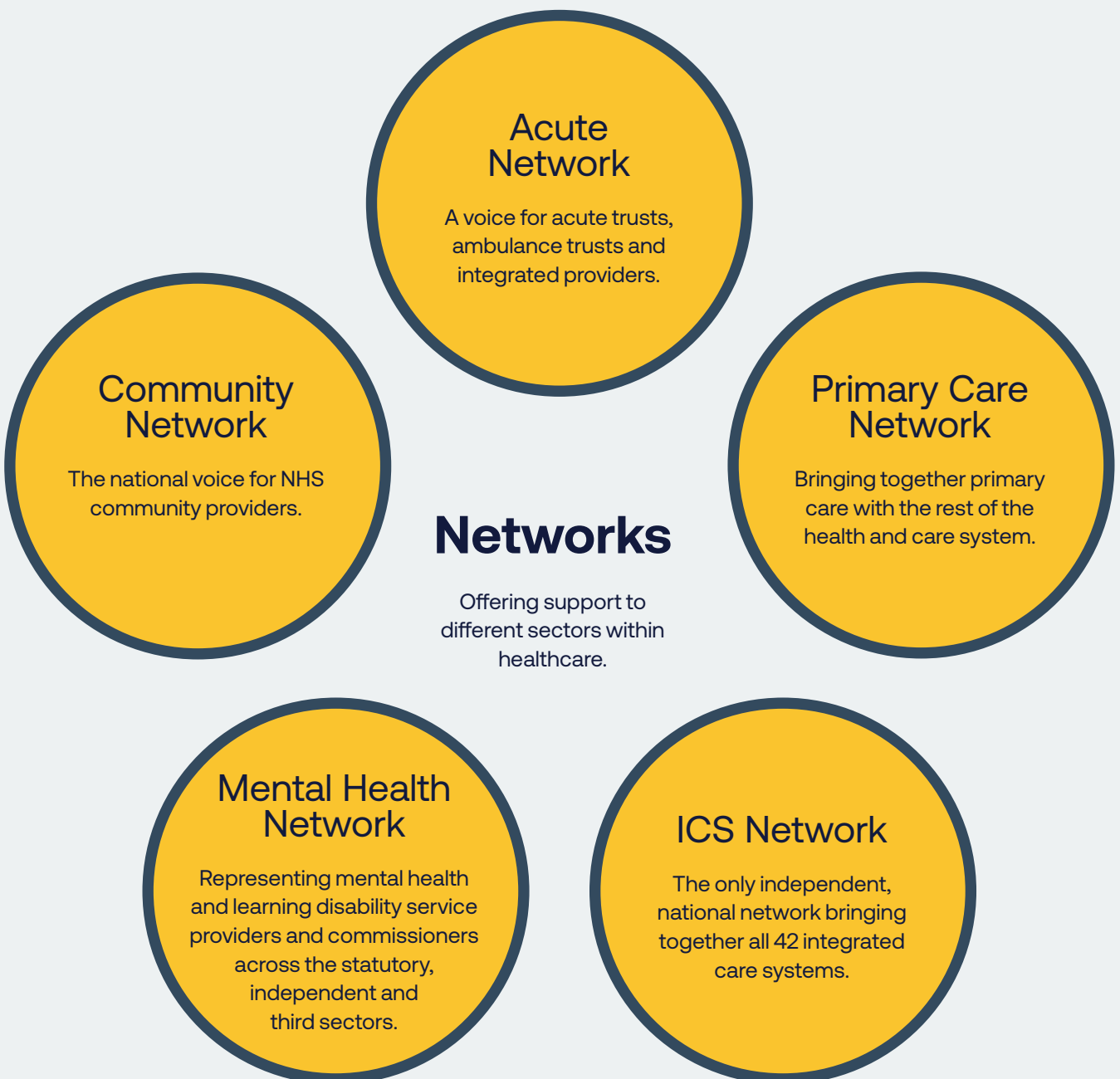
**Richard Holder, Head of Global Health Partnerships; Chair of BAME Network, Nottingham University Hospitals NHS Trust**



# Access sector-specific support

Members working in a specific sector will have particular issues and challenges they may want support to address.

