



GREAT  
ORMOND  
STREET  
HOSPITAL  
CHARITY

# OUR STRATEGY

How we will transform the lives  
of seriously ill children

2021–26

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# Introduction

Louise Parkes, CEO



Every day, hundreds of the most seriously ill children and young people from across the country are cared for at Great Ormond Street Hospital (GOSH). Some have exhausted all other treatment options; it is the place of last hope. They are looked after by world-leading experts, conducting cutting-edge research in a compassionate environment where the child always comes first.

It is not only those treated in the hospital itself who benefit from this care. The world-class research that takes place at GOSH, alongside its research partner UCL Great Ormond Street Institute of Child Health, helps seriously ill children from across the globe.

At Great Ormond Street Hospital Children's Charity (GOSH Charity) we have built a phenomenal legacy of helping to transform the lives of seriously ill children by raising vital funds, so the hospital can deliver life-changing care and discover new treatments and cures.

Through the work we have funded, we have already saved and touched the lives of so many. And we've continued to do so, even against the backdrop of the global pandemic that has impacted our ability to fundraise at a time when the hospital has needed our support more than ever.

But we know that diagnosis can be difficult and the burden of disease can have a profound impact on the child and their family. We urgently need to improve this situation.

We know we can make an extraordinary difference to a child's quality of life and can

even offer the hope of cures in the future. Now is the time to be bold and invest in our fundraising so that we can do this and capitalise on the innovation and digital creativity we have shown during the pandemic.

With children and their families at the heart of everything we do, our new strategy focus will be to fund the areas that will enable us to have the greatest possible impact on their lives.

We already know that we can do so much more for children when we work with others, which is why partnership forms an integral part of the strategy. Alongside this, we will focus on diversifying and growing our income as it is only through the generosity of our supporters that we will be able to realise this ambition.

As part of this strategy our vision is to create a new Children's Cancer Centre – that will help to transform cancer care for children and is a key deliverable from this new strategy – which perfectly captures this ambition and new approach. To succeed we will need to draw on our proven track record of success while combining our focus on research, advocacy and partnerships to create a once-in-a-lifetime appeal and a future legacy for children living with cancer.

We have an ambitious vision, but it is one where we can help transform the lives of even more seriously ill children, enabling them to enjoy their childhood and a better future.

And together, I know we can do it.



Lily is eight years old and has treatment at GOSH for a type of cancer called Acute Myeloid Leukaemia.

“Our ambitious five-year strategy presents a new and exciting chapter for Great Ormond Street Hospital Children’s Charity where we aim to have an even greater impact on the lives of seriously ill children and their families who are at the heart of everything we do. **We have already created such a rich legacy, but our new vision represents a real step change in our ambition** so we can help even more young people like Yaseer (featured opposite) both now and in the future.”

**Anne Bulford**

GOSH Charity Chair of Trustees

## Changing lives: Yaseer

Yaseer was treated at Great Ormond Street Hospital (GOSH) from the age of four for multiple heart conditions. Now 19, he shares his story about the difference this care has made to his life and how it has given him the chance to realise his dreams for the future.

“I was born with complex congenital heart disease, which was discovered after a doctor picked up that I had a heart murmur. Once diagnosed with complex issues in my aorta I was continuously monitored at GOSH. I obviously knew I wasn’t like others, nor could I do the same thing as my peers, but the staff at the hospital would treat me as a human and not just a disease.

I’ve had a couple of different procedures done but the more notable would have to be my two open heart surgeries. I don’t remember the first much as I was just six years old, but my parents tell me they walked in the day after my operation to see me sitting on the nurse’s lap playing.

The second was when I was 15 and was probably the toughest period of my life so far as I knew the risk of not waking up was real. I could not have done it without the team. I felt safe and



cared for not to mention truly grateful to GOSH for saving my life with remarkable operations. Going through this has inspired me to become a paediatric nurse and I hope to begin my course this year and be able to help others like I was.

It was an honour to make a speech for GOSH at a fundraising event for a cardiac catheter lab, making me feel like I was giving back to the hospital that saved my life though I will never come close to the work they did for me and others.

