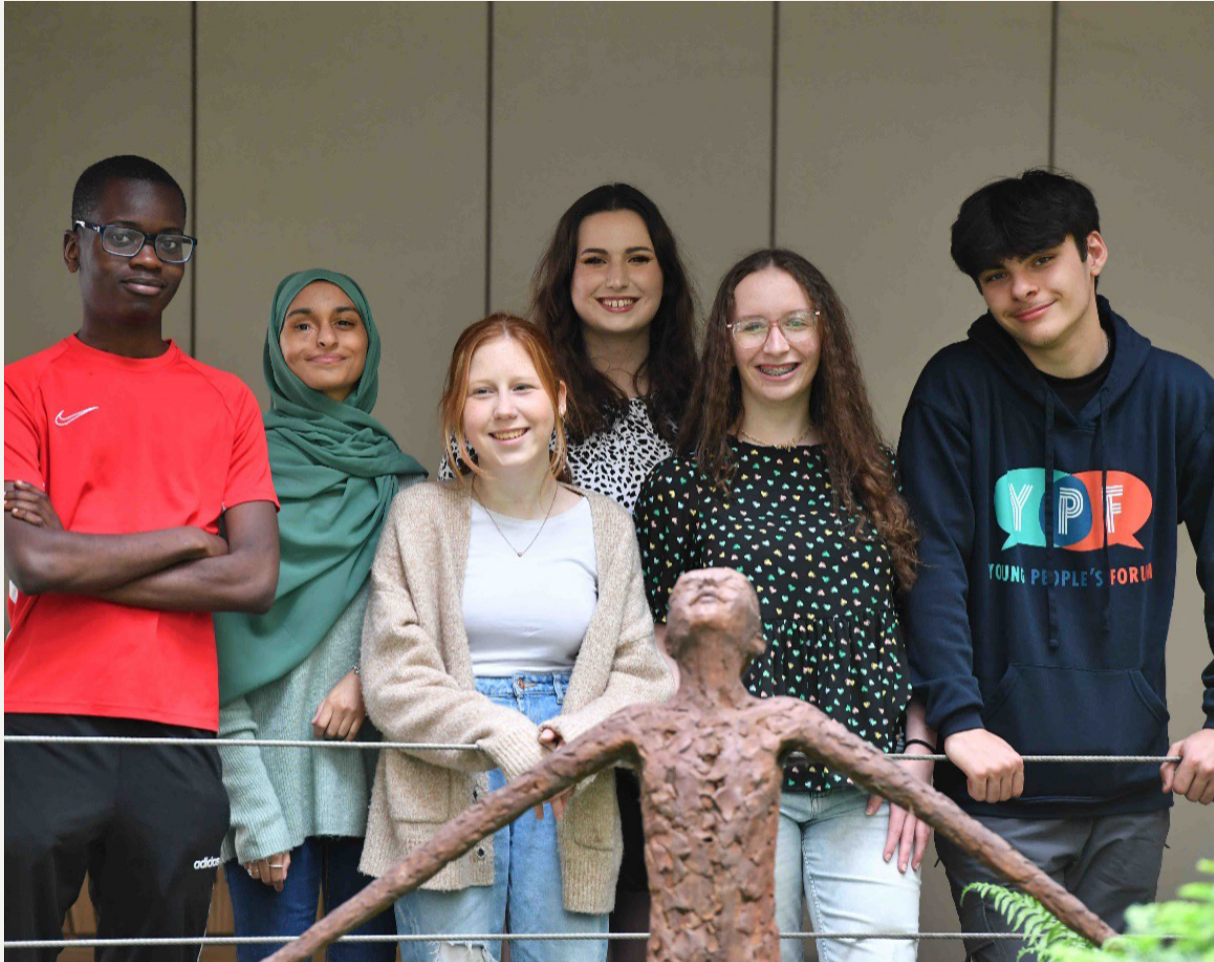




**NHS**

Great Ormond Street  
Hospital for Children  
NHS Foundation Trust

Join our  
**Membership**



# Great Ormond Street Hospital for Children NHS Foundation Trust Membership Report 2021/22



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# 1. Introduction

Hello and welcome to the 2021/22 Great Ormond Street Hospital for Children NHS Foundation Trust (GOSH) Membership Report. A Foundation Trust is an NHS organisation which gives greater opportunities for people, patients and staff who have an interest in the Trust to have more of a say about the way in which services are provided. It also means strategic decision-making can be made quickly by a Trust Board who are focused solely on Great Ormond Street Hospital.

We are currently in our tenth 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 were:

- Recruit
- Communicate
- Engage.

The aim of each theme is as follows:

- 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.

Over the past year, we have launched our new membership strategy of which the aim is build a supportive community of members with shared experiences, no matter their background or experience, who feel connected to GOSH and are empowered to make a difference at GOSH. More information about the new strategy is detailed later in this document.

In this report, we celebrate our successes in GOSH's membership during 2021/22, which include the achievements of the Council of Governors and our performance against targets for the year. We talk about the new activity plan which supports the new strategy, goals for the next year and also what we are doing to ensure we're making the membership fit for purpose as well as strengthening the knowledge base of our Governors.

We'd like to use this as a way of saying a big thank you to all our members who continuously support Great Ormond Street Hospital because it is your interest and input into the work of GOSH that keeps 'the child first and always' at the center of our vision.

