



NHS

Great Ormond Street
Hospital for Children
NHS Foundation Trust

Annual General Meeting and Annual Members' Meeting 2020/21

Innovative care during the Pandemic



Welcome from the Chair



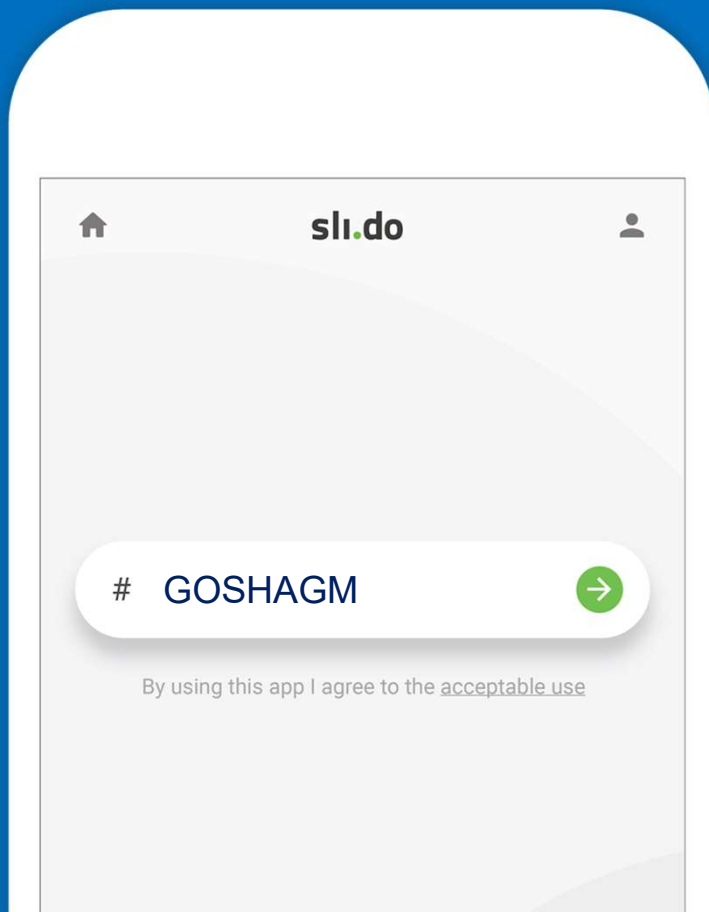
Sir Mike Rake



Agenda

Please note
This meeting will be recorded

5.05pm	Chief Executive's Report 2020/21	Matthew Shaw Chief Executive
5.25pm	Quality Report 2020/21	Dr Daljit Hothi Associate Medical Director
5.40pm	Financial Report 2020/21	Helen Jameson Chief Finance Officer
5.50pm	Annual Membership Update	Beverly Bittner-Grassby Deputy Lead Governor
6.00pm	Working differently during the Pandemic	Dr Shankar Sridharan Dr Catherine Peters Sarah Newcombe
6.10pm	Well-being during the Pandemic	Mandy Bryon Dr Daljit Hothi
6.20pm	Questions	Chair
6.30pm	Final thanks and close	Chair



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 would like to hear answered.





Chief Executive's Report 2020/21



Mr Mat Shaw
Chief Executive



Highlights of the past year



COVID-19 planning and restoration of clinical services



Investing in our staff so we can make GOSH a great place to work



Making a difference now, to impact the future for our young people



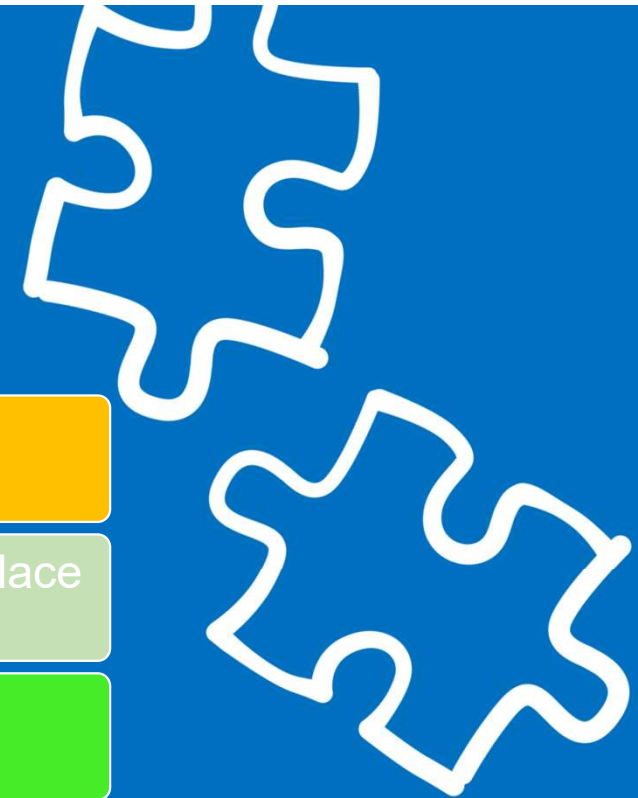
Transforming clinical pathways and embracing the virtual world



Maintaining research activity despite a pandemic

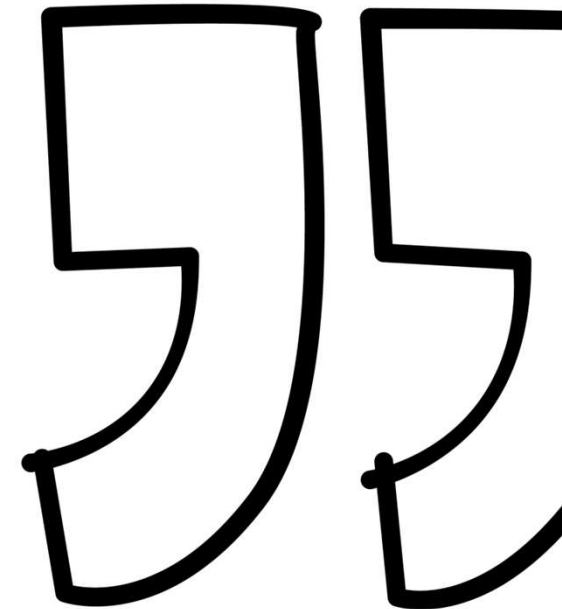
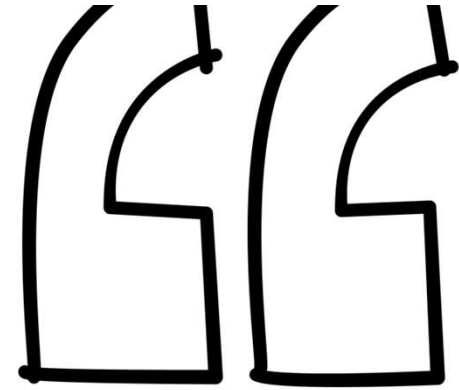


Launch of Above and Beyond, our strategy to 2025



COVID-19: Supporting our patients

- We modelled our workforce and clinical pathways to ensure safe and effective services.
- We changed visiting times for patients and reduced the number of visitors on site. The GOSH charity donated a large number of tablet devices so patients could communicate with family and loved ones while visiting restrictions were in place.
- With the closure of the hospital playrooms, play continued on Zoom and the GOSH Charity donated arts, crafts, music and sensory activity packs.
- The laboratory service worked in partnership with the GOSH infection control team and UCL ICH to establish a testing facility for patients and staff.
- We adapted the GOSH Learning Academy education programmes to be delivered digitally



COVID-19: Supporting our staff

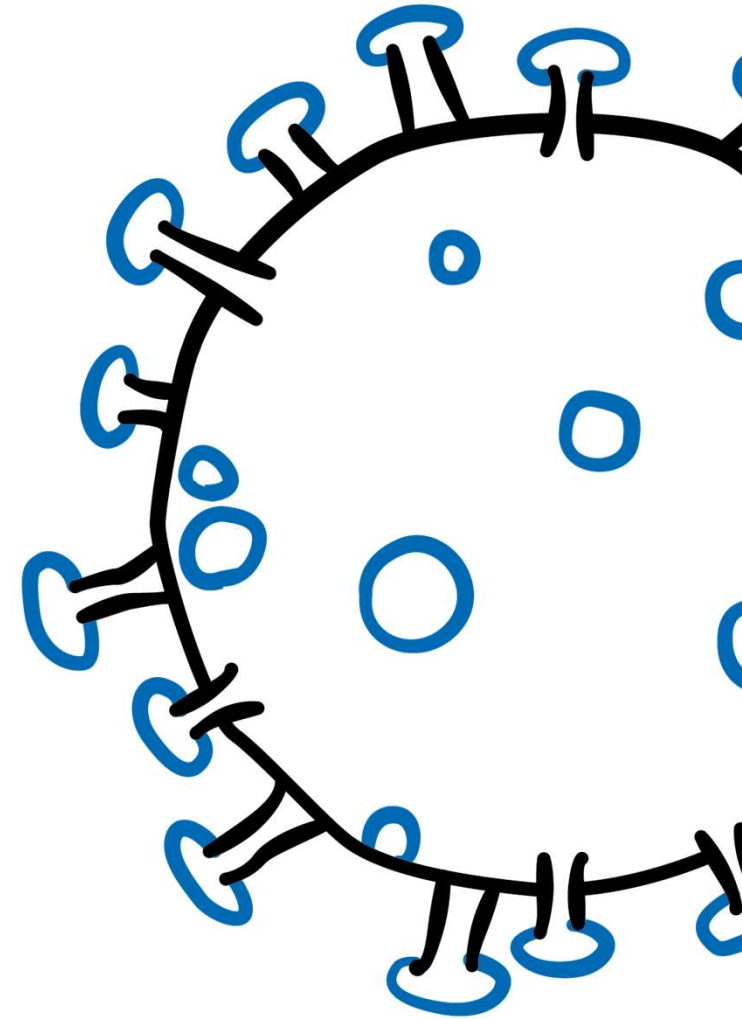
- Provided equipment for 1,600 members of staff to work from home
- Launched the staff COVID-19 Health and Wellbeing hub
- Rolled out the COVID-19 vaccine for all staff
- Our recruitment programme stayed on track despite the pandemic, with improvements to our training and clearer career paths
- We rolled out several projects to engage with staff and to capture the staff voice, such as rungway and our 100 voices project



COVID-19: Supporting the system and our partners

Supported our partners in delivering paediatric services across North Central London.

- Increased intensive care capacity at GOSH
- Provided general paediatric care to children and young people across North Central London
- Amended our registration with CQC for assessing and/or treating patients detained under the Mental Health Act
- Transferred our staff to other centres to support delivery of care



Reviewing our processes and thinking ahead



- Established an Operational Hub at GOSH
- Gained accreditation from Healthcare Information and Management Systems Society, Inc. (HIMSS) for our Electronic Patient Record (EPR)
- Reconfigured the EPR to improve shared care provider access
- Digitised processes to release time for our clinical teams

How technology helped us adapt



- Increased the number of patients registered onto our MyGOSH patient portal
- Launched the MyGOSH pilot
- Improved treatment times by going virtual
- Launched Project Apollo

Research: A huge contribution

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

1,175 active research projects with 5,636 participants in research

Announced new collaboration with partners to evaluate genomic and clinical data to accelerate discovery

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

Progress for our Children's Cancer Centre

- Development of flexible and therapeutic spaces
- CCC Clinical Champions in place
- Sustainable approach to design
- Construction planned to start in 2023.



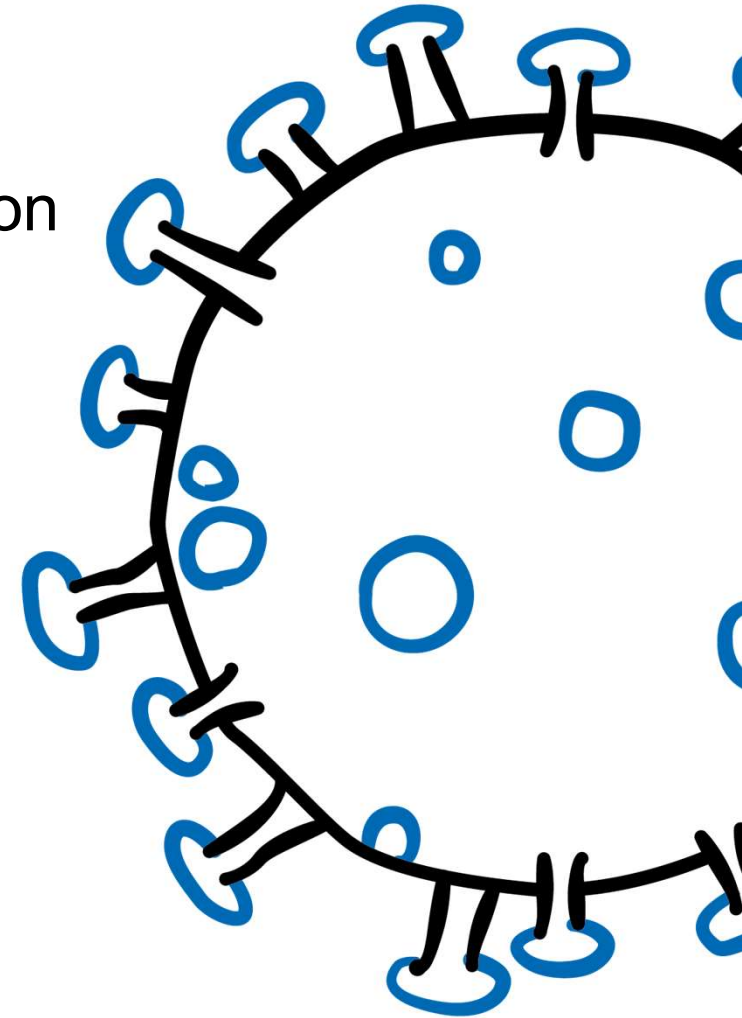
A milestone year for sustainability

- Committed to being a sustainable organisation
- Declared a Climate and Health Emergency
- Launched the CHEER app

Children, Climate and Health Emergency Response

CHEER for GOSH is all about bringing together our hospital, our people and our environment in response to the Climate Emergency.

All of the drawings on CHEER have been designed by children of GOSH.



New Executive Directors during 2020/21



John Quinn

- Chief Operating Officer

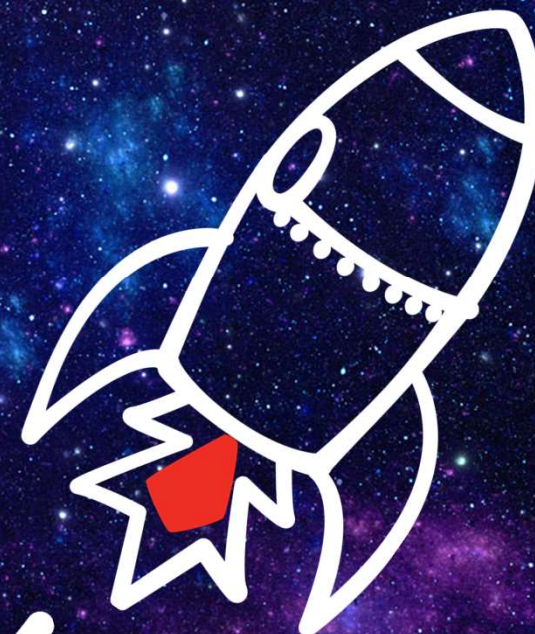


Zoe Asensio-Sanchez

Director of Estates, Facilities and the Built Environment

ABOVE and **BEYOND**

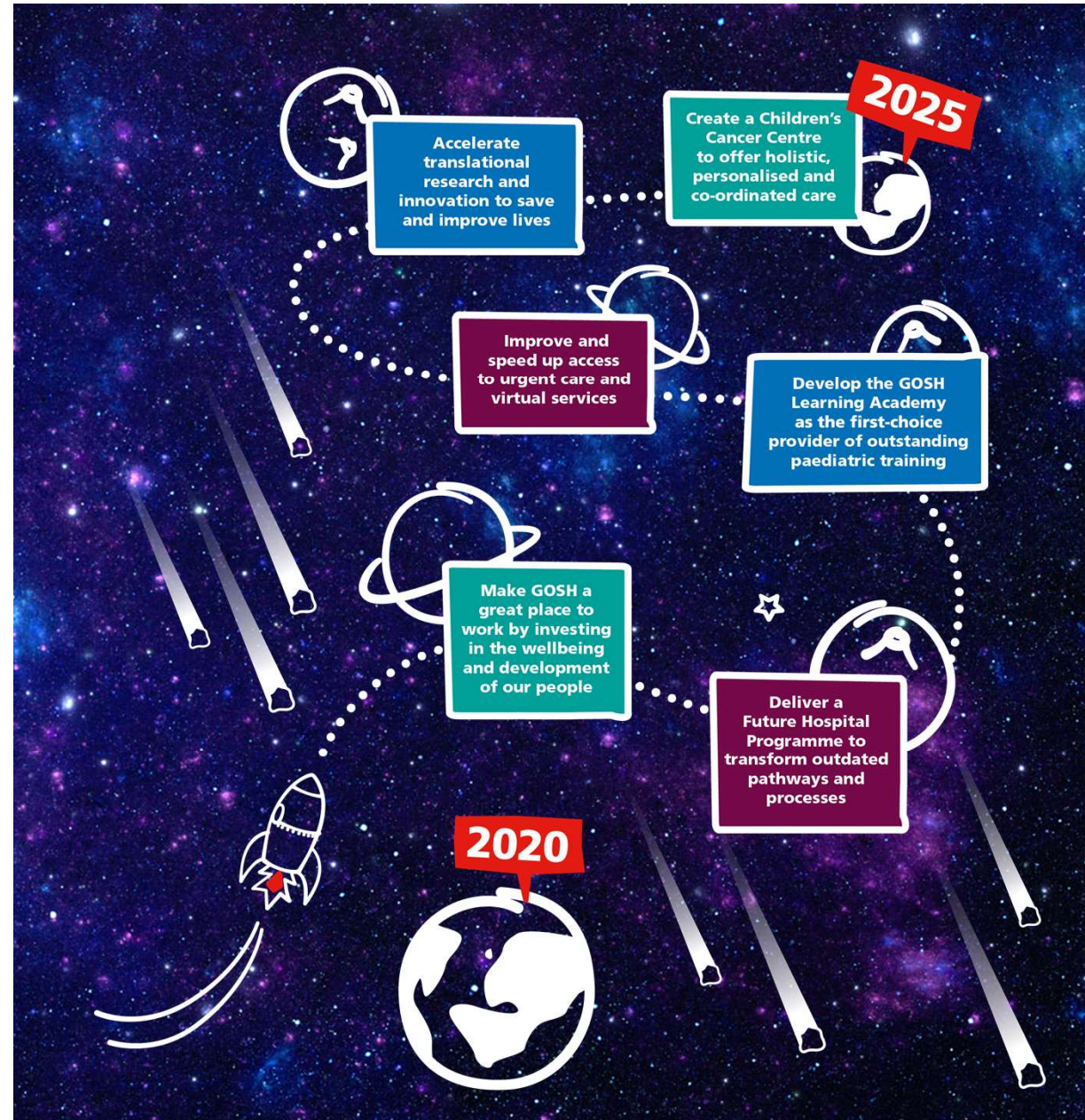
Our five-year hospital strategy
2020 - 2025



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.