I find it really inspiring that GOSH Charity wants to be able to help even more children like me. Knowing that many others will be able to benefit from their amazing support and GOSH can continue doing what it does best – saving children – so they too can walk out those colourful doors happier and stronger, means so much to me.”

## Cardiac Catheter Lab

The Cardiac Catheter Lab, funded by GOSH Charity with the support of corporate partner CASCAID, enables less invasive ways to diagnose and treat children with heart conditions. Cardiac catheterisation allows clinicians to map the complex blood vessels of the heart and even map how it beats. Guided by imaging, clinicians feed narrow tubes and wires

through a tiny two-millimetre incision in the skin and into patient’s blood vessels to find the cause of their symptoms, or even to treat the condition itself, without the need for open heart surgery. Procedures like these may mean less pain, a quicker recovery and less time in hospital for each child.

# Building on our phenomenal legacy

Generous supporters have come together to help fund the hospital's most urgent and pressing needs since Great Ormond Street Hospital (GOSH) was founded in 1852. This generosity continues today, enabling us to raise vital funds for this truly extraordinary hospital, which delivers the very best in life-changing care and enables the discovery of new treatments and cures.

Great Ormond Street Hospital Children's Charity (GOSH Charity) has been able to support some astounding medical breakthroughs. They range from pioneering gene therapy to cure rare childhood illnesses to funding a programme that led to the first operation, in the UK, to treat the damaged spinal cord of a baby in the womb.

We have also helped introduce state-of-the-art equipment and facilities. GOSH is home to the UK's first paediatric CT scanner and intraoperative MRI. It also has the largest GMP facility in a paediatric setting. This is where gene and cell therapy medicinal products are made to be used in research and treatment. And, by funding family accommodation, so parents can be close to their child in hospital, we've made what can be the most difficult time in a family's life that little bit more bearable.

Our bold and ambitious five-year strategy will build on our rich legacy of transforming the lives of seriously ill children and ensure we make an greater impact.

# The GOSH family

GOSH Charity is part of a wider family that includes GOSH and the UCL Great Ormond Street Institute of Child Health (ICH). We all have a shared goal of making a difference to the lives of the children we support.

Seriously ill children and their families remain at the heart of everything we do and the decisions we take. We will work in partnership with the hospital, ICH and other organisations who support our purpose to ensure we can do this in the most impactful, effective and efficient way. This will be achieved through our funding priority areas.

## Funding priority areas

- Patients and families
- Research
- Environment
- Technology
- People
- Education

