



# IHPN Annual Report

## 2024-25



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# The independent healthcare sector

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, across almost 2500 sites across the UK.

## Volume & scope

**5 million+**

NHS operations, diagnostic tests & outpatient appts delivered by independent providers

In 2023/4, there were over

**920k**

private patient admissions – the highest on record



In 2024, independent providers removed over

**1.6m**

from the NHS waiting list



The independent sector now delivers

**1 in 5**

of all NHS operations



**42%**

of NHS community service providers are from the independent sector

**5 million**

NHS + private scans & tests delivered by independent diagnostics providers



## Workforce

IHPN members employ or contract more than

**150,000**  
people



**5,000+**

Nursing placements delivered by IHPN members



**1,000+**

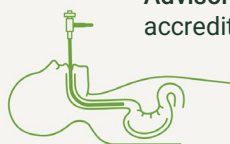
Doctors in training in the independent sector



## Quality & safety

**106**

independent sector providers are **Joint Advisory group (JAG)** accredited



Half of all JAG accredited sites in the UK

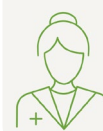
**Half of the top 10**

providers for both hip and knee adjusted health gain are from the independent sector



**500+**

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



**98%**

of NHS inpatients treated by independent providers rate their care as good or very good



**92%**

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





## About the Independent Healthcare Providers Network (IHPN)

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### Our 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.

### Our Vision

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

### Our Network

We have over 110 members that range in both size and the types of services they provide:



**Scale** – From the largest independent healthcare providers to smaller organisations



**Services** – The full range of clinical services including primary, community, diagnostics, hospital and specialist provision



**Sector** – Delivering great care to both NHS and private patients

# IHPN in numbers 2024/25

## Membership



IHPN members

**116**

15 more than 2023/24

IHPN  
Commercial  
Associates  
adding value  
to our  
network



## Engagement

**1,638**



Member attendees at IHPN  
events and meetings

**>92%**



Membership renewal rate



**29**

Member visits building  
connection and  
understanding

## Profile and impact



**4.8/5 record  
attendee rating  
for IHPN  
annual summit**

Speakers included NHS  
England COO Dame Emily  
Lawson



**360,000**

LinkedIn impressions and a  
**2x** of followers



**165**

Media mentions

**54**

provider signatories  
to IHPN Net Zero  
commitment



**5 major new reports**

- Building an NHS fit for the future
- Tomorrow's World – the next decade for the sector
- Community Diagnostics Centres
- Going Private 2024
- Quality & Safety 2024



**1 award win**

Winner of "Association  
of the Year" Award at  
the Association  
Excellence Awards





## Chair's foreword

Seema Kennedy OBE

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### I'm delighted to present IHPN's Annual Report for 2024/25.

Over the year I've had the privilege of visiting members up and down the country and seeing the outstanding care on offer to both NHS and private patients. I've visited community sites, diagnostic facilities, hospitals, and providers offering specialist care. What has struck me throughout is the commitment to patients that shines through at all our members. It's a reminder to me of the importance of IHPN's mission to bring providers together, represent their interests, and support them to deliver great care. A thriving independent healthcare sector makes a positive difference to millions of people each year.

As an area that is both highly regulated and in the political spotlight, independent healthcare needs effective representation. It's vitally important that government, the NHS, regulators, and other stakeholders can engage with the sector on a collective basis. The IHPN does a great job on behalf of our members, and I'm delighted that once again we have a really positive set of member survey results that are testament to the hard work and dedication of the IHPN team.

2024/25 was a year of change in the UK health system. We saw a change of government, a changing set of priorities across the NHS, and

major change in the regulatory environment including at the CQC. Despite this challenging backdrop, IHPN and its membership has gone from strength to strength.

**"I've had the privilege of seeing the outstanding care on offer to patients..."**

Across the NHS, independent providers are a vital part of every local system and are making a huge contribution to the post-Covid recovery of services. The new Labour government has built on the work of its predecessors in emphasising the importance of independent sector capacity and expertise. There was a major milestone in January when the Prime Minister launched a new Partnership Agreement between the NHS and IHPN that provides a positive framework for collaboration over the years to come. It's not just about hospitals either – with renewed focus on ensuring independent providers of all types can offer innovative and high quality services to NHS patients.