So, in addition to our system-wide support, members benefit from networks and activities dedicated to their part of the healthcare system.



# Acute Network

We are a national voice for acute trusts, ambulance services and integrated providers, supporting them by influencing national policy, sharing best practice and engaging with leaders across the health and social care system.

We work with the government, regulators, national bodies, media and the wider NHS, and we support leaders in their roles at place level and within systems.

We provide a platform for collaborative working, sharing good practice and innovative thinking for solutions to the current pressures and challenges faced in acute care at both individual and organisational levels.

## We influence

As we approach the next General Election, we are engaging extensively with the main parties to ensure the needs of our acute members are heard and understood. We believe **there is an opportunity to grasp the nettle on the difficult issues the NHS faces** and are working hard to influence the agenda of an incoming government.

We **celebrate members' work** and, where appropriate, raise concerns through the media, helping policymakers and the public to understand the circumstances faced by acute and ambulance providers. This will be increasingly vital as we approach the next election.

Our advisory group is formed of chief executives in the acute sector and helps to underpin our activities on members' behalf, giving direction and oversight. We talk to members on a daily basis and make sure their **insights are turned into action**.

We ensure the concerns, challenges and views of our members are heard at a strategic and national level to help **drive policy change and directives** to support the recovery. We focus on highlighting and communicating the current climate in acute care and influencing national policymaking and legislation, both in direct discussion with policymakers and through the media.

We help to ensure that the role of all types of acute NHS provider are **understood and accounted for** in all system discussions.

We host a range of sessions and roundtable opportunities to allow leaders to share their views, experience and points of concerns that we can use to lobby for change. This includes **bringing members into the room with national decision-makers**.

## Supporting trusts

working hard to influence the agenda of an incoming government

## We support improvement

Our popular peer learning and support programme for first-time provider chief executives has now **benefited more than 100 chief executives**, the vast majority of whom are acute sector leaders. We will be recruiting to further cohorts again this year and will be reaching out to chief executives.

Our Non-Executive Leaders Network meets bi-monthly and offers a chance to connect with chairs and 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 events, newsletters and best practice publications.

We **create spaces to discuss and spark innovation** for new ways of working to support members in working at organisation, system and place level. Our forums meet regularly to help leaders think through and address challenging and complex issues. They include chief executives, operational leaders, place leaders and provider collaborative leaders.

We offer a **community and network space for leaders** to share best practice and learn from each other. Our peer learning sets and roundtable discussions link members' senior teams with peers across England, Wales and Northern Ireland, creating safe spaces for them to discuss issues outside of their normal circles.

Through a series of collaboratives sessions, toolkits and policy influencing opportunities, we provide **targeted improvement support for members** on key issues such as improving patients' experience of their last 1,000 days and improving the interface between primary and secondary care.

We **identify, showcase and spread good practice** across our membership and the wider health and care system through our growing library of improvement insights.



“The NHS Confederation’s work on improving population health and reducing health inequalities will help us develop a greater focus on prevention and ensure residents receive the right care.”

**Matthew Trainer, Chief Executive, Barking, Havering and Redbridge NHS Foundation Trust**

# Community Network

We are 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 their role in the health and care system.

## We influence

We **represent the views of NHS community services providers** to decision-makers, stakeholders and the media, giving profile to members' achievements and voice to their concerns.

We shape the national policy debate to raise the profile of the **pivotal role community services play** in delivering high-quality, integrated care.

We provide **a voice for community providers** as they deal with significant operational pressures, including backlogs of care in both adult and children's services and workforce pressures.

We **promote the role of community services within ICSs** and ensure community providers have a strong voice as systems develop.

