



**Great Ormond Street Hospital for Children NHS
Foundation Trust**

Annual General Meeting

2016/17



Mary MacLeod OBE, Interim Chairman

Welcome and introduction

Annual General Meeting and Annual Members' Meeting 2017

Thursday 14 September 2017 6.00-7.15pm

Weston House Lecture Theatre

- 6.00pm-6.05pm Welcome and introduction
Mary MacLeod, Interim Chairman
- 6.05pm-6.25pm Updated Strategy - Fulfilling our potential
Nicola Grinstead, Deputy Chief Executive Officer
- 6.25pm-6.35pm Chief Executive Officer's Report 2016/17
Dr Peter Steer, Chief Executive Officer
- 6.35pm-6.45pm Quality Report including External Auditor's review of 2016 – 2017
Dr David Hicks, Interim Medical Director
- 6.45pm-6.55pm Financial Report including External Auditor's review of 2016 – 2017
Loretta Seamer, Chief Finance Officer
- 6.55pm-7.05pm Annual Membership Update
Matthew Norris, Interim Lead Councillor
- 7.05pm-7.15pm Questions



Fulfilling Our Potential

Nicola Grinstead, Deputy Chief Executive Officer

Charlotte Archer-Gay, GOSH patient

The child
first and always

Helping children with complex health
needs fulfil their potential

We will achieve
the best possible
outcomes through
providing the
safest, most
effective and
efficient care

We will attract
and retain the
right people
through creating
a culture that
enables us to
learn and thrive

We will improve
children's lives
through research
and innovation

We will transform
care and the
way we provide
it through
harnessing
technology

We will use our voice as a trusted partner to influence
and improve care

We will create inspiring spaces with state-of-the-art equipment
to enhance care delivery and learning

We will provide timely, reliable and transparent information
to underpin care and research

We will secure and diversify funding so we can treat
all the children that need our care

Always welcoming

Always helpful

Always expert

Always one team

Human Resources
Business Partner

Suzanne Bradley
Clinical Nurse Specialist

Trisha Webbe
General Manager

Charlotte's Journey



Lynsey Steele
Play Specialist



Daljit Hothi
Consultant



Emma Hau
Healthcare Planner, Redevelopment



Stephen Marks
Consultant Paediatric Nephrologist



GOSH Arts



Lynsey Stronach
Home haemodialysis
nurse



Shankar Sridharan
Chief Clinical Information Officer

Myra Pon an
Housekeeper, Eagle



Chief Executive Officer's report 2016/17

Dr. Peter Steer

Thank You and
Goodbye to
Baroness Blackstone
Chairman 2009 - 2017



The Year in Numbers

296,252

admissions and
appointments

1,299

research studies
with more than

4,000

patient and family
members

4,384

members of
staff

Over

1,000

volunteers

A Year of Highlights

- A new heart for Elliott
- A 'super' new facility – Gamma Knife Surgery
- The UK's youngest double lung transplant patient
- Vitamin B6 lifesaver discovery



A Year with some Challenges

- Economic climate
- Impact of Brexit
- National skills shortages
- Digital future
- High profile media case



A Year of Research at GOSH

1,330 research projects

240 clinical trials

5,279 patients and families took part

697 researchers at GOSH and ICH

£37 million award from the National Institute for Health Research (NIHR) to support GOSH Biomedical Research Centre (2017-2022)

£3 million extra funding for the NIHR GOSH Clinical Research Facility, dedicated space for children undergoing clinical treatment trials



A Year of Digital Progress

- Electronic Patient Record (EPR) system and research and innovation platform approved by Board
- Work began on configuration and implementation of EPR
- Epic chosen as main supplier
- Aridhia chosen for research and innovation platform



A Year of Improved Clinical Effectiveness

- **GOSH set about reducing number of patients with incomplete referral-to-treatment (RTT) pathways:**
 - Cleaned up data
 - Changed operational processes
 - Reduced waiting lists
- **Implementing mental health screening for patients with long-term physical health conditions:**
 - Increase from 9% in Q2 to 45% in Q4
 - Standardised approach under development

"Much better system."

"Faster than paper."

"Recording outcomes is easier."

Clinicians

"Good way of tracking patients."

Specialty administrative staff

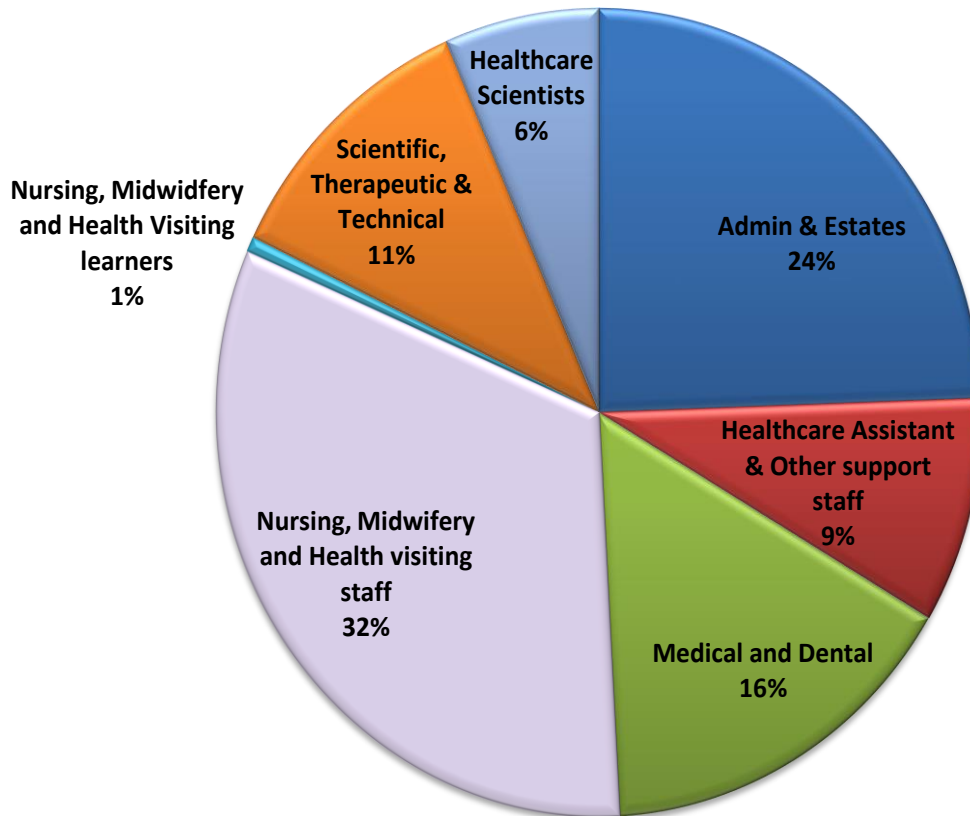
The Year of International and Private Patients

- 5,000 children treated annually from around 90 countries
- Revenue invested back into NHS, benefitting all patients
- New private ward – Hedgehog Ward - opened, increasing number of beds to 53
- Income growth of 14.1% / £7.2 million

Serena: first patient in Hedgehog Ward



A Year of our People



Total contracted staff 4,110 FTE



A Year of Family and Friends

"I feel that everyone who works at GOSH offer the best care and attention than any other place I have worked. Everyone is selfless and always put the child first."

