



NHS

Great Ormond Street
Hospital for Children
NHS Foundation Trust

Join our
Membership



Membership Report

2020/21



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1. Introduction

Welcome to the 2020/21 Great Ormond Street Hospital for Children NHS Foundation Trust (GOSH) Membership Report. We are currently in our ninth year as a foundation trust and over the past year, our focus has been on activities that support the three themes of GOSH's revised Membership Strategy 2018-2021, which are:

- Recruit
- Communicate
- Engage.

In summary we aim to:

- **Recruit** a membership that is representative of the communities the Trust serves and increase the membership of Patients and young people.
- **Communicate** appropriate information to members and the Council of Governors to promote understanding and ensure the Council is able to make informed decisions. To communicate the benefits of membership and create new engagement opportunities to a wider audience.
- **Engage** with our membership to harness their experience, knowledge and skills in the development of the Trust and its activities; improving governance and enabling the Trust to achieve its objectives.

In this report, we outline the key developments in GOSH's membership during 2020/21, including the achievements of the Council of Governors and our performance against targets for the year. We also talk about our plans for 2021/22, such as how we plan to make our membership more engaging for members, how we plan to strengthen our Council of Governors as well as how we adapt our membership in the current climate to attract more people.

Importantly, this document is an opportunity to record our thanks to all members for their continued support of the hospital. It is your interest and input into the work of GOSH that keeps 'the child first and always' at the center of our vision.

Over the past year and a half, the pandemic has provided an opportunity to pivot towards the use of social media as an engagement tool to reach a younger demographic. We really want to hear thoughts about how we can make the membership at GOSH more engaging and interactive which is why we're inviting people to join us and share their views! Please do help us to reach out to new members by encouraging your friends and relatives to join the GOSH community at <https://www.gosh.nhs.uk/about-us/membership-and-the-council-of-governors/become-foundation-trust-member/>

We hope our members and those new to the organisation enjoy reading this report and that it helps bring you closer to the work of the hospital. We greatly value your support and are happy to answer any of your questions – please contact us at foundation@gosh.nhs.uk.

2. Membership Engagement Recruitment and Representation Committee (MERRC)

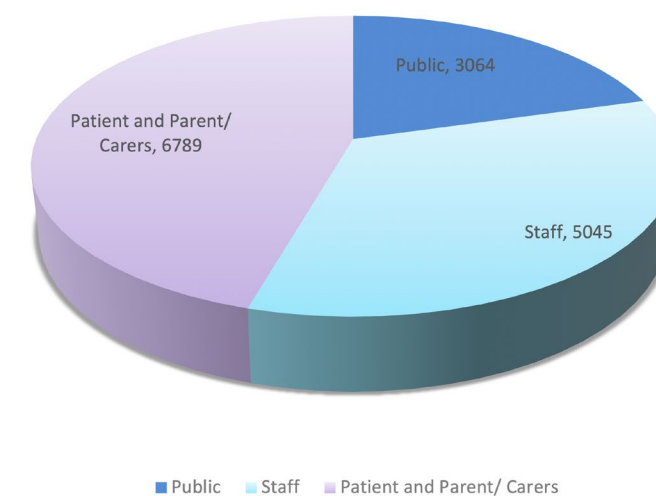
This report is brought to you by the Membership Engagement, Recruitment and Representation Committee (MERRC). The main purpose of the committee is to monitor delivery of the GOSH Membership Strategy, oversee the recruitment and retention of members and maximize engagement and representation opportunities.

We have continued to work closely with both the GOSH Trust Board and the Council of Governors to ensure that members' views are heard at a senior level and we are able to measure the positive impact they have on the patient and family experience. Our aim is to continue to strengthen the link between the hospital and its members.

Finally, we are proud, as a committee, to have held GOSH's Always Values at the core of everything we've done over the past year – Always Welcoming, Always Helpful, Always Expert and Always One Team.

3. Our membership

If you live in England or Wales and are aged 10 or over you are welcome to join our growing membership community. On 31 March 2021, our membership totaled 14,898 members including 5045 staff members.



CIVICA Engagement Services is our membership database provider and holds and manages our public and patient and carer data.

Upon joining, members are assigned to their relevant constituency and class. In November 2020, prior to the Governor elections, we introduced changes to the Patient and Parent/Carer constituency and Public constituency so that our constituencies reflect the patients, families and communities we serve. The classes within each constituency have been aligned with current electoral boundaries and provide consistency in how many Governors each constituency can vote for. The changes can be found in **Appendix 1**.