We raise the profile of staff shortages in the community sector and **share learning to support local solutions**. We continue to call for equitable and transparent funding and resource for the community sector.

We use the significant combined media and social media profiles of both the NHS Confederation and NHS Providers to **celebrate and explain the immense value and breadth of community health services**, including through our annual #CelebratingCommunityServices campaign.



Ensuring  
community  
providers  
have a strong voice  
as systems develop

## We support improvement

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 to find their place and **maximise their value in new models of care**, particularly supporting community providers as in their role in systems.

We host regular networking events for community provider leaders, alongside bespoke meetings focused on specific issues facing the community sector. We play an important role in **connecting community providers with all parts of the system**, and we ensure community providers are linked up through forums including our national Chairs Network, provider collaboration work and sector-wide forums and work.



“As a leader, the Community Network’s work in highlighting the vital role that community health services play in the health and care system is invaluable. The network provides a space to build connections, learn from peers and amplify our voices in order to achieve the right outcomes for the patients and communities we serve”.

**Sue Porto, Chief Executive, Sirona Care and Health**

# Integrated Care Systems Network

We are the only independent, national network bringing together all 42 integrated care systems (ICSs).

We support them to achieve their four core purposes and we do this by helping ICS leaders – from both integrated care boards (ICB) and integrated care partnerships (ICPs) – to exchange ideas, share experiences and challenges, and provide peer support.

We give our members a voice through our government influencing, policy work, media appearances and our work on key health and care developments. We work closely with key partners such as the Local Government Association (LGA), National Voices and the National Association for Voluntary and Community Action (NACVA), reinforcing the role of ICSs as a partnership of equals.



  
**We influence**  
national debate  
on behalf of our  
members

## We influence

We 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 in support of system-working, demonstrating the difference integration makes and how it can lead to better outcomes for the populations ICSs serve.

We deliver a **comprehensive influencing programme** covering key issues such as system finance, regulation, dentistry, the national operating framework and workforce. We maintain a close relationship with our ICS members, ensuring that our influencing work reflects the diverse nature and experience of every system across the country.

We **influence national debate** on behalf of members through our parliamentary engagement, including ministerial and opposition meetings, briefings, roundtables and committee appearances, to influence key decision-makers.

We have **constructive working relationships with national bodies** such as the Department of Health and Social Care, NHS England and the Care Quality Commission, as well as through our partnership arrangements with organisations such as the LGA, the Association of Directors of Adult Social Services, National Voices and NAVCA.

We ensure members are kept updated on news and announcements via our website, our fortnightly ICS Leaders Bulletin and instant updates through our digital communities and on social media, which we use to share intelligence and **seek real-time member feedback** to support our influencing activities.

## We support improvement

We work in partnership with the Health Foundation and Q Community to **deliver a new programme of peer learning** for ICS leaders, focusing on system improvement. The partnership brings the improvement expertise of the Health Foundation and the networks and relationships of the NHS Confederation together with Q's membership community of over 5,000 people, collaborating to improve the safety and quality of care. We are co-designing, co-delivering and building capacity alongside health and care systems at every stage so they can be self-sustaining.

We provide **opportunities for ICSs to share improvement ideas**, insights and best practice with peers, including our regular network meetings, national conference and webinar programme. We host peer-led workshops supporting ICS leaders in developing their systems and to learn from each other.

Our network forums include opportunities for individuals leading on specialisms including finance, communications and engagement, primary care, digital and chief nurses, to collaborate and network by providing a **space to share best practice and influence national thinking**.

We work on thematic areas identified as priorities by our members, **providing thought leadership and practical support**. Topics include system improvement, place-based working, workforce, health and care inequalities, and digital and innovation. We work with a diverse range of external partners to ensure that ICSs benefit from a broad pool of relevant expertise and experience.

Our popular Spotlight series provides an **opportunity for peer-to-peer learning among senior ICS leaders** and engagement with experts in specific fields of interest.

