

Independent Healthcare Providers Network (IHPN)

Annual Report 2021/22



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Independent Healthcare Providers Network (IHPN)

IHPN mission

IHPN is the membership network for independent healthcare providers. We play a leading role in the sector by bringing independent providers together, representing their interests, and supporting them to deliver great care to patients.

IHPN vision

A thriving independent healthcare sector delivering great care to NHS and private patients.



Our strategic approach

Our strategic approach is to deliver value for members through the following areas:

- Advocacy and influencing
- Sharing, learning and networking
- Regulation and quality
- Intelligence and information.

Chair's foreword



This is my second year as Chair of IHPN and I continue to be hugely proud of the way both the independent health sector and IHPN itself has responded to the ups and downs of the last twelve months.

The pandemic has presented us with many twists and turns in the last year, but independent providers have continued to deliver high quality care to as many patients as possible, whilst supporting our staff working in incredibly difficult conditions, and this contribution is clearly recognised by the wider healthcare sector. From the recent elective recovery plan to tackle NHS waiting lists, to the rollout of new Community Diagnostics Centres, the development of "virtual wards" and the continued move towards delivering more care in the community, independent providers are a key part of the solution in the health system's pandemic recovery.

IHPN continues to be recognised as a key force for good in healthcare. Rarely do membership organisations get explicit praise from the Government and NHS/regulatory bodies, but our commitment and work to improve patient safety in the sector has been widely recognised this year. At the end of 2021, the Government's much anticipated response to the Paterson inquiry welcomed the "full engagement of IHPN" and noted the "significant work" undertaken by the sector

to fulfil the inquiry's recommendations, particularly through the implementation of IHPN's Medical Practitioners Assurance Framework (MPAF). Not only is the MPAF currently used by the CQC as part of their inspection regime, it is now also due to be a requirement of the NHS' Standard Contract to be adhered to by all non-NHS providers of care – a clear reflection on how we are leading the way on the safety and regulatory agenda.

"IHPN continues to be recognised as a key force for good in healthcare. Rarely do membership organisations get explicit praise from the Government and NHS/regulatory bodies, but our commitment and work to improve patient safety in the sector has been widely recognised this year."

This year we have also demonstrated our commitment as an outward looking sector to meet our wider responsibilities as a major UK industry. Our "net zero" commitment to be carbon neutral by 2035, launched last autumn to coincide

with the COP26 Climate Change Conference, demonstrates the sector's ambition to really make a difference and to help play our part in tackling the global climate emergency. And the work has only just begun, with a key programme developed by IHPN to support members, share knowledge and best practice on how to reduce emissions to ensure all parts of the sector can meet the target.





Looking ahead to next year, it's clear that the hard work of the healthcare recovery post-pandemic will really begin. For those providers delivering NHS care, they will need to adjust to a whole new operating environment with the move away from Clinical Commissioning Groups towards new Integrated Care Systems (ICSs). Any NHS reorganisation is always difficult and no doubt there will be some bumps in the road as we move to this new way of working. Once again, this demonstrates the need for a strong membership body who can provide invaluable insight and advice, and IHPN is committed to supporting members navigate this new operating environment over the next year.

I'd like to thank the IHPN team for their support over the last few months and their dedication to improving

the service they provide to members. I welcome the opportunity to be part of a vibrant, ambitious and forward-looking sector, and one which will play a critical role in getting the health system back on track post-pandemic.

Finally, thank you for all the work you do, and I look forward to continuing to engage with all of you to in the coming months to discuss how we can all work together to ensure the

delivery of the best possible care to patients, and keep our nation safe and healthy.

A handwritten signature in black ink, appearing to be 'The Lord Patel of Bradford OBE'.

Professor The Lord Patel of Bradford OBE
Chair, IHPN

"For those providers delivering NHS care, they will need to adjust to a whole new operating environment with the move away from Clinical Commissioning Groups towards new Integrated Care Systems (ICSs)."

