

Annual General Meeting and Annual Members' Meeting 2019/20

Celebrating our People



Welcome from the Chair



Sir Mike Rake

Agenda

5.05pm

- Chief Executive's Report 2019/20
- Matthew Shaw, Chief Executive

5.30pm

- Quality Report 2019/20
- Sophia Varadkar, Deputy Medical Director

5.45pm

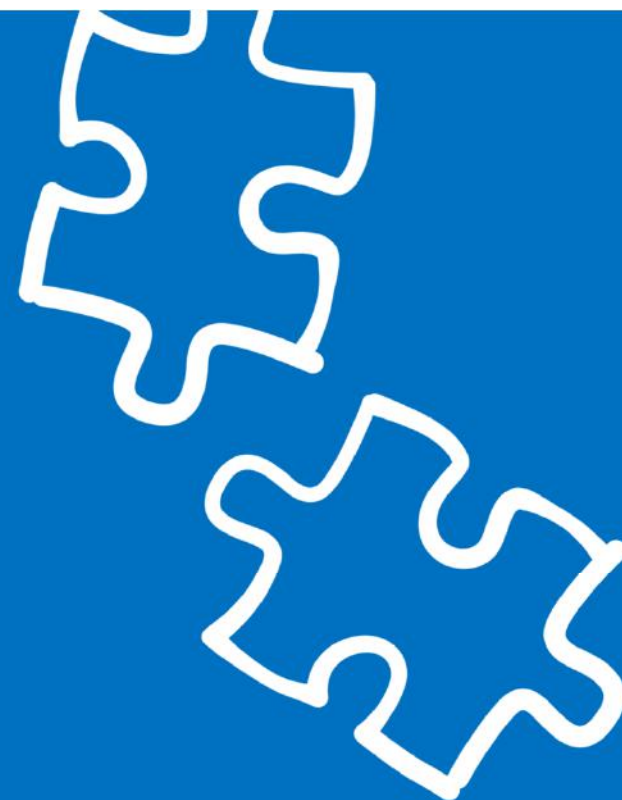
- Financial Report 2019/20
- Helen Jameson, Chief Finance Officer

5.55pm

- Annual Membership Update
- Claire Cooper-Jones, Lead Governor

6.10pm

- Questions

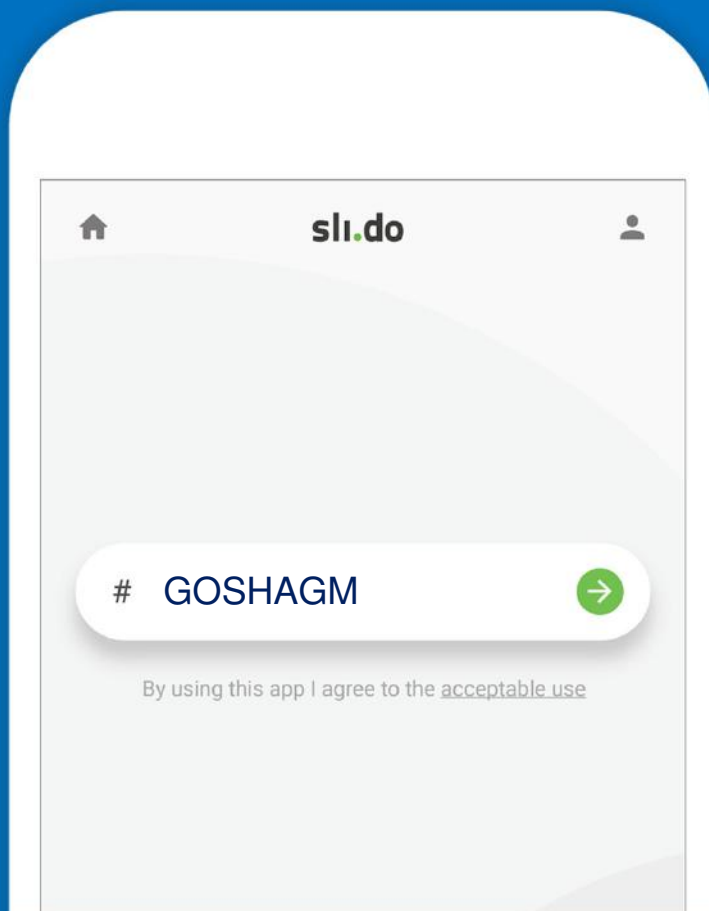


Please note
This meeting will be
recorded

Chief Executive's Report 2019/20



Mr Mat Shaw
Chief Executive



Join the conversation

Go to slido.com and enter event code **#GOSHAGM**

Type your question, add your name, and click send.

Remember to vote for the questions you'd like to hear answered.



A year of highlights



Responding to the COVID-19 pandemic



Preparing for take-off in 2020/21 with our new strategy



Delivering unprecedented efficiency savings



Digital innovation to improve patient care and experience



CQC inspection

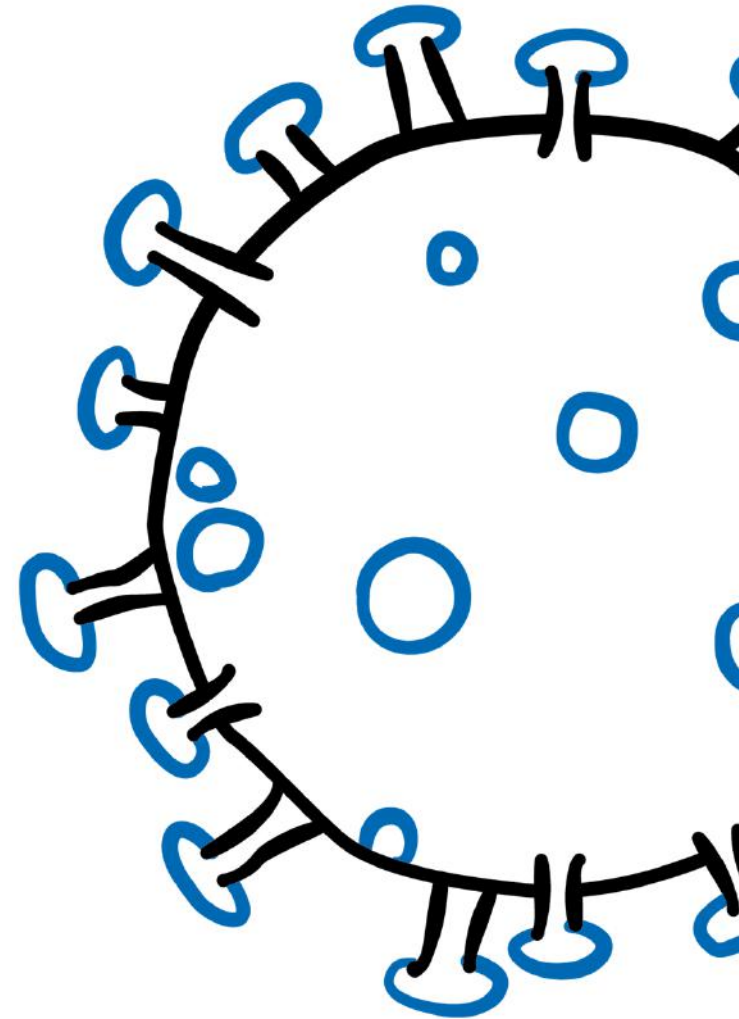
Celebrating our People

- Resilience and determination of our staff to continue delivering exceptional care during the pandemic.
- Launched our People Strategy to help achieve transformative culture change.
- Established the Disability and Long-term Health Conditions Forum alongside the other staff forums.
- Implemented our Speak Up for Safety programme.
- Established the People and Education Assurance Committee to focus on the wellbeing, training, education and management of GOSH staff.
- Moved from 'requires improvement' to 'good' for being well-led in our CQC inspection.



Supporting the system during COVID-19

- Supporting our partners in delivering paediatric services across North Central London.
 - Intensive care capacity increased.
 - Providing general paediatric care to children and young people across the STP.
 - Amending our registration with CQC for assessing and/or treating patients detained under the Mental Health Act.
 - Transferring our staff to other centres.



Planning and maintaining our services during the pandemic

Supporting our patients and families and keeping them safe.

Supporting our staff and keeping them safe.

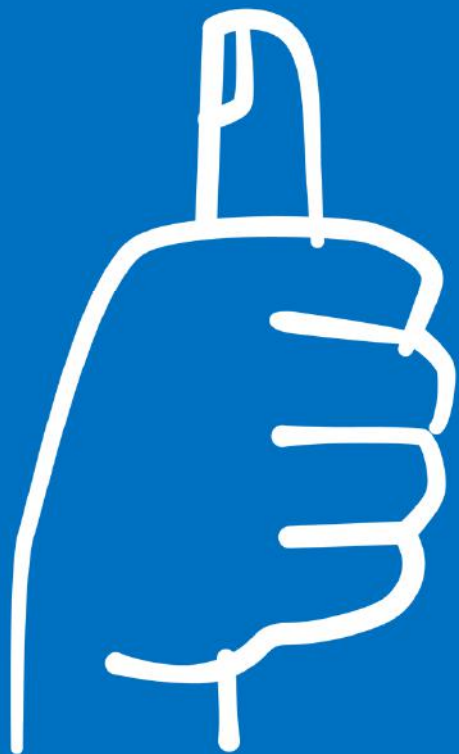
Communicating with our staff.