In 2021/22 the Trust launched its membership Twitter page [@GOSHMembership](#). The page serves as a way of becoming more active on social media and help us reach more of our younger members. 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](mailto:foundation@gosh.nhs.uk)

# 2. Membership Engagement Recruitment and Representation Committee (MERRC)

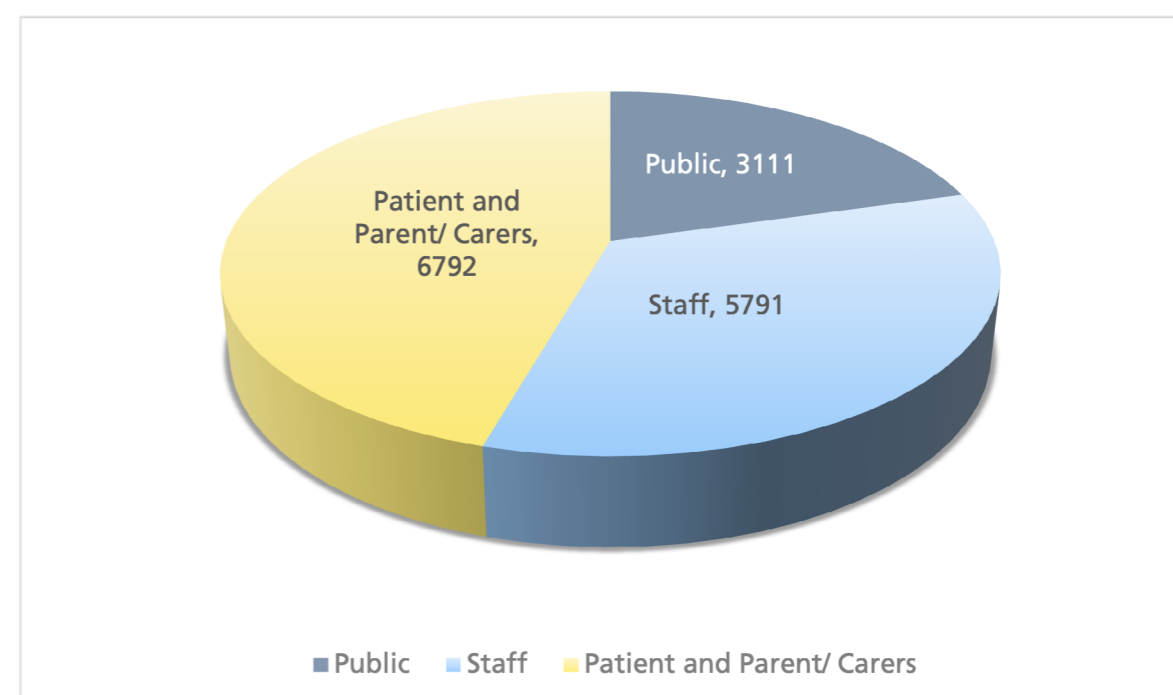
This report is brought to you by the Membership Engagement, Recruitment and Representation Committee (MERRC). The main purpose of the committee is to monitor delivery of the GOSH Membership Strategy, oversee the recruitment and retention of members and maximize engagement and representation opportunities.

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

At GOSH, our members consist of anyone who lives in England and Wales and is over the age of 10. It's important to us that our membership reflects the broad and diverse public communities we serve as well as the patients we see, their families as well as carers and staff. There is more on becoming a member at <https://www.gosh.nhs.uk/about-us/membership-and-the-council-of-governors/become-foundation-trust-member>.



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. This is either as a Patient, Public or Parent/Carer member. We offer automatic membership to all our staff at GOSH who have a permanent contract or fixed term contract of 12 months or more. This does not include other groups of staff such as honorary contractors, bank staff, agency staff, contractors, volunteers and Charity members of staff, etc.

### 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.

When people join as members, they can 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, Membership form)

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.

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

The themes served 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. The Trust has a new strategy "Above and Beyond" (can be found here: <https://www.gosh.nhs.uk/about-us/our-strategy/>), and we are working to ensure that the membership strategy aligns with this and also addresses the pertinent issues our membership currently faces.

### 3.3 The Membership Strategy 2022–2025

2021/22 was the last year of the Trust's current membership strategy and its objectives of recruiting, communicating, and engaging with our members. We launched our new strategy on Monday 4 April 2022, and it builds on the success of our 2018-2021 membership strategy by seeking to help us progress as a Foundation Trust that better supports its members and actively recruits new ones. The strategy addresses how we plan to communicate with our members and fresh creative ideas for effective engagement with our community that assists in ensuring that our Trust is fit for its future in the changing NHS environment. The strategy also ties in with our wider Trust strategy 'Above and Beyond' which articulates our purpose to 'advance care for children and young people with complex health needs so they can fulfil their potential'.

The new strategy runs from 2022 until 2025 with the following new key themes and the following aims:

**Knowledge** - How we use the information our members provide us with so that we can equip them with the knowledge they need to be strong ambassadors for GOSH

**Inclusivity** - Ensuring our membership is truly reflective of the different families, communities, and staff we serve, in particular our young people.

**Sustainability** - Tying into the Trust's wider sustainability agenda and taking meaningful steps so we can make sure that we are protecting the environment for generations to come.

The updated membership strategy seeks to address ways to increase the recruitment and retention of members ensuring we are not just attracting people to become members but also keeping our current members engaged. Most importantly, it aims to show members that their contributions towards the development of the Trust are valued. More information about the strategy and our plans can be found on page 20.

Overall, in this new strategy, the key areas of focus will be as follows:

- Highlighting that members matter, especially because of their experience
- Creating a robust, clear and attractive membership offer (the 'WHY') to help aid the recruitment and retention of members. This will have a heavy focus on targeting the groups who we have seen to be under-represented in our membership statistics (young patient and public members under the age of 21, members across gender identities in both the patient and public categories and members in the ethnic minority categories)

- Reviewing the use of various communications channels and ensuring they are accessible, inclusive and have diverse representation
- Taking intentional steps to ensure the communications/ engagement activities are conducted in a way that is sustainable and that the membership feeds into the sustainability agenda of the Trust
- Elevating the profile of the Council of Governors and demonstrating how they partner with the senior management to make decisions that benefit different member groups across the Trust (patients, parent/carers, public and staff)
- Collaborating with stakeholders both internally and externally to promote the benefits of membership
- Outlining the way, we will measure success through regular reviews to ensure we are on the right track, accommodate any learnings and ensure there is continued commitment to developing, engaging, and communicating with our members.