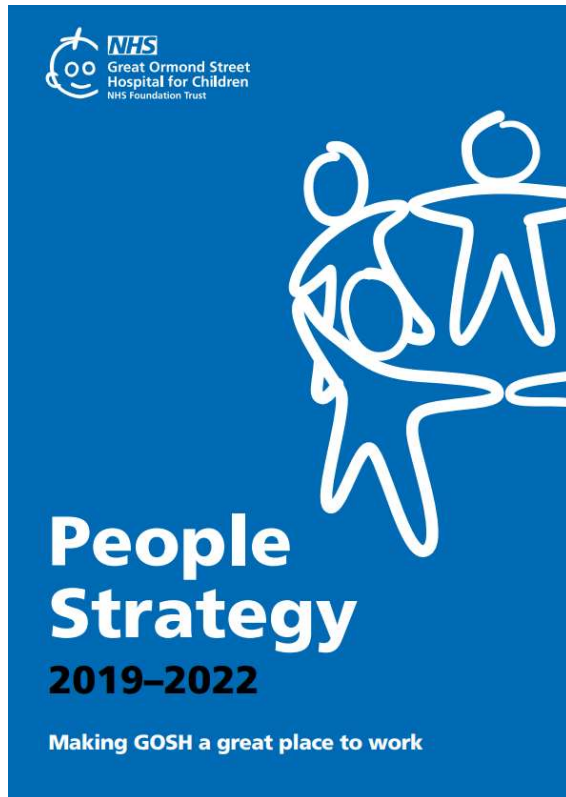
Our principles will guide planning, decision making and day to day work.



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.”



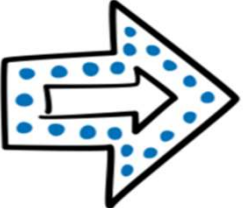



The People Strategy sets out how we are going to make GOSH a great place to work.

Four guiding principles

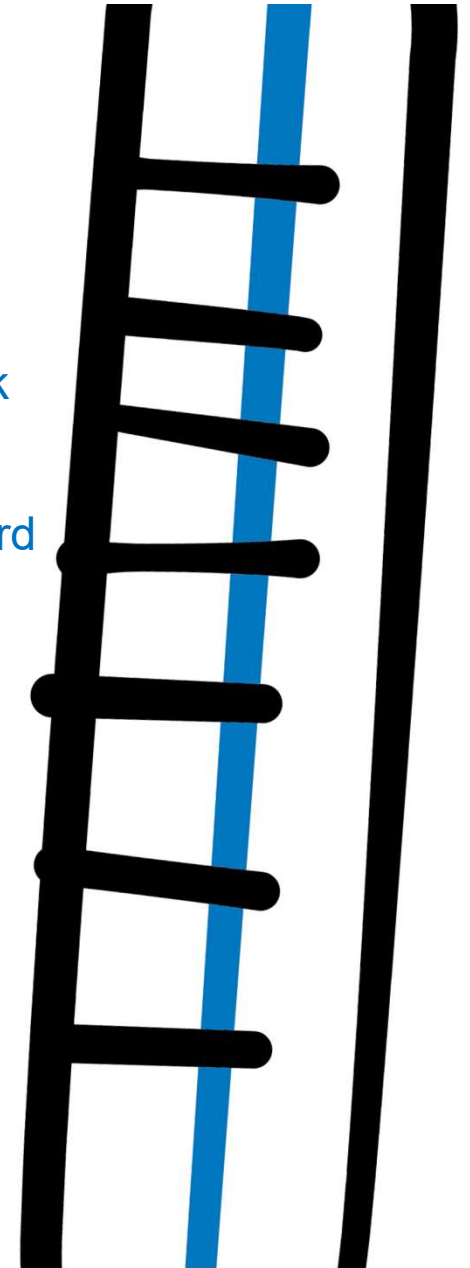
- Prioritising the basics.
- Working together to better serve our patients.
- Developing the capacity to support more patients and GOSH and beyond.
- Driving discovery, innovation and partnerships to make things better for our patients.

2020 Virtual Staff Awards and Staff Survey Results

	<p>Our Virtual Staff Awards in December 2020 were a chance to recognise our amazing staff. Special guest Davina McCall helped celebrate people who went above and beyond and those with long service at the Trust</p>																		
 <table border="1"> <thead> <tr> <th></th> <th>2016</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Best</td> <td>89.0%</td> <td>82.3%</td> <td>79.8%</td> <td>86.9%</td> <td>83.6%</td> </tr> <tr> <td>Your org</td> <td>89.0%</td> <td>54.9%</td> <td>65.6%</td> <td>64.5%</td> <td>75.0%</td> </tr> </tbody> </table>		2016	2017	2018	2019	2020	Best	89.0%	82.3%	79.8%	86.9%	83.6%	Your org	89.0%	54.9%	65.6%	64.5%	75.0%	<p>The Staff Survey 2020 results showed significant improvement. Compared to 2019, the Trust improved in eight areas and was stable in two. Our most significant improvement (17%) was in Health and Wellbeing</p>
	2016	2017	2018	2019	2020														
Best	89.0%	82.3%	79.8%	86.9%	83.6%														
Your org	89.0%	54.9%	65.6%	64.5%	75.0%														
	<p>But there is still much more to be done! We need to focus in particular on diversity and inclusion.</p>																		
	<p>The responses informed plans for implementing our People Strategy - We will listen to and address the issues raised by our staff with the aim of improving these results going forward</p>																		

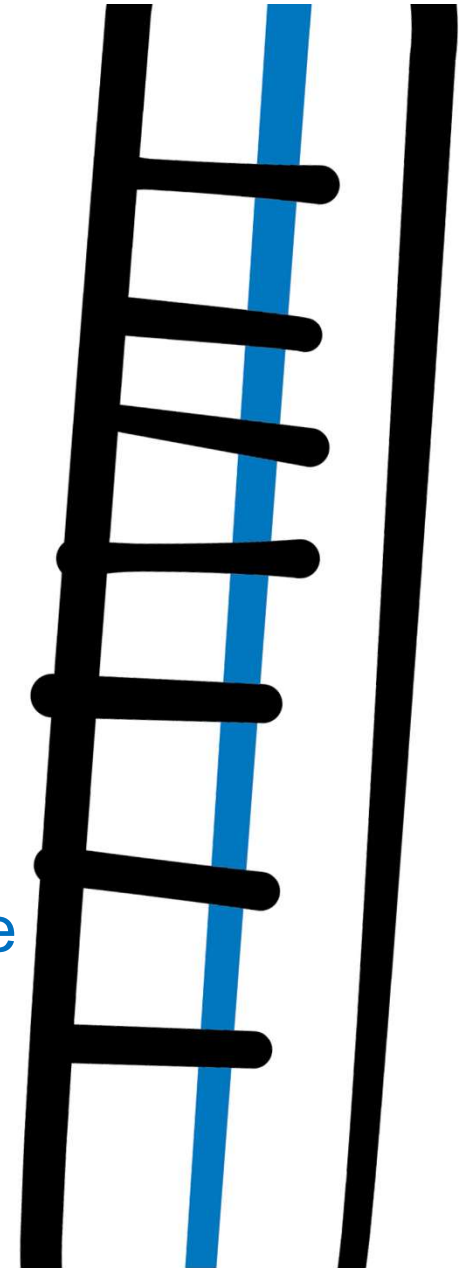
Our commitment to Diversity, Inclusion and Well-being at GOSH

- We strive to make GOSH the best place for our staff and volunteers to work so we can provide the very best care to patients.
- Data from the GOSH Staff Survey & NHS Workforce Race Equality Standard (WRES) showed a gap in experience between BAME & White staff.
- The Trust has approved a Diversity and Inclusion Framework (Seen and Heard) and a Health and Well-being Framework (Mind, Body and Spirit).
- These frameworks will drive the culture that we need to ensure people belong and are supported to be their authentic self at work.
- In December 2020, GOSH announced that cleaning and domestic services would be brought in-house.
- The Trust launched the BAME Buddy Scheme in Nursing and welcomed a new cohort of Filipino nurses



Above and Beyond – plans for 2021/22

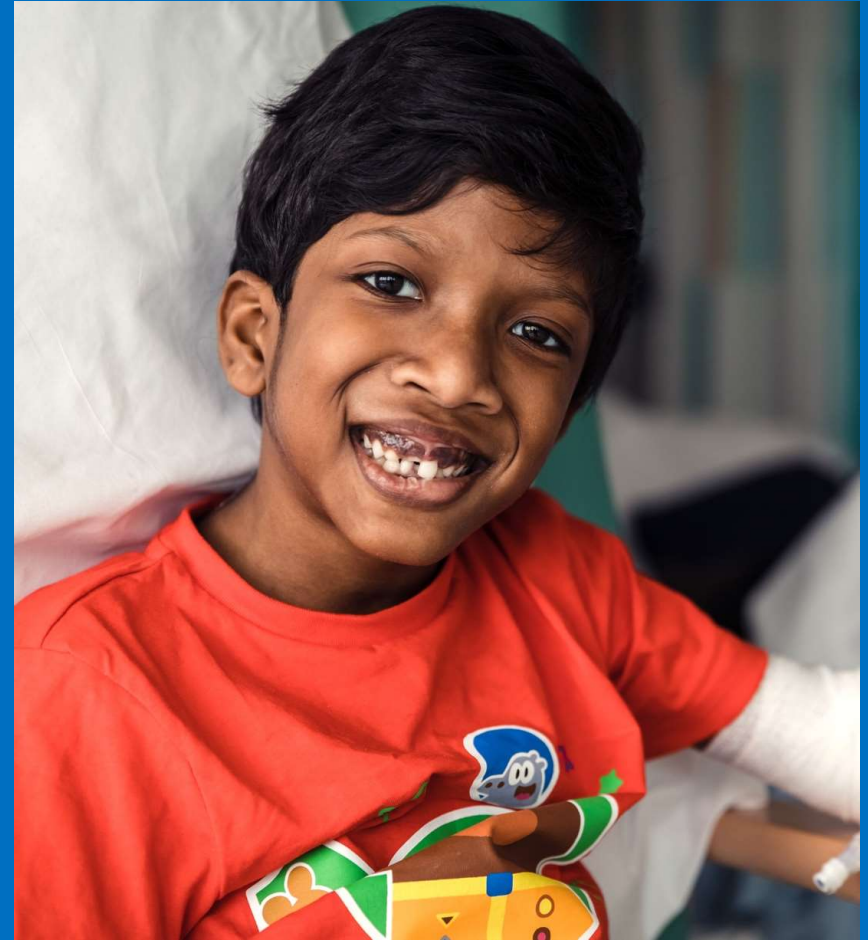
- Invest in our staff
 - Support innovation and wellbeing
 - Develop skills through the Gosh Learning Academy
- Expand our knowledge pool
- Improve access to urgent care and virtual services
- Pioneer innovative research
- Develop plans to deliver the Children's Cancer Centre



Quality Report 2019/20



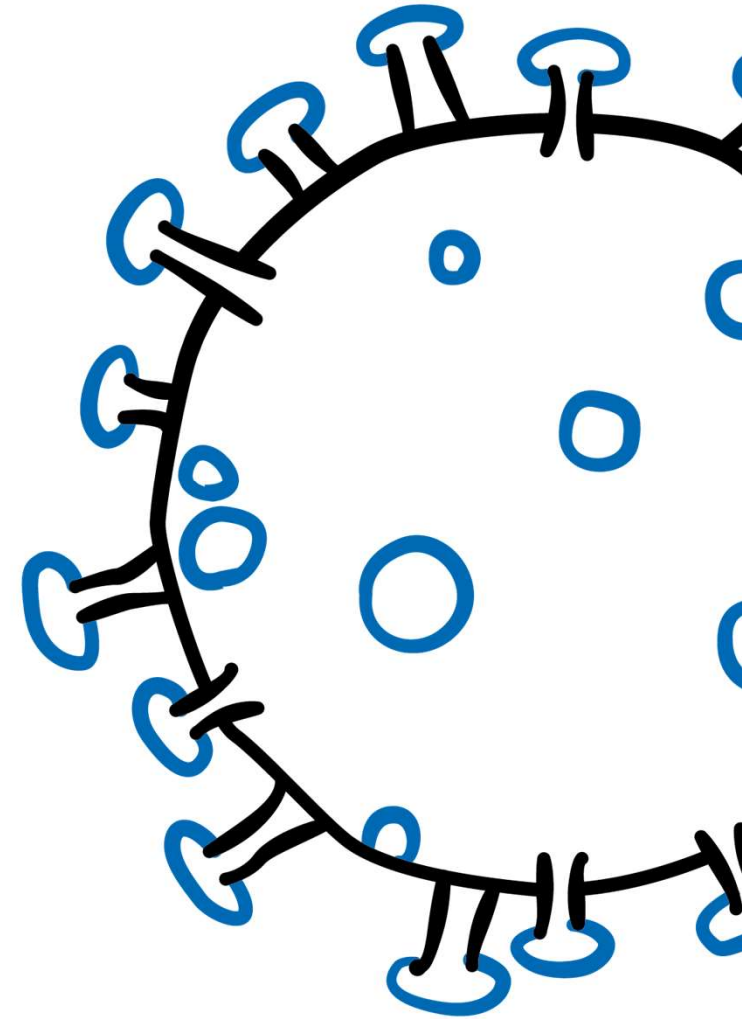
Dr Daljit Hothi
Associate Medical Director



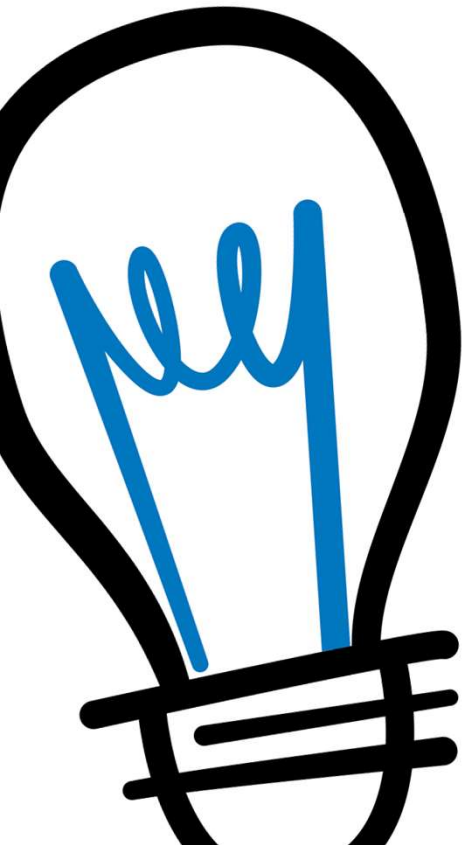
Ask a question:
www.slido.com
#GOSHAGM

2020-2021

- The past year was year dominated by COVID
- Extremely challenging and stretching
- But showed our Organisational Resilience
 - We learned
 - We collaborated
 - We innovated
 - We contributed
 - We demonstrated care and kindness



Sustaining Paediatric Care over COVID



- Collaborated with centres across NCL to admit 315 children and young people under our General Paediatric team. The youngest was 13 days old, the oldest was 18 years.
- Took on temporary provider status for treating mental health. The Children's Commissioner praised GOSH for its 'innovative response' in supporting this group of children and young adults.
- Since December we have treated 107 children with actual or suspected PIMS-TS.
- During the second surge, 126 nurses were deployed to external hospital across London.
- 300 GOSH staff trained to become vaccinators. To date we have delivered 8997 vaccines to our staff.