3.1 Membership engagement

Our membership allows us to deliver better engagement to the patients we see, their families and carers, the public and also our valued staff in order to represent the views of everyone. Being part of our membership means having the opportunity to meet new people, make friends, contribute your ideas as well as helping shape the hospital by informing decision making across the Trust. GOSH FT membership is open to anyone living in England and Wales who is over the age of 10 and we aim for our membership to reflect the broad and diverse public communities we serve. Automatic membership also applies to all employees who hold a GOSH permanent contract or fixed term contract of 12 months or more.

When people join as members, they are invited to become involved in the running of the hospital in the following ways:

- Take part in focus groups and consultations, and attend 'Listening Events' to help improve services.
- Join the Young People's Forum or Young People's Advisory Group and represent the Patient voice.
- Receive monthly hospital updates.
- Use their vote in elections or stand for election themselves.
- Volunteer in the hospital.
- Attend Council of Governors' meetings and Trust Board meetings.
- Attend the Annual General Meeting and Annual Members' Meeting.

Using the communications channels listed below, the membership offer will seek to be fit for purpose, more inclusive and rewarding for those who sign up.

- Social Media
- Website/ Intranet (news stories and banners)
- Newsletters (Get Involved – Membership focused, Governor – Governor focused, Constituent – Governor to Constituent focused)
- Staff communications (Roundabout, Headlines, Screen savers, Virtual Big Brief, Coffee mornings, hospital digital screen)
- Targeted events (Targeted emails to membership, joint event with internal/external teams and relevant associations, etc.)
- Marketing Material and resources (Flyers, Posters, Member FAQ guide, Membership form, young people magazine)

The MERRC oversees the recruitment and retention of members and seeks to maximise engagement opportunities with members for the benefit of the Trust.

3.2 The Membership Strategy 2018–2021

The Trust's Membership Strategy was revised for 2018–2021, with the objectives of **recruiting**, **communicating** and **engaging** with our members using a refreshed approach. It aims to strengthen the link between the hospital and its members by maximising involvement and engagement opportunities and focusing on better representing our younger membership community.

These themes form the framework for our membership objectives and are detailed in our Membership Engagement Recruitment and Representation Committee (MERRC) work plan. Our plans build on the systems and processes which the Trust already has in place to maintain and grow, engage and involve its membership.

The themes serve to assist the Trust in evaluating its success in delivering this strategy and learn from this process to continue to develop, maintain and engage with its membership. As a team, the MERRC have begun considering what will be included in the next edition of the strategy and how we will aim to achieve this as it will shape our work going forward. Bearing in mind that the Trust has a new strategy (can be found here: <https://www.gosh.nhs.uk/about-us/our-strategy/>), we need to ensure that the membership strategy aligns with this and also addresses the pertinent issues our membership currently faces.

4. The Council of Governors and their role at GOSH

The Council of Governors act as a link to the hospital's patients, their families, staff and the wider community ensuring that their views are heard and reflected in the strategy for the hospital. The role of the Council of Governors is an important one. The Council helps ensure the views of the wider hospital community are communicated and considered by the GOSH Trust Board. Many have first-hand experience of the hospital's services, which provides valuable insight and contribute greatly to the scrutiny and forward planning of hospital services.

Although the Council of Governors is not involved in the operational management of the Trust, it is responsible for holding the non-executive directors individually and collectively to account for the performance of the Trust Board in delivering the Trust's strategic objectives. More about the responsibilities of the Council of Governors can be found at <https://www.gosh.nhs.uk/about-us/foundation-trust/council-governors>.

Prior to the appointment of the newly elected Governors on March 1st 2021, the Council was made up of 26 elected and appointed governors.