Support from our local partners and GOSH Charity.

Restoration of our services.



Working with our stakeholders



- Approval of our Stakeholder Relations Strategy
- Working with:
 - North Central London STP
 - GOSH Charity
 - Children's Hospitals Alliance
 - European Children's Hospital Organisation
 - Our Young People's Forum

One year of Electronic Patient Record optimisation

Switched to the Epic Electronic Patient Record (EPR) on 19 April 2019: on time, under budget and supported by the whole Trust

First EPR Yearbook

Assessed against outpatient and inpatient international standards

Embracing technology to enhance patient safety and improve the overall clinical care



Research

With UCL Great Ormond Street Institute of Child Health we form the largest paediatric centre in Europe dedicated to both clinical and basic scientific research

1,290 active research projects with 2,338 patients participating in research and 399 papers published

Completed the purpose-built Zayed Centre for Research into Rare Disease in Children

Increase in income from £20.3M in 2016/17 to £28M in 2019/20

ORCHID: leads research to understand the impact of health, illness and disability in children and young people and their families. at GOSH and worldwide.



Our spaces



10th year of our Sustainable Development Management Plan – our long standing commitment to more sustainable practices which are reducing our carbon impacts.



Work continues to redevelop the Italian Hospital on Queen Square into the Sight and Sound Centre, Supported by Premier Inn, for GOSH to treat patients with visual and/or hearing impairments.



Work at the Southwood Courtyard Building was completed and includes the installation of an interoperable MRI (iMRI) scanner and operating theatre.

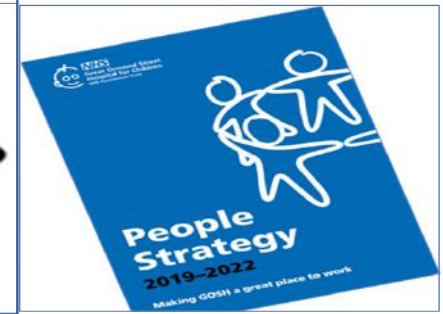
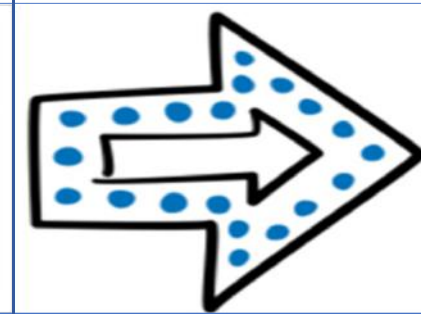
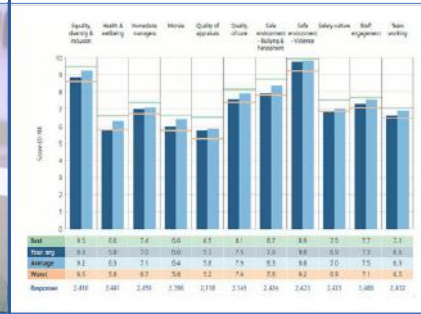


The Disney Reef won the top prize for Best Collaborative Approach at the Corporate Engagement Awards.



Pandemic response: maintaining and expanding operations to provide for the required additional clinical space.

2019 Staff Awards and Staff survey



Staff Awards
Wednesday 20
November 2019

I was joined by special guest Lisa Faulkner and we were serenaded by our singing sensation staff nurse Beth Porch on the ukulele.

The Staff Survey 2019 results represented an overall improvement

But there is still much more to be done!

- 2,489 responses, representing 53% of the workforce
- Compared to 2018, the Trust improved in eight themes, was stable in two and deteriorated in one.

The responses informed our People Strategy - We will listen to and address the issues raised by our staff with the aim of improving these results going forward.

CQC Report 2020

Inspection visit:

2 October 2019 to 7 November 2019


Retained our rating of 'good' overall with a rating of 'outstanding' in the areas of 'effective' and 'caring'

Moved from 'requires improvement' to 'good' for being well-led

Strong leadership practices noted across the organisation

Focused programme of work on our safety framework

Overall trust quality rating

Good 

Are services safe?

Requires improvement 

Are services effective?

Outstanding 

Are services caring?

Outstanding 

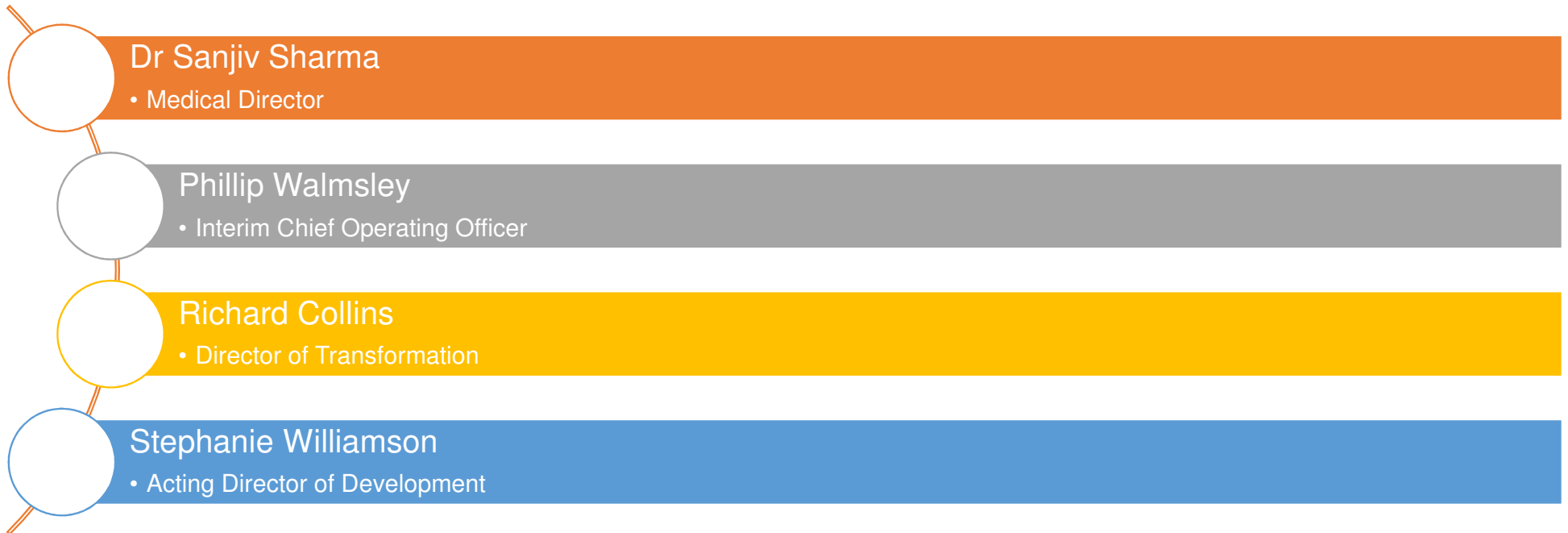
Are services responsive?

Good 

Are services well-led?

Good 

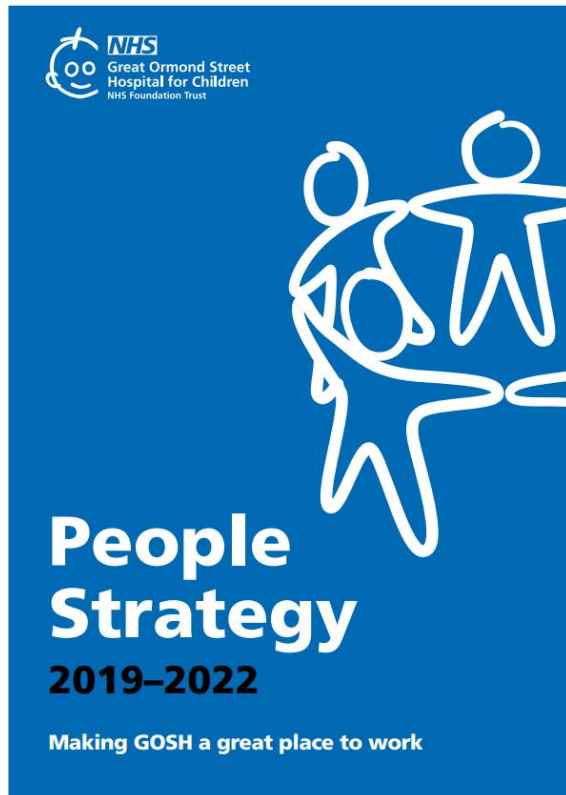
New Directors during 2019/20



Our People Strategy

“To value people for who they are, not just the role they do.”

“Our people are the head, the heart, the hands and the face of GOSH. They make us who we are and allow us to do extraordinary things.”



The People Strategy sets out how we are going to make GOSH a great place to work.

Four guiding principles

- Prioritising the basics.
- Working together to better serve our patients.
- Developing the capacity to support more patients and GOSH and beyond.
- Driving discovery, innovation and partnerships to make things better for our patients.