Chief executive's foreword



It is scarcely believable that it is now two years since the onset of Covid-19. Since then there has been a huge amount of change for everybody around the world and the independent healthcare sector in the UK has also had to adjust and adapt to respond to the pressures and disruption which the virus has brought.

I said in my report for 2020/21 that the sector had shown itself to be at its very best in the months after Covid struck and in this last 12 months the sector has continued that journey. It has been incredible to see the levels of resilience and innovation across the industry and despite the huge challenges faced, I believe that the sector is extremely well placed to support ever more NHS and private patients over the years ahead.

At IHPN we continue to be proud to represent you all and to help you deliver great care to your patients. To do this we rely on members fully engaging with our work and it continues to be a source of pride to us that so many of you get involved with the regular calls we put on, the various

done in coordinating a sector-wide response in supporting the NHS to deal with the pandemic. Competition for this award came from across the UK economy and involved organisations who have been around a lot longer than IHPN, so it was really pleasing for the team to achieve this accolade. (Hopefully this category of award can be quietly retired in future, however, as we all look forward to a world where our lives are not so heavily constrained by Covid-19).

"At IHPN we continue to be proud to represent you all and to help you deliver great care to your patients."

Forums and groups we run and through one-to-one opportunities to hear of your challenges and to ensure that we can provide help and support.

In what has been another very busy year for IHPN we were particularly proud to win the Association Excellence Awards 'Best Covid Response' award for the work we have



Chief executive's foreword ...continued

During 2020/21 we were delighted to add over twenty new members and it has been pleasing to see all of those members remain with us during 2021/22. New members have continued to join during the last 12 months and membership now stands at 97 across all four nations of the UK. The power of having a single representative voice for the UK independent healthcare sector has perhaps never been more evident than in the last two years and it affords us tremendous opportunity to leverage that work on behalf of the sector over the years to come.



Pleasingly member satisfaction remains high with a Net Promotor Score (NPS) from our 2021/22 annual member survey of +57. Anything above +50 is regarded as outstanding and our NPS has now been above that level for the last four years. It was also pleasing to see the team score highly again in terms of the influence that IHPN has with government and the NHS centrally and for the responsive and knowledgeable interaction you report having with us.

"The power of having a single representative voice for the UK independent healthcare sector has perhaps never been more evident than in the last two years and it affords us tremendous opportunity to leverage that work on behalf of the sector over the years to come."

Looking forward you are clear that you wish for us to carry on this work, but there is also a very strong message that you want us to take advantage of the

easing of restrictions to bring members and other stakeholders together again. We are looking forward to safely putting on many more in-person events over the next 12 months and we have a strong programme of events in place which we think will appeal to a broad cross-section of the membership.

I would like to thank the IHPN Strategic Council for all of their input into our work this year, to a fantastic executive team and to our Chair Lord Patel who has completed his first full membership year with IHPN. He has been a source of great insight and wisdom to me and the team and like the rest of us I know he is excited about what the next 12 months will bring.

2022/23 promises to be another eventful year for the sector and inevitably another busy one. We look forward to discussing our priorities for the year ahead with you at our forthcoming Annual General Meeting and may I thank all of you for your continued support for your industry body.

A handwritten signature in black ink, appearing to read 'David Hare'.

David Hare
Chief Executive, IHPN



IHPN Scotland

IHPN Scotland, chaired by Carrick Glen Hospital's manager Alison Smith, is the representative body for independent providers in Scotland. IHPN Scotland meets quarterly, and meetings include updates from the Scottish Government, General Medical Council and Healthcare Improvement Scotland. In 2021/22, in addition to supporting members to respond to the pandemic, IHPN Scotland has worked on projects to track Unique Device Identifiers for medical devices and increase independent sector participation in audits, such as the Breast and Cosmetic Implant Registry, Pelvic Floor Registry, and Scottish Arthroplasty Project. IHPN's Director of Regulation, Dawn Hodgkins, and Kelly Marsh, Policy Executive, visited members in Scotland in February to learn more about their priorities and the issues they are facing. Looking ahead, IHPN Scotland will continue to work to adapt the Medical Practitioners Assurance Framework (MPAF) for Scotland and to engage with the Scottish Government and NHS Scotland to support COVID recovery.



