

MSKPN Survey analysis Nov 25

20 respondents in total (13 last year)

Executive summary

Thank you to everyone who participated in our October 2025 member survey! Your feedback is invaluable in helping the Board shape our schedule for 2026. We asked about your most pressing needs, areas where you'd like support, and the webinar topics that interest you. Your input directly guides our priorities and workstreams for the coming year.

The grid below highlights what you shared with us in October 2024 about your needs and priorities and compares them with your most recent responses.

Unsurprisingly, progress with PMIs is still a very important issue for the majority of recipients (but is scored lower than last year) and is joint first with business growth and diversification of revenue lines. Recruitment has entered the top 3, jointly with raising the value of physio/marketing. AI and cyber security has risen in importance, with around a third of members stating it as a pressing need next year.

Oct 24	Oct 25
Top 3 pressing needs Progressing with PMIs (69%) Business Growth (54%) AI, Quality, Exit/M&A - 23% each	Top pressing needs PMIs (45%) Growth/diversify (45%) Recruitment (35%) Marketing/Value of physio/industry rep (35%) AI/cyber/digital (30%)
Top 3 things you want from MSKPN in 2025 PMI solution (46%) Peer support (23%) Growth, AI, quality/data collection (15% each)	Top 3 things you want from MSKPN in 2026 Networking/ideas/Director contributions (45%) AI/Cyber security (40%) Business growth (20%)

In terms of webinar topics for 2026, your top 12 preferences are:

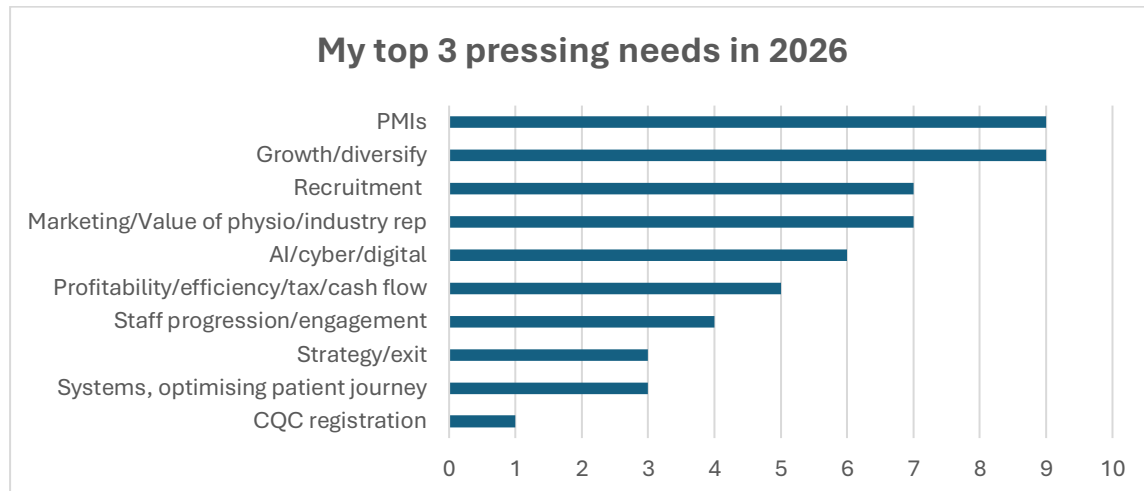
Webinar topic	Score
Dialogue with PMIs	89
AI for beginners threats and opportunities advanced for clinicians advanced for operations regulations and liability	85
Growing your business	85
Communicating the value of physiotherapy to the market	84
Strategic planning support	81
IT/cyber security – what to do if attacked	74
Marketing your clinic	73
Quality agenda/quality metrics	73
Leadership programme	71
Workforce / recruitment / HR advice	70
Diversifying revenue streams	66
Employee incentivisation schemes	61

Thank you once again for your support. We're committed to working diligently to address your survey feedback over the coming year. If you would like to discuss anything further, please don't hesitate to reach out.

Full survey details are below.

Most pressing needs in 2026

The overwhelming needs of MSKPN members relate to commercial matters – PMI (9 mentions), business growth (5), diversifying revenue lines (3), marketing (4) and profitability (3). Workforce matters such as recruitment (7), remuneration pathways and retention (4) remain important. Technology is also of importance - AI/cyber/digital (6).