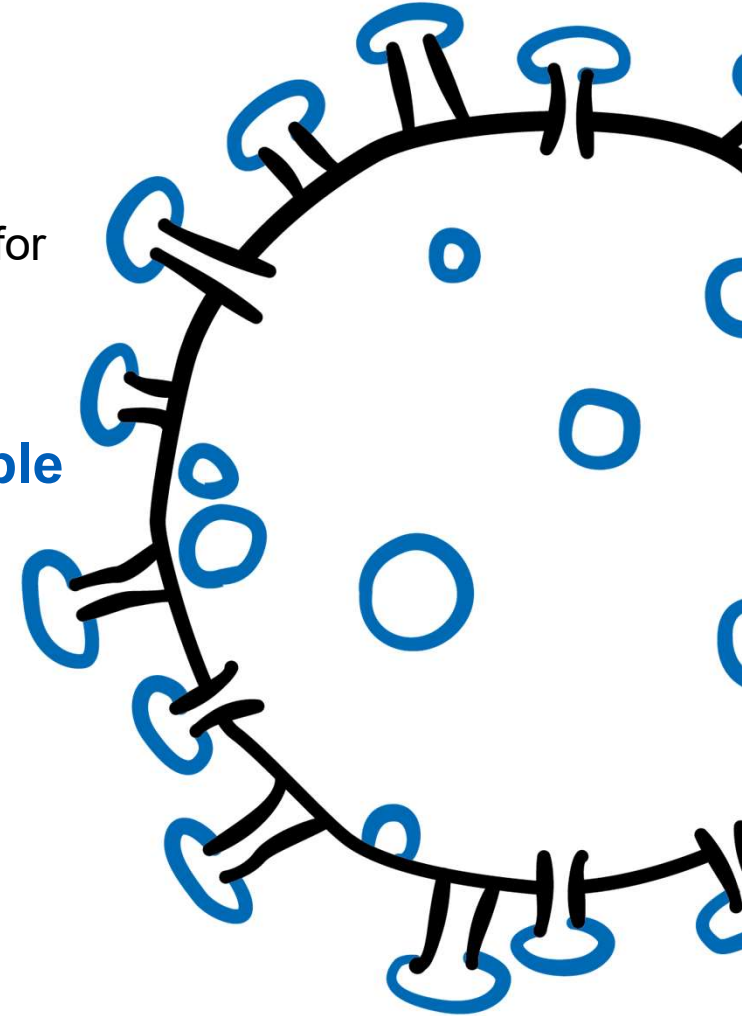
'Innovations' During COVID

Rapid COVID-19 testing facility for patients and staff

- We tested 2285 staff, 7617 patients, 639 parents in 2020-21
- We supported external hospitals: delivering 8291 COVID tests for patients receiving mental health services at Barnet, Enfield and Haringey Trusts' & 1713 tests for non-GOSH NHS staff

Fit testing: At least 23 different types of masks available

- Our infection prevention & control team set up fit test "clinics"
- Our improvement team developed a browser-based application with a central database to store their results.
- This allowed 3705 staff to see their results and allowed the IPC team to assess the impact if supplies masks were disrupted



Forming an Orderly (digital) queue!

EPR Integrated Clinical Prioritisation

- Planning restoration of clinical services post COVID
- The Joint Surgical Colleges provided a classification for patients requiring surgery - expanded to include any appointment, investigation or treatment
- The digital clinical change was successfully implemented:
 - 100 change agents, 400 consultants, 50 nurse specialists & AHPs
 - 10 workshops within 2 weeks
- Impact:
 - Reduced admin time
 - Theatre utilisation >80%
 - More appropriate use of theatre time
- Winner! HSJ 2021 Health Operations & Performance Initiative of the Year, Christopher Jephson, Rebecca Stevens

Patients requiring surgery during the COVID-19 crisis have been classified in the following groups:

Priority level 1a Emergency - operation needed within 24 hours

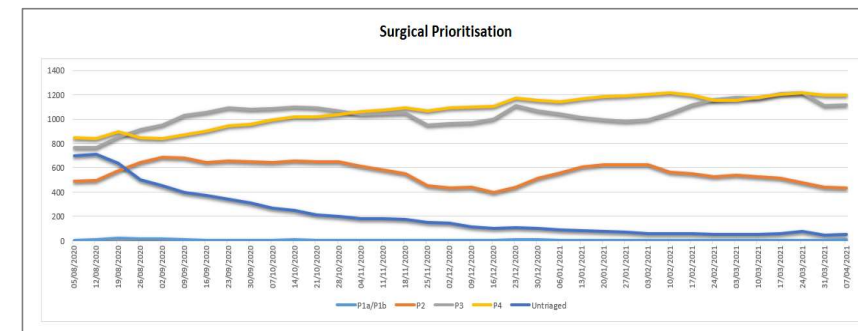
Priority level 1b Urgent - operation needed with 72 hours

Priority level 2 Surgery that can be deferred for up to 4 weeks

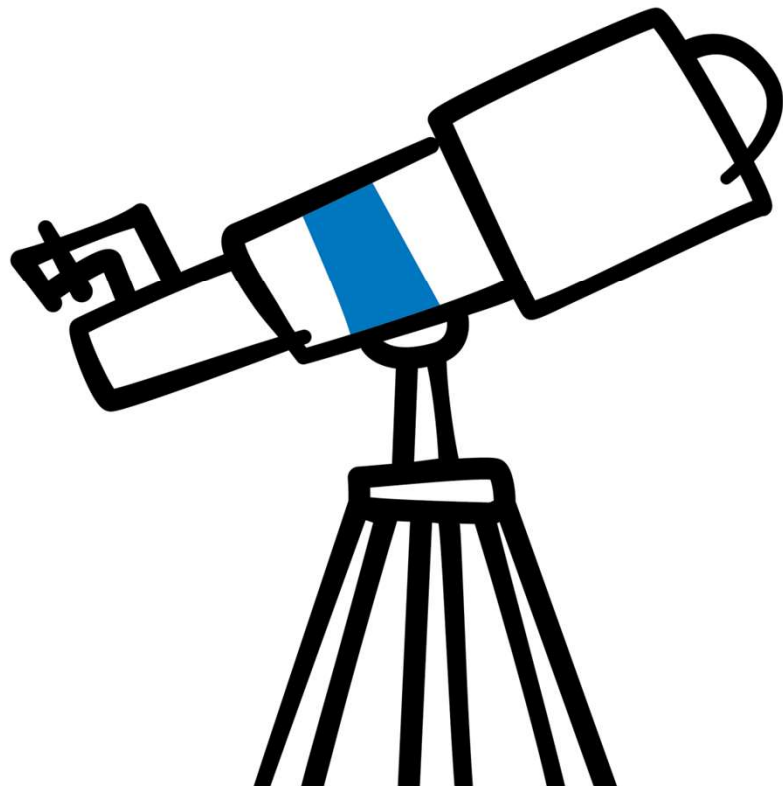
Priority level 3 Surgery that can be delayed for up to 3 months

Priority level 4 Surgery that can be delayed for more than 3 months

These time intervals may vary from usual practice and may possibly result in greater risk of an adverse outcome due to progression or worsening of the condition, but we have to work within the resources available locally and nationally during the crisis.



Our Named Priorities for Improvement



Safety

- Improving Medicine's safety
- Staff well-being through our Well-being Hub

Clinical effectiveness

- Improving Psychological and Mental Health Services documentation
- Virtual clinics

Experience

- Improving the experience of children and young people with learning disabilities
- Improving communication through MyGOSH

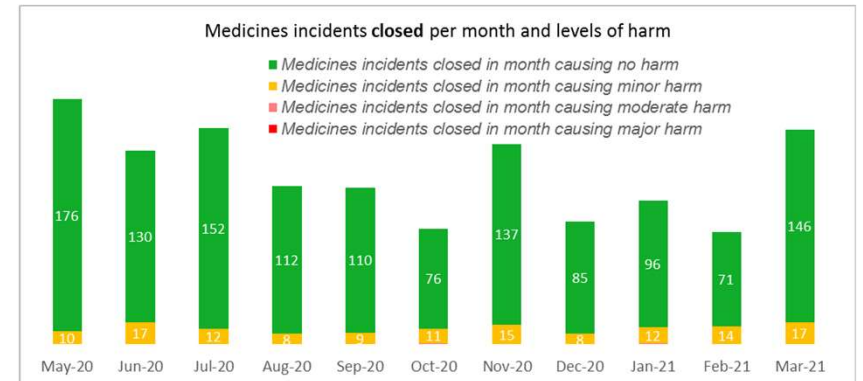
Virtual Clinics

- In 2020 rolled out Virtual Clinics in almost all specialities
- In 2019-2020, <1% of outpatient activity was delivered via video; 24% in 2020/21
- **Overall 85% of families were extremely/very satisfied with their experience during the virtual visit.**
- Patient and families experience scores were lower when the focus was on treatment rather than assessment or follow-up
- The majority of families said that they would prefer a mix of face-to-face and virtual appointments going forward



Medication safety

- We benchmarked our error reporting rate with other centres
- In general, we had a low threshold for “declaring harm” as opposed to a higher proportion of harm related events. The advice was not to change the culture of reporting, but to monitor against our own trends
- COVID fundamentally changed many of outpatient processes and the large number of uncollected medicines has been eliminated
- We are developing a collective understanding of systems through the Medicines Optimisation Committee
- We started a number of projects focusing on medicine supply, partnering with parents, children & MDT
- This is a journey of continuous improvement

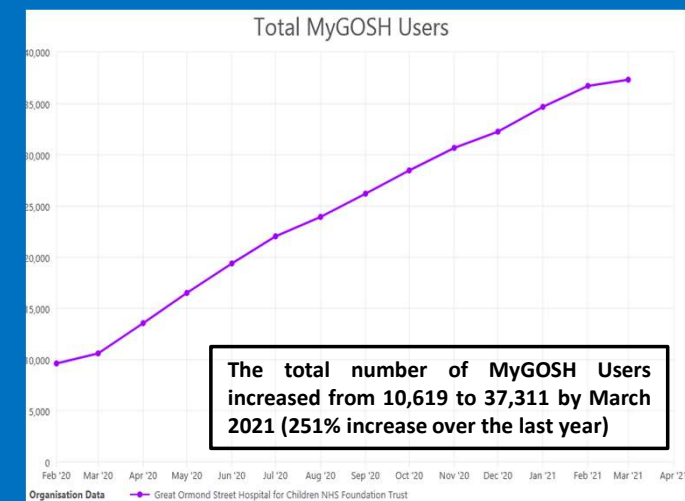
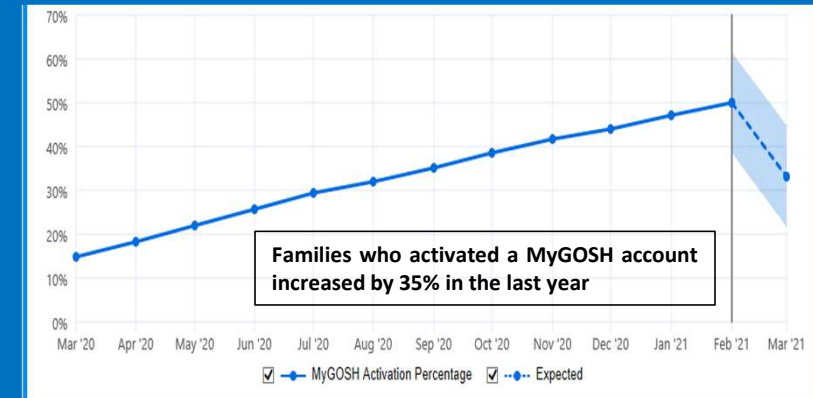


MyGOSH

A safe and secure online portal that enables children, young people and families to have access to specific parts of their electronic patient record at GOSH.

Over the past year we have improved and enabled new features:

- Have a virtual outpatient video visit via the MyGOSH platform
- Review and reschedule certain appointments as well as accept earlier appointment offers
- See an up to date health summary, taken from the child's electronic patient record
- View test results
- Ask for repeat prescriptions for medicine only supplied by GOSH
- Communicate securely with the medical team
- Share the MyGOSH record with other health professionals



Quality priorities for 2021/22

Safety

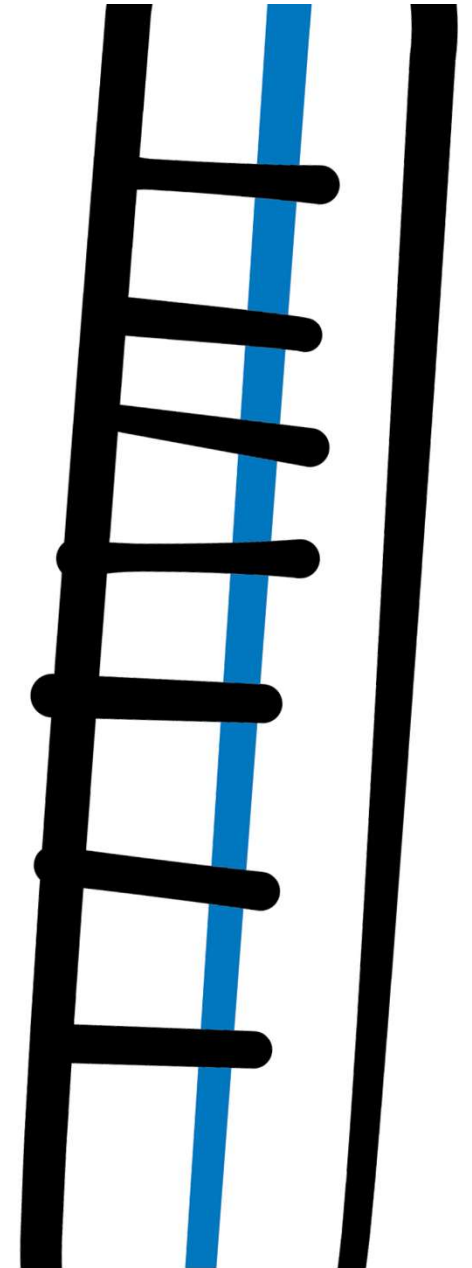
- Improve identification and management of the deteriorating child

Patient Experience

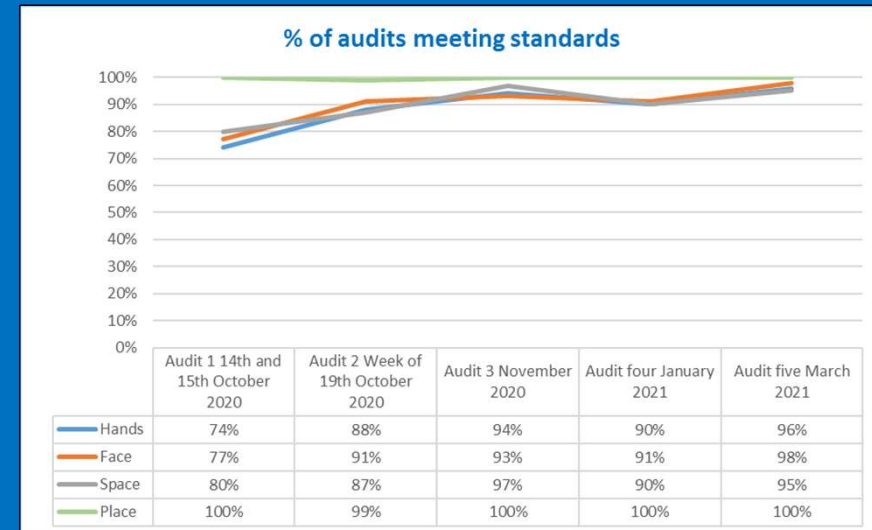
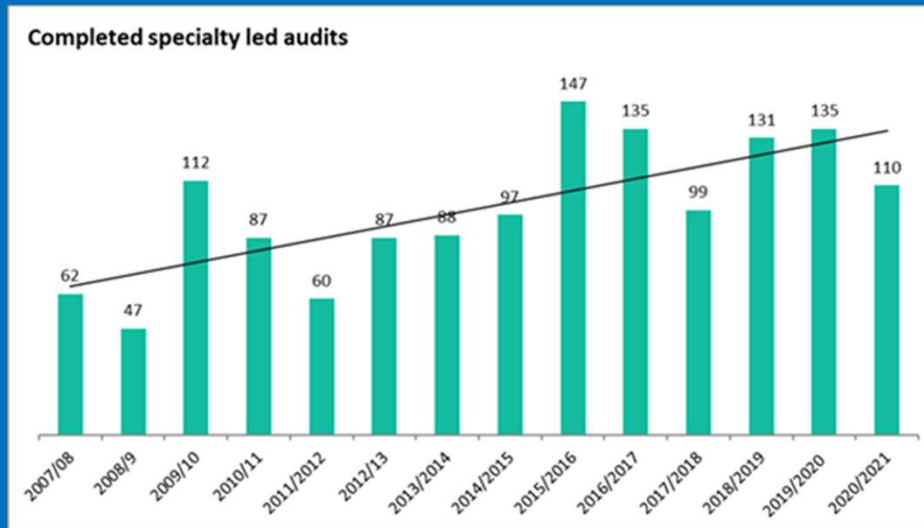
- Managing uncertainty in healthcare

Clinical Effectiveness

- Developing and implementing ward accreditation



Quality Assurance



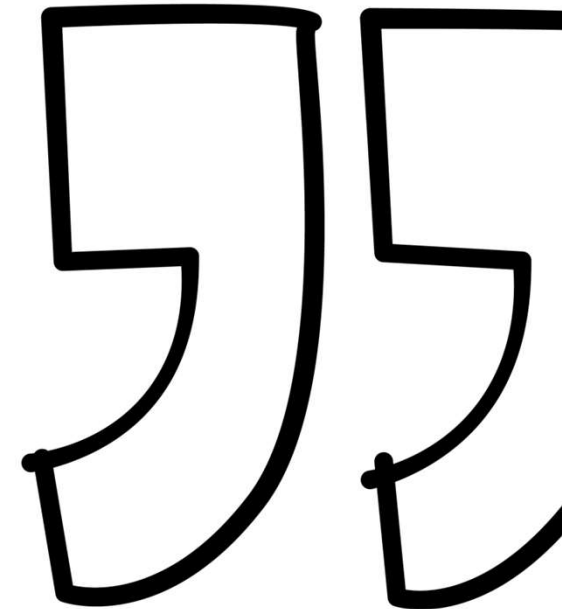
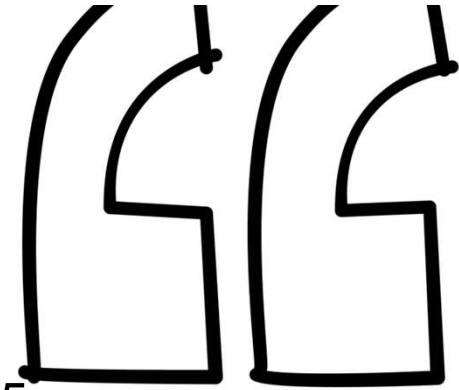
Participation in National Clinical Audit

During 2020/21 thirteen national clinical audits and clinical outcome review programmes covered the NHS services that GOSH provides. The Trust has participated in them all

The latest Hands, Face, Space and Place audit results in March 2021 were very positive. We've exceeded 95% in all safety standards and have improved in all the areas we could have since January 2021.