	GOSH Scores	Upper quartile
Recommend to friends and family if they needed care or treatment? Q2 (Nov 16)	97%	80%
Recommend to friends and family as a place to work? Q2	75%	63%

"I commute for over an hour to work here even though I was offered a job at my local hospital which is just 10 minutes walk away! GOSH is not only my place of work, it is my second home and my colleagues are my second family."



A Year of Collaboration



Advocates for children's health and their access to the best quality care through the collaborative work of children's hospitals



Children's Healthcare Alliance, strategic oversight body for children's hospitals across the UK

A Year of Redevelopment and Planning



Phase 2B: Premier Inn Clinical Building

Construction of a brand new wing at GOSH offering:

- 7 new in-patient wards
- 2 high-spec operating theatres
- Pre and post surgical day unit
- Cardiac intensive care unit
- Isolation and ambulatory care facilities

First wards open: November 2017



Phase 3: The Zayed Centre for Research into Rare Disease in Children

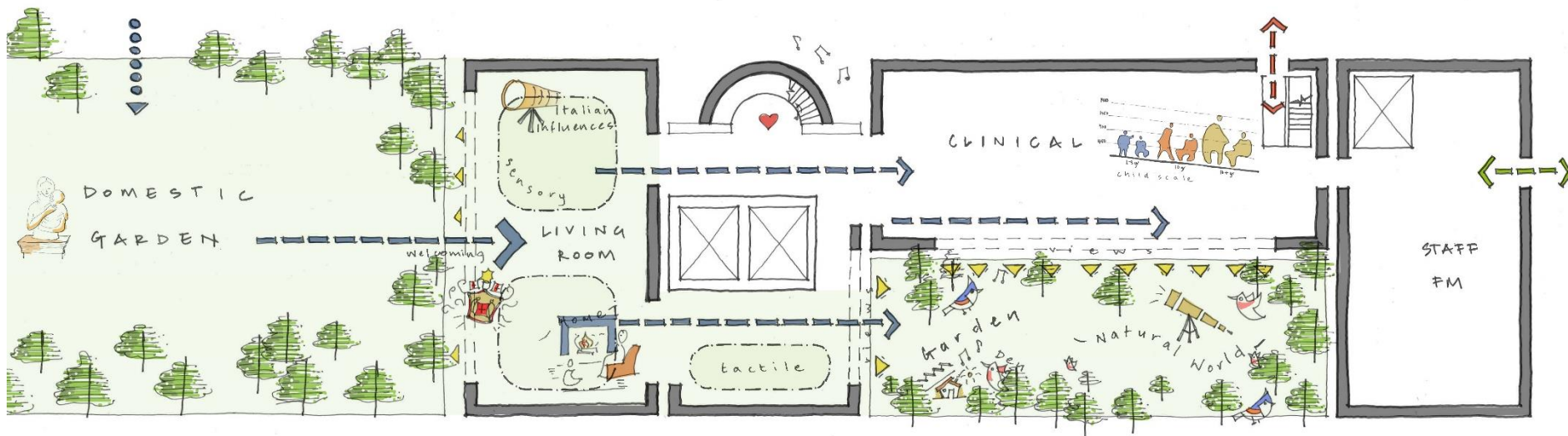
A dedicated research centre where scientists and clinicians will work together to research, care for and treat children and young people with rare diseases.

- 'Top out' scheduled for end of 2017
- Construction work set to complete by end of 2018



Italian Hospital Renovation

- Architect study concluded the building can be restored to clinical use
- If planning application approved, construction anticipated to run from May 2018 - Summer 2019



Phase 4: A new clinical building on Great Ormond Street

- Proposal to replace the frontage and Paul O’Gorman buildings to provide a new signature hospital building
- Public engagement on 3 early design concepts included:
 - › Public exhibitions attended by 500 stakeholders
 - › Evaluation by Members’ Council and Young People’s Forum



Great Ormond Street 
Hospital for Children
NHS Foundation Trust

Media highlights 2016-2017

The Year Ahead

A new vision for 2017 / 2018 to help every child fulfil their potential

- provide the safest, most effective care, with the best possible outcomes.
- attract and retain the right people and together create a culture that enables us to learn and thrive.
- improve children's lives through research and innovation.
- harness digital technology to transform the care we provide and the way we provide it.