Our People Strategy:

Four key themes



Capacity and workforce planning

- Resourcing
- Retention
- Strategic Workforce planning



Developing skills and capability

- To meets its responsibilities as a teaching, training and research hospital.
- Build skills and capability to meet the new challenges and priorities.



Modernising and reshaping the corporate and HR infrastructure

- Including HR policies, processes, systems and supporting structures.



Culture, engagement, health and wellbeing

- Ensure staff feel well-led and well-managed.
- But also valued, developed, supported and empowered to be and do their best.

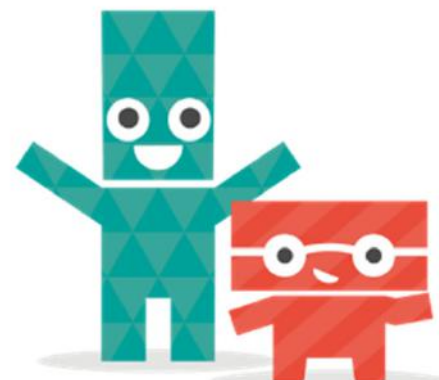
The end of the Strategy House

2019/20

- The final year of our three-year Strategy House, 'Fulfilling Our Potential'

Over the past three years, we:

- Restructured our clinical directorates
- Developed internal campaigns to share strategic insights across the Trust.
- Two successful week-long strategy events showcased the amazing things we do in our hospital.



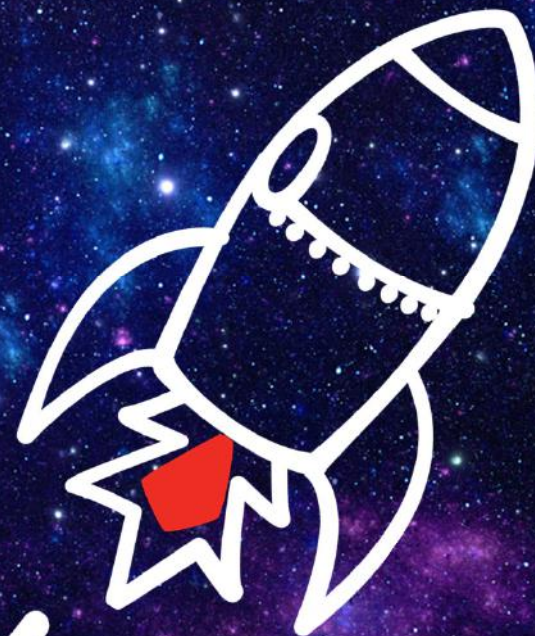


NHS

Great Ormond Street
Hospital for Children
NHS Foundation Trust

ABOVE and **BEYOND**

Our five-year hospital strategy
2020 - 2025



The GOSH of 2025 will be out of this world

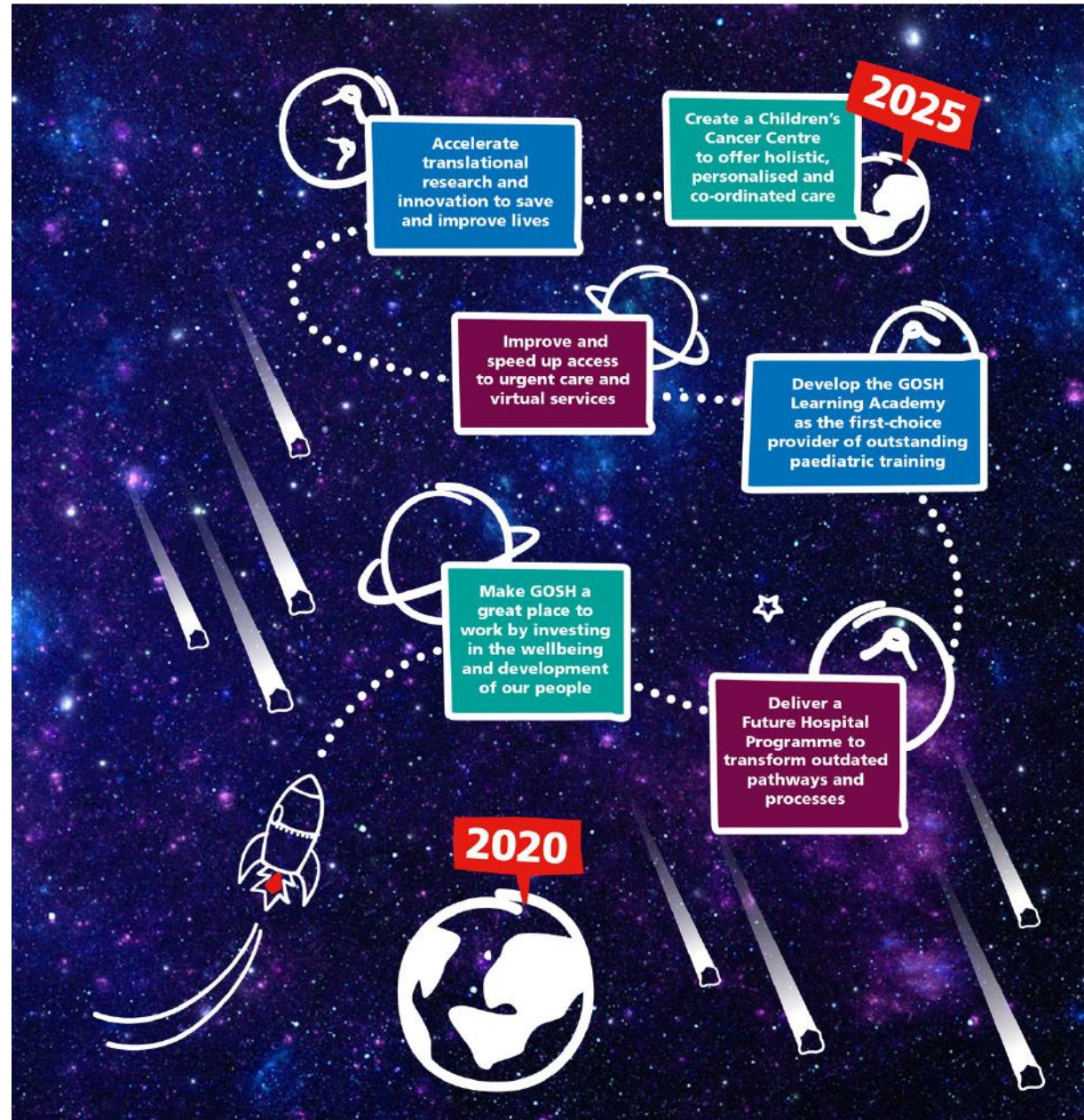
Our purpose sets out why GOSH is here and what we want to deliver for patients, their families and the global health community.



Our priorities

We will complete six bold and ambitious programmes of work to help us deliver better, safer, kinder care and save and improve more lives.

Our principles will guide planning, decision making and day to day work.



Quality Report 2019/20



Sophia Varadkar
Deputy Medical Director

Ask a question:
www.slido.com
#GOSHAGM



Our quality priorities in 2019/20



Safety

- Reducing avoidable harm

Experience

- Delivering an excellent experience

Clinical effectiveness

- Demonstrating clinical outcomes

Implementing the Speak Up Programme

To build a sustainable culture of safety, reliability and openness we developed a programme to encourage and support our staff to feel safe in speaking up for safety



Achievements

- 26 Safety Champions
- 80% of staff trained in 6 months

Safety

Urethral catheterisation: Improving practice for safer care

In 2019 we identified that variation in practice in relation to urethral catheterisation was contributing to patient safety incidents and harm to our patients.

We initiated a quality improvement project to eliminate avoidable harm to urethral catheterised patients by 31 March 2020.

This included:

- Rationalising our catheter devices from 4 to 2 to reduce variation. This also helps with costs and stock rationalisation.
- Training Programmes for staff.
- Surveys and feedback from staff.

A lot of our work on this, particularly the training and data evaluation (using datix) has been slowed down by COVID-19, but we plan to continue this work including the post implementation staff surveys in September 2020.



Reducing the number of rejected samples

Effectiveness

When a lab sample is rejected it usually means that the test needs to be repeated.

This could lead to delayed diagnosis and can have an impact on discharge as well as being a very poor experience for our patients and families.

We set up a quality improvement (QI) project to reduce these rejections.



"The project has built an amazing relationship between labs and the wards across the Trust. The strong link has created baseline platform for pre analytics to embed sustainable improvements. We'll persevere to strengthen education, training, and awareness amongst staff to ascertain positive change in sample rejection rates." Quality Improvement Lead (Preanalytical), Camelia Botnar Labs

What the data shows

1. Number of samples with at least one test rejection

The weekly average number of samples where at least one test was rejected (a single sample can be used to do one or many tests depending on test types).



The average blood culture time has reduced from 265 minutes to 119 minutes!

Specialised Services Quality Dashboards pilot

Effectiveness

“Benchmarking against other equivalent intensive care units at quarterly intervals allows us to see regularly how we are performing relative to our peers. Being able to see the detail of that at hospital level for the first time has been vital in better understanding our position and where we can make improvements.”
Consultant Neonatologist

In conjunction with colleagues in the UK Children's Hospital Alliance we led a project to enable each hospital to compare their specialised quality dashboards.

This would drive improvement in paediatric performance across the country by sharing good practice.