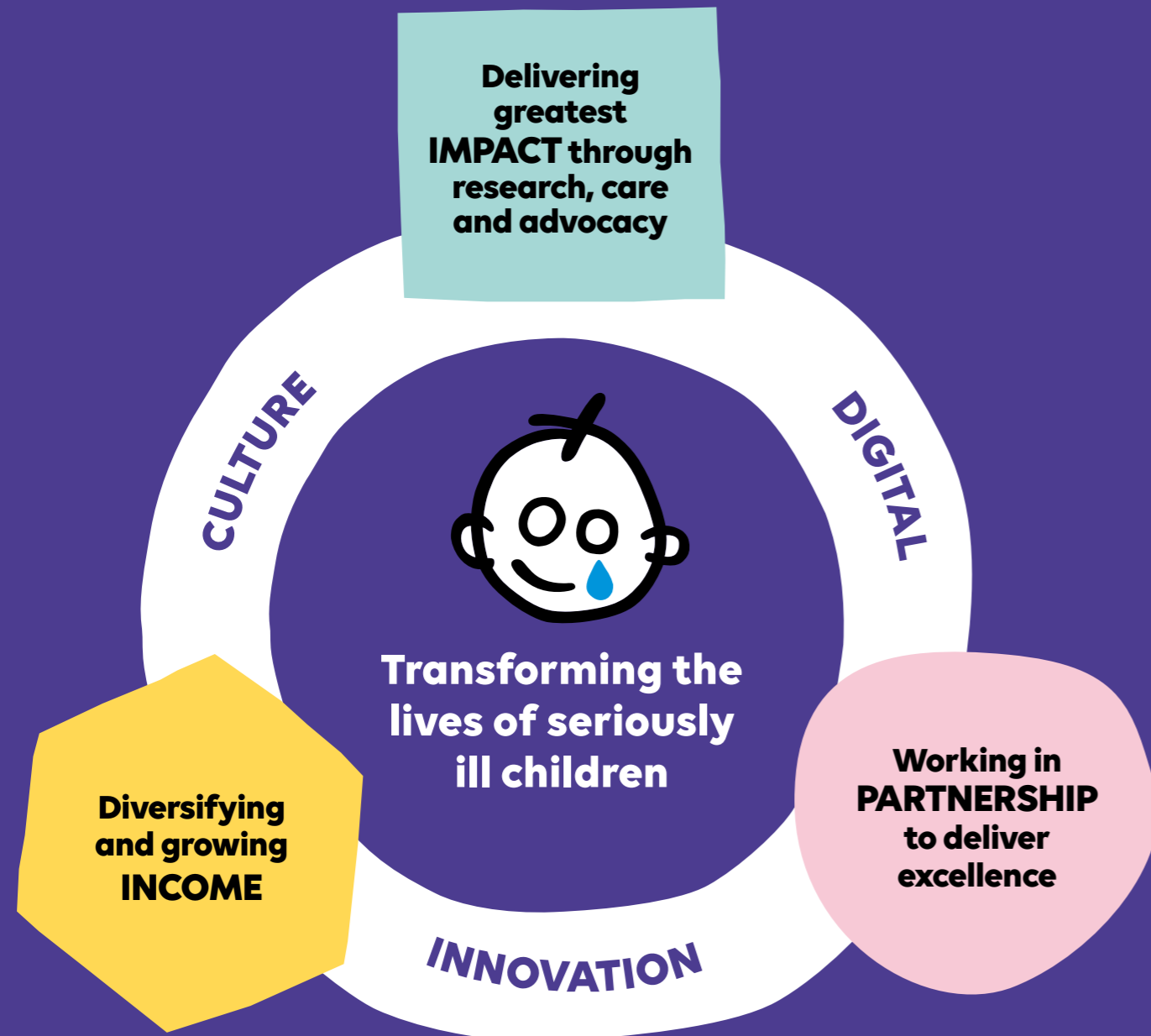
"GOSH Charity and its supporters have been vital in ensuring the hospital can deliver the very best in life-changing care and discover new treatments and cures. Every day I see the difference this support makes at one of the most difficult times of a child's life. It is hugely exciting that the charity is looking to the future with such an ambitious vision and by putting the voices and lived experiences of children at the heart of their new approach. I know the charity and its supporters will help to save and transform even more lives."

**Mat Shaw**, Chief Executive of GOSH

"Our mission at the ICH is to improve the health and wellbeing of children and the adults they will become, through world-class research, education and public engagement. Our partnership with GOSH and GOSH Charity is absolutely critical in enabling us to do this and to save and transform even more lives."

**Professor Rosalind Smyth**,  
Director of the ICH

# Our strategy



# Impact



We believe we can have the most impact by focusing on seven new impact goals. We can create lasting change for our beneficiaries through the support that we provide to the hospital, the UCL Great Ormond Street Institute of Child Health and through our work nationally and internationally. We believe these impact goals will see us transform from an income-driven organisation to an impact-driven one, enabling us to achieve our charity purpose of transforming the lives of even more seriously ill children through **research, care and advocacy**.

## Impact goals

- 1. Improving outcomes for children**  
through scientific discovery and researching new treatments
- 2. Transforming care**  
through digital and technological innovation
- 3. Supporting resilience and wellbeing**  
of patients and their families
- 4. Providing a child and family friendly environment**  
that helps create the best possible experience
- 5. Supporting staff**  
at the hospital to deliver exceptional care
- 6. Amplifying the voices of seriously ill children**  
and their families
- 7. Sharing knowledge**  
for the benefit of seriously ill children everywhere

## Impact: Research

Great Ormond Street Hospital Children's Charity (GOSH Charity) is the UK's largest dedicated charitable funder of child health research. In 2016 we launched our first five-year research strategy bringing together the UCL Great Ormond Street Institute of Child Health (ICH), Great Ormond Street Hospital (GOSH) and GOSH Charity with a projected investment of up to £50m. Part of this funding was spent on our annual National Call – where we invite researchers from across the UK to apply for funding for their child health research projects. Over the past five years we invested over £55m in over 50 different research projects based in

30 different institutions across the UK, stretching from the University of Dundee in the north to the University of Plymouth in the south.