We regularly **share good practice** by producing and disseminating case studies and other resources which demonstrate how integrated care really makes a difference.



“We’re all on this journey together and none of us have the right answers. We have to work together and there is a lot of learning that we can get from each other. The ICS Network facilitates that learning. It facilitates a safe space to have conversations where there’s uncertainty or choices to be made, so I think it’s really, really, positive.”

**Cedi Frederick, Chair, Kent and Medway Integrated Care Board**

# Mental Health Network

We represent mental health and learning disability service providers and commissioners from across the statutory, independent and third sectors. We work with the government, arm's-length bodies, experts-by-experience, the media and the wider NHS to promote excellence in mental health services and the importance of good mental health for all.

With 100 per cent of mental health trusts in membership, alongside major independent care providers and key national charities, we help shape and challenge national policy and legislation affecting our members, make sense of the broader political and policy environment, and provide up-to-date news and analysis.

## We influence

Through our membership of the Mental Health Policy Group (MHPG), our **members' voices are heard at the highest levels** in engagements, including with NHS England and the Department of Health and Social Care, ensuring the entire sector has a say on national decision-making. This includes communicating the demand and pressures that mental health services are under.

In the lead up to the General Election, we are using our position as part of the wider NHS Confederation and the MHPG to engage all parties and to **articulate what the mental health sector needs to see** from whichever party forms the next government.

We work as part of the Mental Health Economics Collaborative to undertake detailed research and in-depth economic evaluations of innovative mental health services and **influence the future direction of policy and practice**. This includes upcoming analysis on the economic impact of mental ill health.

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 improved mental health services** and to strengthen the voice of mental health leaders within the health and care system.

As a partner in NHS England's Mental Health Act (MHA) quality improvement programme we **amplify and share the learnings** from the programme, which aims to ensure that people detained under the MHA in participating services, and the people who support them, feel they have an equitable partnership with those providing their hospital care, and that care is inclusive of their diverse characteristics and needs.



We help  
shape and  
challenge  
national policy and  
legislation



## We support improvement

Our **dedicated member forums** provide peer networking, support and learning on the issues that matter. Members can access our digital mental health, housing, learning disability and autism, and medical directors' forums. They can also join regular peer-to-peer networking sessions with NHS chairs, independent sector leads, VCSE leads, and mental health and learning disability system leads.

The **next generation of leaders are supported** through our Aspiring Mental Health Nurse Directors' professional development programme.

Our annual conference and exhibition is an 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, webinars and toolkits are designed to **share learning** within the sector and focus on topics that are most critical to the running of members' organisations. In the coming months, this includes a webinar on mental health alternatives to A&E departments.



“I’ve always been a strong believer in the power of networks and partnerships to foster change, transformation and innovation. The NHS Confederation’s Mental Health Network is a great opportunity to do precisely that and I’ve really valued playing my part in it. We truly can make more of a difference together collectively than we can on our own and I look forward to it going from strength to strength.”

**Buki Adeyemo, Chief Executive, North Staffordshire Combined Healthcare NHS 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 members to drive change and improve patient outcomes.

Our vision is for an empowered, connected and respected primary care system that is robust, resilient and has a thriving future; a primary care system that operates at all layers of scale, starting closest to the community and working upwards, collaborating with relevant partners to deliver the right care at the right time with the right team.

We work with government, regulators, national bodies, media and the wider NHS, and we support primary care leaders in their roles at neighbourhood, place and system level. Through influencing national policy, sharing best practice and engaging with primary care leaders, we ensure primary care is a powerful voice for change.

## We influence

Through our strong relationships with NHS England and key stakeholders, we give members influence and recognition nationally, promoting their achievements and **enabling the primary care voice to be heard** across the health and care system. This enabled us to influence the future model of integrated care within place and system.

We ensure members' views and insights are an **integral part of national and political policy decisions**, lobbying decision-makers on key issues that matter to members. In 2024/25 this includes ensuring members' needs are recognised in discussions about the future of primary care.