Always





Quality Report including external auditor's review 2016/17

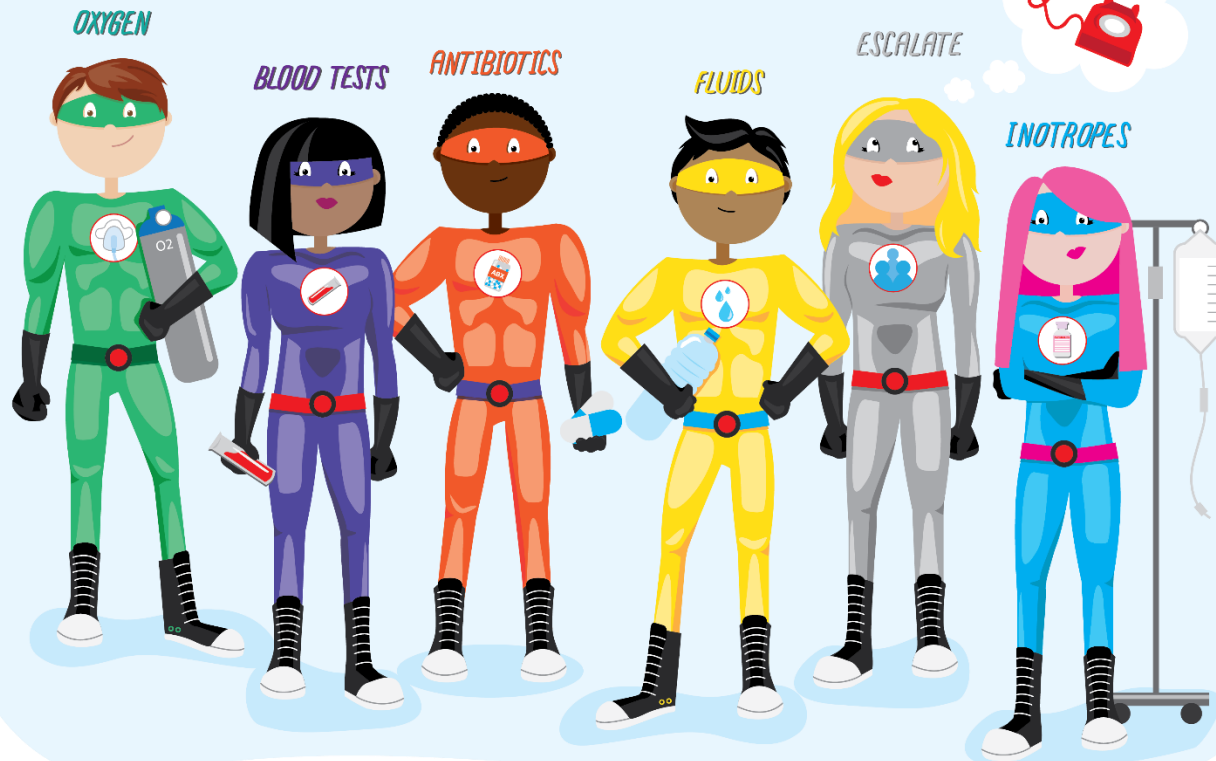
Dr David Hicks, Interim Medical Director

Our Quality Priorities



Safety – Identifying Sepsis Early

THE SEPSIS 6



Our data

The current international average for completing the Sepsis 6 protocol within one hour is 47%.

Currently, the Trust is significantly above the international average at 67.4%

Safety Huddles

In 2016/17, safety huddles were successfully rolled out to every inpatient ward.



Effectiveness

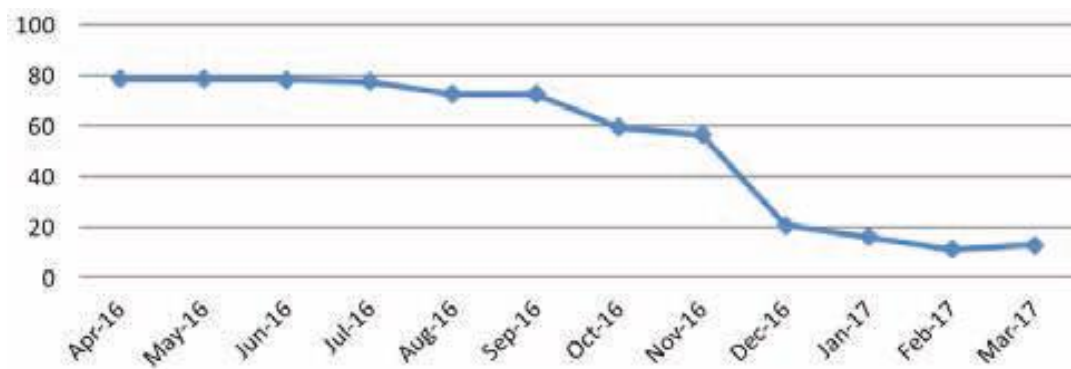
Consistently deliver excellent clinical outcomes, to support every child to fulfil their potential

Improvement initiative - Developing Trust-wide access to outcomes data through the Clinical Outcomes Hub.



Effectiveness

Reducing the number of patients with incomplete pathways at 18 weeks



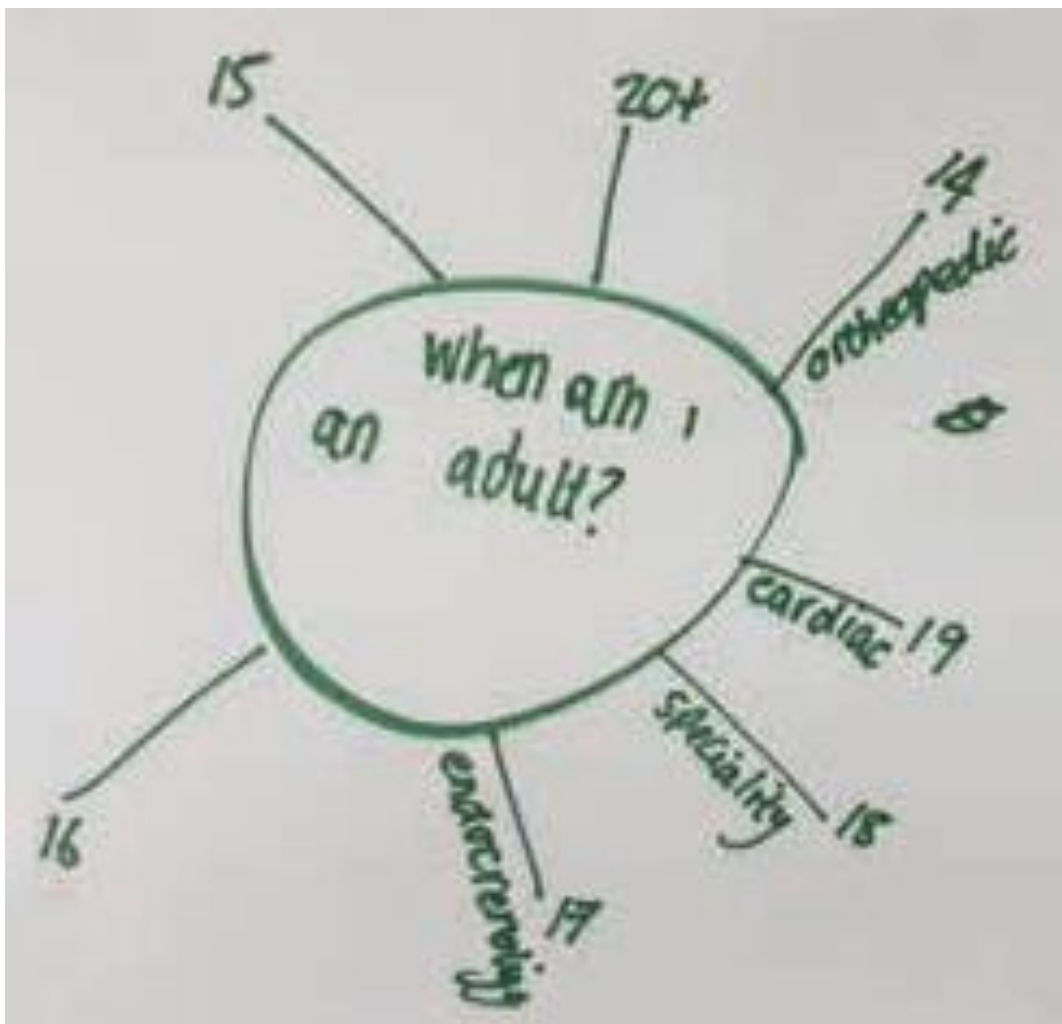
Percentage of unknown clock starts on RTT pathways:



Percentage of appointments with RTT outcome within five working days:

Experience

Trust-wide improvement project to improving young people's experience of transitioning to adult services.



Utilising Friends and Family Test data for improvement

[illegible]

Inpatient (above) and outpatient (right) feedback cards for young children.

Experience – our space themed Listening Event

Communication

- Face-to-face communication
- Staff-to-staff communication
- Fewer and more comprehensive letters, and more use of text and email

Outpatients

- Advising of delays
- Staff to introduce themselves to children and young people more
- More things for older children to do while waiting
- Appointments requested at early mornings or weekends

VIDEO BOOTH

Food

- More information on ingredients
- More variety of meals
- Flexible mealtimes

Transition

- Clearer communication
- Transition spoken about sooner
- More support when going through transition





Thank you



Financial Report including External Auditor's review of 2016-2017

Loretta Seamer, Chief Finance Officer

Income and Expenditure £ Million

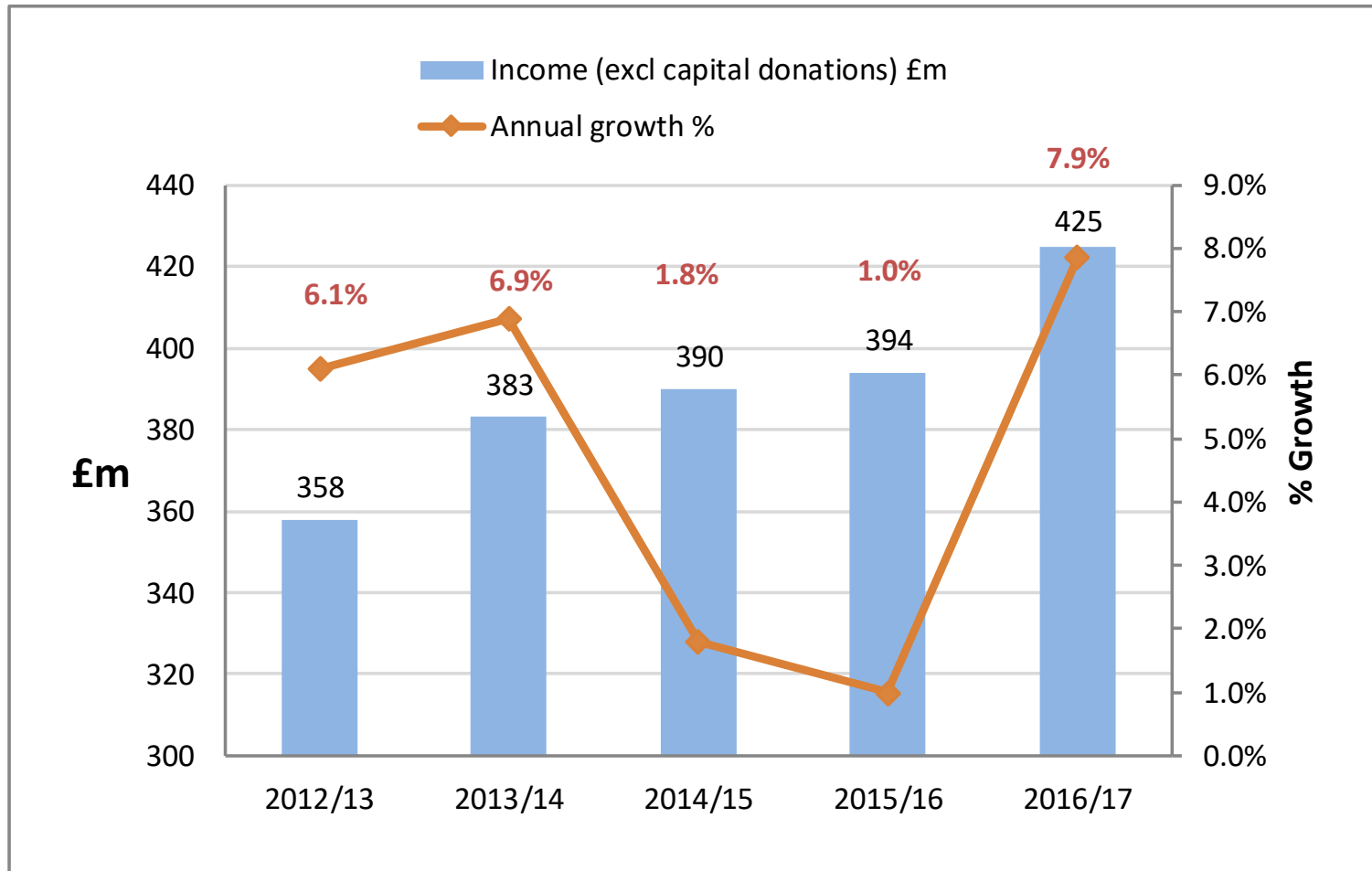
Summary Financial Results	Financial year ended			
	31-Mar-17 £m	31-Mar-16 £m	Change £m %	
Operating Income	425.5	394.4	31.1	7.9%
Operating Expenses	(405.4)	(380.7)	(24.7)	6.5%
Earnings before Depreciation, Interest and Public Dividend	20.1	13.7	6.5	47.3%
Depreciation, interest and public dividend	(25.0)	(24.7)	(0.3)	1.2%
Operating surplus/(deficit) before Capital Donations and Impairments	(4.9)	(11.1)	6.2	-55.7%
Capital donations	32.0	31.5	0.5	1.6%
(Impairments)/reversal of impairments	(12.1)	13.8	(25.9)	-187.9%
Retained Surplus	15.0	34.2	(19.2)	-56.1%