## Chair's foreword

Seema Kennedy OBE

On the private side, the industry continues to go from strength to strength. We've seen a growing sense that patients expect to use the private system alongside the NHS, with IHPN's "Going Private 2024" report highlighting how younger people are using private care at higher rates than any other age group. IHPN's work this year also focused on the growing demand for private primary care services – where we've highlighted some of the excellent and innovative care on offer.

**"IHPN named as "UK Association of the Year" - a tremendous tribute to the work we do for our members"**

The bedrock of this offer to patients is the high-quality, safe care that is delivered across the sector. Our latest analysis shows that 94% of IHPN members are rated Good or Outstanding by the CQC, a real achievement given the current pressures on services and a demonstration of the sector's ambition and drive to improve.

IHPN exists on behalf of its members, and I'd like to thank the IHPN Strategic Council for their positive contributions over the past year. I'd also like to thank IHPN CEO David Hare for his energetic leadership that I know is recognised and appreciated by members and the IHPN team.

All this fantastic work received the recognition it deserved when IHPN was named "UK Association of the Year" at the Association Excellence Awards. What a tremendous tribute to the work we do for our members and a great foundation for the year to come.

**Seema Kennedy OBE**

Chair, IHPN

## Chief Executive's update

David Hare MBE



**This last year has of course been dominated by the General Election and subsequent change of Government. Healthcare is always a key issue for the electorate and it was therefore very welcome to see the cross-party consensus that emerged during the election campaign and beyond around the important role the independent sector can play in the NHS and wider health system.**

Indeed, this paved the way for the NHS & Independent Sector Partnership Agreement – the first of its kind in over two decades – cementing the important role providers will have as part of the NHS' recovery, whether it's the planning and delivery of new NHS services, the training of ever-growing numbers of medical professionals or how we can support patients to make the best possible choices around their care.

I've been at IHPN for over a decade now and it struck me just how little controversy this agreement garnered and the acknowledgement from all parts of the political spectrum that a growing role for the sector in the NHS is a pragmatic response to a health service under significant strain.

It goes without saying that the sector's role in the NHS is never quite without some bumps in the road and the recent proposed caps on NHS activity contracts has clearly demonstrated

that NHS policy is prone to take some unexpected turns. Moreover, it underlies just how important it is that there is an effective industry body for Government and NHS England to liaise with, and we want to thank members for their constructive input on this issue over the past few months which has been invaluable.

**"...acknowledgement from all parts of the political spectrum that a growing role for the sector is a pragmatic response to a health service under significant strain."**

Looking beyond the NHS, it's increasingly clear that patients themselves are voting with their feet and choosing to use private healthcare in ever greater numbers. Our Going Private 2024 report – which has received regular national media coverage since its launch last autumn - showed that private healthcare is becoming ever more normalised.



## Chief Executive's update

David Hare MBE



Whether it's women, millennials or retirees, all sections of the population are increasingly viewing private healthcare as a truly life changing option and it's been a pleasure working with members to get these patient stories out in the media.

This past year has also seen the wider healthcare regulatory environment in flux with two influential reports from Dr Penny Dash - recently appointed as the new NHS England Chair - highlighting both the failings of the Care Quality Commission as well as the lack of broader strategic thinking about what a safe, high quality healthcare system should look like. IHPN has very much been "in the room" on these reviews, with Penny engaging widely with the sector, and ensuring the independent providers are seen as a core part of the healthcare landscape.

Looking at clinical quality and safety more broadly, IHPN have pulled out the stops this year in terms of the support we've provided for members, whether that's our annual Patient Safety conference with a record turnout, or our new training programme for Registered Managers and Patient Safety Specialists in the sector, or sessions for members on all the hot topics of the day including Sexual Safety

in healthcare. As a sector which very much collaborates (and not competes) on safety, I'm also thrilled our "Share and Learn" Community of Practice has gone from strength to strength in providing member organisations with the opportunity to share and learn from real life incidents, and complaints pertaining to patient safety and quality in a safe and confidential space.