We focused on three specialties to begin with:

Rheumatology

Neurosurgery

PICU

What the data shows

Number of paediatric hospitals involved:

11

Number of metrics in the pilot:

126

What are Specialised Services Quality Dashboards?

The Specialised Services Quality Dashboards (SSQDs) are NHS England (NHSE)-run dashboards of metrics agreed by Clinical Reference Groups. Specialist trusts are required to submit data for the SSQDs through an online portal, usually quarterly, to enable commissioners to monitor performance across process, safety, outcome and experience. Currently, the reports are not publicly available. Each trust receives its reports back via the portal, and each shows the specialty averages across centres for the reporting period, as well as outer limits to three standard deviations.⁵

Implementing a system to receive feedback in real time

Experience

Patients and families told us they would like a choice in how they provide feedback, and were keen to have a more interactive way of providing their views, including using pictures, emojis and age appropriate attitude scales.

We collaborated with a survey provider and our Young People's Forum to develop a bespoke platform, which also enables us to provide monthly updates about the improvements we are making.

Testing has been delayed due to the pandemic but it is anticipated we will roll this out by early next year.

"Knowing that GOSH is listening to my feedback and doing something with it will make me want to feedback more."
YPF Member

"It is really important to know my views are making a difference to the hospital."
YPF Member

"One size will not fit all, we need to create a tool that is engaging and for multiple age groups, audiences and needs."
Software designer after meeting with the YPF.

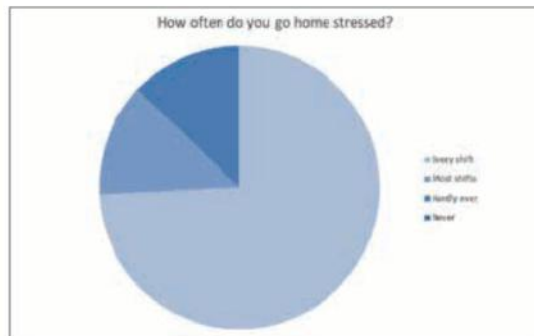
Support our staff

Experience

Recognising the emotional burden described by our nursing teams on Squirrel Ward, combined with increasing sickness levels and voluntary turnover rates we identified the need to try additional support tools.

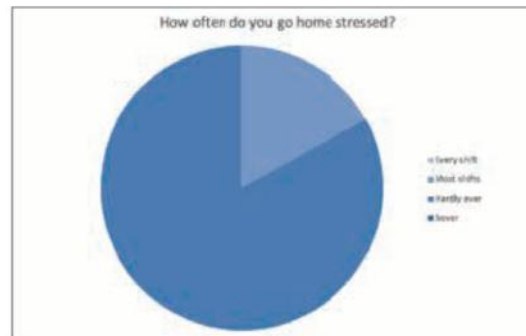
A daily debrief was introduced and has proved really successful in helping to reduce stress.

What the data shows



Pre-survey

75% went home after every shift stressed, 13% most shifts and 13% hardly ever.



Post-survey

83% hardly ever went home stressed and 17% went home stressed after most shifts.

What is debriefing?

Debriefing was developed as an approach for people working in environments that expose them to stressful incidents. The aims are to help in the processing of thoughts and emotions arising from their work. Debriefing is a simple yet effective tool for a team to bond, self-correct and enhance their performance.

"A great way of strengthening the team and enhancing working relationships."
Staff feedback

"My favourite thing about debriefs is it allows me to keep my work and personal life separate."
Staff feedback

Quality priorities for 2020/21



Improving Medicines Safety



Improvement of patient documentation in Child and Adolescent Mental Health Services (CAMHS)



Improving the hospital care and experiences of children and young people with learning disabilities, autism and/or additional needs.



Finance Report 2019/20



Helen Jameson,
Chief Finance Officer

Ask a question:
www.slido.com
#GOSHAGM



Independent auditor's report



- “In our opinion the financial statements of Great Ormond Street Hospital for Children NHS Foundation Trust:
 - Give a true and fair view of the foundation trust's affairs as at 31 March 2020 and of its income and expenditure for the year then ended;
 - Have been properly prepared in accordance with the accounting policies directed by NHS Improvement; and
 - Have been prepared in accordance with the requirements of the National Health Service Act 2006.”

Extract from pages 110 to 117 of the 2019/20 Annual Report

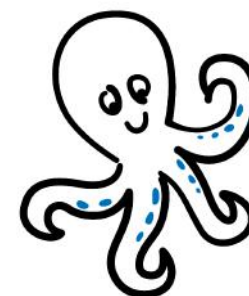
Income and expenditure 2019/20 (£m)

Summary Financial Results

	2019/20	2018/19	Change	
	£m	£m	£m	%
Operating Income	518.7	487.6	31.1	6.4%
Operating Expenses	(494.6)	(453.5)	(41.1)	9.1%
Earnings before Depreciation, Interest and Public Dividend	24.1	34.1	(10.1)	-29.5%
Depreciation, interest and public dividend	(32.5)	(28.2)	(4.3)	15.4%
Operating surplus before Capital Donations and Impairments	(8.5)	5.9	(14.4)	-243.0%
Capital donations	31.2	32.8	(1.6)	-4.8%
Impairments	(7.0)	(7.9)	0.9	-11.4%
Retained Surplus	15.8	30.8	(15.1)	-48.9%
Retained Surplus	15.8	30.8		
Add back Impairments	7.0	7.9		
Remove Capital Impact	(17.8)	(21.3)		
Late adjustment for 2018/19 PSF	(0.3)	0.3		
Control Total Performance	4.7	17.7		
Control Total	3.8	12.1		
Control Total Achieved	Yes	Yes		

GOSH
Surplus
can buy
31 of Neil
Armstrong's
Space suits
Todays money





Key performance measures

Financial year ended	2019/20	2018/19
Key performance measures		
EBITDA * as a % of income	4.6%	7.0%
Net surplus as a % of income	1.1%	3.6%
Income growth	6.4%	4.7%
Income / Dividend Payment	2.9	4.4
Number of days cash in the bank	46.7	54.3

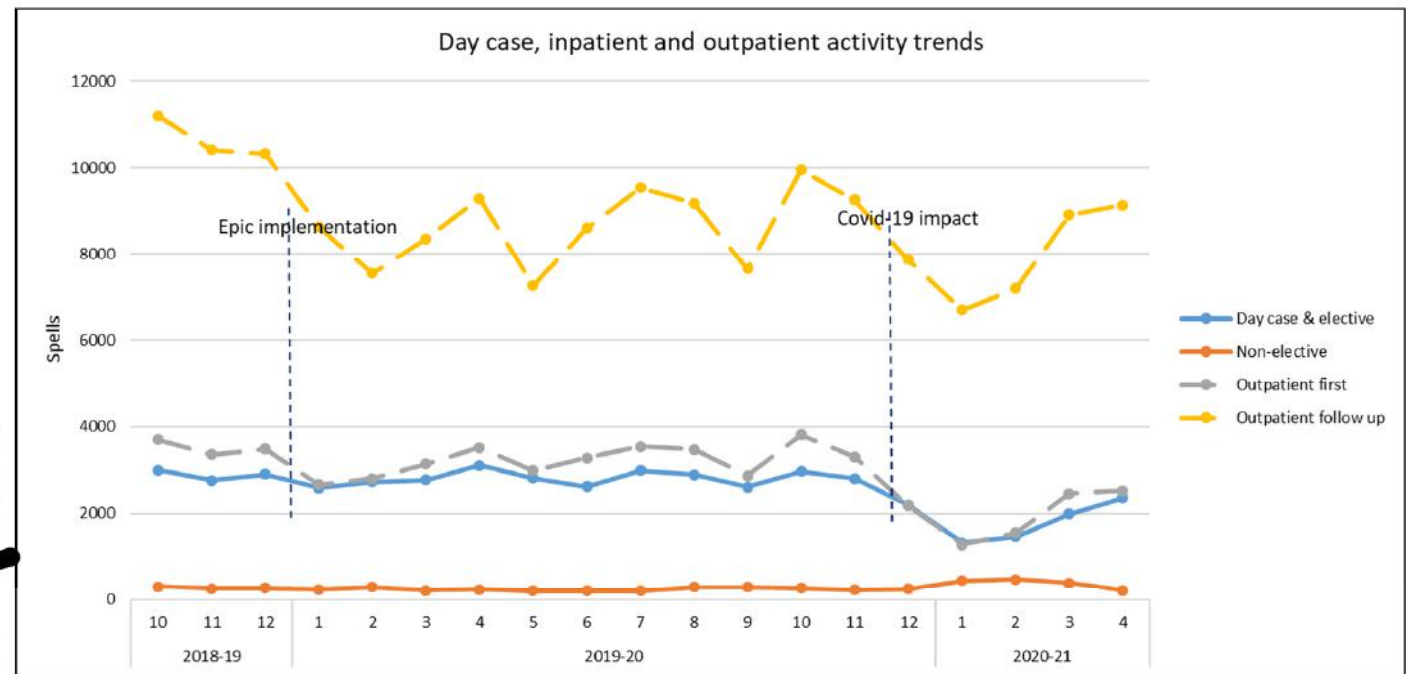
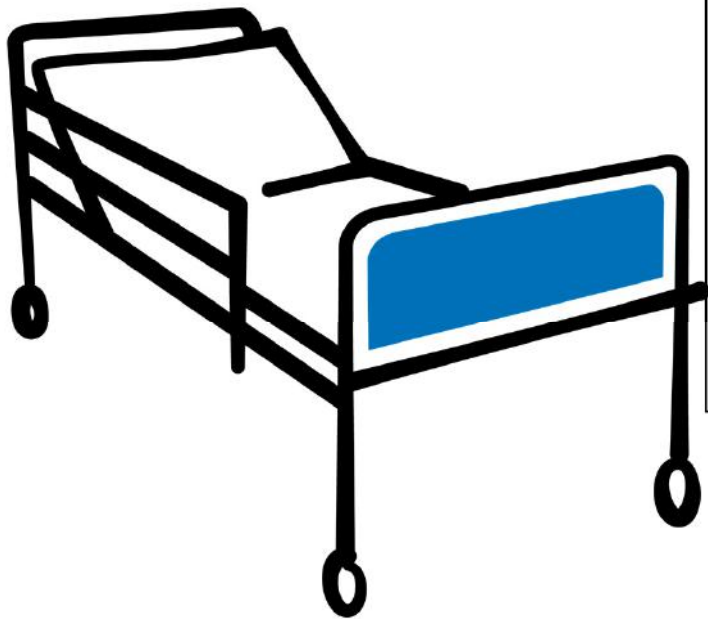
* Earnings before interest, tax, depreciation and amortisation