We are now in the process of refreshing our research strategy at a time when the impact and importance of research has never been more visible. The development of the COVID-19 vaccine shows how, when it is properly funded, it can have a life-changing effect on so many people. GOSH Charity funded research not only benefits children at GOSH, other hospitals in the UK and around the world, but also generations of children yet to be born.

## Gene therapy breakthrough for ADA-SCID

Adenosine deaminase deficient severe combined immunodeficiency (ADA-SCID) is a rare, life-threatening disease that prevents children from living a normal life. Those with the condition have no immune system, and it can be fatal within the first two years of life if it is left untreated. Everyday activities such as going to school or playing with friends can lead to a dangerous infection. Building on a legacy of 15 years of research into this condition, a recent study carried out at GOSH and the University of California, Los Angeles (UCLA), and part funded by GOSH Charity, developed a gene therapy that successfully treated 50 children with the disease. Two to three years after the treatment, all 50 children treated are doing well.

One of these patients was four-year-old Sarah from South Yorkshire. She was less than 10 days



old when her mum Maria became concerned about her daughter's weight loss and sore, bleeding nappy rash that wouldn't heal. "I remember the exact time I saw the paper that had the blood test results on and the diagnosis. I saw it was SCID and I was incredibly upset. I wasn't allowed to kiss my daughter or sleep next to her. Everything had to be highly sterilised to keep her safe." Sarah arrived at GOSH for gene therapy and several years after her treatment is doing very well. Her treatment also inspired Maria to train to become a nurse.

## Impact: Care

GOSH is an extraordinary hospital that delivers life-changing care for children who have from some of the rarest and most complex diseases. It is the largest paediatric research and training centre in the UK, and one of only a handful of internationally recognised centres of excellence in the field of child health. But resources across the NHS are stretched. It is only through the continued support of GOSH Charity that steps in to fund areas above and beyond what the NHS can afford – such as investment in new digital innovations and technology – that GOSH is able to continue to deliver the best in life-changing, personalised, wrap-around care and uphold its ethos to put the child 'first and always'.

## Impact: Advocacy

As a globally recognised and well-respected brand, we believe we have a role to play in using our voice to support children and their families on child health-related issues. We believe this will help us become a force for good for even more children. We have already started to do this with the launch of our first-ever *State of Play* report in March 2021 that studied the impact of the pandemic on how children play, through the eyes of their parents.

"Every day at GOSH we see how play can help children make sense of their feelings and their diagnoses. But it is not just a superpower for seriously ill children. Through our research many parents voiced concern that their child's loss of freedom to play would have a long-term impact on their future wellbeing. As experts in play, we were able to offer advice and guidance on how they could use play to help their child make sense of the changing world around them."