As we approach the next General Election, we are **engaging extensively with the main parties** to ensure the needs of primary care are heard and understood.

**Our powerful voice gives members a national platform** with widespread media coverage and reach, bringing to light the challenges members are facing, celebrating their success and defending their position. This includes supporting the development of a positive narrative around primary care at scale and providing evidence of its achievements.



We ensure members' views

are an integral part of national and political policy decisions



Through our ICB primary care partners and ICB directors of primary care forums, we **support discussions about the future commissioning of primary care** and its role in place and systems, ensuring primary care is effectively engaged and playing a key role in discussions.

Members are able to **directly influence policy and implementation**. Through our roundtables and open sessions we enable members to connect with others across the health and care system as well as national decision-makers to share views, experiences and concerns that we can use to lobby for change.

## We support improvement

We support primary care leaders through our **leadership development programmes**, currently running across the South East and Greater Manchester. Participants are sharing their experience of working across and outside organisational boundaries and building insights and relationships that are being used in their daily work.

We host a range of webinars, facilitate peer learning groups and high-profile national events with leaders across primary care, to share learning. Through our topic-specific design groups we bring members together to **share solutions to problems** and explore the conditions for success.

We bring members the latest information through our **comprehensive briefings, analysis, bulletins and advice**. Via our bespoke app, we keep members up to speed with what's happening in the NHS and how it impacts them.

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

We provide **targeted improvement support** for members on key issues, including working with our Acute Network on a project to improve the interface between primary and secondary care through a series of collaborative sessions, toolkits and policy influencing opportunities.



“Being a member of the NHS Confederation is a necessary requirement as I can access resources and expertise, as well as share innovative strategies to drive quality improvements. If I need inspiration and a shot of enthusiasm, the NHS Confederation always delivers.”

**Jenny Bostock, Clinical Director, Ramsgate Primary Care Network**

# Meet the team

## Our board of trustees



**Lord Victor Adebowale CBE**  
Chair



**Dame Jackie Daniel**  
Trustee



**Dr Peta Foxall**  
Senior Independent Trustee,  
Member, Audit and Risk  
Committee and Member,  
Remuneration Committee



**Paul Davies**  
Chair, Finance and  
Operations Committee and  
Non-Executive Director,  
Subsidiary Board



**Valerie Morton**  
Chair, Remuneration  
Committee



**Prof Joe Harrison**  
Member, Remuneration  
Committee



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



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



**Emma Woollett**  
Chair, Subsidiary Board



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



**Dr Pramit Patel**  
GP Clinical Director, Care  
Collaborative PCN, Surrey  
Heartlands



**Ifti Majid**  
Chair, Mental Health Network



**Fiona Edwards**  
Chief Executive, Frimley  
Health and Care

# Meet the team

## Our executive team



**Matthew Taylor**  
Chief Executive,  
NHS Confederation



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



**Sarah Walter**  
Director,  
ICS Network



**Joan Saddler OBE**  
Director of Partnerships  
and Equality



**Sean Duggan OBE**  
Chief Executive,  
Mental Health Network  
(until May 2024)



**Ruth Rankine**  
Director, Primary Care  
Network



**Rory Deighton**  
Director,  
Acute Network



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



**Darren Hughes**  
Director,  
Welsh NHS Confederation



**Dr Layla McCay**  
Director of Policy



**Daniel Reynolds**  
Director of  
Communications



**John O'Brien**  
Commercial Director

Here to  
support you  
every step of the way

# Already a member?

## Make the most of your membership

Stay informed, have your say and connect with leaders across the health and care sector.

## To find out more visit

[www.nhsconfed.org/membership](http://www.nhsconfed.org/membership)

## Connect with us

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## Interested in joining?

Access support to help you improve population health, deliver high-quality care and reduce health inequalities.

Sign up online at [www.nhsconfed.org/membership/join](http://www.nhsconfed.org/membership/join)

### **NHS Confederation**

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