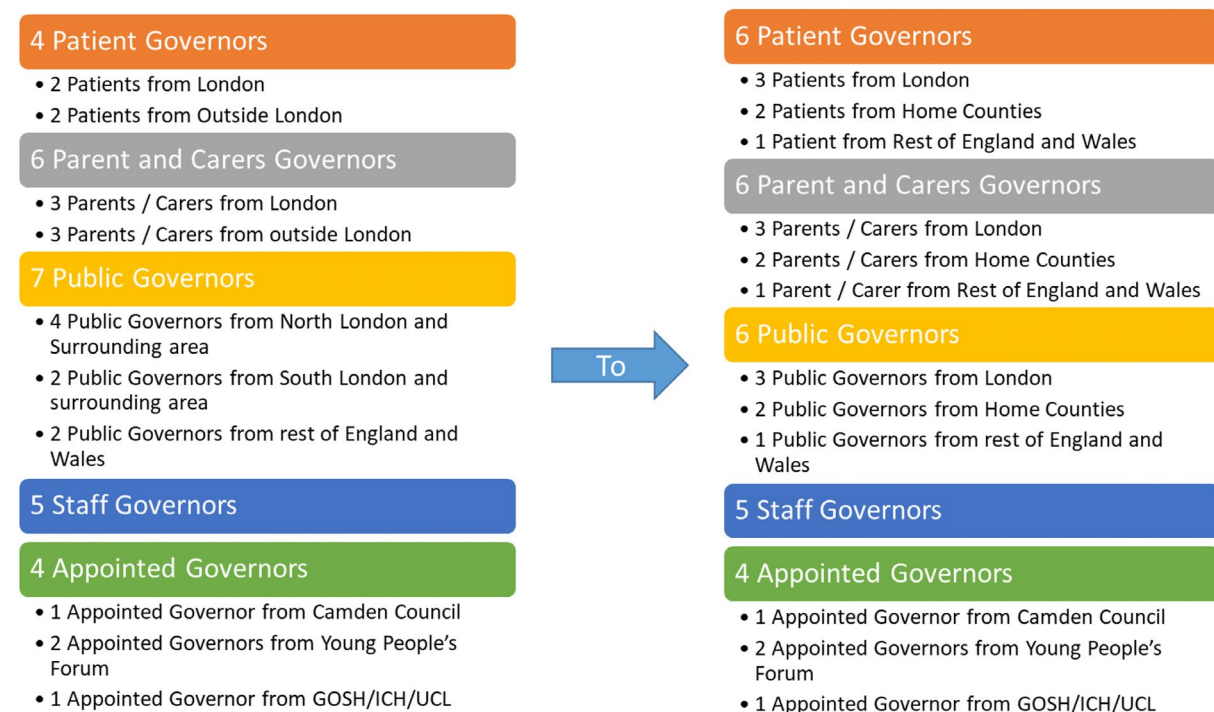
5. Constituencies of the Foundation Trust

Governors represent specific constituencies and are usually elected or appointed to do so for a period of three years with the option to stand for re-election for a further three years (please see below for phasing of the Council in 2020 and the impact on Governor terms). As a specialist Trust with a UK-wide and international catchment area, we do not have a defined 'local community'. Therefore it is important that our geographically diverse patient and Carer population is represented in our membership and in the composition of our Council of Governors.

5.1 Elections 2020/21 and changes to constituencies

In January 2021 the Trust held an election for the Council of Governors and Foundation Trust members voted for their Governor representatives on the Council of Governors. Following the

membership constituency boundary changes and the election there are now 27 Governors on the Council. Governor membership of the Council changed from the left to the right from 1 March 2021 onwards:

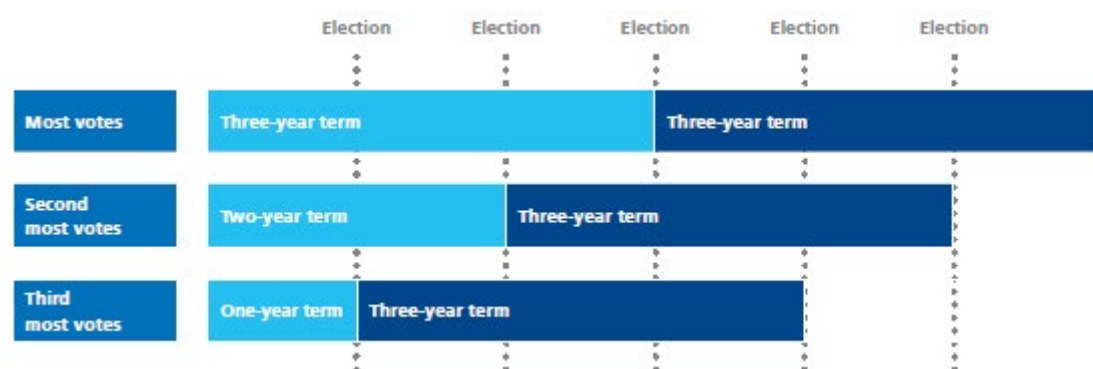


The current Governors are listed in **Appendix 2** and more information about them can be found on our website <https://www.gosh.nhs.uk/about-us/membership-and-the-council-of-governors/council-governors/>

5.2 Phasing of elections

In 2018, the Council of Governors also agreed to amend implement phasing of elections. This was to ensure there is a gradual turnover of Governors (rather than a turnover of the majority of Governors at one time), retaining experience, providing for succession planning going forward and ensuring good corporate governance.