Key Ratios

Financial year ended	31-Mar-16	31-Mar-17
Key ratios		
EBITDA * as a % of income	3.5%	4.7%
Net surplus as a % of income	-2.8%	-1.2%
Income growth	1.2%	7.9%
Capital Service cover	1.9	2.7
Liquidity days	51.5	47.8

Five Year Income Trend

(excludes capital donation income)



Change in Proportional Income

(excludes capital funding)

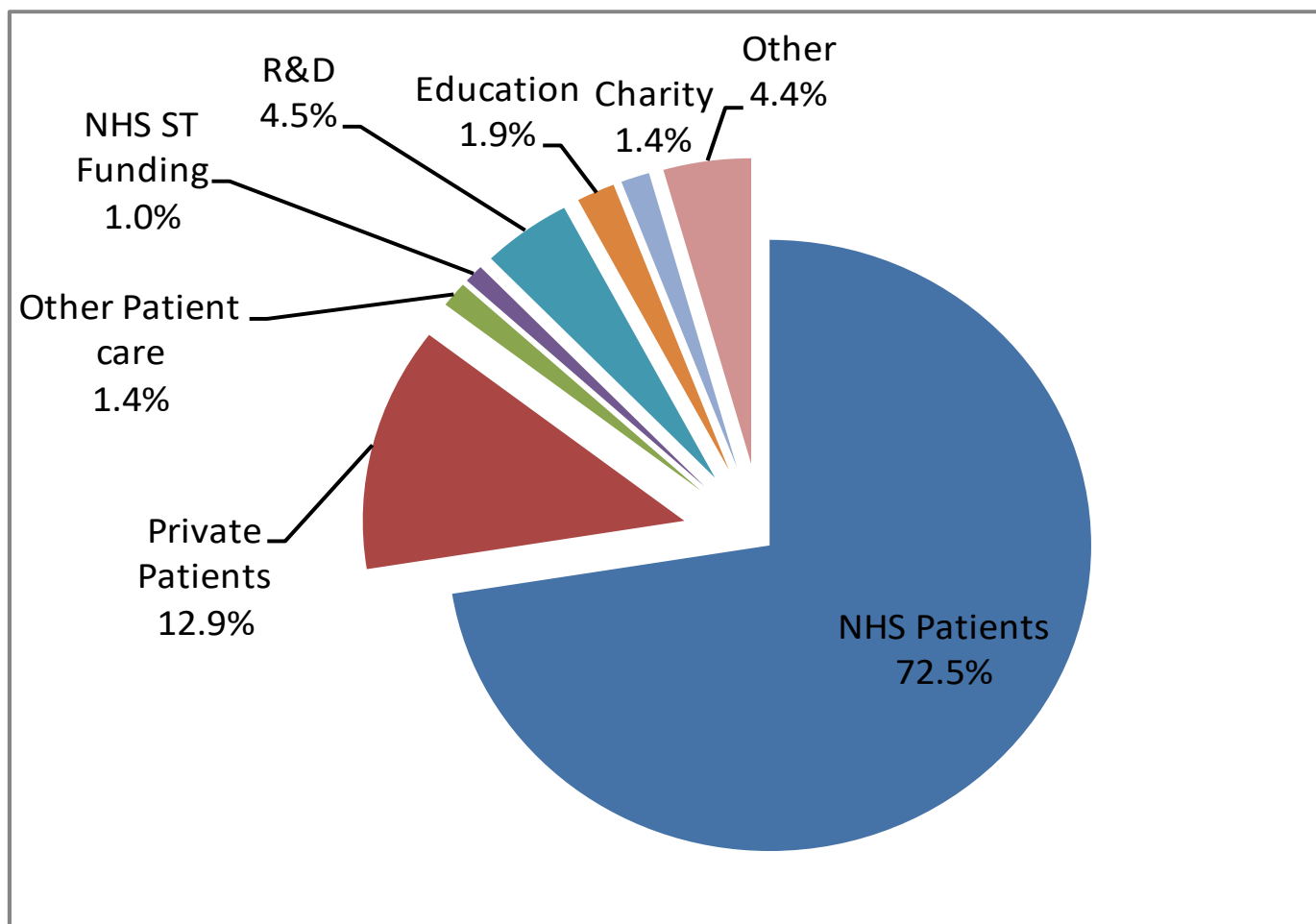
Category	2016/17				2015/16	
	£m	% on Total	Change over prior year	Change in Proportion	£m	% on Total
NHS Patients	312.6	73.5%	5.5%	-1.7%	296.2	75.1%
Other Patient care	5.8	1.4%	32.5%	0.3%	4.4	1.1%
Private Patients	55.8	13.1%	14.1%	0.7%	48.9	12.4%
Non-patient Income	51.3	12.1%	14.5%	0.7%	44.8	11%
Total Income	425.5	100.0%	7.9%	0.0%	394.3	100.0%

Key Points to note:

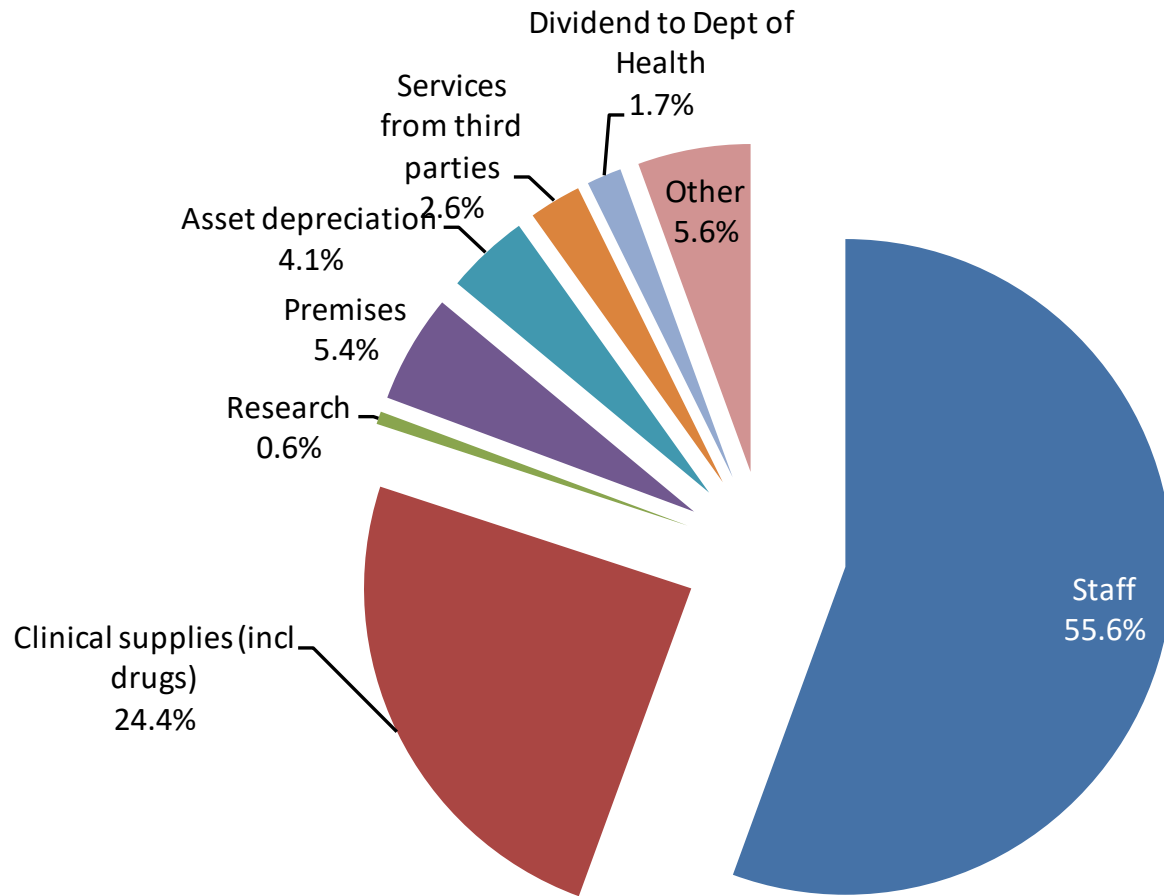
- IPP income increased by 14% over the prior year which is part of the strategic decision to grow the private patient market, but the proportion to total income only increased by 0.7%
- Other patient care relates to other UK jurisdictions and non-reciprocal overseas patients

Income Breakdown

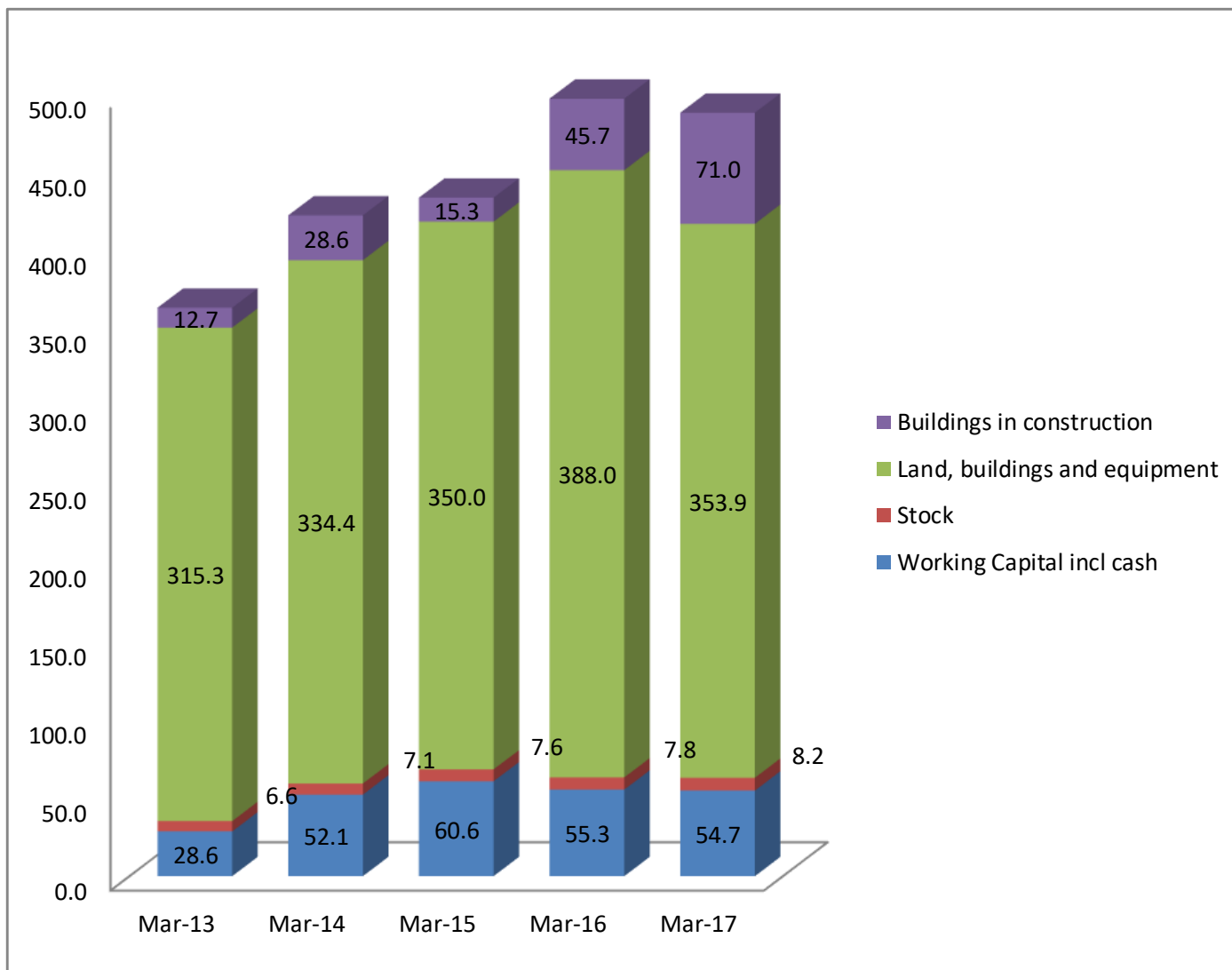
(excludes capital donation income)



