



NHS

Great Ormond Street
Hospital for Children
NHS Foundation Trust

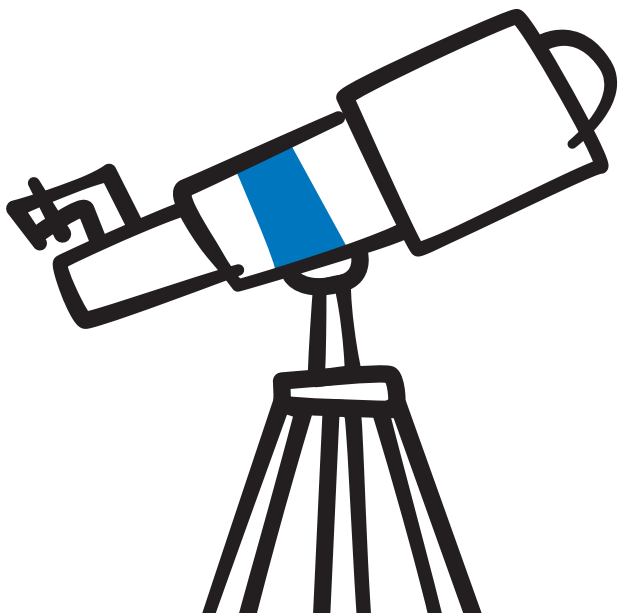


ABOVE and

BEYOND

**Our five-year strategy to advance
care for children and young people
with complex health needs.**

Our vision for 2025



Every day, here at Great Ormond Street Hospital (GOSH), I see people who go above and beyond. All across the hospital and in all sorts of roles, our people are really going the extra mile to make things better for our patients and families. This strategy recognises that commitment and will make sure every bit of that effort counts for something.



To help us shape our hopes for the future, patients, families, staff and partners have told us what they think of our hospital. What we do well and what we could improve. What we should do more of so that we're always improving, and what we should do less of so we can focus on what matters most. This strategy is the result of that helpful advice.

It is launched as this country comes out of the first wave of the coronavirus pandemic. The crisis has shown how key elements of this strategy such as partnership, the wellbeing of our people, research and virtual care have never been so vital.

As the world continues to shift around us our purpose is clear – to advance care for children and young people with complex health needs so they can fulfil their potential. We'll do this by focusing time and energy on a limited number of priorities. And we'll stay on track by embracing some simple principles to guide our decision making.

This way we'll do right by our patients and right by our staff. More children will fulfil their potential and the GOSH of 2025 will be truly out of this world.

Matthew Shaw, Chief Executive

Our Purpose

At GOSH we advance care for children and young people with complex health needs so they can fulfil their potential.

We are here to **CARE** – to meet the physical, emotional, social, educational and spiritual needs of children, young people and their families.

We are here to **RESEARCH** – to learn from all we do, collaborate with the global child health community, and develop treatments, cures and holistic approaches to care that will offer children and young people a brighter future.

We are here to **EDUCATE** – to be a stimulating place for children and young people, to help colleagues build rewarding careers and to provide outstanding training to drive improvements in paediatric care.

We are here to **INNOVATE WITH DIGITAL** – to embrace and master digital technologies that will help us save and improve lives and make support available to children and families around the clock.





Purpose

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We are here to:

Care

Research

Educate

**Innovate with
digital**

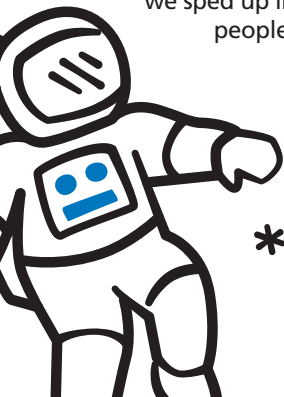
Our Priorities

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

PRIORITY 1: Make GOSH a great place to work by investing in the wellbeing and development of our people

As a GOSH community, we must value and respect each other, work together as one team, and put in place the support, education and development opportunities to help us be at our best, every day. In November 2019 we launched our new People Strategy, with a three-year plan to create an inclusive organisation where our people are valued for who they are, as well as what they do.

During the first wave of the COVID-19 pandemic, we sped up investment in the wellbeing of our people. We will build on this momentum by continuing to address our most urgent workforce issues; deliver clear, shared expectations to help our people learn and thrive; and develop the skills we need to respond to a changing NHS – embracing new ways of working at GOSH and beyond.