On this basis, at the election in January 2021, Governors' terms were amended to either one, two or three years, based on the number of votes received during that election. In subsequent elections going forward, Governor terms will be for three years, with elections held annually. The diagram below shows this.



6. Trust Board and Council of Governors working together

The Trust's Chair is responsible for the leadership of both the Council of Governors and the Trust Board. The Chair is also responsible for effective relationship building between the Trust Board and governors to ensure that governors effectively perform their statutory duties and contribute to the forward planning of the organisation. There has been a continued focus on developing relationships between the Council of Governors and non-executive directors in this reporting period, with the delivery of several programmes of work to facilitate engagement. In 2020/21 the Council of Governors has:

- Reviewed the Trusts management of COVID-19
- Approved role descriptions for the Lead Governor and Deputy Lead Governor
- Received regular updates from the Young People's Forum (YPF)
- Received updates on our redevelopment plans including the plans for the Children's Cancer Centre
- Contributed to the appraisal of the non-executive directors
- Contributed to the actions in response to CQC report and recommendations.
- Reviewed the Trusts preparations for Brexit
- Received updates from the Membership Engagement Recruitment and Representation Committee (MERRC).
- Reviewed and commented on the Trust's operational plans for 2021/22.
- Appointed and re-appointed Non-Executive Directors

Additional examples of how the Council of Governors and Board worked together in 2020/21 include:

- Governors have an open invitation to attend all Trust Board meetings
- Governors observe at Trust Board assurance committee meetings
- Governors and Board members worked together on the Constitution Working Group and Induction and Development Session Working Group
- Executive and non-executive directors attend each Council of Governors' meeting
- Summaries of the Board assurance committees (Audit Committee, Quality and Safety Experience and Assurance Committee, People, Education and Assurance Committee and Finance and Investment Committee) are presented by the relevant non-executive director chairs of the committees at each meeting of the Council of Governors
- Summaries of Council of Governors' meetings are reported to the Trust Board
- Governors attend Buddying session led by non-executive directors.

6.1 Governors' meetings

The Council of Governors met five times in 2020/21. Attendance at the meetings can be found in the [GOSH Annual Report](#) on our website.

Prior to each Council of Governors' meeting, the Chair meets with all Governors in a private session. This gives the Governors an opportunity to discuss any issues directly with the Chair.

Governors meet in private with the Lead Governor/ Deputy Lead Governor. The session allows Governors an opportunity to discuss the key issues, network, and prepare for the private session with the Chair and the Council of Governors' meeting.

Buddying sessions were established to assist NEDs and Governors in communicating outside of Council meetings and understanding each other's' roles and views. The sessions were paused and reviewed as a result of COVID-19. In October 2020 the revised approach was launched and involved NEDs hosting virtual tutorial style sessions focusing on a specific Trust Board or Assurance Committee paper. The sessions will continue in 2021/22 for the new Council of Governors.

6.2 Elected Governor Vacancies

During the course of the year we had a number of Governors step down in their roles as follows:

- An appointed Governor stepped down in June 2020
- Two Governors, one public and the other in the parent/Carer constituency stepped down in July 2020
- Two Governors stepped down in December 2020 (one patient Governor and one public Governor).

As permitted by the Trust's Constitution, the Trust agreed to leave the seats vacant until the election in January 2021, as the unexpired period of the term of office was less than twelve months and constituency boundary changes were in the process of being implemented.

6.3 Governor induction, development, training and external education events

Governor development sessions were established and agreed in partnership with Governors to provide them with the skills and knowledge needed to deliver their key duties over their tenure.

To ensure that newly elected Governors are provided with enough information and support to fulfil their role, the Corporate Affairs Team and existing Governors co-produced the content for two induction meetings ahead of their first meeting on 20 April 2021.