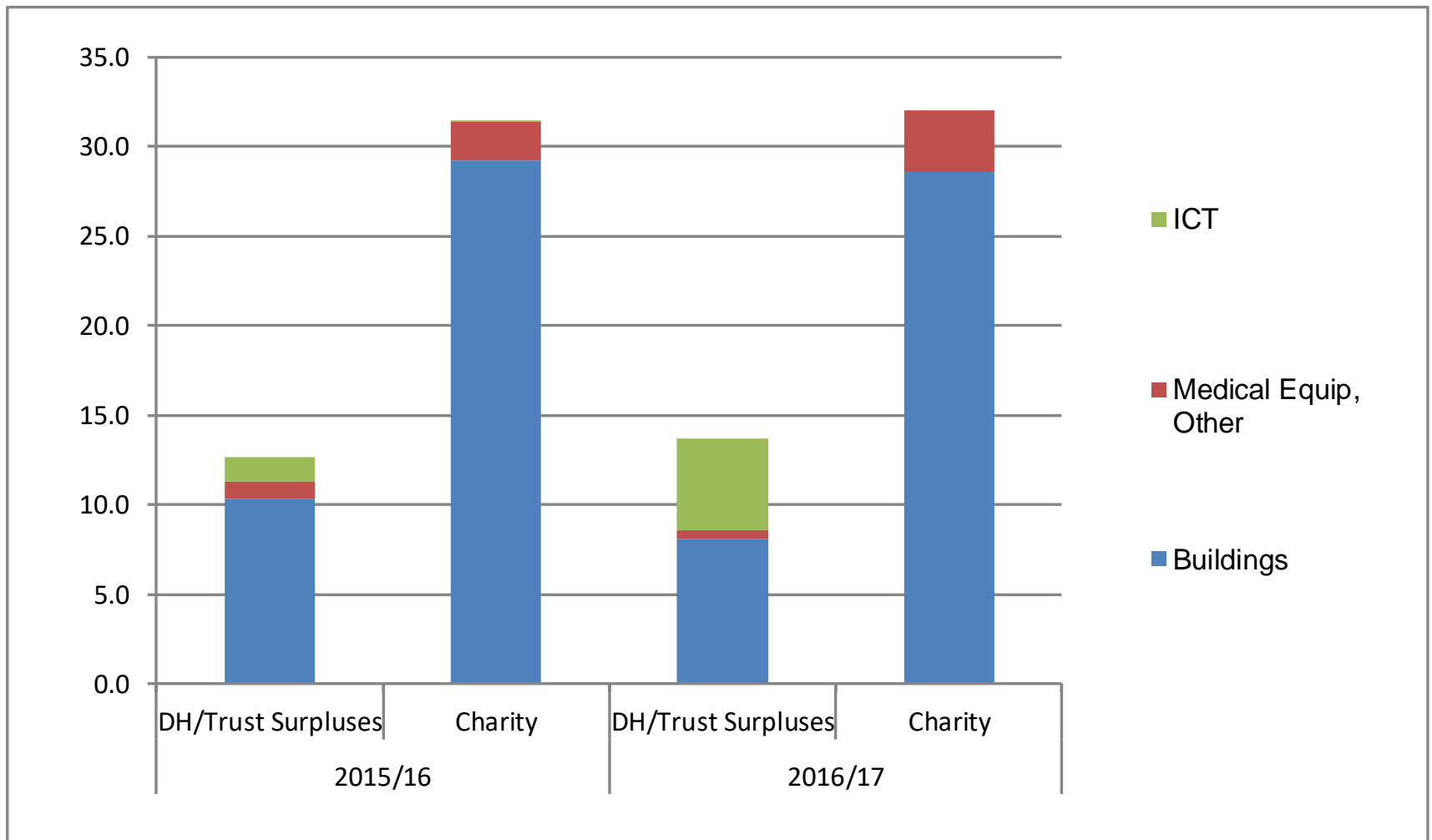
Expenditure breakdown



Assets employed £'million



Capital Expenditure £'million





Thank you



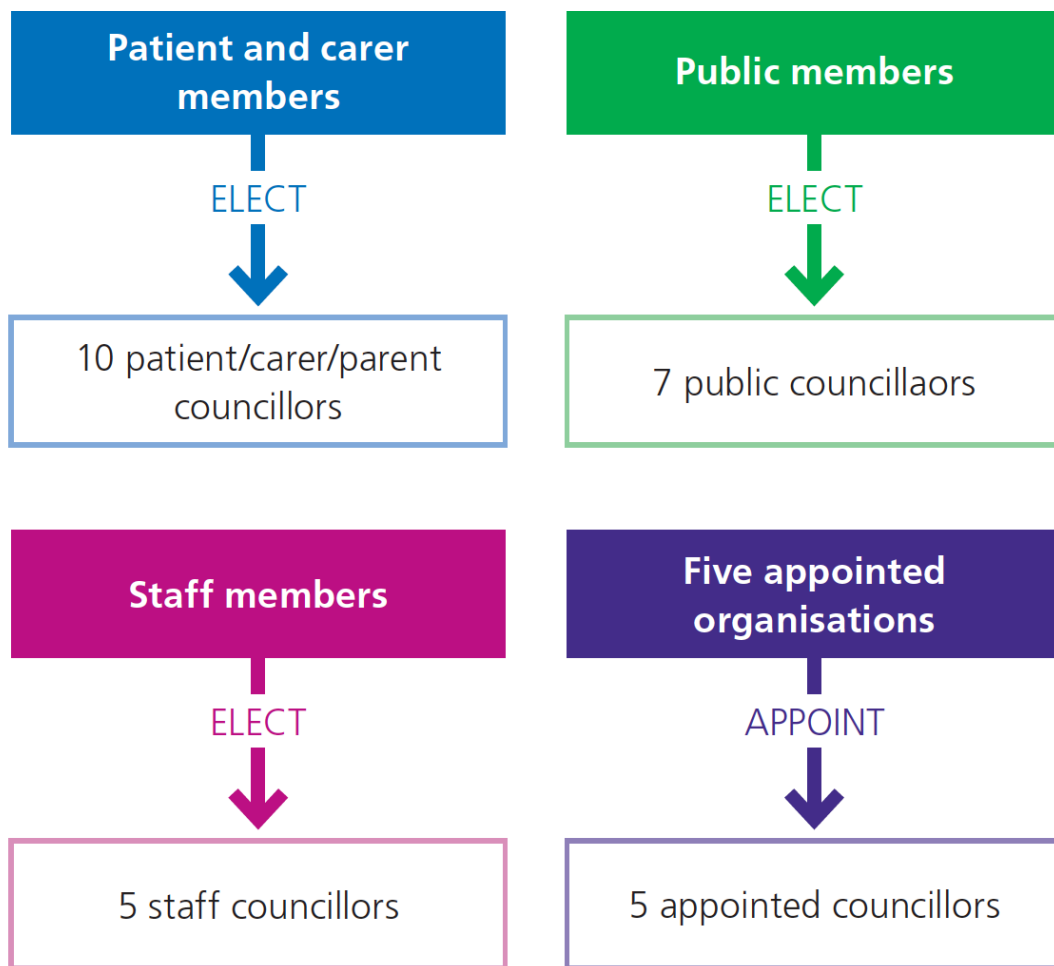
Always



Annual Membership Update 2016 - 2017

Matthew Norris, Interim Lead Councillor and Councillor
representing Parents and Carers from London