The progress of the strategy against the activity plan will be reported on by the Stakeholder Engagement Manager and presented to the MERRC who will be the chief reviewers of the delivery and continuous implementation of this strategy. This is to ensure that the plans are achieved, and the learning is being taken on board across the Trust. In previous consultation, the MERRC highlighted that the main driver for membership was to show that members matter and emphasising this in this new strategy. To do this, the Trust needs to build on the concept that GOSH must learn from its membership so collectively we can make it better.

The committee believe it is necessary to rephrase how we advertise the benefits of membership and rather than list of the things that can be done as a member, instead 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. Through ongoing evaluation of the objectives of this strategy, the MERRC commit to fulfilling the aims set out in each of them, feeding back to Council on the progress as needed.

The MERRC plan to meeting on a quarterly basis to review the membership numbers and demographics as well as level of engagement on social media accounts to see if there are increasing numbers of people visiting the account.

Full details on the new strategy along with the supporting activity plan can be found [HERE](#).

## 4. The Council of Governors and their role at GOSH

As a Foundation Trust we are accountable to our members through our Council of Governors. 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.

In 2021/22 the Council of Governors was made up of 27 elected and appointed governors. They support and influence the strategic direction of the Trust by representing the views and interests of our members.

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. 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>.

## 5. Constituencies of the Foundation Trust

Governors represent specific constituencies and are usually elected or appointed for a period of three years with the option to stand for re-election for a further three years. 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.

Governors are elected or appointed from constituencies below:

	Constituency	Council of Governors	
<b>6 Patient Governors</b>	Patients from London	Elected	3 Governors
	<ul style="list-style-type: none"> <li>• 3 Patients from London</li> <li>• 2 Patients from Home Counties</li> <li>• 1 Patient from Rest of England and Wales</li> </ul>	Elected	2 Governors
	Patients from Rest of England and Wales***	Elected	1 Governor
<b>6 Parent and Carers Governors</b>	Parent/Carer from London*	Elected	3 Governors
	<ul style="list-style-type: none"> <li>• 3 Parent/Carers from London</li> <li>• 2 Parent/Carers from Home Counties</li> <li>• 1 Parent/Carer from Rest of England and Wales</li> </ul>	Elected	2 Governors
	Parent/Carer from Rest of England and Wales***	Elected	1 Governor
<b>6 Public Governors</b>	Public from London*	Elected	3 Governors
	<ul style="list-style-type: none"> <li>• 3 Public Governors from London</li> <li>• 2 Public Governors from Home Counties</li> <li>• 1 Public Governor from Rest of England and Wales</li> </ul>	Elected	2 Governors
	Public from Home Counties**	Elected	2 Governors
<b>5 Staff Governors</b>	Public from Rest of England and Wales***	Elected	1 Governor
	Staff	Elect	5 Governors
<b>4 Appointed Governors</b>	Young People's Forum	Appointed	2 Governors
	<ul style="list-style-type: none"> <li>• 1 Appointed Governor from Camden Council</li> <li>• 2 Appointed Governors from Young People's Forum</li> <li>• 1 Appointed Governor from GOSH/ICH/UCL</li> </ul>	Appointed	1 Governor
	Camden Council	Appointed	1 Governor
	UCL Great Ormond Street Institute of Child Health	Appointed	1 Governor

*The London constituency covers the following areas:	All London Boroughs (32): Barking and Dagenham, Barnet, Bexley, Brent, Bromley, Camden, City of Westminster, Croydon, Ealing, Enfield, Hackney, Hammersmith and Fulham, Haringey, Harrow, Havering, Hillingdon, Hounslow, Islington, Lambeth, Lewisham, Merton, Newham, Redbridge, Richmond upon Thames, Royal Borough of Greenwich, Royal Borough of Kensington and Chelsea, Royal Borough of Kingston upon Thames, Southwark, Sutton, Tower Hamlets, Waltham Forest, Wandsworth  City of London
** The Home Counties Constituency covers the following areas	Bedfordshire, Berkshire, Buckinghamshire, Essex, Hertfordshire, Kent, Surrey, Sussex (East and West)
***The Rest of England and Wales Constituency cover the following areas	Bristol, Cambridgeshire, Cheshire, , Cornwall, including the Isles of Scilly, Cumbria, Derbyshire, Devon, Dorset, Durham, East Riding of Yorkshire, Gloucestershire, Greater Manchester, Hampshire, Herefordshire, Isle of Wight, Lancashire, Leicestershire, Lincolnshire, Merseyside, Norfolk, North Yorkshire, Northamptonshire, Northumberland, Nottinghamshire, Oxfordshire, Rutland, Shropshire, Somerset, South Yorkshire, Staffordshire, Suffolk, Tyne and Wear, Warwickshire, West Midlands, West Yorkshire, Wiltshire, Worcestershire

## 5.1 Elections 2021/22

In November 2021 the Trust conducted an election process for 12 seats across the patient and carer, public and staff constituencies for appointment from 1 March 2022. Following the publication of election results in February 2022, the following Governors were elected / re-elected for three-year terms – unless otherwise stated in the table below:

Name	Constituency	Notes
Sapna Talreja	Parent and Carers from Home Counties	New governor
Kamran Ansari	Parent and Carers from London	New governor
Stephanie Nash	Parent and Carers from London	Re-elected to a two-year term only as they will have reached the maximum aggregate Governor term of office of six years after two years.
Josh Hardy	Patients from Home Counties	Elected in a non- contested seat.
Olivia Burlacu	Patients from Home Counties	Re-elected in a non- contested seat
Constantinos Panayi	Patients from London	New governor
Maisie Stewart	Patients from London	New governor
Georgina Townsend-Tague	Patients from Rest of England and Wales	New governor
Hannah Hardy	Public Home Counties	Re-elected
Sara Ayerman	Public London	New governor
Jacqueline Gordon	Staff	New governor
Tania Ahmad	Staff	New governor

The current Governors are listed in **Appendix 1** 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>

## 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. The key programmes are covered below. Additional examples of how the Council of Governors and Board worked together in 2021/22 included:

- 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 and Governance Working Group and Induction Working Group.
- Non-executive directors attend every 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 and Non-Executive Directors participate in the Council's review of effectiveness.