IHPN Wales

IHPN Wales, chaired by Werndale Hospital's executive director Jacky Jones, is the representative body for independent healthcare providers in Wales. IHPN Wales met quarterly over the last year, including two joint meetings with the Welsh Government, as well as Healthcare Inspectorate Wales. The Welsh Government has increased its engagement with the independent sector over the past year, particularly in relation to the implementation of the new Health and Social Care (Quality and Engagement) (Wales) Act. Additionally, representatives from IHPN Wales regularly attend meetings with the Welsh NHS Confederation Health and Wellbeing Alliance, and we are working with the Welsh Government to increase independent sector representation on relevant Welsh Government forums. IHPN's Director of Regulation, Dawn Hodgkins, and Kelly Marsh, Policy Executive, visited Welsh members in June 2021 to learn more about the issues specific to our Welsh network. Over the next year, IHPN will continue engaging with the Welsh Government, working on adapting the Medical Practitioners Assurance Framework (MPAF) for Wales, and will collect data on the independent sector's contribution to the Covid-19 response to submit to the Welsh Government's Covid inquiry.

The independent healthcare sector: an overview

Independent healthcare providers include both for-profit and not-for-profit organisations delivering both NHS and privately funded healthcare services, ranging from large international hospital groups to small specialist providers.

Volume & scope: Independent sector providers make a varied & important contribution to supporting patients

IHPN members employ or contract more than **150,000** people



more than **38%** of NHS **ophthalmology, and trauma & orthopaedic** patients were treated by independent sector providers in 2021



1,800+ apprenticeships were delivered by IHPN members in 2021



IHPN members provide healthcare services in over **1,500** sites across UK



In 2021, there were almost

2m



acute patient journeys across the independent sector

Including more than **735,000** private patient journeys and almost **1.2m** NHS patient journeys

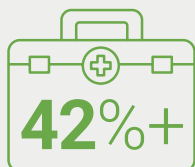
4,000+

NHS junior doctors have undertaken their training in independent hospital facilities since 2020



42%+

of NHS community service providers are from the independent sector

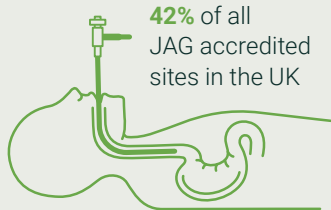


more than **1.4m** scans and tests were delivered by independent diagnostics providers in 2021

Quality & safety: Independent sector providers deliver high quality care that patients value

95 independent sector providers are **Joint Advisory Group (JAG)** accredited

42% of all JAG accredited sites in the UK



13 of the **top 20** providers under PROMs scores for primary hip and knee replacements are from the independent sector



almost **200**

Freedom to **Speak Up** Guardians in the independent health sector



84%

of acute independent providers are rated either good or outstanding by the **Care Quality Commission**



Annual member survey 2021/22

In January 2022, we ran our annual member survey to capture the views and key priorities of our members. There are some new questions each year but we have also ensured there is sufficient consistency to allow for comparisons over time.

Building on an already high level, this year's survey results are particularly positive. This indicates that our expanded remit, additional resources, and focused work have delivered value for members over the year. This sets a high bar for continued efforts to deliver for members over the year ahead.

Member satisfaction

We continue to see high levels of overall member satisfaction, with members reporting that their experience has significantly improved over the past twelve months:

- When asked how likely they were to recommend IHPN to others, the most common score received was **10 out of 10**, with an overall **average score of 9 out of 10**.
- This means our Net Promoter Score (a widely used benchmark of customer satisfaction) is positive and on a range of **-100 to 100 is +57**. Anything over +50 is generally considered to be outstanding.
- **48% of respondents** say that their experience of IHPN had **improved** or **strongly improved**, with **48%** saying it had **stayed the same**.
- **85% agreed** that IHPN represents value for money, an increase on last year's score of **80%**.
- Contact with the IHPN team has remained at a steady and high level of satisfaction with all three questions **gaining an average of over 9 out of 10**.