Several Governors attended external training and events throughout the year and provided reports back to the Trust.

One of the Council's Young People's Forum Governors was successfully elected to the NHS Providers' Governor Advisory Committee (GAC). The GAC oversees governor support work and provides valuable insight and advice on governor-specific issues.

6.4 Communicating with Governors

The Corporate Affairs Team presented a 'So you want to be a Governor' webinar that provided an opportunity for prospective governors to hear from current Governors, ask questions and find out

what it meant to be GOSH Governor. The session was recorded and is available here: <https://www.youtube.com/watch?v=UyGSNM8Kw-4>.

Governors receive a monthly newsletter from the Corporate Affairs team containing key dates, updates, and training and development opportunities.

6.5 Buddying with non-executive directors

Buddying sessions were established to assist non-executive directors and governors in communicating outside of Council meetings and understanding each other's roles and views. The sessions were paused and reviewed as a result of COVID-19. In October 2020, the revised approach was launched and involved non-executive directors hosting virtual tutorial style sessions focusing on a specific Trust Board or assurance committee paper. The sessions will continue in 2021/22 for the new Council of Governors.

6.6 Holding a COVID-19 compliant AGM and AMM

As the Trust was unable to conduct an Annual General Meeting and Annual Members Meeting in person due to the Pandemic, the Council approved amendments to the Constitution that allowed the Trust to hold a virtual AGM and AMM on 9 September 2020 and undertake virtual voting when required at future events.

6.7 Council of Governors' expenses

Governors can claim reasonable expenses for carrying out their duties. For the year 2020/21, no governors claimed expenses.

6.8 Contacting a Governor and register of interests

Anyone who wants to get in touch with a Governor and/or director can email foundation@gosh.nhs.uk and the message will be forwarded on to the relevant person. These details are included in the 'contact us' section of the GOSH website, gosh.nhs.uk.

A Register of Governors' Interests is published on the Trust website, <https://gosh.mydeclarations.co.uk/home> and can also be obtained by request from the Company Secretary, Great Ormond Street Hospital for Children NHS Foundation Trust, Executive Offices, Barclay House, 37 Queen Square, Great Ormond Street, London, WC1N 3BH.

7. Performance of the current Membership Strategy since 2019/20 and final plans for 2020/21

We are currently drafting the Membership Strategy which will be in place from Apr 2022 until March 2025. Please see below the progress we've made so far since last year and what we plan to achieve by the end of March 2022.

Progress since 2019/20	Final plans in 2020/21
<p>7.1 Recruit</p> <p>In the past year, our public membership has increased from 2880 to 3064 whilst our patient and parent/Carer membership has reduced from 6947 to 6789.</p> <p>As outlined above, we introduced changes to the Patient and Parent/Carer constituency and Public constituency so that the classes they cover match the electoral areas. In order to facilitate the election, CIVICA assigned all public and patient members to their new constituencies.</p> <p>A detailed demographic breakdown of our membership is available in Appendix 3, 4, 5 & 6.</p>	<p>7.2 Recruit</p> <p>In this last year, we would like to build an online membership community that is representative of the staff, patients, families and communities the Trust serves. Using social media channels, we plan to reach to different demographics and give an in depth insight into what it's like to be a member. By also using our newly elected/re-elected Governors as ambassadors, we seek to promote the membership more widely to various communities and people, especially younger people so that they sign up to be members. We will also look to promote the emotive benefits such as membership is an opportunity to make friends and meet new people as well as advertising what people can do to help shape the hospital.</p> <p>Part of the recruitment drive could be to develop relationships with young people who have large social media followings to develop 'GOSH Influencers' who could promote the membership.</p>

Progress since 2019/20	Final plans in 2020/21
<p>7.3 Communicate</p> <p>Due to the recent pandemic, we placed emphasis on ensuring our members are communicated with effectively and ways we have done this include using social media such as Twitter, LinkedIn and Instagram. This has led to the launch of our own dedicated Twitter page (@GOSHMembership) which we will be using to provide members with updates on what we are doing.</p> <p>We provided appropriate information to members and the Council of Governors through the monthly Get Involved newsletter and Governors also received ebulletins containing all relevant papers and meeting dates.</p> <p>In the past year, Staff receive the Roundabout newsletter and receive news on the intranet. We have also started advertising the membership on Trust computer screensavers.</p>	<p>7.4 Communicate</p> <p>Part of our communications plans will be to educate people so they understand what the membership is and how to get involved. This is so that members have a clear understanding about what the membership is about, how they can get involved and what they can do to make a difference essentially acting as Membership champions.</p> <p>A way we will do this is to showcase the benefits of membership to different categories of people (patients, parents/Carers, public, and staff). We will also consider laying out the different time commitments associated with being a member eg in minutes, hours, etc as we have done in previous years.</p> <p>We will also be looking to keep people up to date with the new developments regarding membership, benefits, Council of Governors and their constituents including promotion of the upcoming elections. A part of this includes using the newsletter as a means of finding out what people are interested in plus the idea of having two different newsletters, both with the same information but targeted to different audiences e.g. one for young people/patients and another for parent/Carers.</p>