**"All sections of the population are increasingly viewing private healthcare as a truly life changing option"**

As we end another membership year (where we were awarded UK Trade Association of the year no less!) - I'd like to thank our Chair Seema Kennedy for her invaluable leadership, and to the IHPN team for another fantastic performance over the past twelve months.

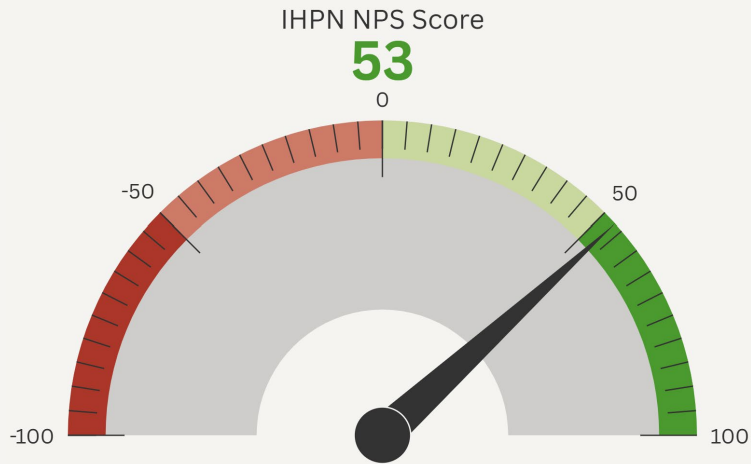
A handwritten signature in black ink that reads "David Hare".

**David Hare MBE**

Chief Executive IHPN

# IHPN Member Survey Results – 2024/25

How likely is it that you would recommend IHPN to a friend or colleague?



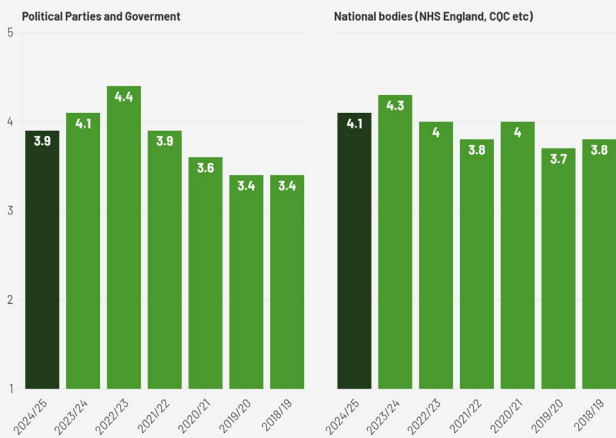
Each year IHPN runs a member survey to help understand member views and to set IHPN priorities for the year ahead.

The survey was conducted online between November and December 2024. In total we received 80 responses – an increase of 11% on the previous year’s survey.

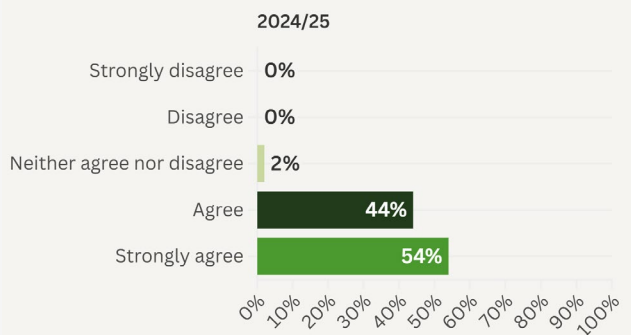
The most significant finding is that our Net Promoter Score (NPS - a widely used benchmark of customer satisfaction) is +53. This score remains stable against previous years and remains an extremely positive score given results above +50 are rated as outstanding in most UK industries.

Members are supportive of the policy positions taken by IHPN and think that we are influential with a wide range of external bodies.

How effective has IHPN been at influencing the following (1= Very Negative 5= Very Positive)



To what extent would you agree with the statement "my organisation supports the policy positions taken by IHPN"?