In 2021/22 the Council of Governors has:

- Reviewed the Trusts management and recovering from the COVID-19 pandemic
- Reviewed the Trust's declaration of a climate emergency and sustainability programme
- Approved the reappointment of Non-Executive Directors
- 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.
- Commented on the findings of the GOSH Well Led review report relevant to the Council
- Received updates from the Membership Engagement Recruitment and Representation Committee (MERRC).

## 6.1 Governors' attendance at meetings

The Council of Governors met five times in 2021/22. Attendance at the meetings can be found in the [GOSH annual report](#) on our website [HERE](#).

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 also 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.

Name	Constituency	Date role began	Date role ended	Council of Governors' meeting (out of 4 unless otherwise stated)	Nominations and Remuneration Committee (out of 6 unless otherwise stated)	Membership Engagement Recruitment and Representation Committee (out of 4 unless otherwise stated)
Beverly Bittner Grassby	Parents and Carers: London	March 2021		4	4	3
Stephanie Nash	Parents and Carers: London	February 2018		4	6	Not a member
Emily Shaw	Parents and Carers: London	February 2018	September 2021	2(2)	Not a member	Not a member
Lisa Allera	Parents and Carers: Home Counties	February 2018		4	Not a member	Not a member
Gavin Todd	Parents and Carers: Home Counties	March 2021		3	Not a member	Not a member
Claire Cooper-Jones – Lead Governor	Parents and Carers: Rest of England and Wales	February 2018		4	6	Not a member
Emma Beeden	Patients: Home Counties	March 2021	September 2021	2(2)	Not a member	1(1)
Olivia Burlacu	Patients: Home Counties	March 2021		2	Not a member	2
Abbigail Sudharson	Patients: London	February 2018		1	Not a member	Not a member
Roly Seal	Public: London	March 2021		4	Not a member	Not a member

Name	Constituency	Date role began	Date role ended	Council of Governors' meeting (out of 4 unless otherwise stated)	Nominations and Remuneration Committee (out of 6 unless otherwise stated)	Membership Engagement Recruitment and Representation Committee (out of 4 unless otherwise stated)
Peace Joseph	Public: London	March 2021		4	Not a member	Not a member
Kudzai Chikowore	Public: London	March 2021	February 2022	0	Not a member	Not a member
Eve Brinkley Whittington	Public: Home Counties	March 2021		3	Not a member	Not a member
Hannah Hardy	Public: Home Counties	March 2021		4	Not a member	Not a member
Julian Evans	Public: Rest of England and Wales	February 2018		3	Not a member	Not a member
Margaret Bugyei-Kyei	Staff	May 2019	December 2021	3(3)	Not a member	Not a member
Mark Hayden	Staff	March 2021		3	Not a member	Not a member
Benjamin Hartley	Staff	March 2021		4	Not a member	Not a member
Quen Mok	Staff	February 2018		4	6	Not a member
Graham Derrick	Staff	March 2021	November 2021	2(3)	Not a member	Not a member
Joshua Hardy	Young People's Forum	February 2019	February 2022	4	5	Not a member
Grace Shaw-Hamilton	Young People's Forum	March 2021		4	Not a member	3
Jugnoo Rahi	GOS UCL Institute of Child Health	February 2018		4	Not a member	Not a member
Alison Kelly	London Borough of Camden	March 2021		4	Not a member	2(2)

## 6.2 Post Assurance Committee meeting discussions

Governors are invited to observe board assurance committees and provide feedback to Non-Executive Director after each Committee meeting.

## 6.3 Report from the Young Person's Forum (YPF)

Every Council of Governors' meeting receives a report from the appointed Young Person's Forum governors. This report helps keeps the Council abreast of the key issues affecting our younger members, patients and their siblings.

## 6.4 NHS Providers' Governor Advisory Committee

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. The Governor provided feedback to the Council on national changes affecting the Council of Governors. The Governor stood down from the role in November 2021.

## 6.5 Council of Governors' Nominations and Remuneration Committee

The Council of Governors' Nominations and Remuneration Committee has delegated responsibility for assisting the Council in:

- Reviewing the balance of skills, knowledge, experience, and diversity of the non-executive directors.
- Succession planning for the chair and non-executive directors in the course of its work.
- Identifying and nominating candidates to fill non-executive posts.
- Considering any matter relating to the continuation of any non-executive director.
- Reviewing the results of the performance evaluation process for the chair and non-executive directors.
- The committee is chaired by the chair of the Trust Board and Council of Governors. Governors nominate themselves each year to sit on the committee.
- Membership and attendance of governors at meetings is detailed above.

## 6.6 Non-executive director appointments

Non-executive directors are appointed for a three-year term and can be reappointed for a further three years (subject to consideration and approval by the Council of Governors).

In 2021/22 the Council of Governors approved the following:

- The reappointment of Chris Kennedy for a further three years from 1 April 2021 to 31 March 2024.
- The reappointment of Kathryn Ludlow for a further three years from 6 September 2021 to 5 September 2024.