Progress since 2019/20	Final plans in 2020/21
<p>7.5 Engage</p> <p>As a result of the pandemic, we have had to reconsider how we conduct our face to face engagement activities however the Stakeholder Engagement Manager has been able to attend a YPF event as well as several internal Senior leadership Team meetings and the Virtual Big Brief.</p> <p>We've been focussing our energy and resources into increasing the active engagement with existing members, both public, patient and staff, so that membership is even more meaningful.</p> <p>We also successfully conducted a virtual Annual General Meeting and Annual Members Meeting where we were able to engage with members and the public by taking questions online.</p>	<p>7.6 Engage</p> <p>By April 2022 and indeed beyond, we plan to ensure that people are actively engaging with the membership and find our content interesting.</p> <p>We aim to see that people are comfortable with sharing what they would like to see from the membership and what can be done to improve it plus also the results of their valued contribution in a 'You said, we did' manner.</p> <p>We would also like to have developed a partnership between the Trust, its membership and other likeminded organisations, so that we are working together for the benefit of the community we serve.</p> <p>Part of this engagement is looking at how we could harness the enthusiasm of medical students to drive the membership offer as well as tapping into universities, colleges and schools.</p> <p>Another idea is to host virtual/hybrid 'Meet the Governor' sessions which would be an opportunity for people to drop in via Zoom and ask questions.</p> <p>We will also look at the following:</p> <ul style="list-style-type: none"> • Working with the MERRC to refresh resources for engagement (leaflets, agendas, magazine, FAQs etc) • Designing engagement opportunities across the Trust for both Internal (Patients, Parents, Carers, Staff, Volunteers, etc) and External Stakeholders (Colleagues at other FT's, Health & Social Care organisations, Local Councils, etc) • Supporting the Young People's Forum and Play team to promote the benefits of membership to current Patients and partnering with them to seek out and implement methods of engagement / recruitment of members

8. Appendix 1: Map of changes

Current Constituency Boundaries and Governors they elect

Public:
 • 2 from Rest of England and Wales

Public:
 • 4 from North London and Surrounding Area

Public:
 • 1 from South London and Surrounding Area

Parent and Carer Governors:
 • 3 from London
 • 3 from Outside London

Patient Governors:
 • 2 from London
 • 2 from Outside London

Changing to...

Constituency Boundaries and Governors they elect from 1 March 2021

GOSH Rest of England and Wales
 • 1 Public Governor
 • 1 Parent Carer Governor
 • 1 Patient Governor

GOSH Home Counties
 • 2 Public Governors
 • 2 Parent Carer Governors
 • 2 Patient Governors

GOSH London
 • 3 Public Governors
 • 3 Parent Carer Governors
 • 3 Patient Governors