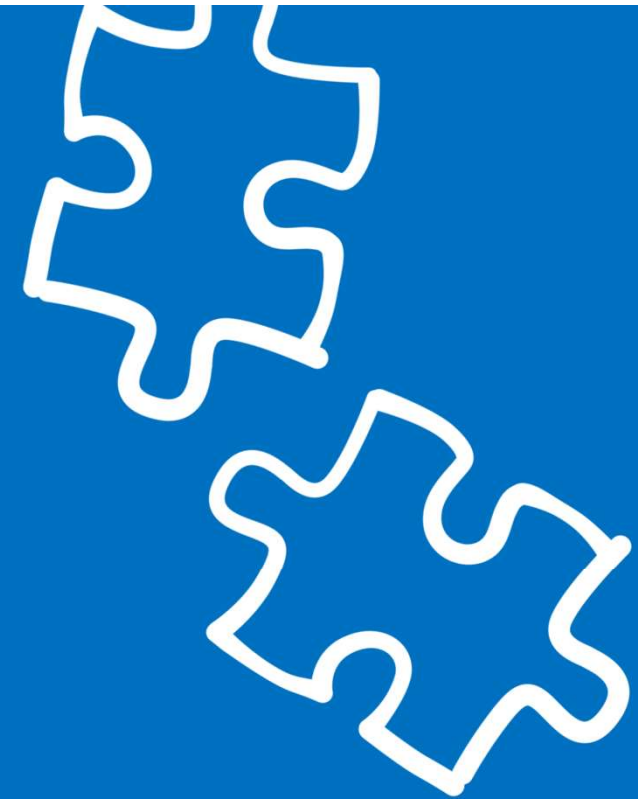
Promoting Staff Care & Empowerment

- In 2020/21 the Freedom to Speak Up service dealt with 115 recorded cases. This compares to 183 recorded contacts in 2019/20, 84 recorded cases in 2018/19
 - Petitions brought by OCS staff accounted for 84 recorded cases
 - Staff highlighted bullying, harassment and difficult relationships with peers and managers
- GOSH vacancy rate for NHS doctors and dentists in training varied between 6.8-12.1% over 2020/21
 - Broadly similar to the previous year and continues to sit below the national average
 - During COVID all rotas were compliant, with contingency staffing factored in to provide 30-50% back up on both day and night shifts to manage unexpected absence (which reached 30% in the first surge). Rotas also had rest days that were fully respected



Research

- Capability to maintain essential research activity during COVID
- Adapted many of our studies due to COVID: offering remote visits, home dosing where appropriate
- Saw a significant drop in research income to £23 million (from £28 million last year)
- 35% of R&I staff were redeployed to provide frontline support for COVID
- In 2020/21 we published 922 papers, 411 of these were with our academic partner. In the five year period between 2012 and 2016, GOSH and ICH research papers together had the second highest citation impact of comparable international paediatric organisations.



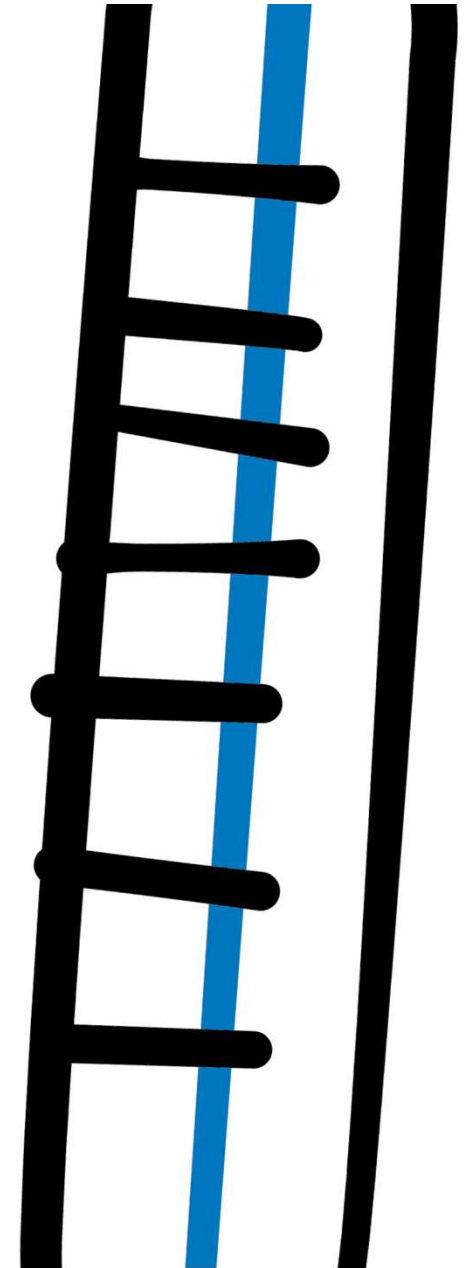
GOSH Learning Academy

COVID 19 Response:

- Over 2000 staff attended upskilling or skills refresher sessions
- Led on the design and delivery of the Education Programme to enable NHS Nightingale London with over 3,000 people trained to support Critical Care
- Provision of a 7-day week Education and Training Service pan-Trust
- Welcomed and supported paediatric learners across all professions from NCL and wider London to continue placements and training programmes

Awards

- Won in 2020/21:
 - National BAME Large Employer Award
 - *Patient Safety Congress*: Recognising and responding to the deteriorating patient, Just in Case Training
 - National Apprentice of the Year – *Amber Jones, Sky Ward*
- Shortlisted for 2021:
 - Hospital Placement Provider of the Year – Student Nursing Times Awards
 - National BAME Large Employer Award



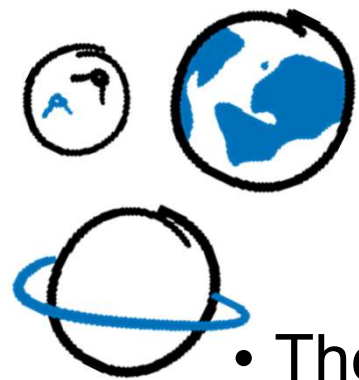
Financial Report

Including external auditor's review of 2020/21

Ask a question:
www.slido.com
#GOSHAGM

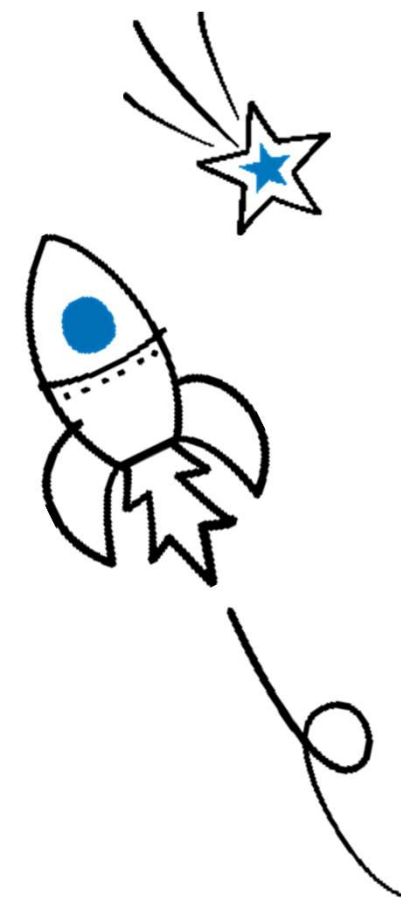


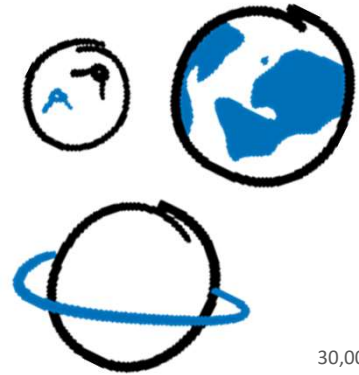
Helen Jameson,
Chief Finance Officer



2020/21 – a very different year

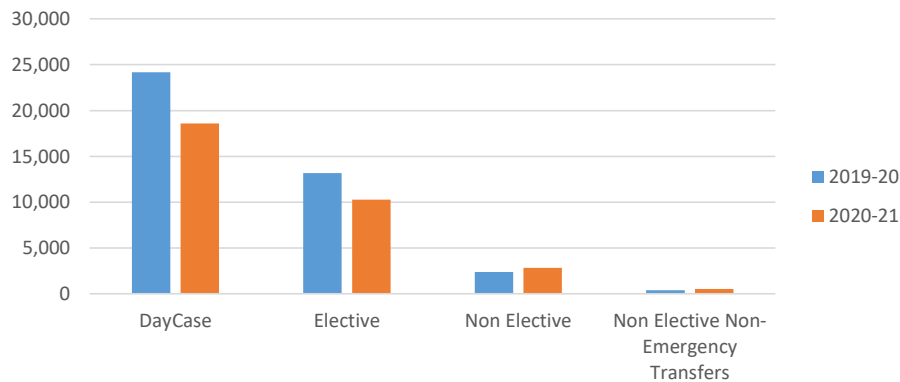
- The COVID-19 pandemic led to the hospital seeing different patients and the financial framework being de-coupled from activity to ensure it didn't prevent the NHS from treating patients
- The Trust incurred different costs due to new infection control guidelines and different types of treatment being delivered
- As well as new ways of working and innovation being implemented to enable ongoing services and to keep staff safe



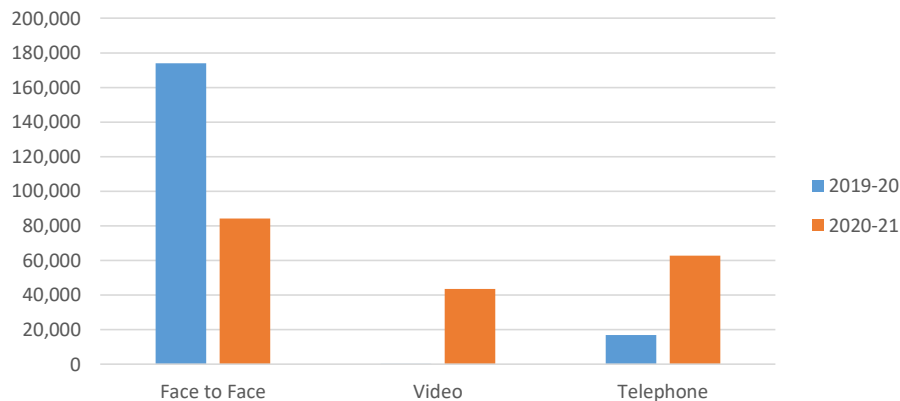


How our activity changed

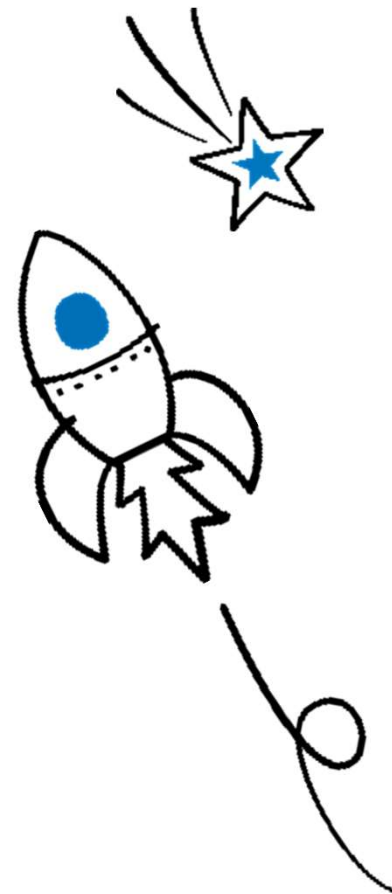
Inpatient Spells by Year



Outpatient Appointments by Year



- As a result of the pandemic and the associated lockdowns, we treated fewer elective and day case patients.
- Our unplanned (non-elective) activity increased as we took patients from other hospitals so they could increase their COVID-19 capacity
- As a consequence of the pandemic we implemented video appointments and increased the number of telephone appointments





In 2020/21 the Financial Framework changed throughout the year



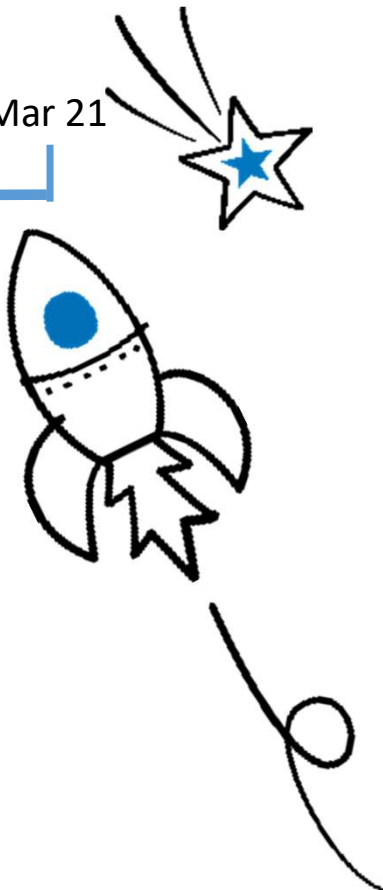
In April it was agreed that the hospital would receive NHS funding to cover all of its costs (breakeven) until end September 2020

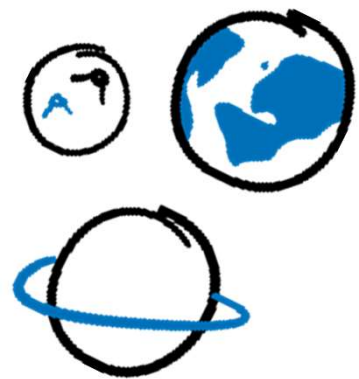
In September we were notified of a new block contract for the last 6 months of the year

In September a new incentive scheme was introduced to reduce waiting lists

In December the incentive scheme was suspended due to the 2nd wave

In February additional income was confirmed to the Trust



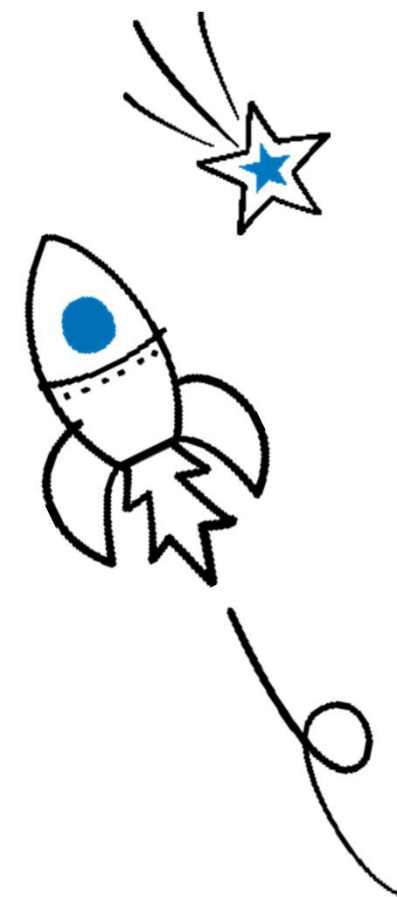


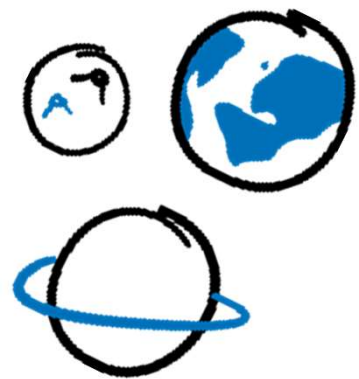
Independent auditor's report

“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 2021 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 128 to 133 of the 2020/21 Annual Report