The Members Council



Board Update



Mary MacLeod OBE
Interim Chairman



James Hatchley
Non-Executive Director and
Senior Independent Director

New Chairman



Sir Michael Rake
New Chairman from 1 November 2017

Membership Strategy 2015 - 2018

Recruit

Communicate

Engage

gosh.nhs.uk/membership-strategy

Always



Recruit

Membership Recruitment Highlights

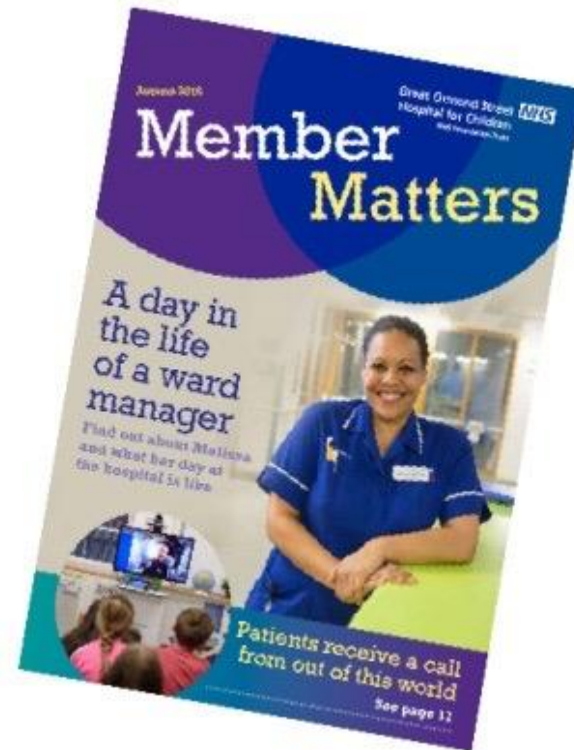
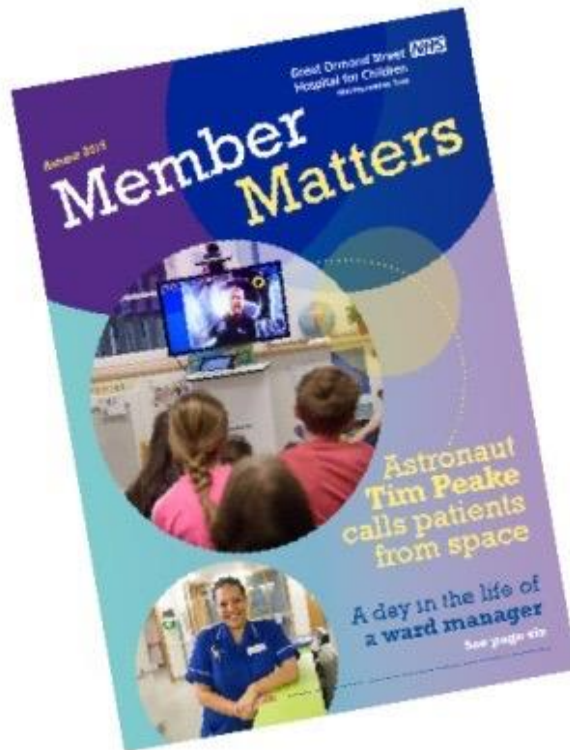


Always



Membership Communication Highlights

Our aim in 2016/17 was to continue to develop our communications with our members, providing interesting information and updates on GOSH.



Always



Engage

Membership Engagement Highlights

New Young People's Advisory Group (YPAG)



Always

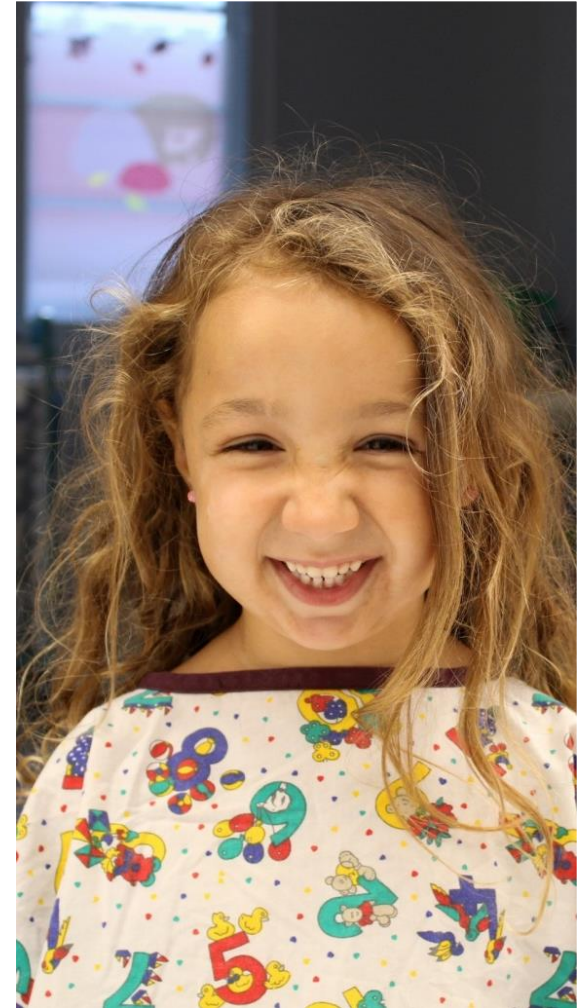


Looking forward

Help our membership voice to grow!

1. Stand for election as a Councillor
2. Encourage your friends and family to join the Trust
www.gosh.nhs.uk/join
3. Get in touch with a Councillor -
email: foundation@gosh.nhs.uk

Visit www.gosh.nhs.uk for more information



Always



Members' Council Elections

Key dates

- Nominations open – 14 Nov 2017
- **Nominations close – 12 Dec 2017**
- Candidates announced – 13 Dec 2017
- Elections open – 8 Jan 2018
- **Election closes – 31 Jan 2018**
- Results – 1 Feb 2018



Always





Thank you and Questions