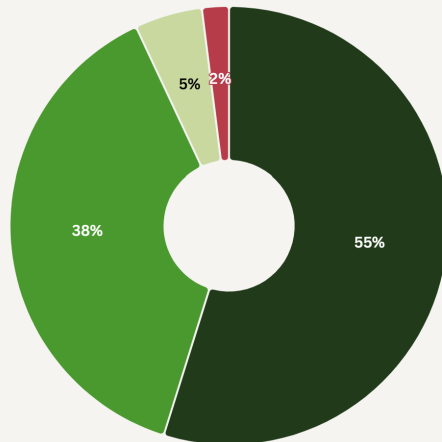
# IHPN Member Survey Results – 2024/25

Members tell us that they are satisfied with the content and frequency of IHPN communications and that IHPN meetings are valuable to attend.

We also once again scored highly in our responsiveness, with members telling us that we are easy to contact, respond quickly to queries and provide helpful and knowledgeable advice.

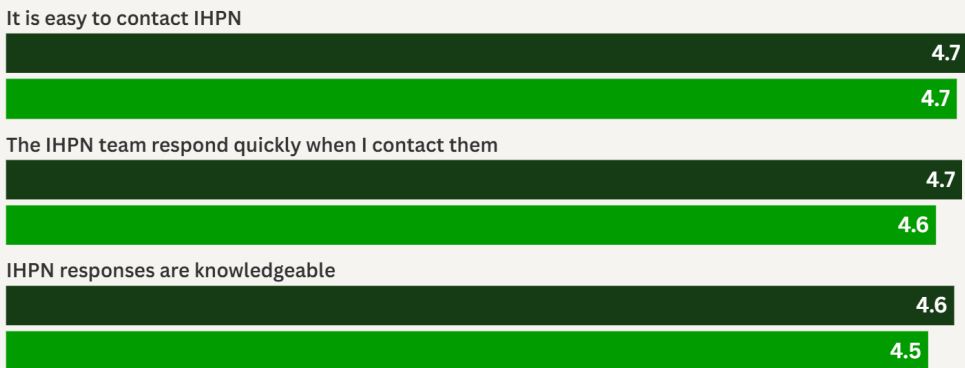
**Overall, how satisfied are you with the level of communication you receive from IHPN?**

Very Satisfied Satisfied Neither satisfied nor unsatisfied Unsatisfied Very unsatisfied



**Please score how much you agree with the following statements regarding your experiences with IHPN over the past 12 months. (1=Very Poor 5=Very Good)**

2024/25 Average Score 2023/24 Average Score



“As a small organisation we rely on IHPN to assist us formulate our own policies and support appropriate regulation that we may easily miss if not informed.”  
**Member comment**

“I find IHPN to be professional, responsive, progressive supportive and caring”  
**Member comment**

“The organised events are a valuable networking opportunity and bringing different providers together”  
**Member comment**



## IHPN workplan 2024/25

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IHPN's workplan for 2024/25 was agreed by the Strategic Council and signed off by members at our 2024 AGM. Our core objective is to continue the journey of normalising independent healthcare for both NHS and private patients by:

- 1 Promoting the quality and safety of independent sector healthcare
- 2 Promoting the contribution of independent sector healthcare to the wider UK health system and economy
- 3 Securing an important role for independent providers within the NHS
- 4 Driving improvement in the accessibility of private healthcare to patients
- 5 Navigating a general election campaign and possible change of government (2024 onwards)

2024/25 saw excellent progress in our focus areas with key achievements outlined on the following pages.



## Promoting the quality and safety of independent sector healthcare (1)

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- **Held the fifth Annual Patient Safety conference alongside the CQC** with over 120 members hearing from senior speakers with an agenda tailored to independent providers.
- **Influenced Dr Penny Dash’s review into the Care Quality Commission and the healthcare regulatory landscape** through membership of its expert advisory group
- **Supported independent healthcare providers to further improve multi-disciplinary team (MDT) working** through the launch of a new toolkit, with input from the Patient’s Association, Royal College of Anaesthetists and CQC.
- **Published the sector’s second annual report on Quality and Safety within the independent sector** showing record performance in this area.
- **Supported independent sector Patient Safety Specialists (PSS) and Registered Managers** through our inaugural events on these roles
- **Supported members in adhering to the NHS’ sexual safety charter through holding a Sexual Safety event** with speakers from the Royal College of Surgeons, GMC, and Surviving in Scrubs.