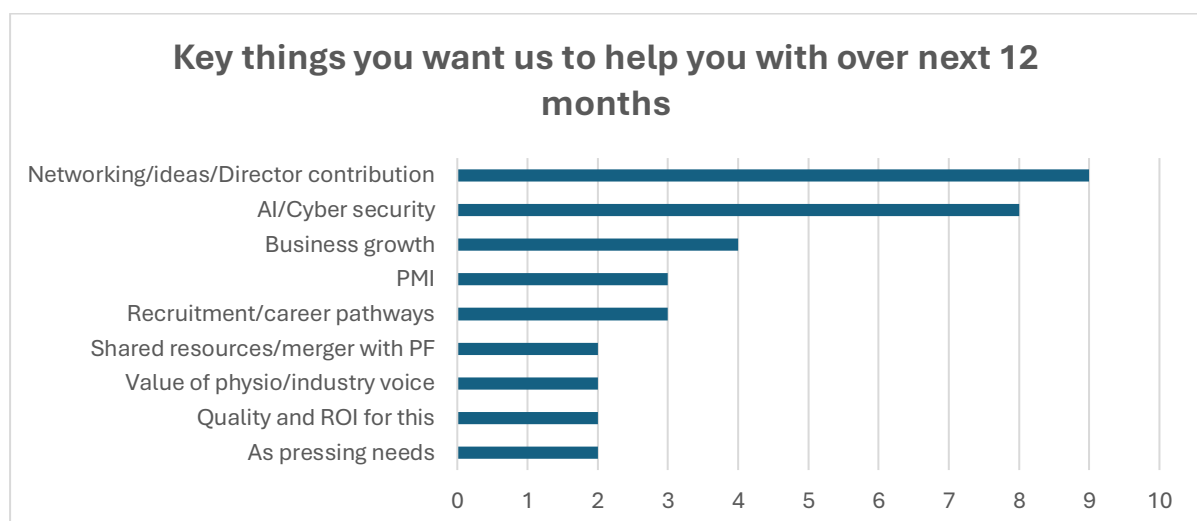


Ideas from members include:

- Comprehensive mentorship/graduate training program could all pay for/share to help recruitment
- Systems protocols could pay extra for /share
- Maximising efficiency in the clinic and understanding what is worth investing in (ie AI)
- Creating a Staff progression flow (Career and Financial remuneration pathway)
- Technology for operational efficiencies
- Growth: organic, new clinic sites and potential acquisitions

Key things you need help with in 2026

Engagement with other members and the directors ranked highest among the areas you want MSKPN to support over the next 12 months, with 45% of respondents selecting it. This was closely followed by AI/cyber security with 40%. A range of other needs include support with growing my business, PMI dialogue, recruitment, shared resources, increasing the value of physio, and quality and proving the ROI for this.

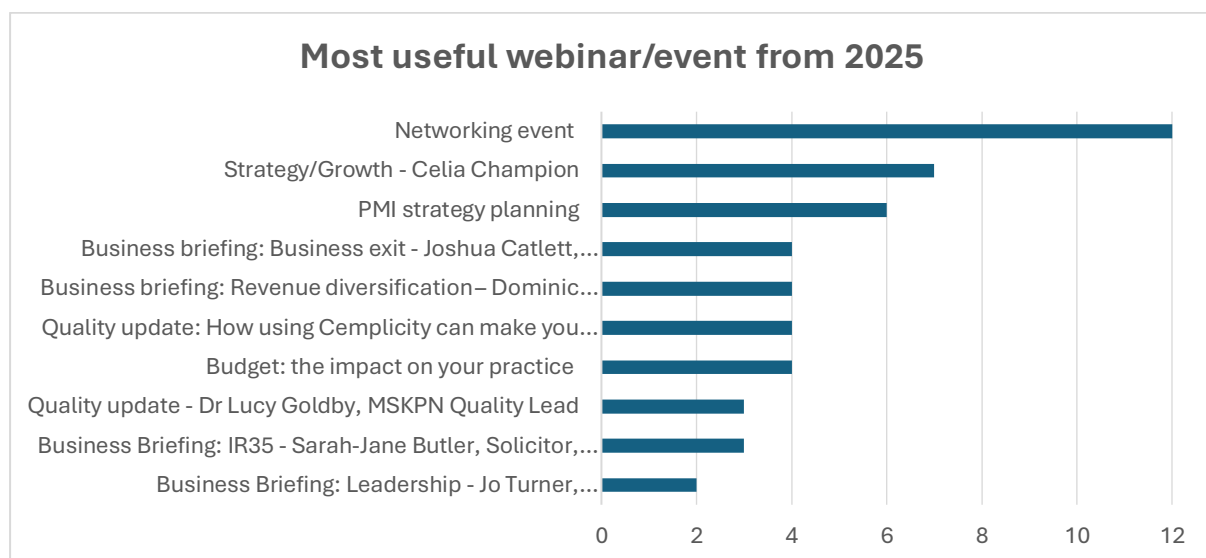


Comments from members

- Access to shared resources
- Understanding how to position a business to scale and exit (in time)
- Creating a Staff progression flow (Career and Financial remuneration pathway)
- Continued representation and push for fair remuneration and fair treatment with major PMIs
- Learn from each other- sharing own high level real experiences handling similar scenarios / situations

What was the most useful webinar/event from 2025 and why?

The networking events are overwhelmingly the most useful events for members chosen by 60% of respondents. Around a third of you have cited the PMI strategy planning session and the strategy/growth webinar by Celia Champion as being most useful. Business briefings on topics like the budget, business exit and revenue diversification, as well as the quality updates, are also valued.



Comments from members:

- Helped link the importance of Cemplicity and how we could optimise its use
- Need to get to these. Aware missed opp
- Face to face/networking events are where the "magic" happens.
- Market valuation of clinics and current market by Josh Catlett very insightful
- It's good to talk! I didn't get to attend many of the webinars: but would have liked to!
- I've only just joined so haven't seen any of these
- Much better to meet in person

Webinars

I list below the webinars in order of importance with their overall score. As in all previous years, the most popular topic for MSKPN webinars is dialogue with PMIs with 85% of people stating they are very or most important. AI is now a solid second place (85%) and commercial aspects such as business growth, strategy, marketing and communicating the value of physio to the market are still very strong topics. Quality and the people agenda (recruitment/leadership) is most or very important to over half of you. Less important is CQC registration, business insurance, exercise software and tax.

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Business exit	57
Risk registers, safety and governance	57
Engagement with EHR software providers	57
Tax and VAT	55
Exercise software suppliers	54
Business insurance	51
CQC registration	48

Report prepared by Ali Rogan, Hornsey Consulting, 14.11.25