**Laura Walsh**, Head of Play at GOSH

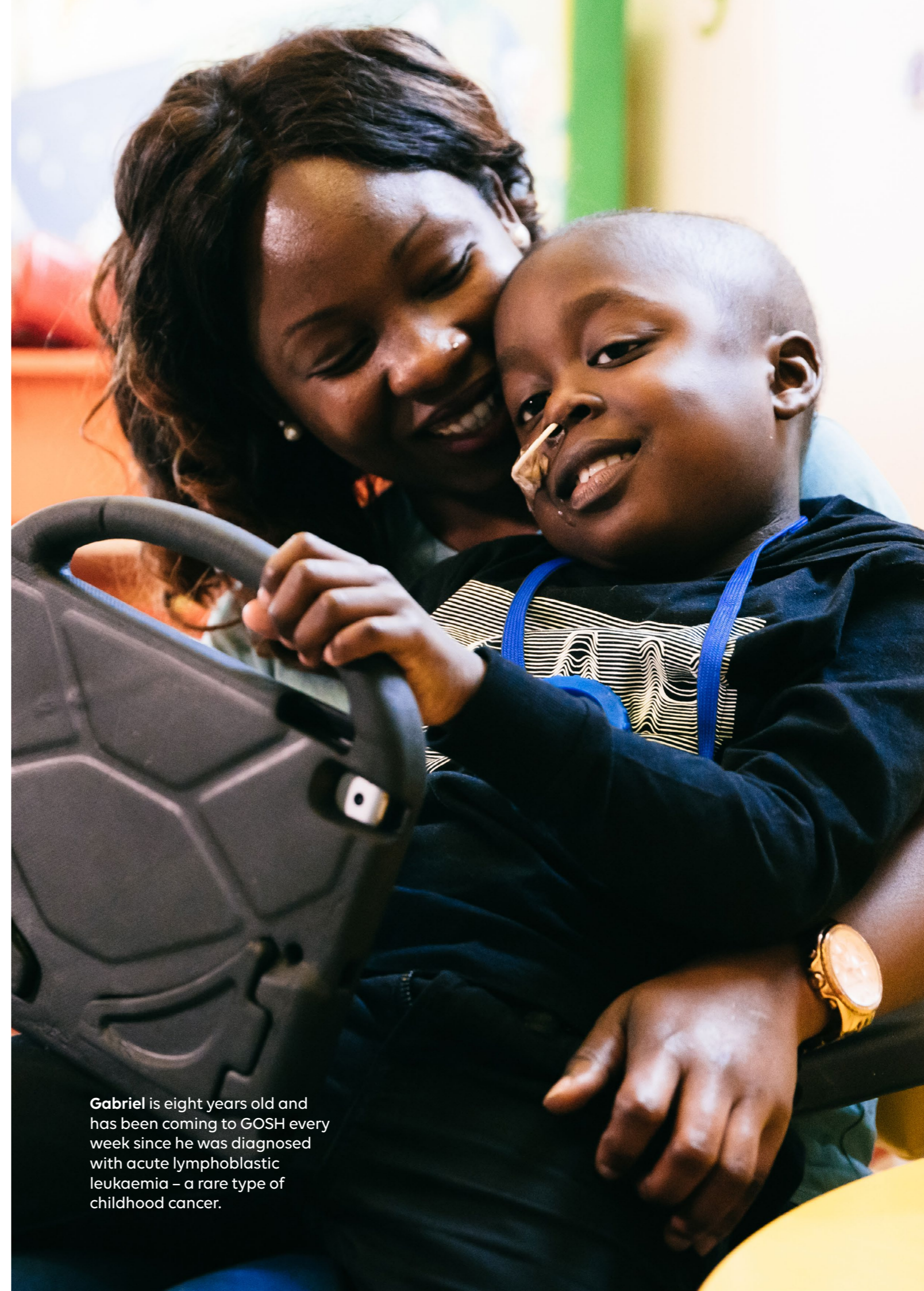
## How will we measure our impact?

Our overall vision is to deliver the greatest possible impact to transform the lives of seriously ill children. A key priority for the first year is to develop a comprehensive impact framework so we can effectively measure how we do this.

We are already taking a more impact-driven approach with the Children's Cancer Centre, for example. We are working with clinicians and researchers much earlier on in the planning process – at the very outset – to help agree the type of change we want to see for children with cancer and using this understanding to inform the design of the building.

### Changing lives: Kayla

At two years old, Kayla was diagnosed with juvenile arthritis after being rushed from her local hospital to Great Ormond Street Hospital (GOSH). She is now 11 and will soon be discharged. Her mum Rachel said: "We were in and out of GOSH constantly. From her (Kayla's) diagnosis onwards, it became a journey of figuring out how to manage her condition and get her weight back up. We left GOSH the week before Christmas and we were then back in January. Until we got the medication right, it was a rollercoaster. The Play team was absolutely brilliant. They were her friends, and they made her feel special and as if hospital wasn't a terrible place to be. The staff are a security net and have done so much for us. They add little sprinkles of light to so many brave children's dark and difficult times."



**Gabriel** is eight years old and has been coming to GOSH every week since he was diagnosed with acute lymphoblastic leukaemia – a rare type of childhood cancer.

# Income



Our new, ambitious fundraising strategy brings together all areas of income generation under our new Fundraising Directorate. It aims to build on our past and current fundraising strengths, to respond to the uncertain external environment and to leverage the opportunities open to Great Ormond Street Hospital Children's Charity (GOSH Charity).