## Promoting the quality and safety of independent sector healthcare (2)

- **Continued our work in improving transparency and quality in private primary care services** through our benchmarking project and supporting independent sector providers with their CQC inspections
- **IHPN's Director or Regulation Dawn Hodgkins was awarded a Silver CNO award for Outstanding Service to Nursing** from the NHS by Dame Ruth May DBE, the Chief Nursing Officer for England in recognition of her work to improve patient safety in the sector.
- **Hosted Clinical Forum and Lunchtime Learning sessions** with key speaker including NHSE, NHSE and Resolution on medical governance, outcomes and registries, and training.
- **Raised awareness of just culture, freedom to speak up and patient engagement** through work with GMC, Medical Defence Organisations, Patient Experience Network and others.
- **Enabled networking opportunities for senior clinical leaders** through dinners and engagement events with Chief Nurse and Chief Medical Officers of England, Scotland and Wales.
- **Continued to support members through IHPN's Digital Leaders forum** on issues around cyber security, digital transformation and wider data work.
- **Continued to support members through the work of the HR forum** including legal updates, work on apprenticeships and culture.



## Promoting the contribution of independent sector healthcare to the wider UK health system & economy

- **Delivered IHPN's biggest ever Annual Summit** with speakers including NHS England's Chief Operating Officer and DHSC non-exec Rt Hon Alan Milburn.
- **Published our Tomorrow's World report** on the sector's vision for the future of healthcare
- **Produced the latest IHPN Industry Barometer** providing key insights about market trends across NHS and private care.
- **Highlighted the importance of workplace health support through insurance and wellness interventions** in a new research project with Future Health.
- **Promoted the diverse range of opportunities for nurses working in the independent sector** in a Nursing Times feature.
- **Supported independent providers to demonstrate progress towards "net zero"** through developing a dashboard with the ABI.
- **Undertook second annual survey on clinical training** within the independent sector, highlighting the range and breadth of training opportunities.
- **Held a number of events for our Women Leaders in Independent Healthcare Network** to promote and encourage female leadership across the sector.



## Securing an important role for independent providers within the NHS (1)

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- **Secured cross-party consensus on the role of independent providers within the NHS** with all major parties supporting using the private sector to add capacity and capability to the health service.
- **Influenced government thinking on the NHS through participating as a member of the expert advisory group for Lord Darzi's investigation into NHS performance.**
- **Improved understanding of the major role of independent providers by launching our new quarterly data series on NHS activity** delivered by independent providers – securing national media coverage for the figures.
- **Represented the sector as part of the Government's 10 Year Plan consultation** through the working group on patient access
- **Demonstrated the important role of independent providers in the rollout of the Community Diagnostics Centres (CDCs) programme** in our "Dialling up diagnostics" report
- **Continued work to improve interoperability between the independent sector and the NHS on diagnostics** as part of their Diagnostic Imaging Advisory Group (DIAG)
- **Secured national media coverage in The Sun newspaper** of IHPN's new analysis on the importance of patient choice





## Securing an important role for independent providers within the NHS (2)

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- **Set out how the independent sector can support Labour’s mission** to “Build an NHS Fit for the Future”
- **Secured confirmation from government that it will provide funding for a pay rise for healthcare workers in relevant independent sector organisations** that employ staff on Agenda for Change terms and conditions.
- **Successfully ensured the expansion of NHS England’s radiographer training** around administering contrast on mobile diagnostic vans to those working in the independent sector.



## Driving improvement in the accessibility of private healthcare to patients

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- **Established ourselves as the leading source of intelligence on private healthcare** through the publication of our Going Private 2024 report which was covered exclusively in the Times
- **Drove extensive media coverage on the growing numbers of people paying for healthcare** including in the FT, The Times and Telegraph, and BBC Radio 5 Live
- **Kicked off our new showcase of member private primary care services** on LinkedIn

## Navigating the 2024 general election campaign and change of government

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- **Successfully navigated the sector through the General Election** and built relationships with the new Government
- **Supported member in building relationships with Parliamentary candidates over the election period** through the launch of our Prospective Parliamentary Candidate (PPC) engagement tool.