PRIORITY 2: Deliver a Future Hospital Programme to transform outdated pathways and processes

GOSH is brilliant at so many things – from making patients and families feel welcome and safe to developing new treatments, pioneering surgery and world-leading research. However, there are some longstanding issues like medicines management and patient flow we really need to improve on. The concept of the 'Future Hospital' was developed in conversation with the GOSH community and the roadmap for the journey is outlined in our new Transformation Strategy. Ultimately, our ambition is to become the most digitally enabled hospital in the world. By creating slick operational processes, optimising our Electronic Patient Record (EPR) and using data to drive more personalised approaches to care, we can really make things better for our patients and for our staff.



PRIORITY 3: Develop the GOSH Learning Academy as the first-choice provider of outstanding paediatric training

Staff education and training influences every stage of the patient journey. From the teams caring for children and young people on the ward; the facilities staff who make their stay more comfortable; the leaders directing resources for their care; and the administrators planning their transport home – each member of staff needs up-to-date knowledge and skills to provide our patients with exceptional care. The GOSH Learning Academy's mission is clear – for GOSH to become the first-choice provider for multi-professional paediatric healthcare education, training and development. By developing the Learning Academy and investing more in education, we will help ensure that all GOSH staff receive the best support, education and specialist training at every stage of their career.

PRIORITY 4: Improve and speed up access to urgent care and virtual services

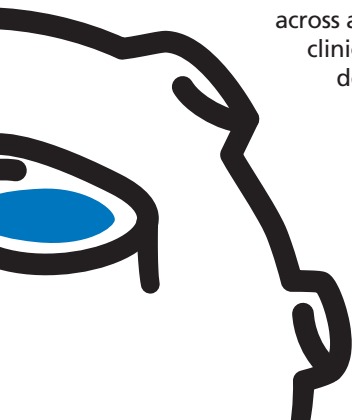
It's so important that children and young people with complex health needs have access to the right specialist teams quickly, so they can get expert advice, the right care and the best outcomes for their treatment. Having to do things virtually



during the pandemic has catapulted us forward in developing new ways of caring for children and we will expand and improve in this area. We want to work together with patients and families, referring partners and commissioners to understand how we can best support and improve the whole patient pathway, so we can be more accessible and responsive.

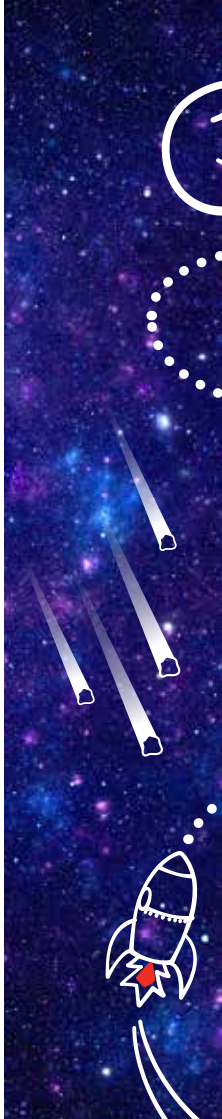
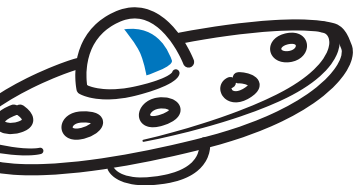
PRIORITY 5: Accelerate translational research and innovation to save and improve lives

GOSH, together with the UCL Great Ormond Street Institute of Child Health, are world-renowned for translational research activities. In recent years, we've made significant progress in developing our data infrastructure – putting in place an EPR, the DRE (Digital Research Environment) and DRIVE (Digital Research, Informatics and Virtual Environment) to enable us to collect data and insights to refine new approaches to care. Going forward, we want to make sure that research and innovation is fully integrated across all areas of the hospital. All our clinical directorates and services are developing their own research agenda to improve treatment options, outcomes and experience for our patients, and our senior leaders will develop strategies to support and recognise staff involved in research and innovation.



PRIORITY 6: Create a Children's Cancer Centre to offer holistic, personalised and co-ordinated care

Building a Children's Cancer Centre will create a national resource for children with rare and difficult-to-treat cancers. Our expert teams will be able to care for even more patients, providing holistic, personalised and co-ordinated care, advancing our understanding of these diseases and developing new and better treatments. The new facility will replace the outdated Frontage Building, providing an inspiring new main entrance, improved facilities for pharmacy, imaging, the GOSH School and flexible clinical spaces that enable us to adapt to rapid advances in cancer care.