We continued to achieve all our key performance measures.

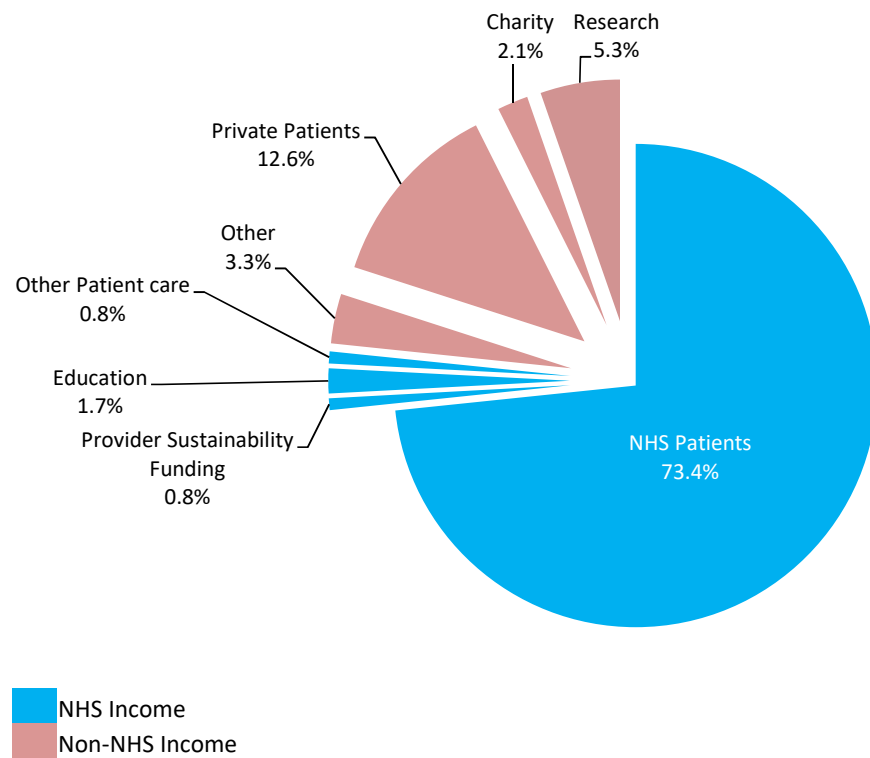
We maintained a strong financial position giving us enough cash to pay our bills.

Income grew faster than previous years largely due to drugs income.