- Extension to the tenure of Akhter Mateen from 28 March 2021 until 30 June 2022.
- Approved the appointment of two new non-executive directors on the GOSH Board (initially as associate non-executive directors) in 2022.
- The Council also provided feedback on the performance of the chair and non-executive directors as part of their appraisals. The Council ratified the output of these appraisals during the year.

## 6.7 Elected Governor Vacancies

Between 1 April 2021 and 28 February 2022, the following elected seats were vacant:

- One Patient from Rest of England and Wales seat
- Two Patient from London seats

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

- A Parent/Carer from London stepped down in October 2021
- A Patients from Home Counties stepped down in September 2021
- One Staff Governor stepped down in November 2021
- One Staff Governor stepped down in December 2021.

## 6.8 Governor induction, development, training and external education events

Throughout 2021/22 Governor development sessions were developed in partnership with Governors to provide them with the skills and knowledge needed to deliver their key duties over their tenure. A number of training courses were also delivered by NHSP GovernWell, and several Governors attended external training and events throughout the year and provided reports back to the Trust.

To ensure that newly elected Governors were provided with enough information and support to fulfil their role, the Corporate Affairs Team, existing Governors and NHS Providers co-produced two induction meetings ahead of their first meeting on 27 April 2022.

## 6.9 Communicating with Governors

The Corporate Affairs Team presented a webinar called 'So you want to be a governor'. It provided an opportunity for prospective governors to hear from current governors, ask questions and find out what it meant to be GOSH governor.

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

## 6.10 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 involved Non-Executive Directors hosting virtual tutorial style sessions focusing on a specific Trust Board or Assurance Committee paper or topic.



## 6.11 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, we held a virtual AGM and AMM on 8 September 2021 with the theme 'Innovative care during the pandemic'.

We shared our successes over the year and talked about how we worked hard in the face of a pandemic to stay true to our purpose, which is to advance care for children and young people with complex health needs.

Guests were given the chance to ask questions and make comments to the panel using the Slido platform.

Some of the achievements in 2020/21 included:

- Responding to COVID-19 and restoring clinical services, changing the way we engaged with and supported our patients, families and partners and responding comprehensively and collaboratively to the crisis through the sheer determination and will of our staff.
- Investing in our staff so we can make GOSH a great place to work, developing the way we take care of staff and ensure their voices were heard.
- Making a difference now to impact the future for our young people, becoming the first UK standalone children's hospital and the first London NHS Trust to declare a Climate and Health Emergency.
- Transforming outdated pathways and embracing the virtual world, reconfiguring our Electronic Patient Record (EPR) to support the admission of general paediatric patients from across NCL and oncology patients from other sites; providing access to NHS staff from other Trusts who were caring for patients admitted to GOSH; improving the functionality MyGOSH and transitioning to virtual visits and outpatients appointments.
- Launching our Above and Beyond strategy – securing our future beyond the pandemic and setting out the priorities and principles that would help us achieve our goals.
- Delivering essential research activity – leveraging our extensive infrastructure and expertise to adapt to the changing needs arising from the pandemic and maintaining essential research activity.

We also discussed the Trust's finances and the costs associated with exploring new ways of working in order to enable services were ongoing and staff were kept safe. Also on the agenda was a discussion around our membership, how we communicate with them and plans for the future as well as activities of the Council of Governors.

The full slide deck including presentations can be found on our website [HERE](#).

## 6.12 Contacting a Governor

Anyone who wants to get in touch with a Governor and/or director can email [foundation@gosh.nhs.uk](mailto: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](https://www.gosh.nhs.uk).

# 7. Performance of the Membership Strategy in 2021/22

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 2021/22

### 7.1 Recruit 2021/22

In 2021/22, our public membership has increased to 62 members while our patient and parent/Carer membership has increased by 15 members.

We started building an online membership community that is representative of the staff, patients, families and communities the Trust serves. Using the new Twitter page [@GOSHMembership](#), we sought to reach to different demographics especially younger people so that they could sign up to be members. With the help of our Governors as ambassadors, we were able to promote the benefits of membership more widely to various communities and people which helped increase our membership figures. A detailed demographic breakdown of our membership is available in [Appendix 2, 3, 4 & 5](#).

### 7.2 Communicate 2021/22

We kept our members up to date with the dedicated Get Involved newsletter whilst our Council of Governors received a special Governor newsletter containing all relevant papers and meeting dates. Our staff also received information about the membership and Council as there were several features in the Roundabout newsletter, on the new Trust intranet as well as in the weekly Headlines bulletin plus Trust computer screensavers and internal senior leadership meetings.

We looked into plans of creating 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 so that we could further educate people about what the membership is, how our members can share their views as well as opportunities to make a difference.

We also promoted the elections extensively which included holding a 'So you want to be a Governor' session on Zoom for those considering putting themselves up for nomination. This was an opportunity for people to hear from some of our Governors, ask questions and find out what it means to be GOSH Governor. This was in addition to the creation of a series of membership resource videos which featured three Governors talking about their experiences as Governors and encouraged people to join as members and run in the elections. This resulted in The Trust was able to successfully appoint governors to all seats, nine of these were contested and two were uncontested.

### 7.3 Engage 2021/22

Due to the effects of the pandemic and limitations on face to face engagement activities, we had to adapt the way we engage with members, particularly focussing on virtual/ online methods. These included features at GOSH Senior Leadership team meetings, other internal communication channels, conducting a virtual Annual General Meeting and Annual Members Meeting plus asking members to contribute to the development and design of the new membership strategy.

With the help of the MERRC, we have also been able to refresh the marketing materials used for membership such as the sign-up form, posters, creation of a scannable QR code as well as roller banners (Appendix 6).

## 8. Plans for 2022/23

As previously mentioned, our new membership strategy will seek to address ways to increase the recruitment and retention of members as well as ensuring there is meaningful engagement with those currently on our database.