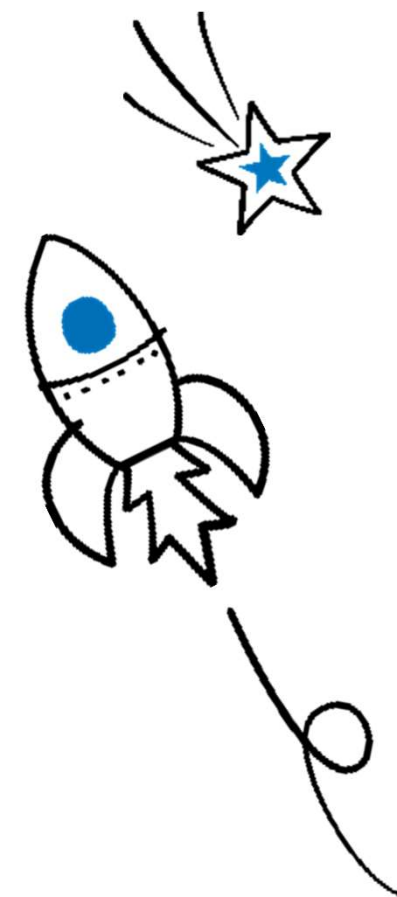


Key performance measures

Financial year ended	2019/20	2020/21
Key performance measures		
EBITDA * as a % of income	4.6%	5.3%
Net surplus as a % of income	1.1%	2.3%
Income growth	6.4%	9.9%
Income / Dividend Payment	2.9	3.9
Number of days cash in the bank	46.7	85.3

* Earnings before interest, tax, depreciation and amortisation

- Despite the pandemic we improved our performance against key performance measures
- Our operating surplus increased by £7m
- Our turnover increased by 9.9%
- Our cash balance increased from £61m to £126m – through NHS bodies paying income earlier and recovery of debt



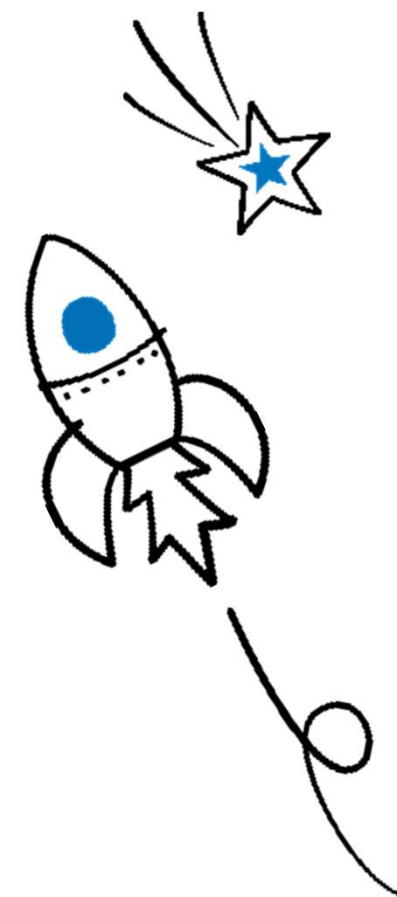


Income and expenditure 2020/21 (£m)

Summary Financial Results

	2019/20	2020/21	Change	
	£m	£m	£m	%
Operating Income	518.7	570.1	51.4	9.9%
Operating Expenses	(494.6)	(540.0)	(45.4)	9.2%
Earnings before Depreciation, Interest and Public Dividend	24.1	30.1	6.0	25.1%
Depreciation, interest and public dividend	(32.5)	(31.7)	0.9	-2.7%
Operating surplus before Capital Donations and Impairments	(8.5)	(1.5)	6.9	-81.7%
Capital donations	31.2	9.1	(22.2)	-71.0%
Impairments	(7.0)	(1.2)	5.8	-82.9%
Retained Surplus	15.8	6.3	(9.4)	-59.9%
Retained Surplus	15.8	6.3		
Add back Impairments	7.0	1.2		
Remove Capital Impact	(17.8)	5.4		
Late adjustment for 2018/19 PSF	(0.3)	0.0		
Control Total Performance	4.7	12.9		

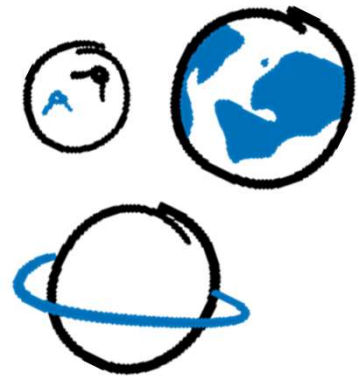
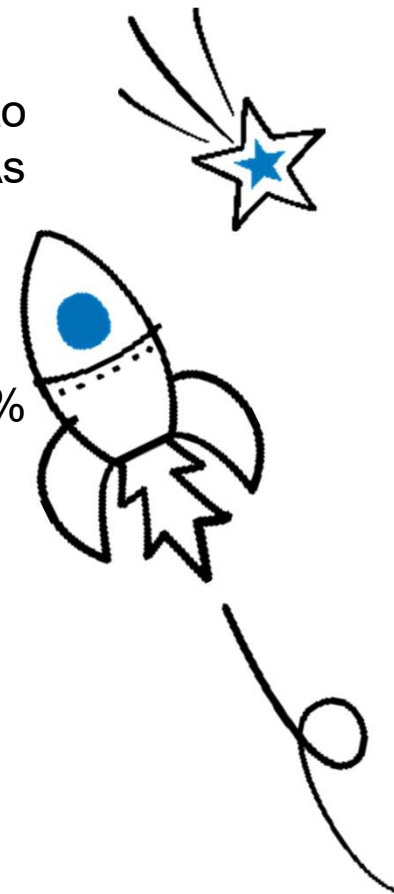
- £12.9m surplus that we will spend on future capital investments e.g. Children's Cancer Centre project
- Operating costs increased but so did income to offset them
- Public dividend payments reduced as we had more cash in the bank
- Capital donations were lower in the year as the Sight and Sound building and EPIC projects reached completion

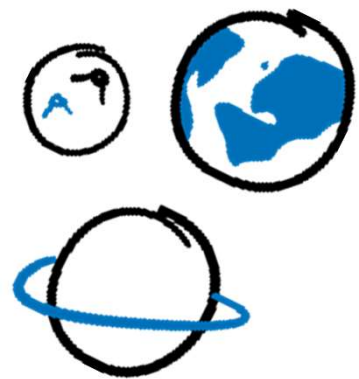


Income breakdown by type

Category	2019/20 £m	2020/21 £m	Increase / (Decrease) £m
NHS Patients	380.5	433.2	52.7
Provider Sustainability Funding	4.1	0	(4.1)
Total NHS Patient Care Income	384.6	433.2	48.6
Education	8.7	9.4	0.7
Other Patient care	4.2	7.7	3.5
Other	17.3	6.4	(10.9)
Private Patients	65.5	37.4	(28.1)
Charity	10.7	5.2	(5.5)
Research	27.7	24.4	(3.3)
Total Other Income	134.1	90.5	(43.6)
Total Income	518.7	523.7	5.0

- NHS Patient income rose from 74% to 83% of the turnover of the hospital. As the government agreed to cover the hospital costs so it didn't prevent the delivery of care during the pandemic
- Private Patient income shrank by 46% to 7% of turnover due to international travel restrictions and closure of referral centres due to the pandemic.
- Private patient capacity was used to treat NHS patients during this time

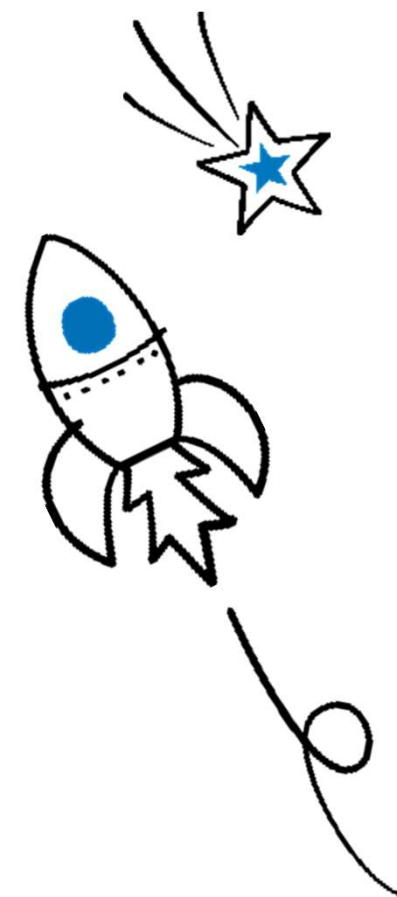




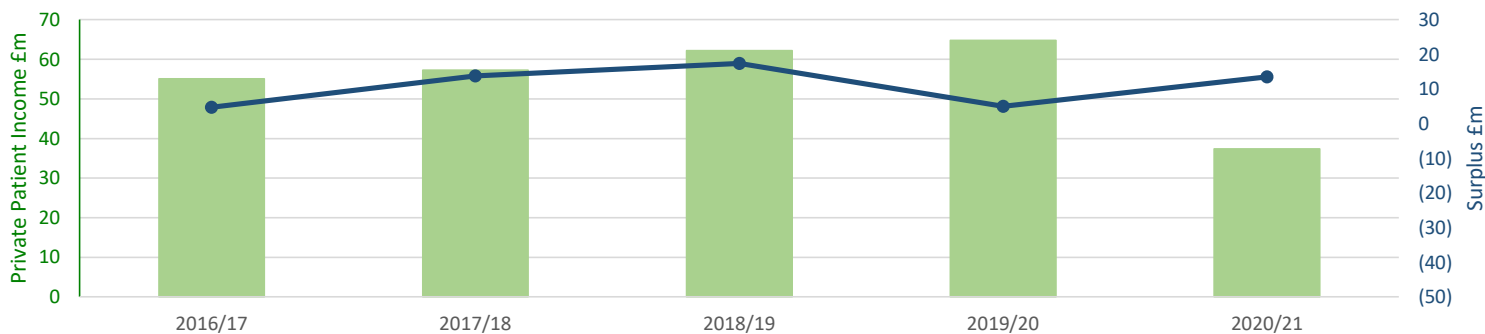
Income breakdown by type

Category	2019/20 £m	2020/21 £m	Increase / (Decrease) £m
NHS Patients	380.5	433.2	52.7
Provider Sustainability Funding	4.1	0	(4.1)
Total NHS Patient Care Income	384.6	433.2	48.6
Education	8.7	9.4	0.7
Other Patient care	4.2	7.7	3.5
Other	17.3	6.4	(10.9)
Private Patients	65.5	37.4	(28.1)
Charity	10.7	5.2	(5.5)
Research	27.7	24.4	(3.3)
Total Other Income	134.1	90.5	(43.6)
Total Income	518.7	523.7	5.0

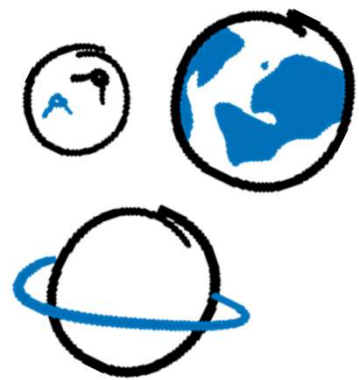
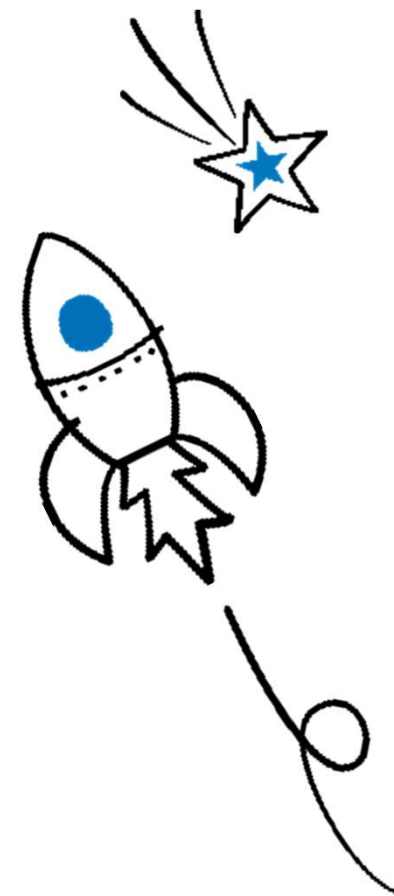
- Other key income streams are research and charity and although they both reduced in year they evolved due to the pandemic:
- A large amount of COVID-19 research was initiated during the year as well as 500 new non-COVID-19 research projects
- The charity COVID-19 appeal supported the trust in buying essential additional equipment and supporting the health & wellbeing of the staff. Whilst some ongoing projects were postponed as staff were redirected to providing care



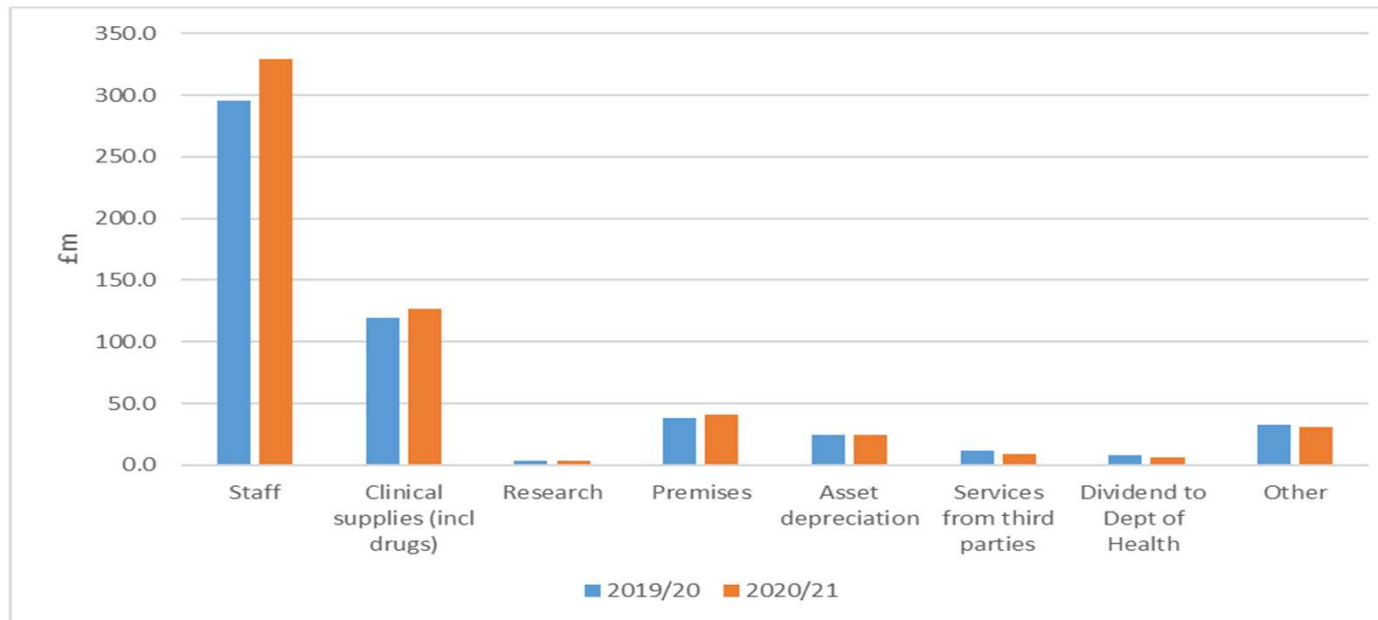
5 year performance



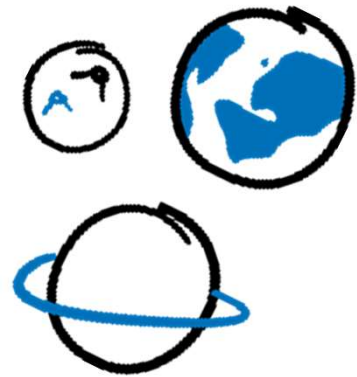
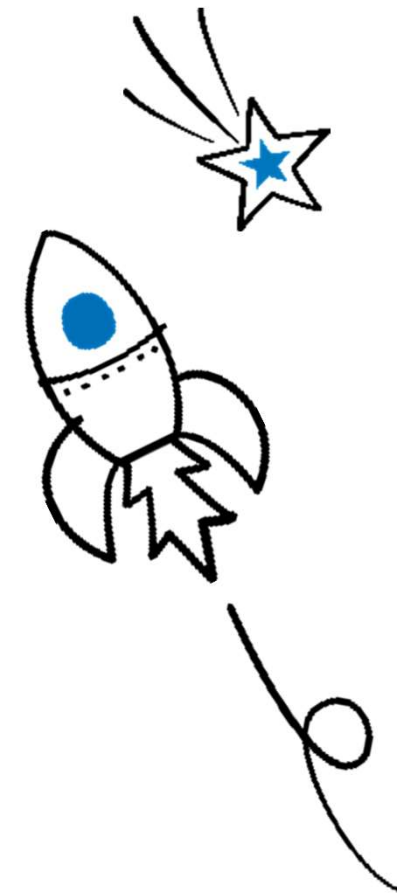
- We received enough funding to cover our costs despite the reduction in our private patient activity