## Other key IHPN achievements

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- **Awarded “UK Association of the Year”** at the Association Excellence Awards



**IHPN Scotland is the representative body for independent acute and mental health providers in Scotland and is chaired by Nuffield Health Edinburgh Hospital Director Ken Hay.**

The Network brings together its members, facilitating connections with healthcare professionals from across Scotland. This collaborative effort allows members to contribute meaningfully to the development and review of public healthcare policies in Scotland. The [infographic](#) highlights the contributions made by IHPN members in areas such as workforce training, patient activity, and safety and quality.

IHPN Scotland holds quarterly meetings, providing a platform for discussing key issues affecting the membership. These meetings feature updates from a wide range of stakeholders, including the Scottish Government, the General Medical Council, and Healthcare Improvement Scotland. Additionally, IHPN Scotland hosts annual meetings with Scotland's Chief Nursing Officer to address clinical matters, focusing on how the independent sector can increase its support for training and placements in nursing, theatre, radiology, and physiotherapy.

In the past year, IHPN Scotland has engaged in initiatives such as the Scottish Government's Scan for Safety programme. This programme aims to enhance the traceability of medical devices through point-of-care scanning and digital data capture. The network has also prioritised increasing independent sector involvement in audits such as the Pelvic Floor Registry. Moreover, IHPN Scotland has also participated in the establishment of Medicines Information Systems (registries).

Dawn Hodgkins, IHPN's Director of Regulation, and Linda Jones, Head of Patient Safety and Quality Governance, work to ensure all sectors within IHPN Scotland are represented, fostering improved communication and collaboration across the membership.

Looking ahead, IHPN Scotland will continue to work towards the adaption of the Medical Practitioners Assurance Framework (MPAF) for Scotland, working closely with the Scottish Government and Health Improvement Scotland. IHPN Scotland will also have representation on the Scottish Government Nursing and Midwifery Taskforce aimed at delivering sustainable change that build on efforts to make Scotland the best place for nurses and midwives to thrive at work.



**IHPN Wales, chaired by Werndale Hospital’s Executive Director Jacky Jones, is the representative body for independent healthcare providers in Wales.**

IHPN members in Wales not only play a key role in training and growing the healthcare workforce in Wales, they also make an important contribution to supporting patients in Wales and deliver high quality care that patients value. This [infographic](#) shows the contribution IHPN members in Wales have made in 2024 to workforce and training, patient activity, and safety and quality.

IHPN Wales meets quarterly including two joint meetings with the Welsh Government, as well as Healthcare Inspectorate Wales. IHPN Wales also hold annual meetings with Sue Tranka, Wales Chief Nursing Officer.

Welsh Government continues to engage with the independent sector particularly in relation to the changes to PTR for Wales which include the consideration of the extension of redress arrangements to the independent sector for NHS funded care.