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. We want to ensure that not only are we recruiting to the membership, but we are recruiting people who are enthusiastic and active.

We will also look at how we can promote the benefits of membership to different categories of people (patients, parents/Carers, public, and staff) as well as highlighting the different Tiers of Membership which highlight levels of involvement members can be at:

<b>Tier 1</b> <b>The interested member</b>	This member receives newsletters and communications such as regarding elections and keeps an eye out about developments across GOSH from time to time.
<b>Tier 2</b> <b>The engaged member</b>	This member is actively engaged with GOSH, provides feedback and gets involved with engagement activities for membership. May attend Council and Annual General/Members' meetings and acts as a champion for the membership.
<b>Tier 3</b> <b>The supercharged member</b>	This member takes their commitment to the next level by standing as a Governor on the Council, consistently promoting the membership as an ambassador.

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.

We would also like to develop 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.

The supporting activity plan will map out what we aim to achieve in the next year and is detailed as follows:

ACTIVITY PLAN FOR 2022/23 AGAINST THE MEMBERSHIP STRATEGY			
	KNOWLEDGE	INCLUSIVITY	SUSTAINABILITY
<b>AIMS</b>	How we use the information our members provide us with so that we can equip them with the knowledge they need to be strong ambassadors for GOSH	Ensuring our membership is truly reflective of the different families, communities, and staff we serve, in particular our young people.	Tying into the Trust's wider sustainability agenda and taking meaningful steps so we can make sure that we are protecting the environment for generations to come.
<b>PRIORITIES</b>	<p>Educating people on what it means to be a member at GOSH and what this means in terms of commitment and the value they add</p> <p>Reinforcing the various ways members can contribute their views, thoughts and ideas to help shape the hospital and actively showcasing what the Trust is doing in response to the feedback</p> <p>Keep members and partners updated on developments at GOSH plus activity of the Council so that we can sustain engagement and also attract more people to join</p>	<p>Making sure everyone feels like they belong so reflecting that inclusivity in our communications, marketing and messaging</p> <p>Placing an emphasis on young people to have a say and showing the difference young people have made also to encourage recruitment to the membership</p> <p>Focusing on reaching out to the target groups which are underrepresented</p> <p>Simplifying our communications so that the message is clear</p>	<p>Being environmentally conscious in production of our marketing material</p> <p>Playing an active role in contributions to the sustainability agenda at GOSH</p> <p>Looking for creative ways our members can get involved in eco-friendly initiatives</p> <p>Promoting the work we are doing on sustainability at GOSH to our members</p>

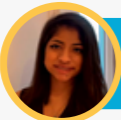









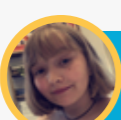









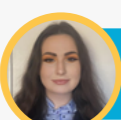


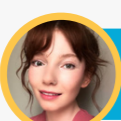
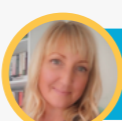


ACTIVITY PLAN FOR 2022/23 AGAINST THE MEMBERSHIP STRATEGY			
	KNOWLEDGE	INCLUSIVITY	SUSTAINABILITY
<b>PLANS FOR 2022/23</b>	<p>Develop a Governor Toolkit of materials to help governors engage with members and public</p> <p>Virtual / hybrid 'Meet the Governor' or 'Meet the team' sessions</p> <p>Refining the membership offer by breaking down the benefits through infographics and videos</p> <p>Member temperature checks - social media polls/ short surveys to understand how members feel about the membership</p> <p>Hosting in person and virtual listening events on topics that members tell us are important to them</p>	<p>Member content drive: photos/videos of members from different backgrounds to include in marketing material</p> <p>Redesign membership materials (application forms, booklets, posters, postcards and welcome letters)</p> <p>Newsletter refresh</p> <p>GOSH influencers drive</p> <p>Targeted school &amp; youth group presentations</p> <p>Targeted focus groups sessions for underrepresented categories</p> <p>Staff Governors at Senior Leadership Team meetings</p> <p>Staff Governors at Virtual Big Briefs</p> <p>Roundabout magazine</p>	<p>Veganuary participation – sharing recipes, meal plan ideas, etc</p> <p>Celebrate Earth Day</p> <p>Plastic free</p> <p>Recycle week – Highlight innovative ways members recycle and how recycling is done at GOSH</p> <p>Partnering with local businesses to offer discounts to members</p> <p>Inclusion in the developmental plans for the Children's Cancer Centre</p>
<b>PROGRESS SO FAR</b>	<ul style="list-style-type: none"> <li>Refresh of the membership pages on both the website and internal channel (intranet)</li> <li>Launch of the membership strategy by advertising social media, inclusion in Get Involved, a feature in the internal magazine Roundabout as well as at SLT.</li> <li>Membership section included in Roundabout</li> <li>Engagement with members via Get Involved Newsletter</li> <li>Increased social media engagement</li> </ul>	<ul style="list-style-type: none"> <li>Member marketing material drive conducted including members/staff from different backgrounds</li> <li>Membership materials redesigned (application forms, posters, roll up banners and scannable QR code)</li> </ul>	<ul style="list-style-type: none"> <li>Celebration of Earth Day on Twitter</li> <li>A Governors Sustainability Working Group has been formed to support with delivery of the sustainability strand</li> <li>Organising membership presence at play street taking place on Thursday 16 June</li> </ul>