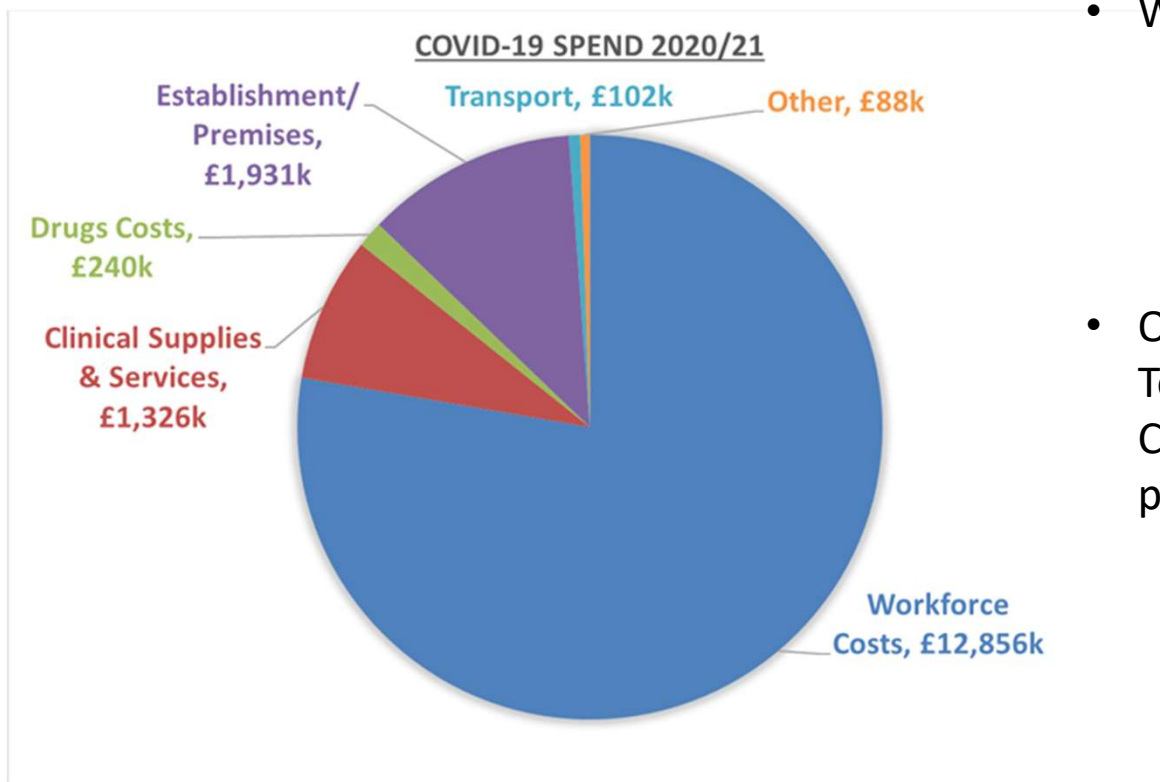
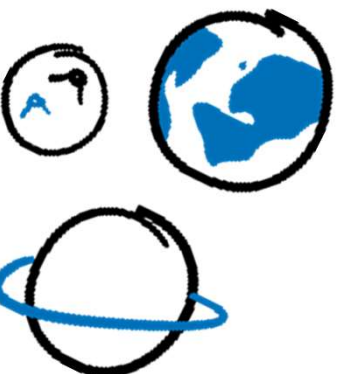
Expenditure breakdown by type



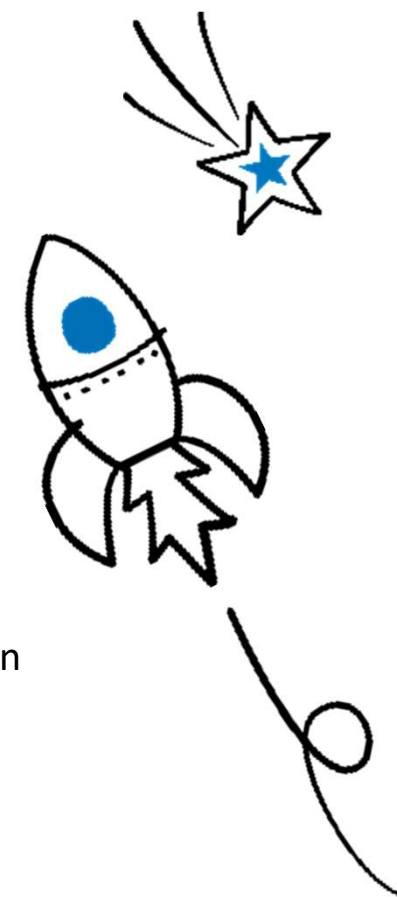
- Staff costs increased (£33.8m, 263WTE) – turnover was reduced, recruitment was ongoing and additional shifts were worked to increase the number of beds, backfill for sick staff, provide mutual aid to other hospitals, and establish COVID-19 testing and vaccination clinics.
- Premises costs increased due to additional infection control requirements and improvements made to the estate
- Although we spent more on clinical supplies (including drugs) this varied during the COVID-19 waves.



The NHS funded an additional £16.5m of COVID-19 costs

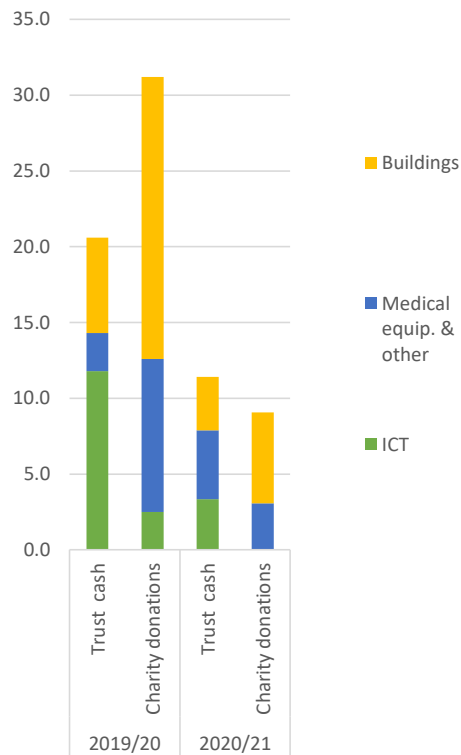


- We spent the majority of this on:
 - Increasing ICU capacity and supporting the system
 - COVID testing
 - Additional cleaning
- Over and above this NHS Charities Together and the GOSH Children's Charity also supported us by providing funding for:
 - Improving staff well-being
 - Patient and parent communication
 - Play packs for the children
 - Additional equipment



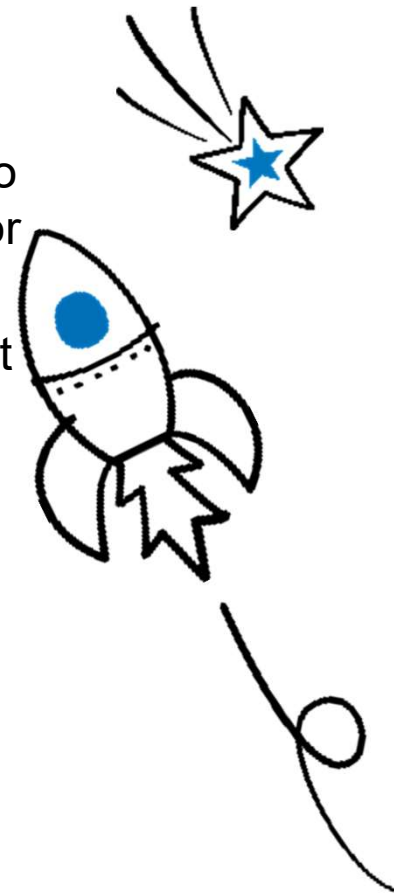
Capital expenditure

Capital expenditure

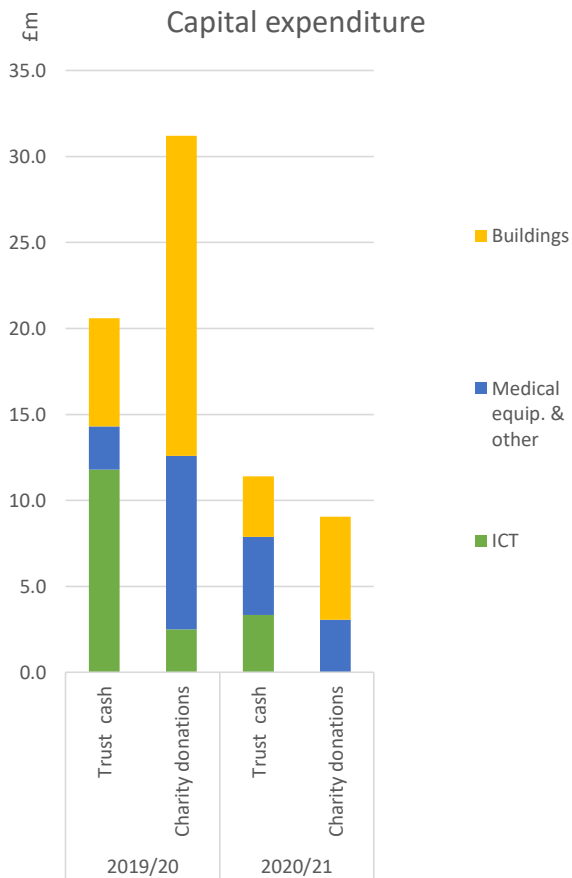


Trust funded

- Our capital budget was confirmed by NCL ICS in April 2020 as £18m.
- We only managed to spend 63% of this due to the pandemic affecting the ability of contractors to work on site and/or being able to free up areas for works.
- We also adapted the capital plan in year to reflect the changing requirements due to the pandemic.
- This included:
 - Investment in cyber security solutions as the risk to the healthcare sector increased
 - Improving the network infrastructure to enable staff to work from home and treat patients remotely
 - Making our space COVID-19 compliant e.g. ventilation
 - Digitising some services including radiology and genetic test reporting

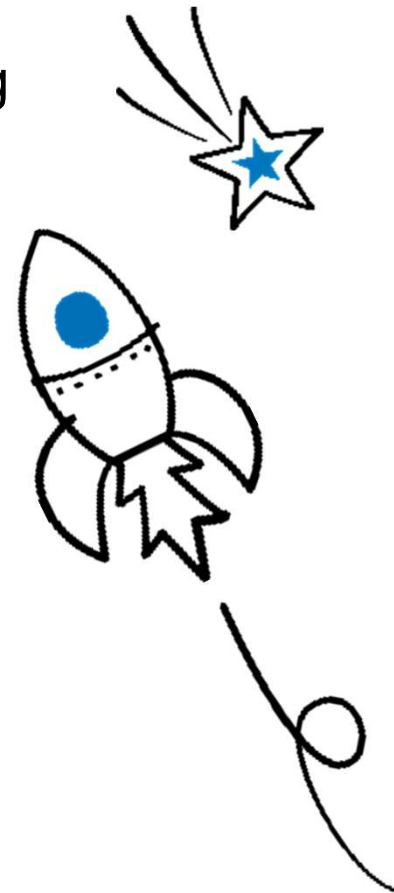


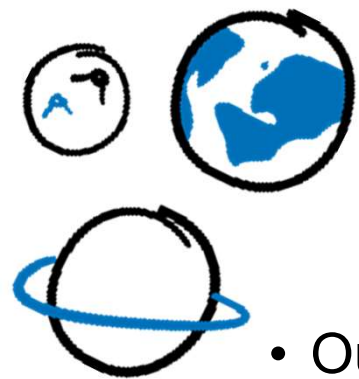
Capital expenditure



Charity Funded

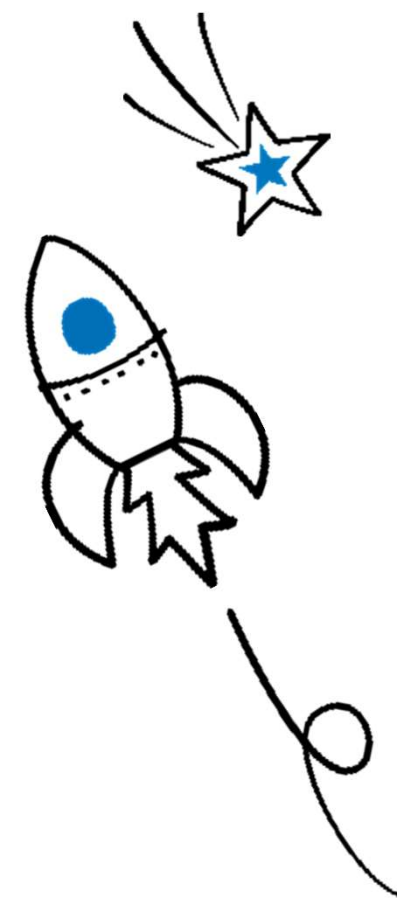
- We invested less charitable funding in year as the Sight and Sound building works were near completion
- However the Charity continued to support the replacement of medical equipment as well as new investment in additional education and training/medical equipment to support the response to the pandemic





Where next in 2021/22?

- Our key focus is restoring activity and the NHS has set up a new financial framework to support this... which continues to change!
- We recognise our staff are our greatest asset and that they are tired so we continue to invest to support their health and well being
- We are working with our partners to develop Integrated Care Systems and support the introduction of a new financial framework from April 2022



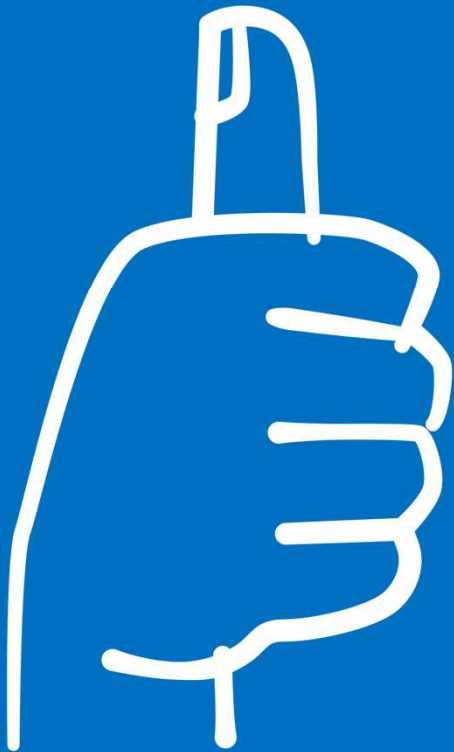
Join our Membership

Annual Membership update
2020/21



Beverly Bittner-Grassby
Deputy Lead Governor and Governor
representing Parents and Carers
from London

Membership and our current strategy



GOSH as a
Foundation
Trust

Membership Strategy 2018-2021 objectives

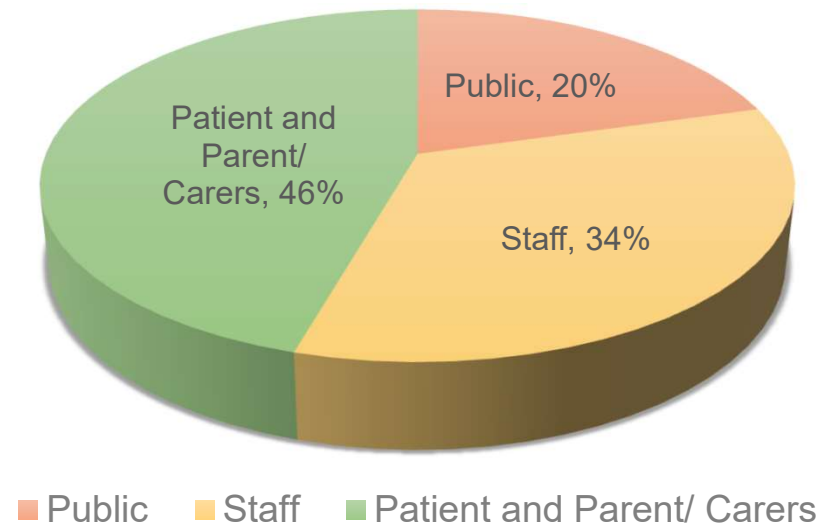
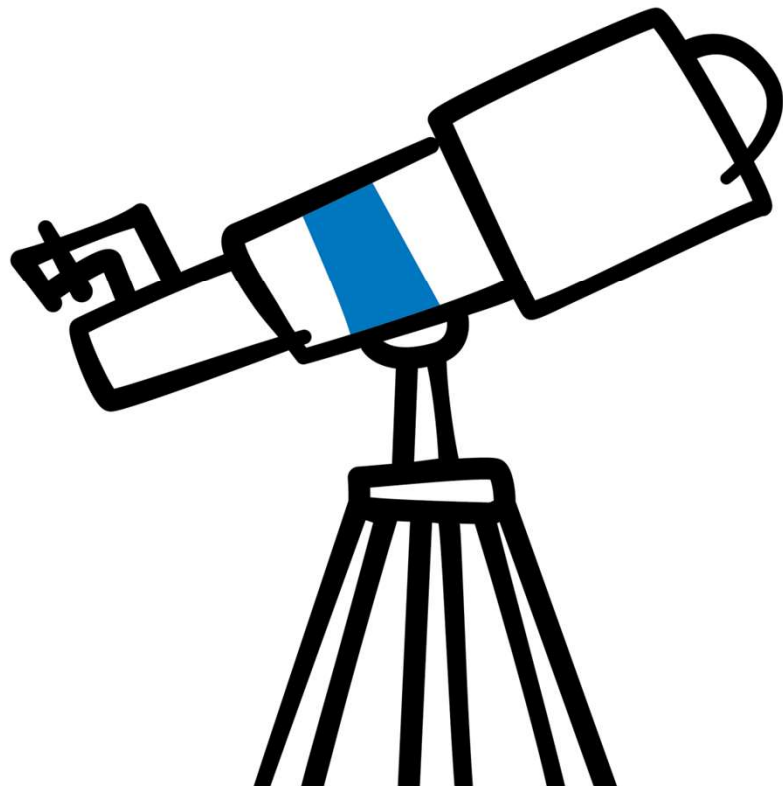
Recruit