Note:
 No change to Staff Constituency or Appointed Governors

9. Appendix 2: Council of Governors

Council of Governors





Public Constituency Governors








Roly Seal
Public Governor from London

Peace Joseph
Public Governor from London

Kudzai Chikowore
Public Governor from London

Eve Brinkley-Whittington
Public Governor from Home Counties

Hannah Hardy
Public Governor from Home Counties

Julian Evans
Public Governor from Rest of England & Wales

Patient Constituency Governors








Abbigail Sudharson
Patient Governor from London

Vacant
Patient Governor from London

Vacant
Patient Governor from London

Emma Beeden
Patient Governor from Home Counties

Olivia Burlacu
Patient Governor from Home Counties

Vacant
Patient Governor from Rest of England & Wales

Parent/Carer Constituency Governors








Emily Shaw
Parent/Carer Governor from London

Beverly Bittner Grassby
Parent/Carer Governor from London

Stephanie Nash
Parent/Carer Governor from London

Lisa Allera
Parent/Carer Governor from Home Counties

Gavin Todd
Parent/Carer Governor from Home Counties

Claire Cooper-Jones
Parent/Carer Governor from Rest of England & Wales

Staff Constituency Governors







Margaret Bugyei-Kyei
Staff Governor

Quen Mok
Staff Governor

Mark Hayden
Staff Governor

Benjamin Hartley
Staff Governor

Graham Derrick
Staff Governor

Appointed Governors






Josh Hardy
The Young People's Forum

Grace Shaw-Hamilton
The Young People's Forum

Cllr Alison Kelly
The London Borough of Camden

Jugnoo Rahi
The UCL Great Ormond Street Institute of Child Health

10. Appendix 3: Patient constituency demographics

10.1 Age

	0–16	17–21	22+	Not stated
Total	55	224	887	55

10.2 Gender

	Unspecified	Male	Female	Trans
Total	8	485	728	0

10.3 Ethnicity

	Asian	Black	Mixed	White	Other	Not stated
Total	142	111	74	786	17	91

Appendix 4: Parent and Carer constituency demographics

10.4 Age

	0–16	17–21	22+	Not stated
Total	2	20	5261	284

10.5 Gender

	Unspecified	Male	Female	Trans
Total	26	1597	3944	0

10.6 Ethnicity

	Asian	Black	Mixed	White	Other	Not stated
Total	502	354	142	4171	64	332

Appendix 5: Public constituency demographics

10.7 Age

	0–16	17–21	22+	Not stated
Total	42	132	2627	217

10.8 Gender

	Unspecified	Male	Female	Trans
Total	53	835	2129	1

10.9 Ethnicity

	Asian	Black	Mixed	White	Other	Not stated
Total	352	257	126	1904	39	339

11. Appendix 6: Detailed membership information

11.1 Patient and Carer, and Public membership

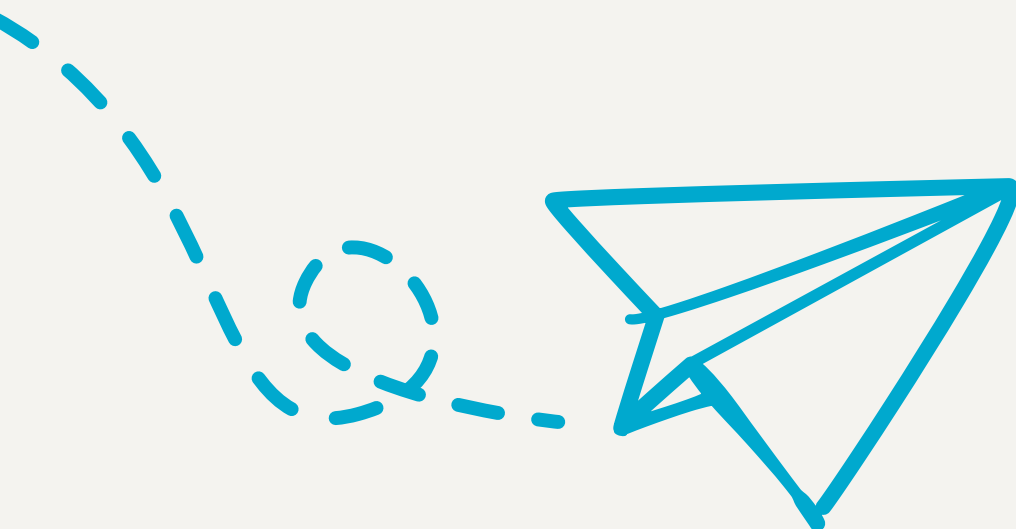
This table compares GOSH's Patient and Carer and Public membership figures from 1 April 2020 to 31 March 2021.

	1 April 2020	31 March 2021	Increase / decrease
Patient, Parent and Carer members	6942	6788	Decrease of 154
Public members	2873	3062	Increase of 189
TOTAL	9815	9850	Increase of 35

11.2 Staff membership

This table compares the staff membership figures from 1 April 2019 to 31 March 2020.

	1 April 2020	31 March 2021	
Staff members	5065	4993	Decrease of 72



Great Ormond Street Hospital for Children
NHS Foundation Trust

Great Ormond Street
London
WC1N 3JH
020 7405 9200
gosh.nhs.uk