## 9. Appendix 1: Current Governor List

Join our  
**Membership**



# GREAT ORMOND STREET HOSPITAL MAY 2022 COUNCIL OF GOVERNORS

	PATIENT	PARENT/CARER	PUBLIC	STAFF	APPOINTED
LONDON	 <b>ABBIGAIL SUDHARSON</b>	 <b>BEVERLY BITTNER - GRASSBY</b>	 <b>ROLY SEAL</b>	 <b>QUEN MOK</b>	 <b>GRACE SHAW - HAMILTON</b> YOUNG PEOPLE'S FORUM
	 <b>CONSTANTINOS PANAYI</b>	 <b>KAMRAN ANSARI</b>	 <b>PEACE JOSEPH</b>	 <b>MARK HAYDEN</b>	 <b>VACANT</b> CAMDEN COUNCIL
	 <b>MAISIE STEWART</b>	 <b>STEPHANIE NASH</b>	 <b>SARA AYERMAN</b>	 <b>BENJAMIN HARTLEY</b>	 <b>JUGNOO RAHI</b> UCL GREAT ORMOND STREET INSTITUTE OF CHILD HEALTH
HOME COUNTIES	 <b>JOSHUA HARDY</b>	 <b>LISA ALLERA</b>	 <b>EVE BRINKLEY - WHITTINGTON</b>	 <b>JACQUELINE GORDON</b>	 <b>ROSE DOLAN</b> YOUNG PEOPLE'S FORUM
	 <b>OLIVIA BURLACU</b>	 <b>SAPNA TALREJA</b>	 <b>HANNAH HARDY</b>		
REST OF ENGLAND & WALES	 <b>GEORGINA TOWNSEND - TEAGUE</b>	 <b>CLAIRE COOPER-JONES</b>	 <b>JULIAN EVANS</b>	 <b>TANIA AHMAD</b>	

## 10. Appendix 2: Patient constituency demographics

### 10.1 Age

	0–16	17–21	22+	Not stated
Total	31	165	970	55

### 10.2 Gender

	Unspecified	Male	Female	Trans
Total	8	485	728	0

### 10.3 Ethnicity

	Asian	Black	Mixed	White	Other	Not stated
Total	143	110	74	786	17	91

## 11. Appendix 3: Parent and Carer constituency demographics

### 11.1 Age

	0–16	17–21	22+	Not stated
Total	1	12	5272	284

### 11.2 Gender

	Unspecified	Male	Female	Trans
Total	24	1599	3943	0

### 11.3 Ethnicity

	Asian	Black	Mixed	White	Other	Not stated
Total	506	354	142	4167	64	333

## 12. Appendix 4: Public constituency demographics

### 12.1 Age

	0–16	17–21	22+	Not stated
Total	26	117	2749	221

### 12.2 Gender

	Unspecified	Male	Female	Trans
Total	55	840	2115	1

### 12.3 Ethnicity

	Asian	Black	Mixed	White	Other	Not stated
Total	354	255	123	1900	40	338

## 13. Appendix 5: Detailed membership information

### 13.1 Patient and Carer, and Public membership

This table compares GOSH's Patient and Carer and Public membership figures from 1 April 2021 to 31 March 2022.

	1 April 2021	31 March 2022	Increase / decrease
Patient, Parent and Carer members	6777	6792	Increase of 15
Public members	3049	3111	Increase of 62
TOTAL	9826	9903	Increase of 77

### 13.2 Staff membership

This table compares the staff membership figures from 1 April 2021 to 31 March 2022.

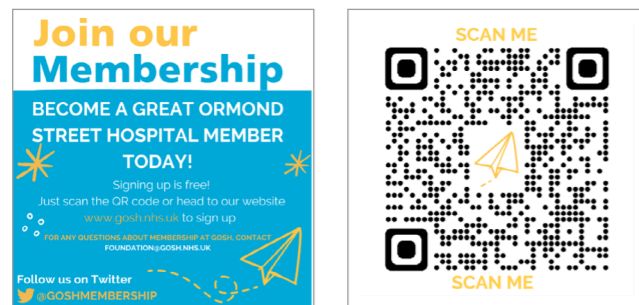
	1 April 2021	31 March 2022	Increase / decrease
Staff members	4993	5,791	Increase of 798