Influencing work

We sought views on the effectiveness of our influencing work, whether members supported IHPN's policy positions and if they felt involved in shaping these positions.

- Respondents believe IHPN is an **effective influencer**, and that we are as influential as last year. Members scored the effectiveness of our influencing activity on **political parties and government 7.8** (out of 10), and national bodies such as **NHS England and the CQC 7.7**. These compare to **7.2** and **8.1** respectively last year.
- All respondents agreed that their organisation supports the policy positions of IHPN, with **46%** opting for **'strongly agree'** and **43%** for **'agree'**.
- Members report **good levels of involvement** in developing our policy positions but there has been a rise in the proportion saying that they have had less involvement than they would like. **70%** of respondents consider their level of involvement in shaping IHPN's policy positions to be **'about right'**. However, **21%** indicated that their level of involvement had been **'slightly less than ideal'** and we will develop actions to improve this.
- **Over 83% agree** that IHPN's work programme is **relevant and useful** – a new question for this year.

Communications

Members levels of satisfaction with our communication is at a high level, with most communication vehicles scoring just as highly as last year, including:

- The Chief executive's report received a mean score of **8.35/10**.
- IHPN's daily update scored **8.17/10**.
- IHPN in the media scored **8.06/10**, a rise from last year.
- Our weekly forum updates received a score of **8.56/10**.

Meetings and events

- This year IHPN has had to adapt the way we hold meetings and events. This has meant a change in the frequency of meetings and events, and all of them being held online. Despite this, **100%** of members who responded to the question have felt the frequency of meetings held has been right, a rise from **78.6%** last year.

Delivery against 2021/22 goals

Covid-19 response

- Supported the rollout of the covid booster vaccination programme to independent sector workers
- Worked with the Department of Health and Social Care (DHSC) to ensure that all members delivering NHS-funded services had access to free PPE and testing, with an agreement for the reimbursement of PPE costs during 2020/21 and Q1 2021/22 for members who were unable to utilise existing ordering routes.
- Helped broker an agreement between NHS England and ten independent acute providers in Q4 2021/22 to make available “surge” capacity to the NHS in response to the omicron variant.

Regulation and quality

- Represented the sector on the DHSC’s Paterson working group to shape the Government’s response to the Bishop of Norwich’ inquiry and to ensure the sector can fulfil the inquiry recommendations. The response contained explicit reference to the work of IHPN and the sector in improving safety and governance.
- Secured a requirement for independent providers delivering NHS care to adhere to IHPN’s Medical Practitioners Assurance Framework (MPAF) as part of the draft NHS Standard Contract 2022/23.
- Began work on a ‘refresh’ of the MPAF, including the development of bespoke frameworks for Scotland and Wales.
- Worked with the Healthcare Safety Investigations Branch (HSIB) on their inquiry report into NHS-funded care within the private sector, which recommended new NHS Integrated Care Systems (ICS) fully engage with independent providers on safety issues.
- Worked closely with the CQC as part of the development and implementation of their new strategy, to ensure members could feed in their views.
- Published a report on ‘Doctors in Training (DiT) in the Independent Sector: one year on’, looking at the experiences of NHS junior doctors working in independent providers, including what progress has been made in ensuring trainees can access the sector, and further areas for improvement.
- Worked with the DHSC and NHS Employers to support members in their international recruitment activities through sharing of best practice, as well as brokering new international recruitment channels in partnership with the refugee organisation, Talent Beyond Boundaries.
- Supported the Independent Doctors Federation (IDF) to identify a set of benchmarking metrics that private doctors can use during CQC inspections and to benchmark themselves against other similar practitioners.