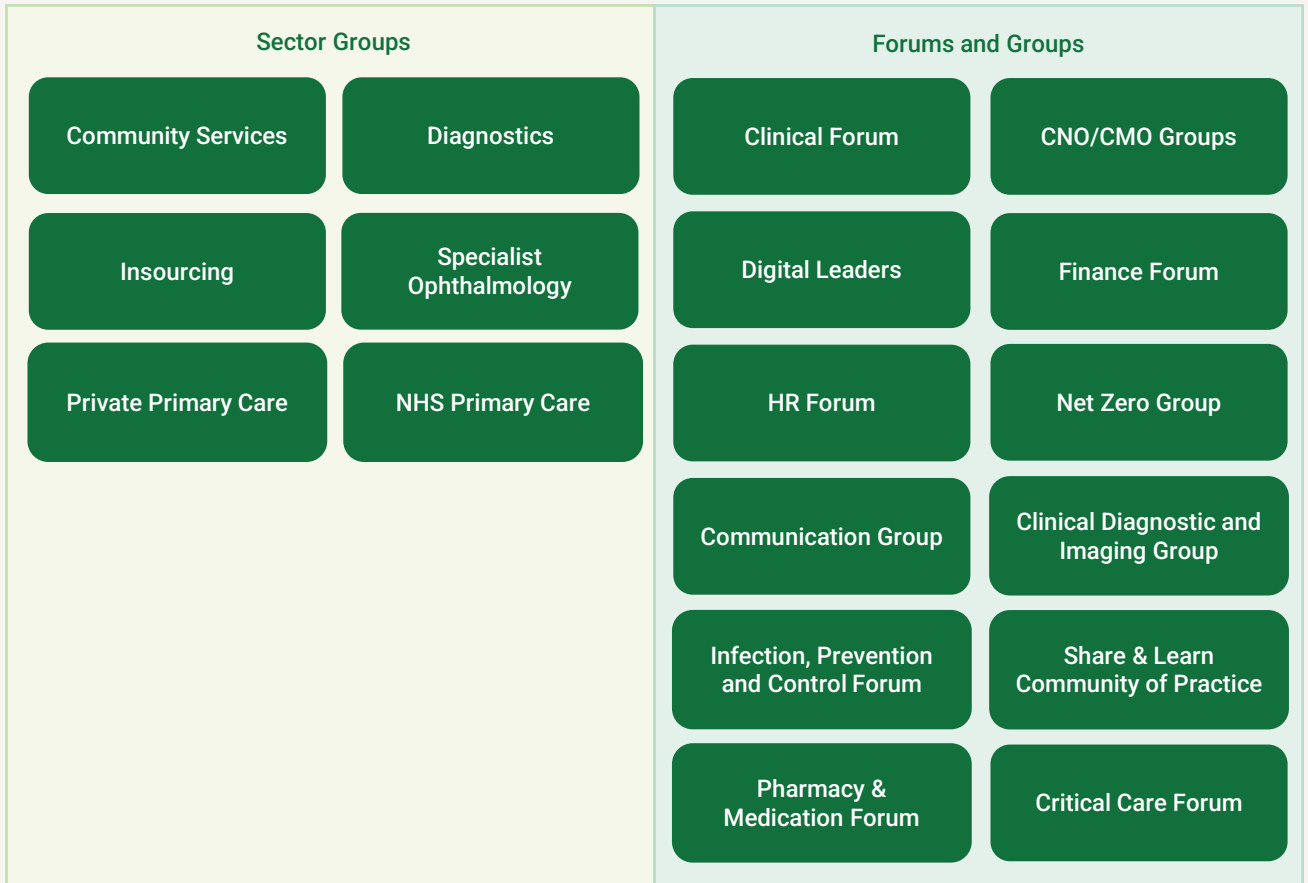
Welsh Government and Healthcare Inspectorate Wales have also engaged with IHPN Wales members to support the implementation of the Patient Safety Incident Response Framework (PSIRF) within some IHPN Wales member organisations.

Representatives from IHPN Wales regularly attend meetings external stakeholder groups such as the Registered Nurse Associate Band 4 Project, Welsh Nursing and Midwifery Committee and All Wales Decontamination and Sterilisation Advisory Group.

IHPN’s Director of Regulation, Dawn Hodgkins, and Linda Jones, Head of Patient Safety and Quality Governance are working closely with the Welsh network to ensure all sectors within IHPN Wales are represented and to continue to enhance communication and collaboration across the membership.

# IHPN Forums and Groups

IHPN's forums and groups are at the heart of our mission to bring all types of providers together. In 2024/25 our existing groups have gone from strength to strength with increased attendance and a vibrant work programme across all our areas of work.



# IHPN Strategic Council

IHPN's Strategic Council agrees our annual business plan and sets our strategic agenda. The Council meets four times a year and is currently made up of the following member organisations. The number of meetings attended by each organisation is set out below.