2025

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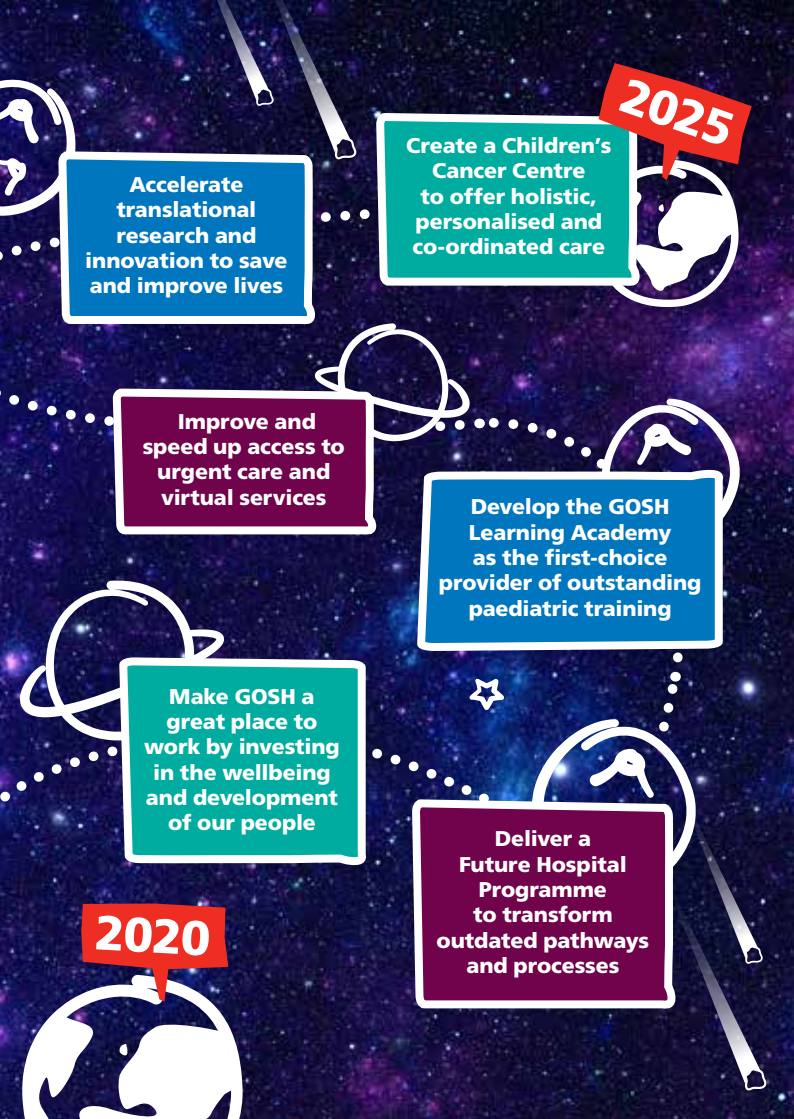
Improve and speed up access to urgent care and virtual services

Develop the GOSH Learning Academy as the first-choice provider of outstanding paediatric training

Make GOSH a great place to work by investing in the wellbeing and development of our people

Deliver a Future Hospital Programme to transform outdated pathways and processes

2020



Our Principles

Six clear principles will guide our planning, decision making and day to day work. Sticking to our principles gives us the best chance of achieving our purpose and delivering our priorities, while doing the things that matter most to the GOSH community.

This is what we see for GOSH in 2025.

Above and beyond for CHILDREN

PRINCIPLE 1: Children and young people first, always

Over the coming years, GOSH will be very different to the hospital established in 1852. But while our founders would marvel at our progress and wonder at our technology, our ethos would be quite familiar. Fulfilling the potential of children and young people has always, and will always, drive us on to achieve great things.





Above and beyond in our CULTURE

PRINCIPLE 2: Always Welcoming, Helpful, Expert and One Team

GOSH will be a tolerant, inclusive, open and respectful place where staff are valued for who they are as well as what they do. Our people will enjoy their work and will live the GOSH Always Values. We will have strong, supportive teams where everyone has the freedom to learn, contribute and no one is afraid to speak up.