Communicate

Engage

Our membership and how we recruit

- On 31 March 2021, we had 14,898 members including 5045 staff members.
- We're developing an online community



Communicating with our membership

A new GOSH Membership Twitter page @GOSHMembership

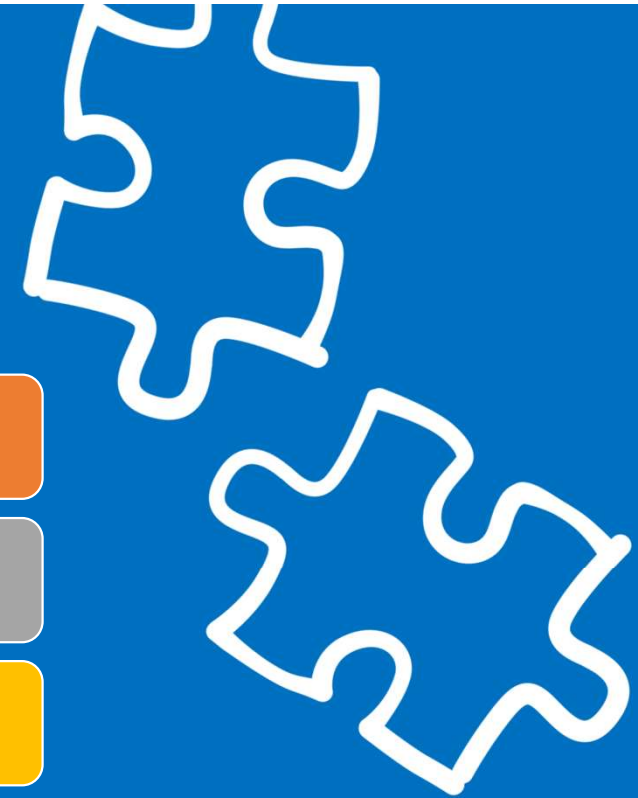
Council of Governors and Membership newsletters

Marketing Material and resources

Communicating the benefits of membership

Roundabout newsletter and intranet for staff members

Membership screensavers for internal staff desktops



Engaging throughout the pandemic and plans for the future



- Adopted the virtual world
- Held our first ever virtual AGM
- Cultivating our community by listening, implementing and showcasing what we've done
- Building relationships with our partners
- Exploring new and existing engagement opportunities
- Getting creative!

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



Our Council of Governors 20/21

2 Patient Governors

6 Parents and Carers

6 Public Governors

5 Staff Governors

4 Appointed Governors

4 Patient Governors

- 2 Patients from London
- 2 Patients from Outside London

6 Parent and Carers Governors

- 3 Parents / Carers from London
- 3 Parents / Carers from outside London

7 Public Governors

- 4 Public Governors from North London and Surrounding area
- 2 Public Governors from South London and surrounding area
- 2 Public Governors from rest of England and Wales

5 Staff Governors

4 Appointed Governors

- 1 Appointed Governor from Camden Council
- 2 Appointed Governors from Young People's Forum
- 1 Appointed Governor from GOSH/ICH/UCL



To

6 Patient Governors

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

6 Parent and Carers Governors

- 3 Parents / Carers from London
- 2 Parents / Carers from Home Counties
- 1 Parent / Carer from Rest of England and Wales

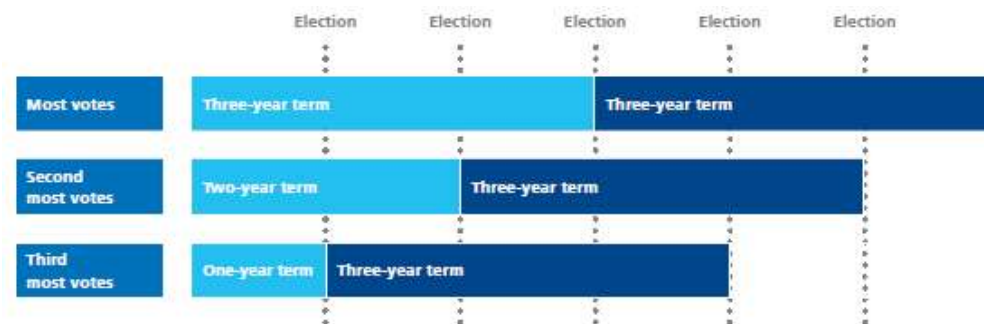
6 Public Governors

- 3 Public Governors from London
- 2 Public Governors from Home Counties
- 1 Public Governors from rest of England and Wales

5 Staff Governors

4 Appointed Governors

- 1 Appointed Governor from Camden Council
- 2 Appointed Governors from Young People's Forum
- 1 Appointed Governor from GOSH/ICH/UCL



The way the Council works

Governor induction
and development

Governors' and
Chair private
meeting

'Buddying' with non-
executive directors

Development of
Governors' online
library

So you want to be a
Governor session
and Governors'
newsletter

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



Activities of the Council of Governors

Reviewed the Trusts management of COVID-19

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

Contributed to the appraisal of the non-executive directors

Reviewed the Trusts preparations for Brexit

Reviewed and commented on the Trust's operational plans for 2021/22.

Governors and Board members worked together on the Constitution and Governor Induction

Summaries of Council of Governors' meetings are reported to the Trust Board

Governors attend Buddying session led by non-executive directors.

Received updates from the Membership Engagement Recruitment and Representation Committee (MERRC).

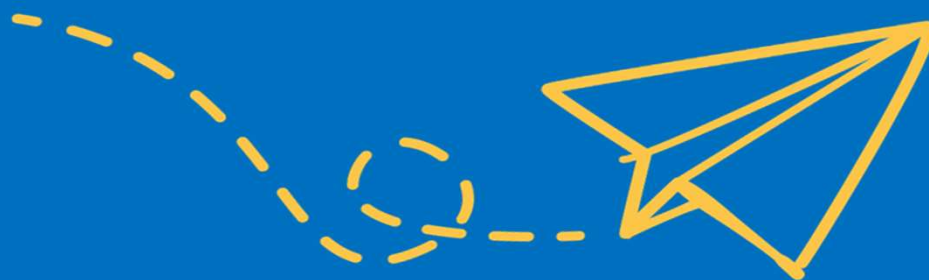
Extensions for our Non Executive Directors (NEDs)



Name and role	Term length
Sir Michael Rake, Chair	Second 3 year term from 1 November 2021 until 31 October 2024
Akhter Mateen, Deputy Chair and NED	One additional year (seven years in total)
Professor Russell Viner (New NED)	First 3 year term from 1 May 2020 – 30 April 2023
Lady Amanda Ellingworth, NED	Second 3 year term from 1 January 2021 to 31 December 2023
Mr Chris Kennedy, NED	Second 3 year term from 1 April 2021 to 31 March 2024.



Join our Membership



Thank you!

Get in touch with a Governor by email to:
Foundation@gosh.nhs.uk



Working differently



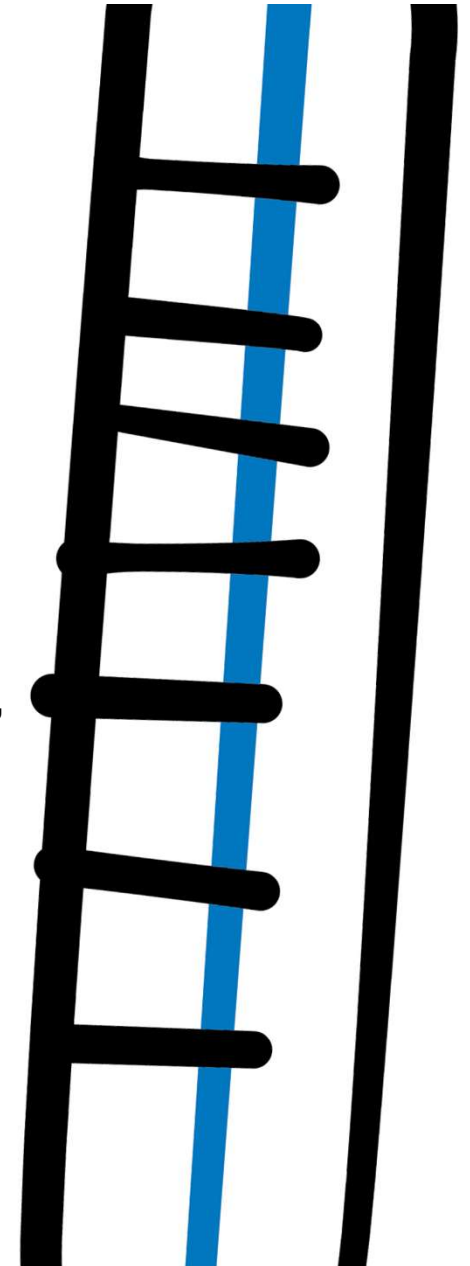
Dr Shankar Sridharan, Chief
Clinical Information Officer



Dr Catherine Peters,
Consultant Endocrinologist,



Sarah Newcombe, Chief Nursing
Information Officer



Ask a question:
www.slido.com
#GOSHAGM




Why the focus on digital capability?

Our investment in digital continues to enhance the way we deliver care

Covid has highlighted that value data, analytics & tech

A key focus - how we communicate digitally

We have built a 'hospital without walls'

-  Maximising the use of My GOSH portal
-  Assisted remote working
-  Clinics delivered from 'home' to 'home'

Ask a question:
www.slido.com
#GOSHAGM

Digitally enhanced working



Shankar



Catherine

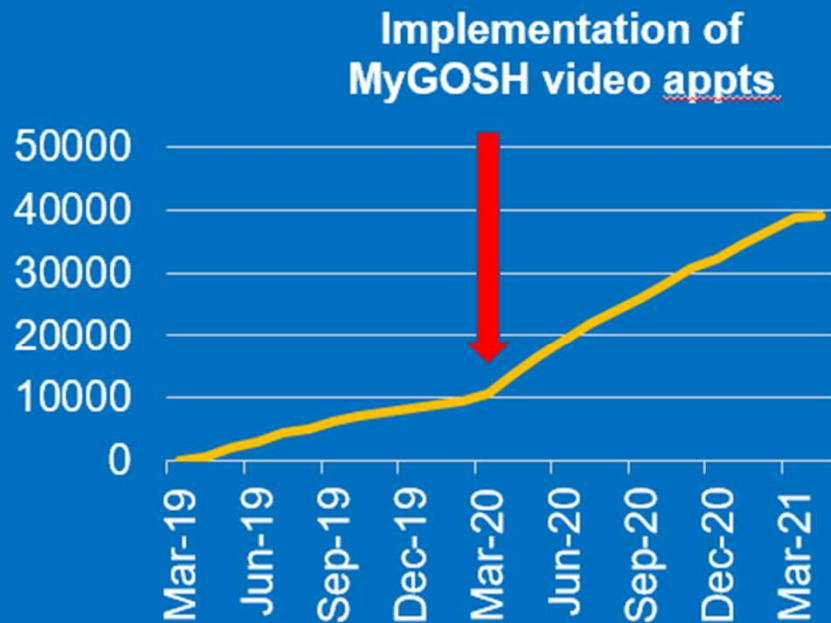


Anna

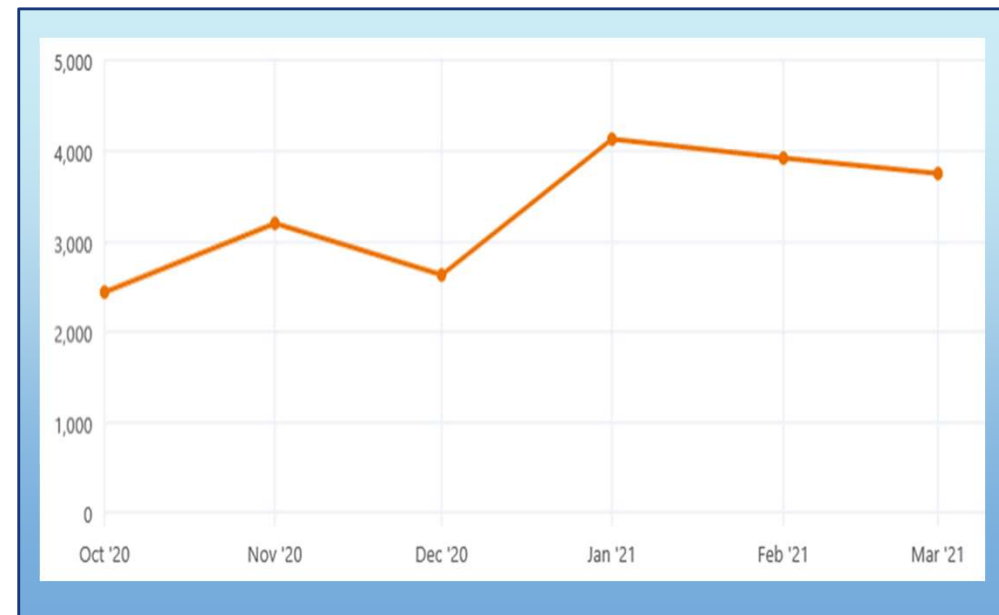


Sarah

The value of MyGOSH



Video visit capacity in a changing



24% of all OPA in 20-21 were by video

2% DNA rate for MyGOSH users



Unique, patient focused tools built at GOSH

Fingerprint (understanding our patients' uniqueness)

Fingerprint: What Makes Me Unique as of today ↗

My Likes	School, painting, wildlife documentaries
My Dislikes	I like to be treated like anyone else, not differently because of my illness
Things that are important to me	Friends and family
Things you must know about me	I don't cope well with pain and being touched (eg head/having her hair brushed)
My list of favourite toys, games, comforters or sensory equipment I use	Books, crosswords, my paints 40% returned

Heads-up (improve patient-clinician connectedness)

What questions or updates do you have for your Clinician

1.	Now that I am back in remission, when can I come off my medication? It gives me puffy cheeks
2.	Am I allowed to swim with my line? I would like to go on a school trip later this year
3.	At our last visit you asked me to think about chatting to a psychologist. I think I would like to do this please

Was this Useful

Do you think the ability to ask questions in advance of your appointment is helpful? 5/5