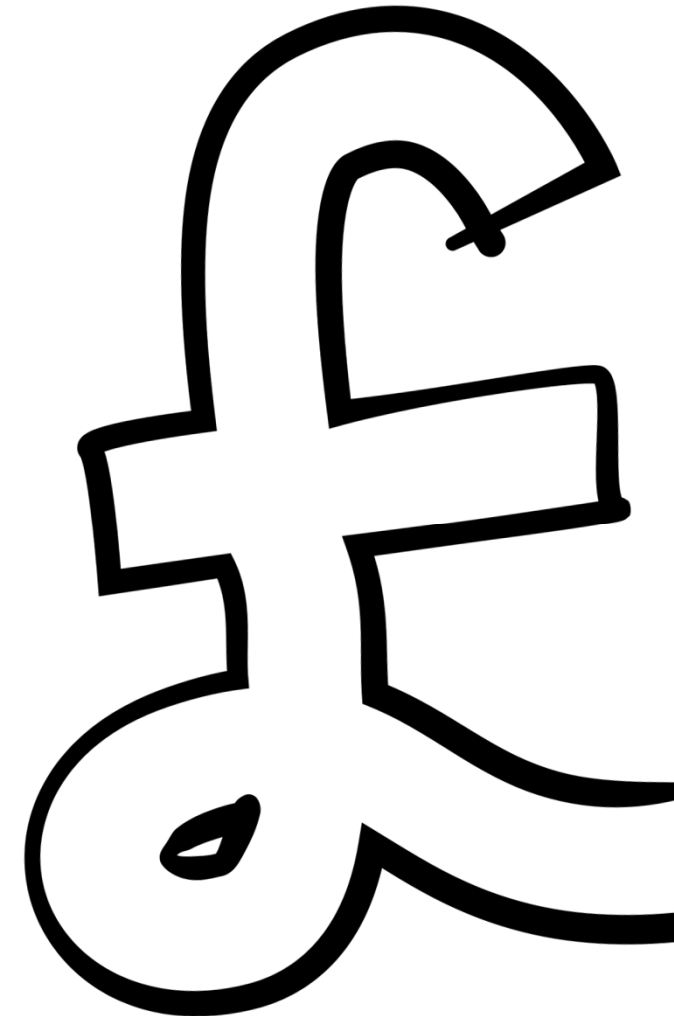
NHS Patients we treated



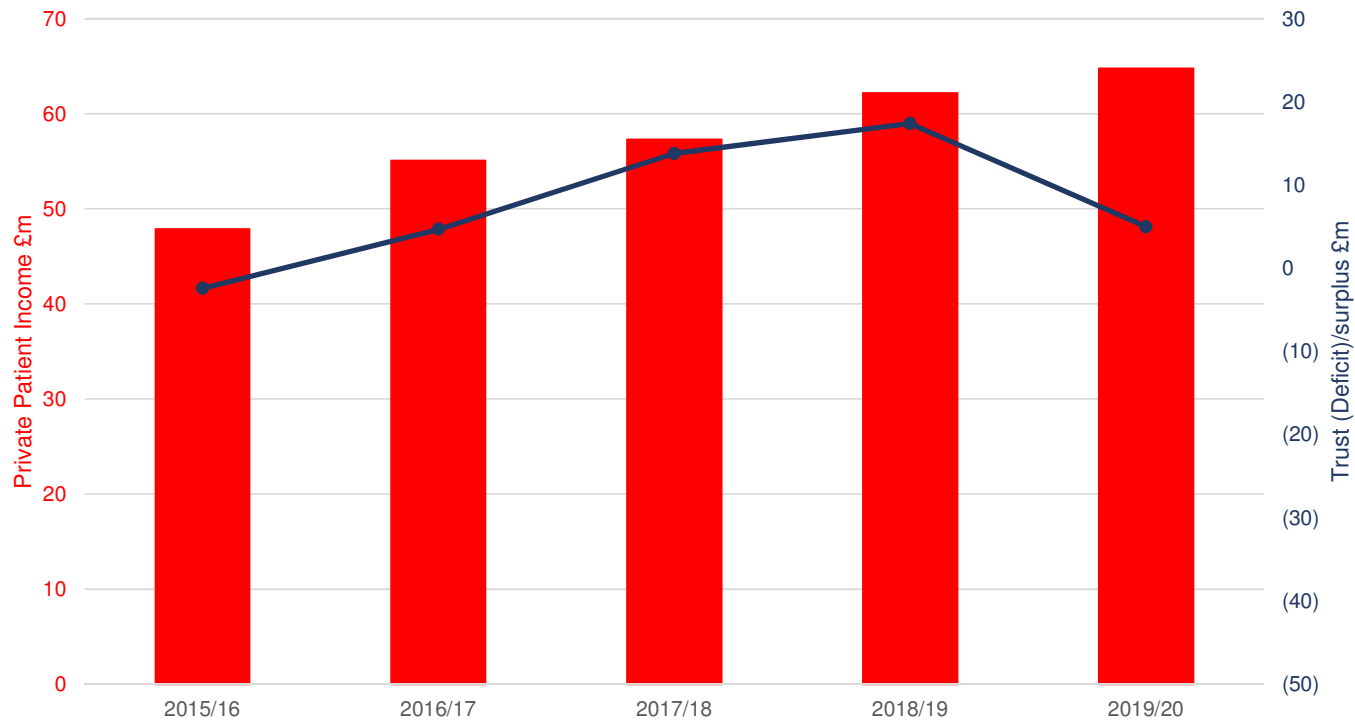
Income breakdown by type



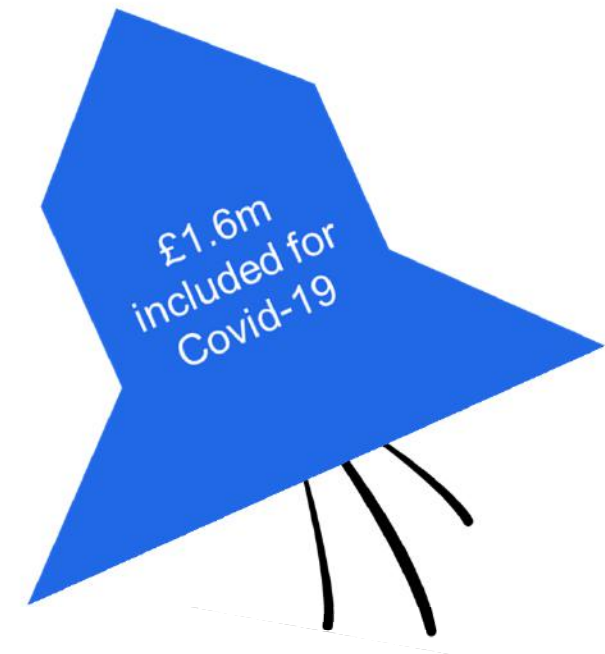
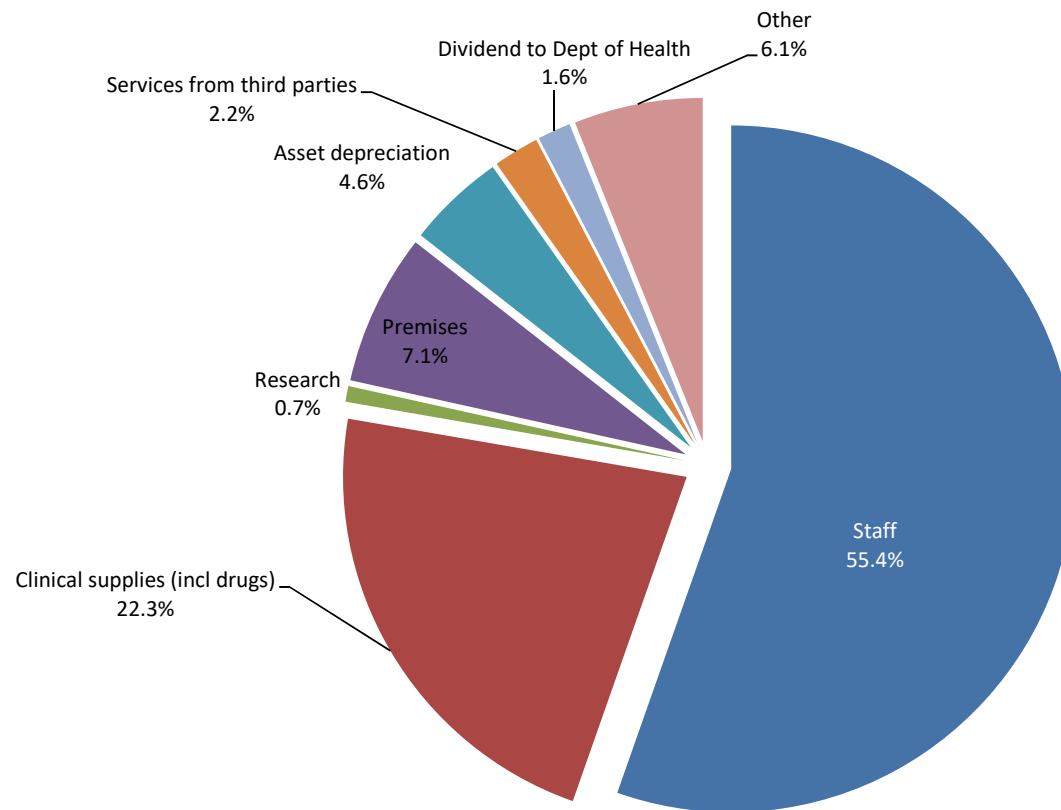
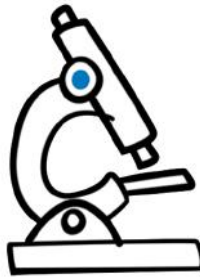
Gosh Learning Academy income 2019/20 £0.2m of £14.5m funding over 5 years



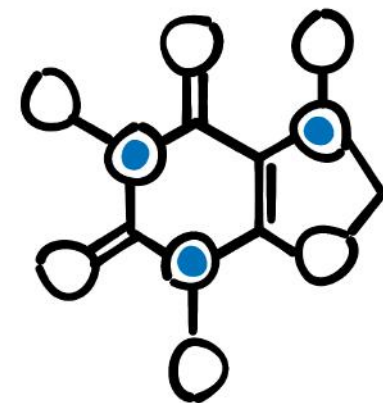
5 year private patient performance



Expenditure breakdown by type



Our Staff



Medical and dental



Nursing, midwifery and health visiting staff



Healthcare assistants and other support staff



Scientific, therapeutic and technical staff



Administration and estates



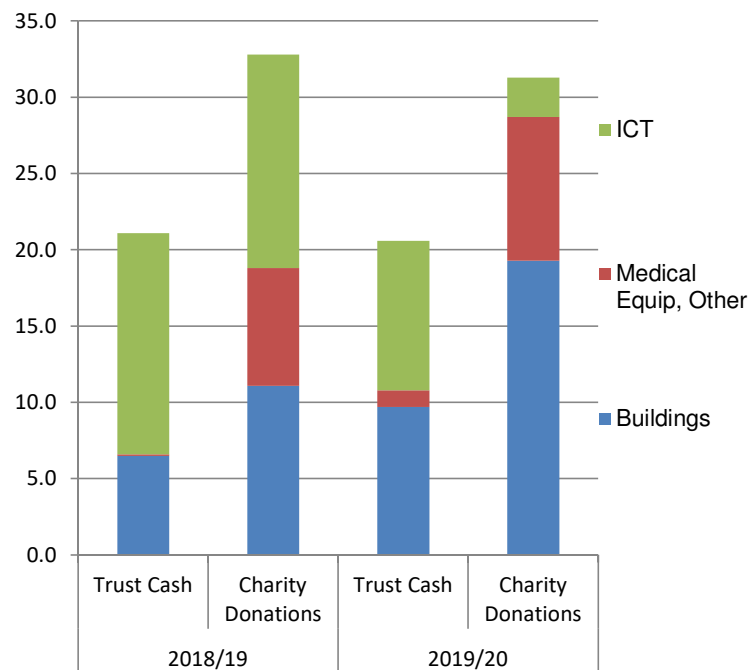
Other staff



Total average numbers

4,825

Capital expenditure (£m)



Charity-funded

- Money spent on improving existing buildings e.g. the Sight and Sound Centre and new buildings e.g. Southwood Courtyard.
- Expenditure on optimising the Electronic Patient Record system.
- New and replacement medical equipment including equipping Zayed Centre for Research.

Trust-funded

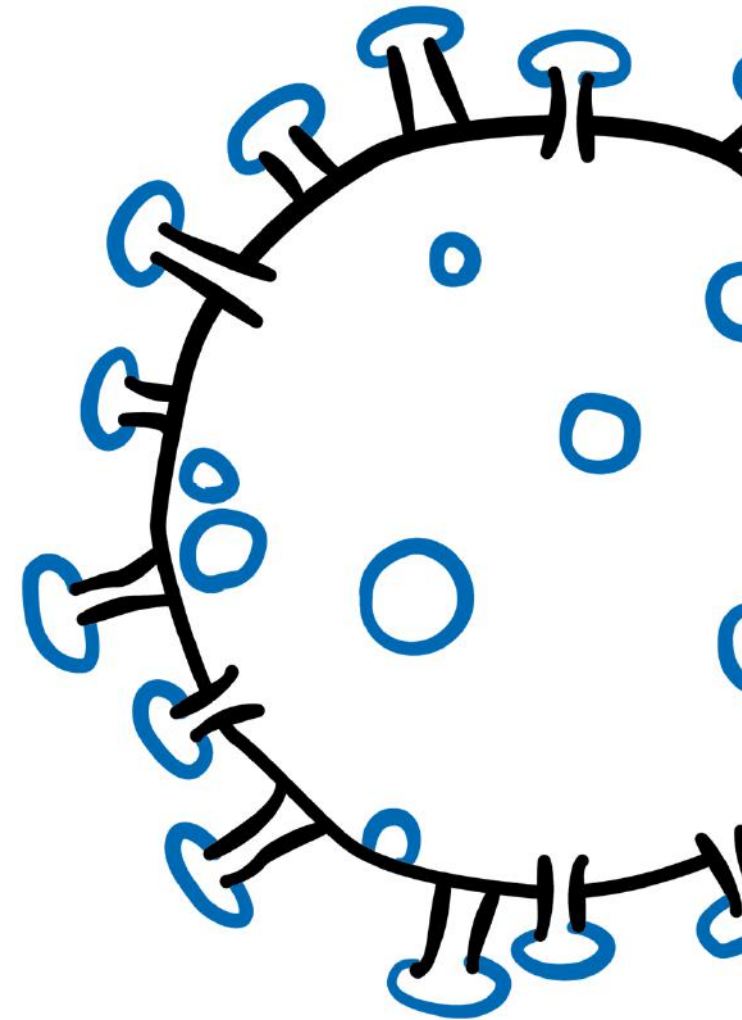
- Other ICT expenditure e.g. network infrastructure and EPR optimisation.
- Enhancing existing buildings including MEDU.