This new strategy aims to deliver greater sustainability in our fundraising by transforming the amount we raise in unrestricted funds so we can spend it where the need is greatest. It is only through significant investment and by diversifying and growing our income that we will be able to scale up our impact and deliver transformational change for seriously ill children. This includes fulfilling our commitment to the Children's Cancer Centre and our research programme.

Priority areas include committed giving, legacy giving and philanthropy with a focus on investment, innovation and digital transformation. Our new, ambitious fundraising strategy has a target of £900m net, which

means that it can be spent directly on research, facilities and support services for children and their families over the next 10 years.

#### Our income goals are:

- **Maximising long-term net income** to support the strategic objectives of the hospital, our commitment to the Children's Cancer Centre and our life-changing research programme.
- **Delivering sustainability in our fundraising**, giving the charity choices about how to increase its impact for seriously ill children by transforming our unrestricted funds for the duration of the strategy and beyond.
- **Focusing on the areas of greatest potential gain** and inspiring more donors and supporters to get involved and support us.
- **Investing in growing our supporter base**, innovation and digital transformation to support the new income opportunities.
- **Identifying additional income generation opportunities** outside of fundraising.

"It is also only through the generosity of our supporters that we have been able to touch and save the lives of so many children. Our new approach to fundraising builds on this commitment with its focus on nurturing and growing our donor base so that we can scale up our impact and realise our ambition. Whether it is leaving GOSH Charity a donation in a Will, signing up as a regular giver or becoming one of our fantastic corporate supporters, every pound raised will help us move closer to our goal of transforming the lives of seriously ill children."

**David Craig**, Trustee & Corporate Board Member



## Premier Inn

"Fundraising for GOSH Charity is a great way for me to bring fun to work and create opportunities for more team bonding. It provides my teams with engaging ways to work together and opens up even more opportunities to connect with our guests. Personally, it feels great to know I can make a difference. It is fantastic to see where the money goes, the positive impact it makes to patients and also all the staff that work across the hospital, as was clearly shown by the recent opening of the Sight and Sound Centre, supported by Premier Inn."

**Matt Case**, Regional Operational Manager at Premier Inn and Restaurants

## Changing lives: Riley

Patient Riley and his family cycled more than 365 miles in six weeks during lockdown, to celebrate the first anniversary of his brain surgery and raise money for GOSH Charity. His mum, Zoe, said: "It was important to us as a family to give something back. When you've been through an experience like ours, and the outcome makes such a difference and improvement to your lives, you want to be able to say thank you. Being able to raise any amount gives you the comfort that you're helping in some way."





# Partnership



**No-one can solve the toughest paediatric challenges alone, and that is why working in partnership is such an important way for us to drive forward change for seriously ill children.**

We already have a proven track record of doing this at a national and international level, and alongside a deepening of the symbiotic relationship with the hospital and the UCL Great Ormond Street Institute of Child Health, will be amplifying new and existing partnerships to deliver our joint goals.

We have identified three partner groups who are key to the delivery and success of our strategy:

- **Charities and funding bodies** – we will continue to develop existing and new partners who share our purpose. We will form alliances in key priority areas, such as cancer, and with organisations who can accelerate our research ambitions.
- **Academic, industry and corporate partners** – we will engage with partners to share talent, knowledge and expertise aiming to achieve greater impact and maximise our investments.
- **Patients, families and the public** – we will pro-actively engage with patients and their families to involve them in the work of the charity and the funding decisions we make.

## The Zayed Centre for Research into Rare Disease in Children

The Zayed Centre for Research was made possible thanks to a transformative £60m gift from Her Highness Sheikha Fatima bint Mubarak, wife of the late Sheikh Zayed bin Sultan Al Nahyan, Founder of the United Arab Emirates. The centre, where scientists and clinicians work together to fight children's rare diseases, is a partnership between Great Ormond Street Hospital, UCL and Great Ormond Street Hospital Children's Charity. The groundbreaking Centre allows us to do more for children with rare diseases both in the UK and beyond, saving lives through more accurate diagnosis and better therapies that are tailored to each individual child in a personalised approach to treatment.