Health system policy

- Secured a commitment in the NHS elective recovery plan for local systems to make greater use of independent sector capacity, and to provide greater support to patients in making choices about their care.
- Worked with Peers in the House of Lords to ensure the need for an open, inclusive approach to NHS integrated care was raised in the Health and Care Bill debate, including securing an amendment on strengthening NHS patient choice rights.
- Began work on a project with new Integrated Care Systems to explore what best practice in engagement with the independent sector looks like.
- Worked closely with NHSE/I to support members in engaging with the Community Diagnostic Centres project and the associated framework.
- Engaged with NHS England to support the successful implementation of the Increasing Capacity Framework alongside other contracting models.
- Continued work with NHSE and NHS Digital to support the development of the Community Services Dataset (CSDS) to improve the ease for members to submit including the development of an e-form.

Other key achievements include:

- Supported the industry to tackle climate change, through its net zero work programme. As part of this, IHPN launched an ambitious voluntary industry wide net zero commitment in time for COP26 in November 2021.
- Produced our second Industry Barometer which provided a snapshot of how members feel about the industry.

This year the following individuals took part in IHPN member events or stakeholder meetings:

- **Rt Hon Sajid Javid** Secretary of State for Health and Social Care
- **Edward Argar MP** Minister of State for Health
- **Amanda Pritchard** Chief Executive, NHS England
- **Jacqui Rock** Chief Commercial Officer, NHS England
- **Julian Kelly** Chief Financial Officer, NHS England
- **Sir Jim Mackey** NHS England advisor of elective recovery
- **Professor Sir Mike Richards** Chair of the NHS Review into diagnostics care
- **Hugh McCaughey** National Director of Improvement, NHS England
- **Matthew Winn** National Director of Community Health Services, NHS England
- **Rhydian Phillips** Director of System Improvement, NHS England
- **Andy Howlett** Director of Diagnostics, Medicines & Pharmacy Improvement, NHS England
- **Stephanie Somerville** Deputy Director for Community Health Services, NHS England
- **Alexandra Hammond** Head of Sustainable Procurement and Supply Chain, NHS England
- **Saffron Cordery** Deputy Chief Executive, NHS Providers
- **Matthew Taylor** Chief Executive, NHS Confederation
- **Prof Neil Mortensen** President, Royal College of Surgeons
- **Dr Jane Chidgey-Clark** National Freedom to Speak up Guardian
- **Rachel Power** Chief Executive, The Patients Association