Thank you
GOSH
Charity



2020/21 – The impact of COVID-19

- During initial COVID-19 wave the Trust treated a different cohort of patients to support the NHS response across London.
- The Trust is now focusing on restoring activity levels and treating all the patients that are waiting whilst adhering to infection control guidelines.
- The NHS has suspended standard contracts and put in place a financial top up reimbursement and the financial payment system continues to evolve for the rest of the year.
- Non-NHS income is expected to remain below 2019/20 levels for the rest of the year.
- A number of capital projects were placed on hold to support the COVID-19 response and are now restarting.



Join our
Membership



Ask a question:
www.slido.com
#GOSHAGM



Annual Membership update
2019/20

Claire Cooper-Jones

Lead Governor and Governor
representing Parents and Carers
from Outside London

The Membership Strategy 2018-21

GOSH's history
of engagement
and involvement

Becoming a
Foundation
Trust

Membership Strategy 2018-21 objectives

Recruit

Communicate

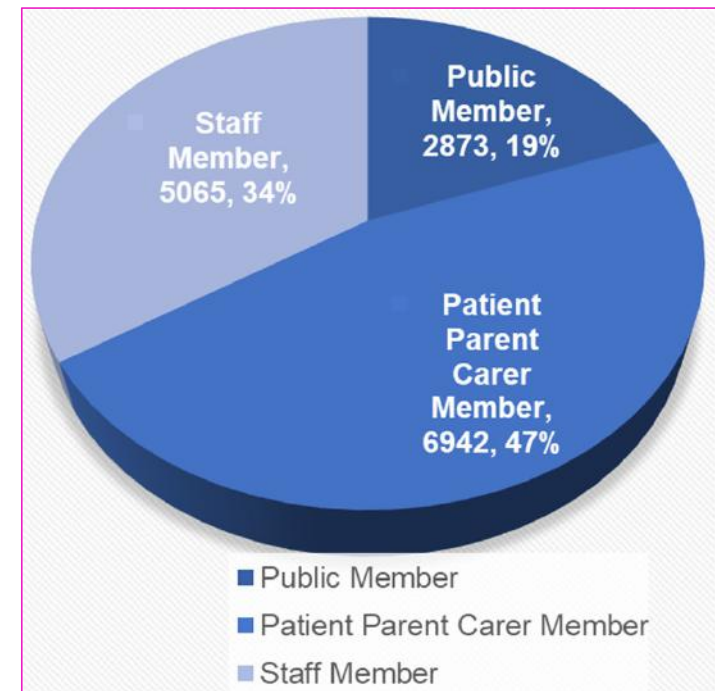
Engage

Recruit

The total membership stood at 14,880 at 31 March 2020

This is made up of:

- 47% Patients, Parents and Carers
- 34% Staff
- 19% Public



Communicate

The monthly Get Involved e-newsletter

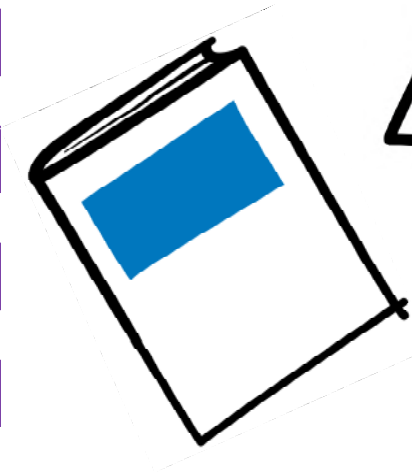
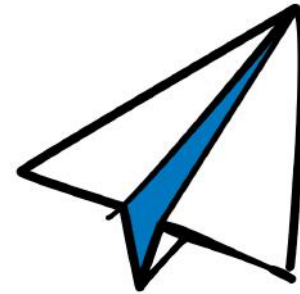
Council of Governors monthly newsletter

Social media

Refreshed Foundation Trust, Membership and Council of Governors website pages

Roundabout magazine and intranet for staff members

Membership screensavers for internal staff desktops



Engage

Member recruitment session

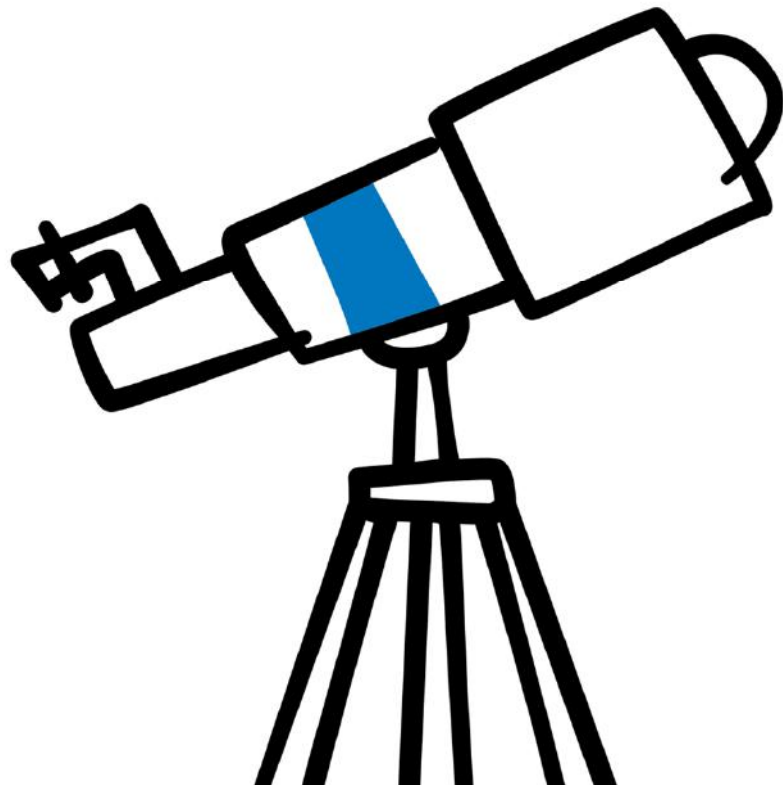
Young People's Forum and Young Person's Advisory Group

Communications from Governors

Roundabout magazine and Headlines newsletter

Contact a Governor: website / Twitter





Looking forward

Increase our membership

Hear more voices from 10-16 year olds

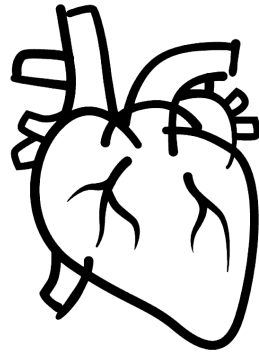
New and improved membership form

Detailed monthly communications

'One Team' working within the Trust

Valued contribution from the MERRC

Role of the Council of Governors

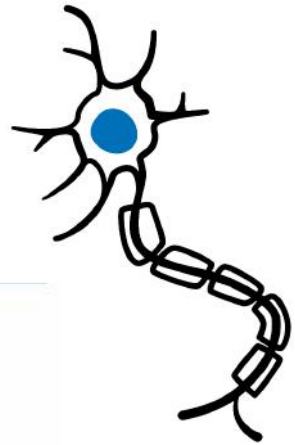


The Trust is accountable to members through the Council of Governors

It is made up of elected and appointed governors who represent the views and interests of members

They are responsible for holding the non-executive directors individually and collectively to account for the performance of the Trust Board

The Council of Governors 2019/20



4 Patient
Governors

6 Parents
and Carers

7 Public
Governors

5 Staff
Governors

4 Appointed
Governors

Patient and Carer Governors



Public Governors



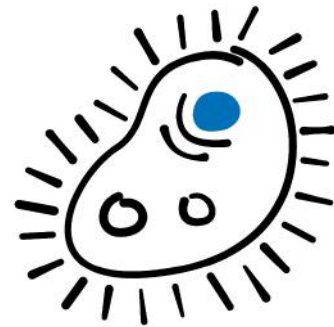
Staff Governors



Appointed Governors



Constituencies of the Council of Governors 2019/20



Governors represent specific constituencies and are elected or appointed to do so for a period of three years

Representative of our diverse patient and carer population

July 2018 Constitution changes:

- Appointment of two Young People's Forum Governors
- Lifetime maximum tenure of six years
- Phasing of Governor

Elected Governor vacancies

- Parents and Carers outside London
- Staff Governor

There were no elections in 2019/20

Governor development



Governor induction
and development

Governors' and
Chair private
meeting

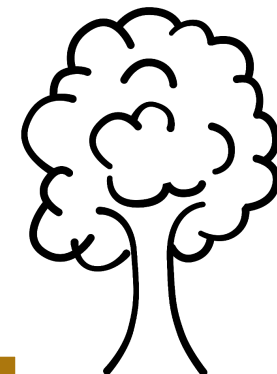
'Buddying' with non-
executive directors