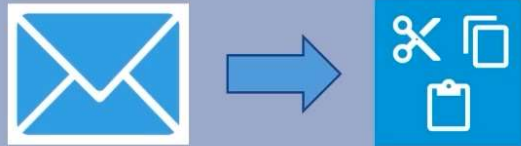
55% returned



Value for staff

Clinical communication

- Efficient process
- Visibility to all staff
- Targeted bulk messaging



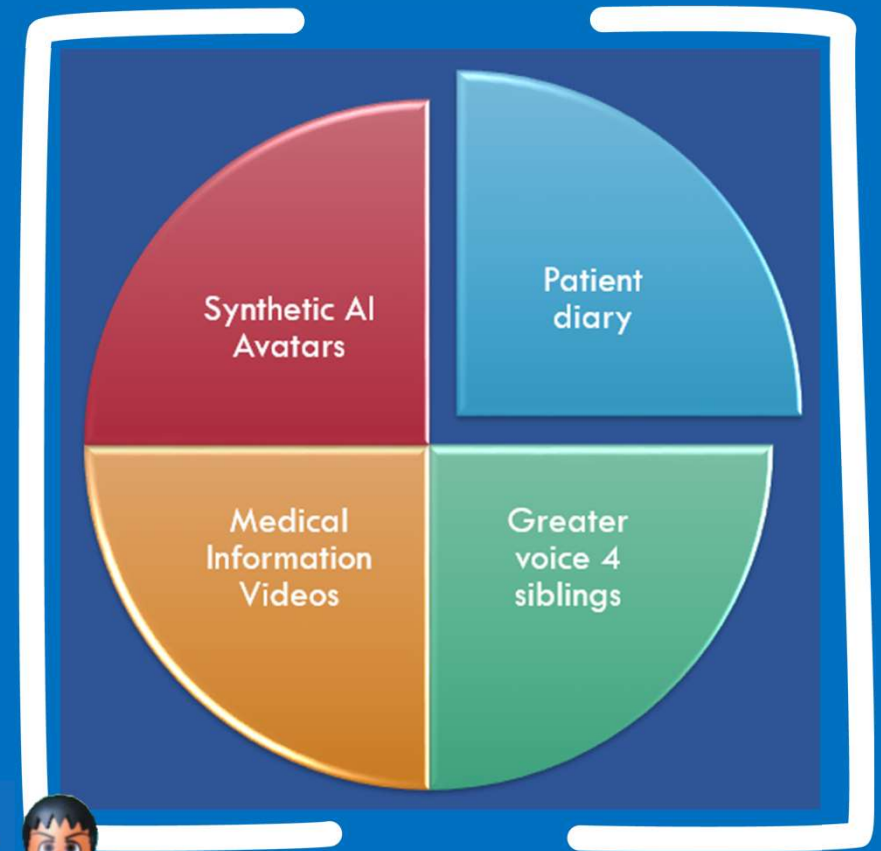
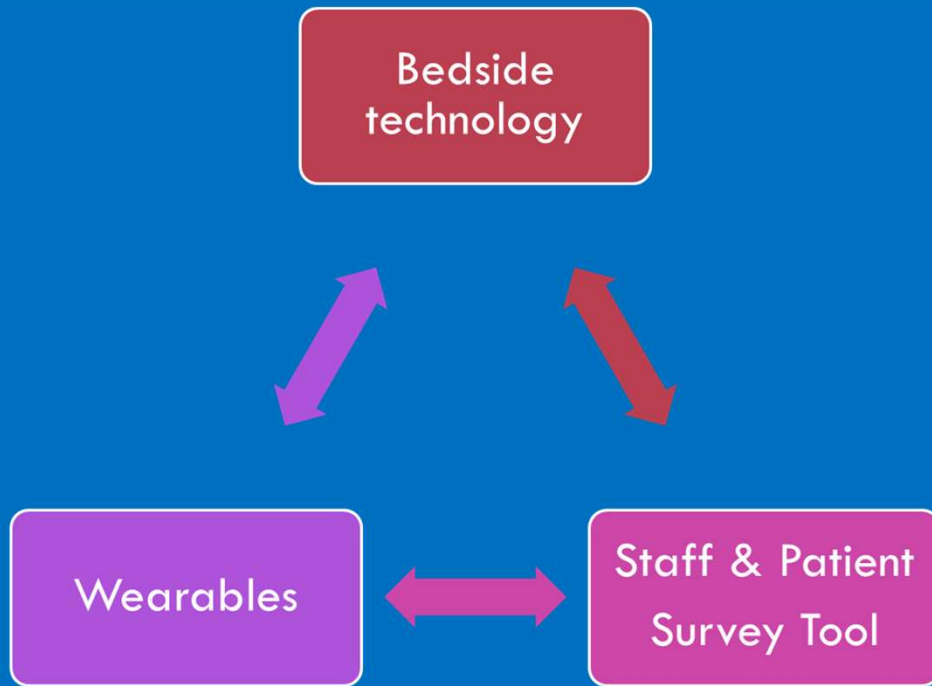
Patient value in numbers

During March 2021:

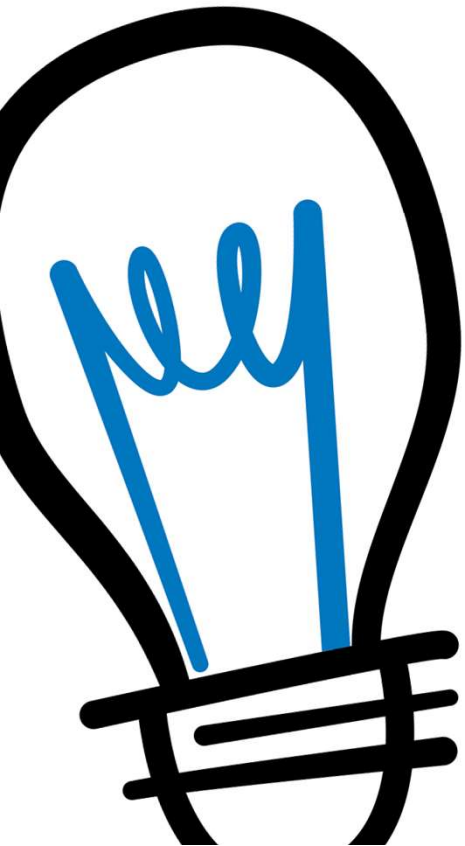
- 4960 General questionnaires were submitted
- 2155 Patient entered clinical updates
- 15% Outpatient results released within 3 days
- 18% Outpatient results released within 2 weeks
- 7313 Medical Advice messages sent
- 1502 Documents attached to clinical messages



What's next?



Inverting the Pyramid: Staff wellbeing during COVID-19



Mandy Bryon

*Consultant Clinical Psychologist
Joint Specialty Lead for Psychological &
Mental Health Services*



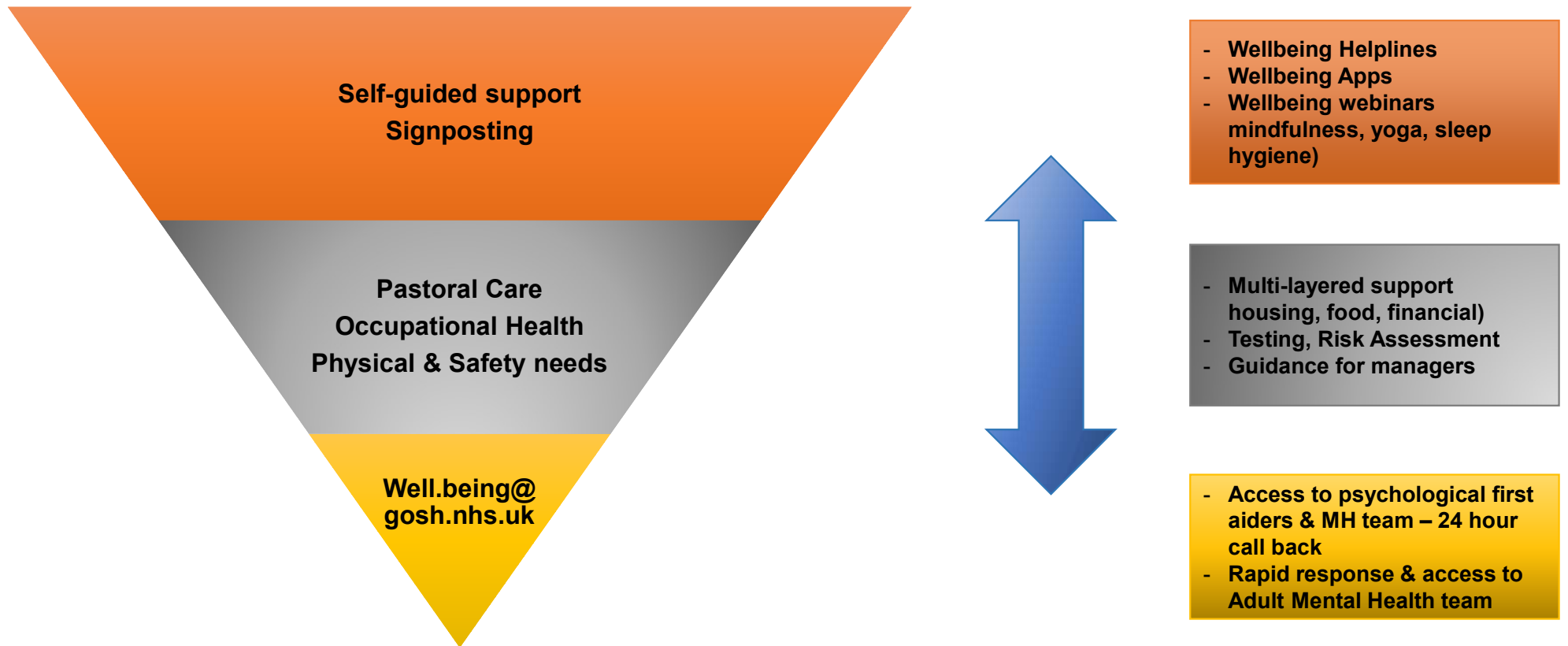
Dr Daljit Hothi

*Associate Medical Director For
Well-being, Leadership &
Improvement*

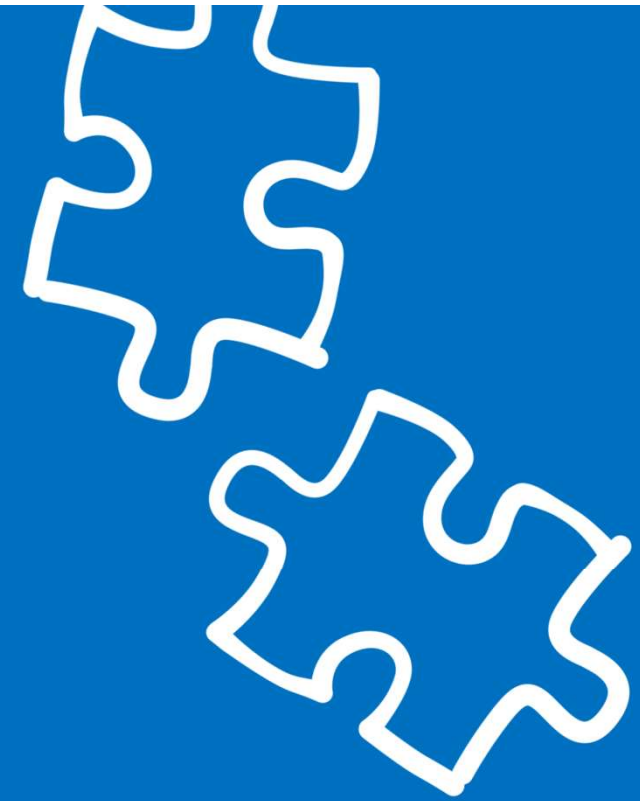
Covid-19 Pandemic

- Healthcare services were at risk of becoming overwhelmed:
 - Limited bed capacity
 - Limited knowledge on how best to treat patients with COVID
 - Fear of death influenced by the tone of public messaging
 - Limited NHS staff & increasing staff sickness and absence
 - Am I doing enough?
- Our challenges:
 - How do we keep staff emotionally, mentally and physically well?
 - How do we deal with moral trauma?

Health & Wellbeing Response: Inverting the Triangle

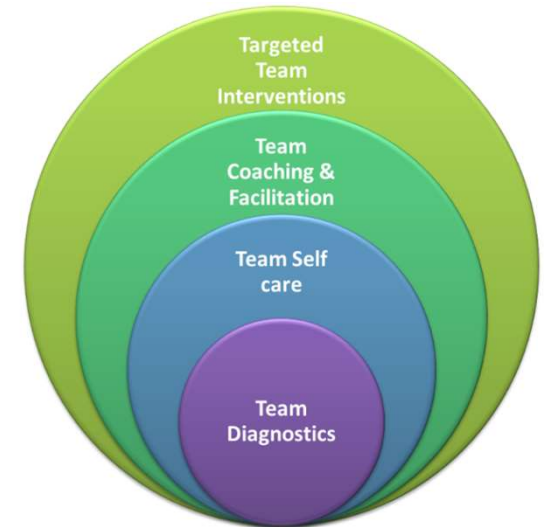
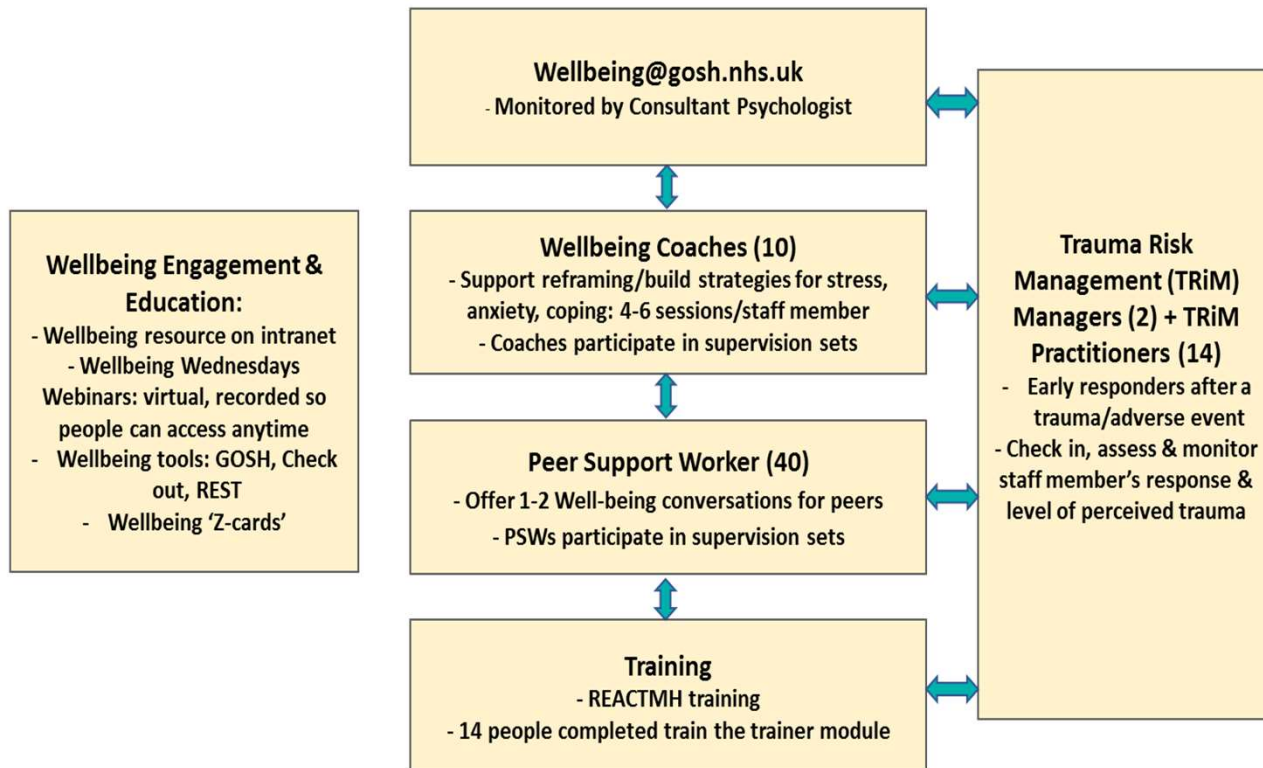


GOSH Wellbeing Script



 **NHS**
Great Ormond Street
Hospital for Children
Learning Academy

Structure: Multi-layered Individual & Team orientated



Impact of the Wellbeing Service

Carefirst data 2020

▶ 72 calls for emotional health

Well.being@gosh.nhs.uk

▶ 1125 interactions

▶ 622 emails in 12 months

▶ Reasons for contact

- ▶ Bereavement
- ▶ Work stress and burnout
- ▶ Re-deployment to covid wards
- ▶ Sleep difficulties
- ▶ Low mood, anxiety
- ▶ Difficulties in personal life

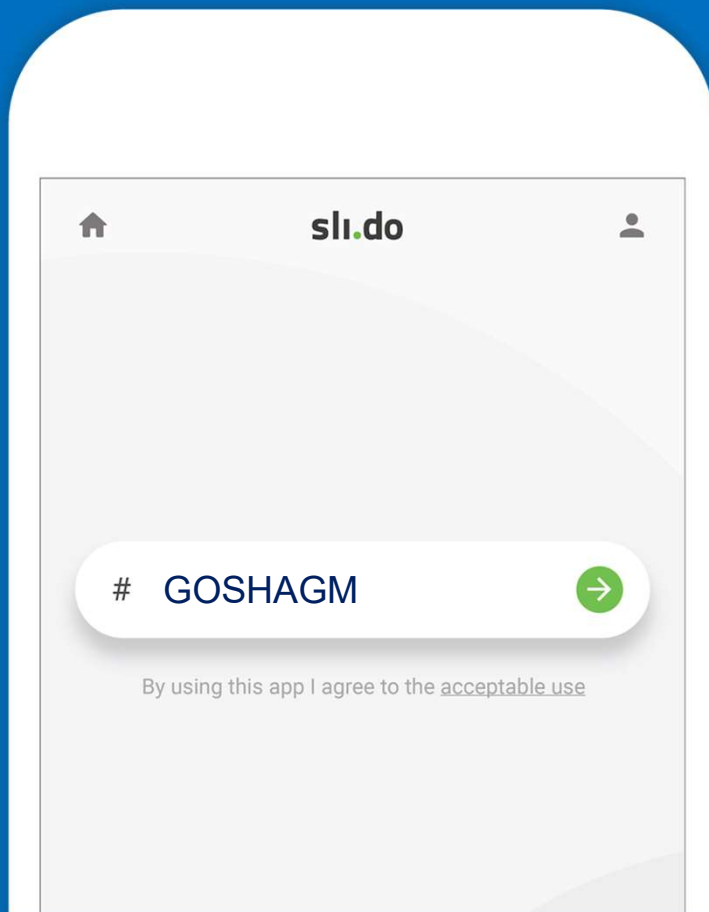
▶ Escalations for serious mental health concerns: 72



New Insights....Growth



- COVID is not the only 'trauma' but staff experience 'everyday micro-traumas': demand for it continues but now extending to normal work, not just COVID
- 'Touchy, feely stuff' did not work for everyone, especially doctors: needed multiple approaches, be responsive to what staff are experiencing...meet them where they are
- Need ongoing evaluation of level of engagement to learn what is acceptable and find creative ways to provide it... learning how to be psychologically safe in the workplace
- Wellbeing is more than mental health, avoid diagnostic approach ...'there is something wrong with you'



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.



Thank you!