IHPN in numbers

97

IHPN
members

6

New members
in 2021/22

250+

Media
mentions

37K+

IHPN website
unique page views



IHPN structure

Figure 1.
IHPN executive team for 2021/22

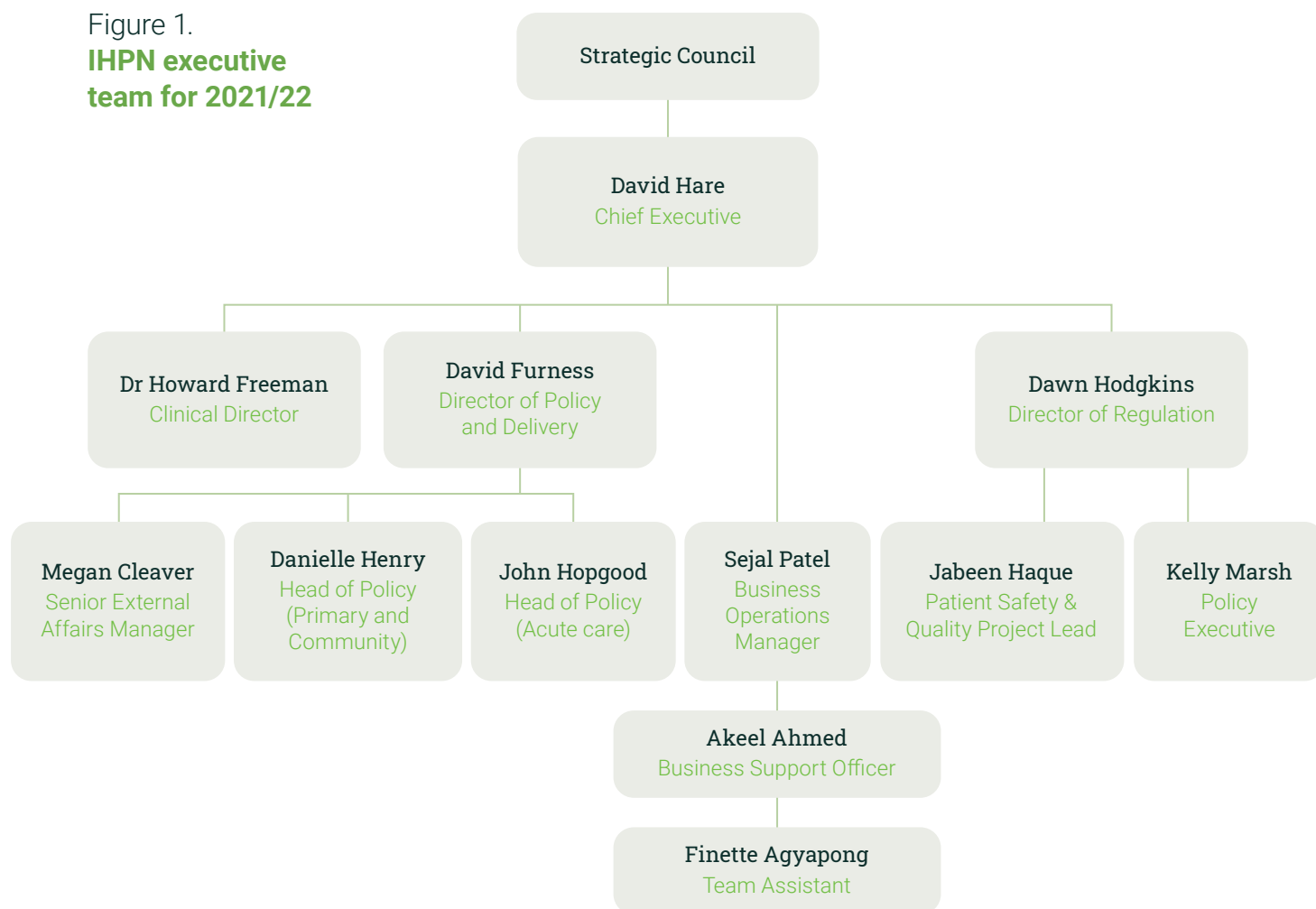
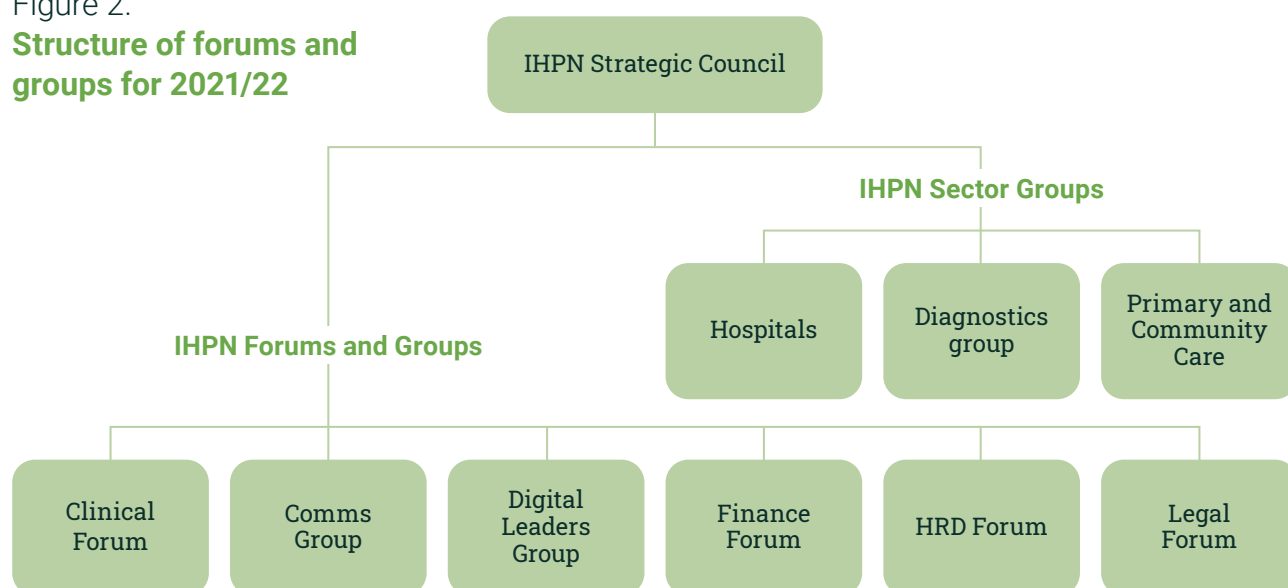