Governors' online
library

Governors'
newsletter

Open invites to
attend the Trust
Board and observe
the Assurance
Committees

Council of Governors' activities in 2019/20



Contributed to the GOSH strategy, our vision and objectives for 2025, and the People Strategy

Approved the appointment of a NED, Professor Russell Viner

In 2019/20, they approved the reappointment of Mr James Hatchley as a NED for a further three years from 1 September 2019

Contributed to the NED's appraisals

Governors observed at Trust Board assurance committee meetings

Received updates on our redevelopment plans including the plans for the Children's Cancer Centre

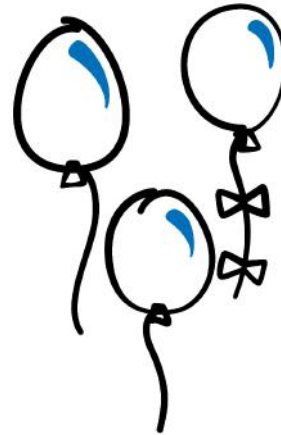
Reviewed the Trusts preparations for Brexit

Approved role descriptions for the Lead Governor and Deputy Lead Governor

Worked with Board members to review and update the Trust's Constitution

Involved in the stakeholder meetings for the Director of Estates, Facilities and the Built Environment, and the Chief Operating Officer

Looking forward in 2019/20 – Constituency changes



10 patient/parent/carers governors

- 2 Patients from London
- 2 Patients from Outside London
- 3 Parents and carers from London
- 3 Parents and carers from outside London

7 public governors

- 4 North London and surrounding area
- 1 South London and surrounding area
- 2 Rest of England and Wales

5 staff governors

5 appointed Governors

- 1 Camden Council Governor
- 1 NHS England Governors
- 1 GOSH/ICH/UCL Governor
- 1 GOSH School Governor
- 1 self management UK Governor

To

12 patient/parent/carers governors

- 3 Patients from London
- 2 Patients from Home Counties
- 1 Patient from Rest of England and Wales
- 3 Parents/carers from London
- 2 Parents/carers from Home Counties
- 1 Parents/carers from Rest of England and Wales

6 public governors

- 3 from London
- 2 from Home Counties
- 1 from Rest of England and Wales

5 staff governors

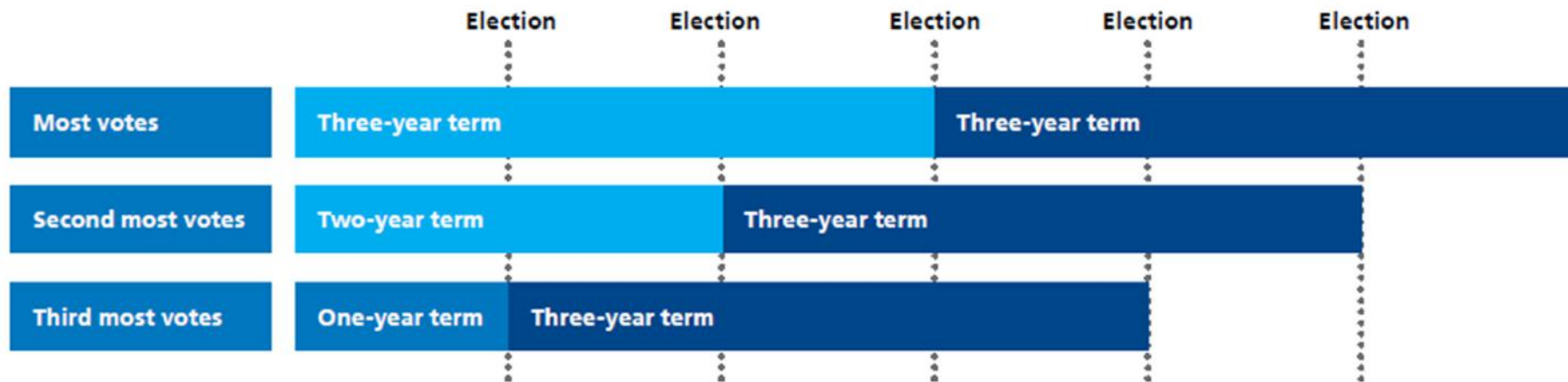
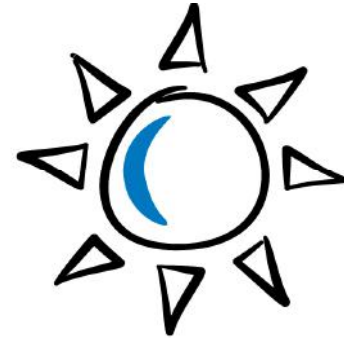
4 appointed Governors

- 1 Camden Council Governor
- 2 YPF Governors
- 1 GOSH/ICH/UCL Governor

Members will receive updates on what these constituency changes means for them.

Looking forward in 2020/21

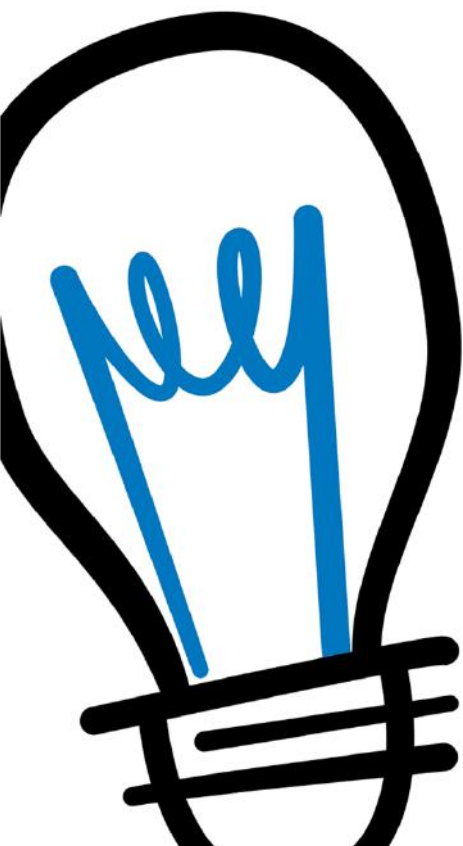
Staggered elections



Join our Membership



You can help!



If you know anyone who is passionate about children and adolescent health and wants to make a difference, invite them to join Great Ormond Street Hospital for children Foundation NHS Trust as a member and help shape the way we work!

<https://www.gosh.nhs.uk/about-us/foundation-trust/membership/become-foundation-trust-member>

You can also share your ideas with the Stakeholder Engagement Manager or get in touch with a Governor by sending an email to:

Foundation@gosh.nhs.uk

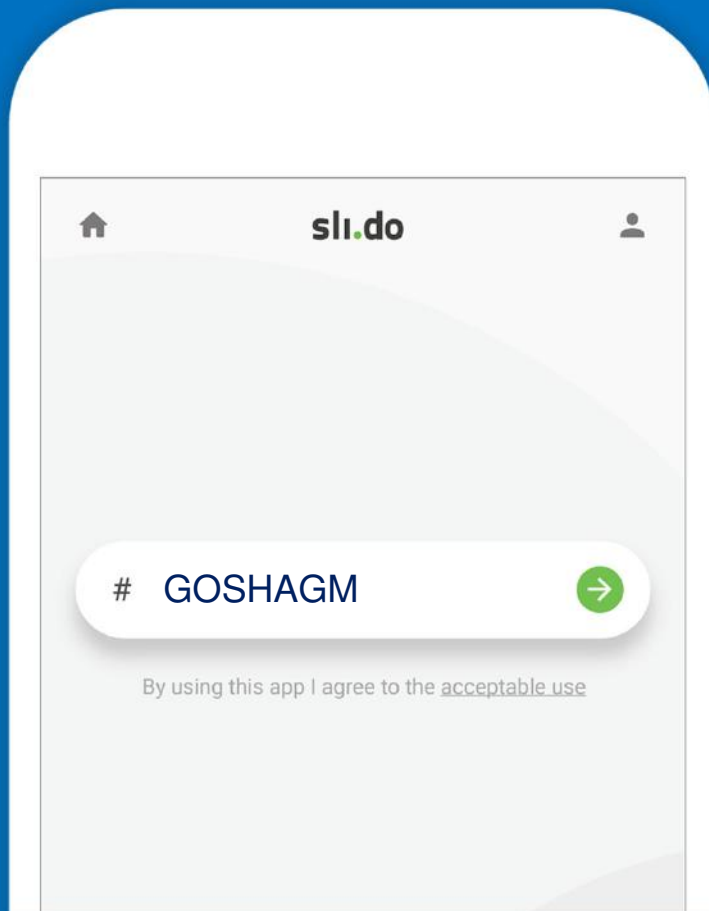
Join our
Membership



Ask a question:
www.slido.com
#GOSHAGM

Thank you!
Any questions?





Join the conversation

Go to slido.com and enter event code **#GOSHAGM**

Type your question, add your name, and click send.

Remember to vote for the questions you'd like to hear answered.