Above and beyond for SAFETY AND QUALITY

PRINCIPLE 3: Safe, kind, effective care and an excellent patient experience

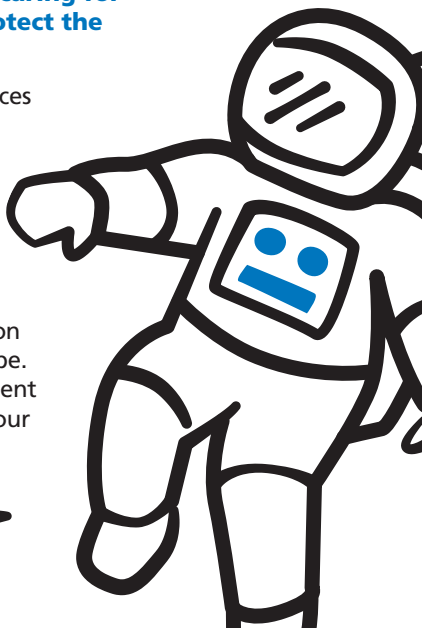
We will be world leading in clinical outcomes and service design that puts patients first. Patients and families will be confident in their care because clinical outcomes across all our services will be scrutinised, internationally benchmarked and made publicly available. Our staff will feel confident about their own safety, and that of their patients, whether they are working on site or from home.

Above and beyond for FINANCIAL STRENGTH
PRINCIPLE 4: Stronger finances support better outcomes for more children and young people

We will be a more efficient, resourceful and resilient organisation. We will develop strong partnerships and look for opportunities to create secure and varied income streams. Through the generosity of donors, we will go over and above what is possible through the NHS – extending our reach and influence to help more children who need complex care.

Above and beyond for the ENVIRONMENT
PRINCIPLE 5: We aren't caring for children if we don't protect the environment

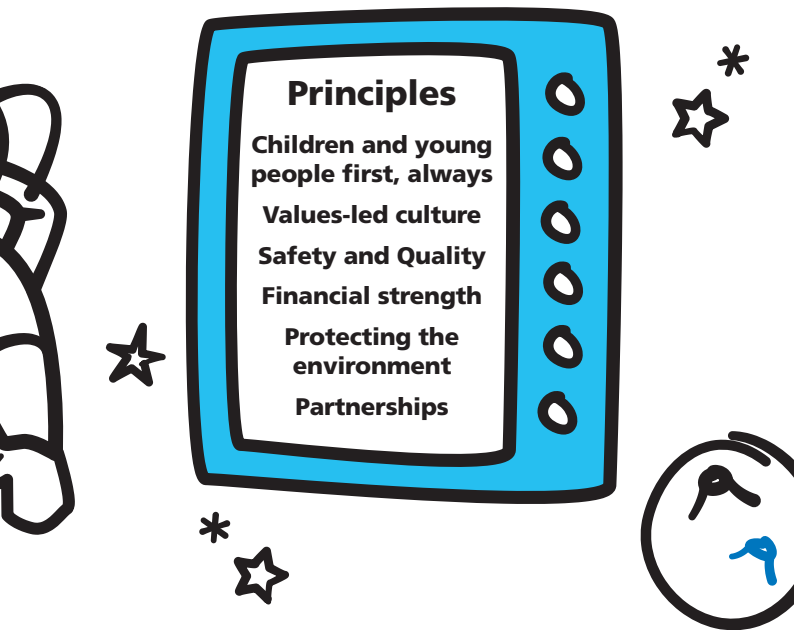
Sustainable business practices will be put in place so that our people find it easier to make the right choices. Sustainability will be central to our purpose, given the widely acknowledged impact of climate change on child health across the globe. Our Sustainable Development Action Plan will underpin our commitment to planetary health, every day.



Above and beyond in our PARTNERSHIPS

PRINCIPLE 6: Together we can do more

We will never work in isolation if we can better achieve our goals by working with others. We will be proactive in asking for help from policy makers and challenge barriers to progress. We will work with regional and national partners, as well as our patients and families, to design care pathways together. By partnering with academics and industry, we will make even faster progress to improve practice and more children's lives.



Read more about how we're going above and beyond:
Visit **GOSHWeb > Corporate > Strategy and planning**
Email **StrategyAndPlanning@gosh.nhs.uk**