Figure 2.
Structure of forums and groups for 2021/22



IHPN Strategic Council

IHPN's Strategic Council agrees our annual business plan and sets our strategic agenda.

The Council meets five times a year and is currently made up of the following member organisations:



Alliance Medical, represented by UK Managing Director **Richard Evans** [3]



IHPN, represented by Clinical Director **Dr Howard Freeman** [4]



Aspen Healthcare, represented by CEO **Rob Anderson** [4]



InHealth, represented by Chairman **Richard Bradford** [4]



Circle Health Group, represented by CEO **Paolo Pieri** [2]



Nuffield Health, represented by Chief Strategy Officer **Chris Blackwell-Frost** [4]



Cleveland Clinic London represented by CEO **Brian Donley** [4]



One Medical Group, represented by Executive Chair **Rachel Beverley-Stevenson** [3]



Connect Health, represented by Group Director and Founder **Andrew Walton** [4]



Operose Health, represented by CEO **Liz Perry** [0]



GenesisCare, represented by General Manager **Justin Hely** [4]



Practice Plus Group, represented by CEO **Jim Easton** [3]



HCA Healthcare UK, represented by President and CEO **John Reay** [4]



Ramsay Health Care UK, represented by CEO **Nick De Costa** [0*]



Healthshare, represented by Chair **KP Doyle** [3]



Spire Healthcare, represented by Chief Executive **Justin Ash** [3]



Horder Healthcare, represented by CEO **Richard Tyler** [3]



The London Clinic, represented by **Al Russell** [3]



IHPN, represented by Chair **Lord Kamlesh Patel** [3]



Virgin Care, represented by CEO **Vivienne McVey** [3]



IHPN, represented by Chief Executive **David Hare** [5]

***Lis Neil** represented Ramsay Health Care until January 2022 [4]

Numbers in brackets indicate the number of Strategic Council meetings, out of five, that members have attended in 2021/22.

IHPN Directors

As per the articles of association, IHPN has four directors:



Lord Patel of Bradford
Chair of Directors



Richard Bradford
InHealth



Jim Easton
Practice Plus Group



David Hare
Chief Executive, IHPN

During 2021/22 the Directors have met virtually a total number of 6 times

IHPN members and associate members

IHPN currently has 97 members across England, Scotland, Wales and Northern Ireland:



IHPN members and associate members ...continued



Albyn Hospital

Carrick Glen Hospital

Kings Park Hospital

Ross Hall Hospital

Castle Craig Clinic

Graham Anderson House

Nuffield Glasgow Hospital

Priory Ayr Clinic

Priory Glasgow Hospital

Quarriers Scottish Epilepsy Centre

SpaMedica

Spire Edinburgh Hospitals

Surehaven Glasgow

The Edinburgh Clinic



Werndale Hospital

Elysium Healthcare

Ludlow Street Healthcare

Nuffield Cardiff & Vale Hospitals

Priory Group

The Rutherford Cancer Centre
(Proton Partners International)

Sancta Maria Hospital

Spamedica

Spire Cardiff Hospital

Spire Yale Hospital

St Joseph's Hospital

Ty Hafan



The Ulster Independent Clinic



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