# 14. Appendix 6: Membership Marketing Materials

## 14.1 Posters



## 14.2 Small card/flyer with scannable QR code that links to website



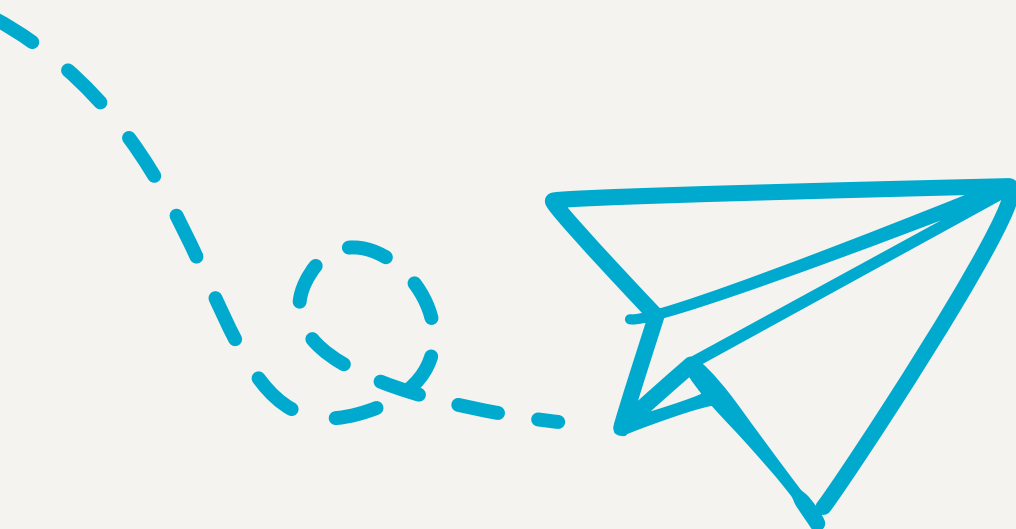
## 14.3 Membership form

<p><b>Join our Membership</b></p> <p><b>LEARN ABOUT THE GOSH MEMBERSHIP</b></p> <p>Great Ormond Street Hospital (GOSH) is a membership organisation called a Foundation Trust and our members are people who help shape the way we do things at GOSH.</p> <p>Our members include patients and their families and carers, the general public plus our staff who hold a Great Ormond Street Hospital permanent contract or fixed term contract of 12 months or more.</p> <p>Members can inform the decision making across the Trust through their elected Council of Governors who are involved with promoting its strategy and holding the Board's Non-Executive Directors to account. There are 27 governors who make up our Council of Governors.</p> <p>If you are 10 years old or even older and live in England or Wales, that means you can sign up to become one of our members and get involved with various activities!</p> <p>Join our membership today to be part of a supportive community of members with shared experiences, no matter your background or experience.</p> <p>Signing up is free! Just fill out our registration form or head to our website <a href="http://www.gosh.nhs.uk">www.gosh.nhs.uk</a></p> <p>Please follow us on Twitter @GoshMembership</p> <p>More information: Please contact <a href="mailto:foundation@gosh.nhs.uk">foundation@gosh.nhs.uk</a> for any questions about membership at GOSH.</p>	<p><b>Join our Membership</b></p> <p><b>GOSH MEMBERSHIP FORM</b></p> <p><b>ADDITIONAL INFORMATION</b></p> <p>How would you like to be involved?</p> <p>Consider standing for election to the Council of Governors Join focus groups or committees Take part in consultations about Trust developments Attend our Annual General Meeting and Annual Members' Meeting Be contacted by Great Ormond Street Hospital Children's Charity</p> <p>How did you hear about us?</p> <p>Face-to-face engagement activity A Governor on the Council referred me (please state the governor name if known)</p> <p>I am a GOSH volunteer I am GOSH agency/bank staff/honorary contract holder of less than one year I am a Great Ormond Street Hospital Children's Charity employee Other, please state:</p>	<p><b>Join our Membership</b></p> <p><b>GOSH MEMBERSHIP FORM</b></p> <p><b>ADDITIONAL INFORMATION</b></p> <p>I apply to be a member of Great Ormond Street Hospital for Children NHS Foundation Trust and by doing so will respect the Trust's Our Always Values which are part of the Trust's mission and commitment to put children at the heart of everything we do. 'The child first and always'. I also give consent to the processing of my information.</p> <p>The data you supply will be used only to contact you about the Trust, membership or other related issues and will be stored in accordance with the current Data Protection Act.</p> <p>Please tick here if you consent to your name and constituency appearing on the public register. As a Foundation Trust we are required to publish a register of public members available for public inspection. The only information published is your name and the constituency where you live. All other details remain confidential. The register does not include details of members of the patient and carer constituency.</p> <p>Don't forget to post this form to: Stakeholder Engagement Manager, Executive Offices, Barclay House, 37 Queen Square, London, WC1N 3JH.</p>
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<p><b>Join our Membership</b></p> <p><b>BECOME A GREAT ORMOND STREET HOSPITAL MEMBER TODAY!</b></p> 	<p><b>Join our Membership</b></p> <p><b>GOSH MEMBERSHIP FORM</b></p> <p><b>PERSONAL INFORMATION</b></p> <p>First Name: _____ Last Name: _____ Date of Birth: / / Email: _____ Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Transgender <input type="checkbox"/> Prefer not to say Address: _____ Town/ City: _____ Post Code: _____ Country: _____ Home phone: _____ Mobile: _____ Preferred method of contact: <input type="checkbox"/> Email <input type="checkbox"/> Post Ethnic group: <input type="checkbox"/> White - English, Welsh, Scottish, Northern Irish, British <input type="checkbox"/> White - Irish <input type="checkbox"/> White - Gypsy or Irish Traveller <input type="checkbox"/> White - Other <input type="checkbox"/> Mixed - White and Black Caribbean <input type="checkbox"/> Mixed - White and Black African <input type="checkbox"/> Mixed - White and Asian <input type="checkbox"/> Mixed - Other Mixed <input type="checkbox"/> Asian or Asian British - Bangladeshi <input type="checkbox"/> Asian or Asian British - Chinese <input type="checkbox"/> Asian or Asian British - Indian <input type="checkbox"/> Asian or Asian British - Other Asian <input type="checkbox"/> Black or Black British - African <input type="checkbox"/> Black or Black British - Caribbean <input type="checkbox"/> Black or Black British - Other Black <input type="checkbox"/> Other Ethnic Group - Any Other Ethnic Group <input type="checkbox"/> Other Ethnic Group - Arab <input type="checkbox"/> Not stated</p>	<p><b>Join our Membership</b></p> <p><b>GOSH MEMBERSHIP FORM</b></p> <p><b>PERSONAL INFORMATION</b></p> <p>Please help us place you into the correct constituency by choosing the member type that best describes you.</p> <p>Member type: <input type="checkbox"/> Patient <input type="checkbox"/> Parent/Carer <input type="checkbox"/> Public</p> <p>Have you (or your child) been seen at GOSH in the past 10 years: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not applicable</p> <p>Disability: <input type="checkbox"/> Sensory disability <input type="checkbox"/> Long-standing health condition <input type="checkbox"/> Physical disability <input type="checkbox"/> No disability <input type="checkbox"/> Learning difficulty/disability <input type="checkbox"/> Prefer not to say <input type="checkbox"/> Mental/Emotional health problem <input type="checkbox"/> Other</p> 
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## 14.4 Roll up banner





Great Ormond Street Hospital for Children  
NHS Foundation Trust

Great Ormond Street  
London  
WC1N 3JH  
020 7405 9200  
[gosh.nhs.uk](http://gosh.nhs.uk)