**Alliance Medical**  
UK Managing Director  
Peter Winchester [3]



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



**Cleveland Clinic London**  
President, Dr Robert  
Lorenz [3]



**Connect Health**  
Executive Chair, Andrew  
Walton [3]



**Diagnostic Healthcare,**  
Chief Executive Officer,  
Liat Karni [4]



**Genesis Care**  
CEO – UK and Europe,  
Justin Hely [4]



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



**Healthshare**  
Chair, KP Doyle [4]



**Horder Healthcare**  
CEO, Richard Tyler [4]



**HCRG**  
Executive Chair,  
Stephen Collier [4]



**IHPN**  
Chair, Seema Kennedy  
OBE [4]



**IHPN**  
CEO, David Hare [4]



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



**InHealth Group**  
Chair, Richard Bradford [3]



**Nuffield Health**  
CEO, Alex Perry [4]\*



**One Medical Group**  
Co-Founder & Executive  
Chair Rachel Beverley-  
Stevenson [4]



**Practice Plus Group**  
CEO, Jim Easton [4]



**Ramsay Health Care UK**  
CEO, Nick Costa [3]



**Spire Healthcare,**  
CEO, Justin Ash [4]



**The London Clinic**  
CEO, Al Russell [4]



**Vanguard Healthcare**  
CEO, Chris Blackwell Frost  
[4]

\*Nuffield Health were represented by James Murray from April 24 – July 24, and Natalie-Jane Macdonald from July 24 – September 24.

# IHPN Board of Directors

In line with the Articles of Association, IHPN has four Directors. In 2024/25 the Directors met three times.



**Seema Kennedy OBE**  
Chair, IHPN



**Richard Bradford**  
Chair, InHealth Group

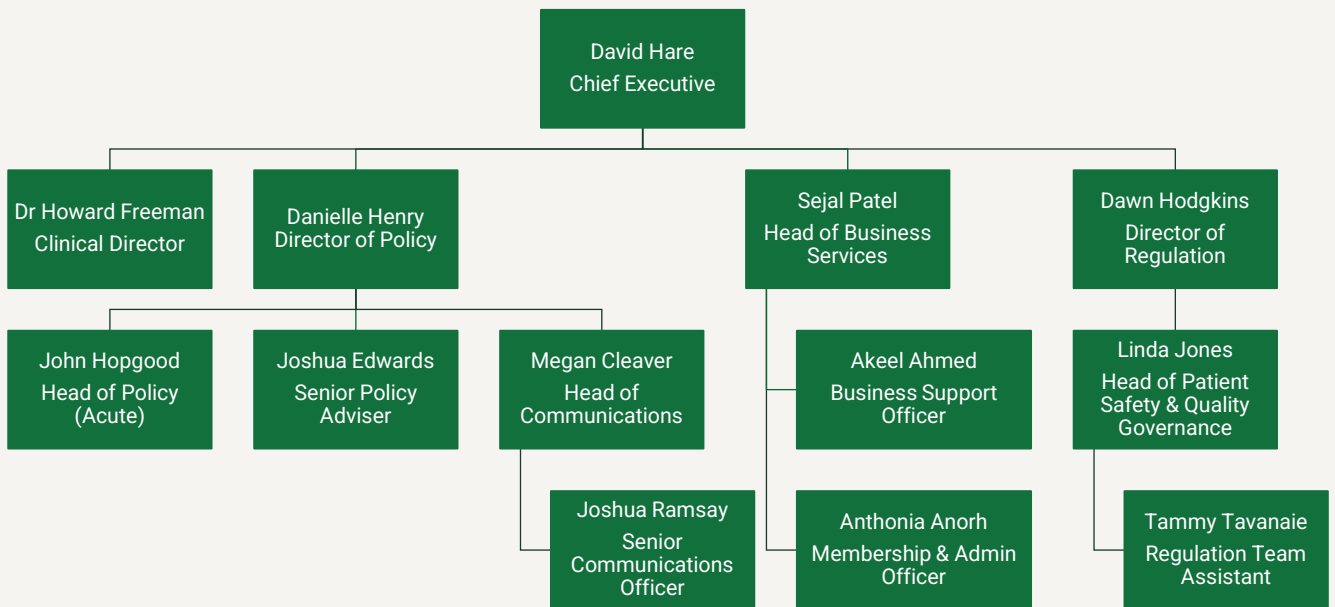


**Jim Easton**  
Chief Executive,  
Practice Plus Group



**David Hare MBE**  
Chief Executive, IHPN

## IHPN team





Independent Healthcare Providers Network  
84 Ecclestone Square  
London SW1V 1PX

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