### Changing lives: Kai

Kai is monitored and treated at the Zayed Centre for Research after being diagnosed with hypertrophic cardiomyopathy when he was three years old. He has since had surgery to put a pacemaker under his skin and received a heart transplant. His mum Kelly said: "Research is so important. Without research, Kai definitely wouldn't be here. There are so many patients like Kai. Without research, how would they have been able to match a heart to Kai or do the genetic testing that he needed? It's amazing."



## Morgan Stanley

Global financial services firm Morgan Stanley has been a Great Ormond Street Hospital Children's Charity partner for more than a decade, raising more than £14m and making a huge difference to the lives of children at Great Ormond Street Hospital (GOSH). As well as the Morgan Stanley Clinical Building, they have funded the installation of the Morgan Stanley Garden, a Chelsea Flower Show Gold Medal-winning Garden at the hospital to provide a sanctuary for families; family accommodation in Morgan Stanley House, a five-storey Georgian home, so parents can stay close to their children in hospital; and an activity that, together with the GOSH School, ensures that patients and siblings continue learning and developing while in hospital. Morgan Stanley staff have also given their time and expertise through projects such as the GOSH Teens Careers Festival and a mentoring programme to support future leaders at the hospital.

"The activity program has been invaluable, particularly this past year with lockdown and shielding, and her father being in hospital for seven months with COVID-19. I don't know where we would have been without these sessions!"

**Ava's mum, Kylie**



## LifeArc

In 2018 GOSH Charity announced a new joint funding scheme with LifeArc, a self-funded leading UK medical research charity with more than 25 years' experience in helping scientists and organisations turn their research into effective diagnostics and treatments. The new joint funding scheme called 'Translational Research Accelerator Grants' was made available to research active health professionals at GOSH and the UCL Great Ormond Street Institute of Child Health so they could drive forward their discoveries towards new tests and treatments for childhood rare diseases.

Many different projects have been funded through the £1m scheme. These range from research into how CAR-T therapy – which has had great success treating children with leukaemia – could also help children with brain cancer, to research into a novel treatment to correct a genetic disorder called Wiskott-Aldrich syndrome (WAS). This affects a child's immune system and leaves them vulnerable to infections, eczema and an increased risk

of developing autoimmune diseases and cancer. The new technology being researched for WAS also has the potential to be applied in a much wider range of blood disorders that require genetic correction, potentially benefitting many more children.

LifeArc Associate Director Technology Transfer and Philanthropic Manager Dr Catriona Crombie said: "LifeArc's main goal is to move innovative life science research further along its development path towards the patients who so desperately need effective treatments. LifeArc's philanthropic activity has a particular focus on rare diseases. GOSH and the ICH, with their unique patient populations, wealth of expertise and aligned goals, have been ideal partners for this project. Through this collaboration we have been able to bring our additional expertise in translational research, to ensure more discoveries are ready for the next stage, bringing treatments and cures one step closer to the children that need them."



Stanley, age nine, at the Zayed Centre for Research into Rare Disease in Children

## Working with patients and families to create a future legacy for children

Our new strategy gives us an opportunity to give the children and families we work for an even more powerful voice. Collaboration with patients and families will become more one of co-creation, as they are the partners who will help us shape and deliver the greatest impact for children, now and in the future.

This work has already started. During the development of our new charity property strategy, we consulted more patients and families than ever before. We used questionnaires and focus groups to collect both qualitative and quantitative data on parent accommodation, enabling those using the service to share their opinions about how we could improve it in the future. We also consulted the Young People's Forum, which represents patients and siblings aged 10 to 21, to capture their views too. The input from our beneficiaries at this initial stage will

help us shape the short-term and long-term parent accommodation offering within the property strategy, ensuring it delivers the best experience for children and their families in the future.

Lyn Farrugia, a Great Ormond Street Hospital parent who took part in the focus group said: "I was absolutely delighted to be part of the parents' accommodation focus group. As a family who lived in patient accommodation for two months, we had valuable insight into how it actually works, rather than how the charity thinks it works! We knew the reality of the situation and were in the best position to say what worked well and what needed developing. Family accommodation is an incredible resource and it is fantastic that the charity is continuing to develop it so that it can benefit families in the best possible way."

# The Children's Cancer Centre

**Every day, four children are diagnosed with cancer in the UK. This is often the start of the most difficult journey that these children and their families must face.**

Great Ormond Street Hospital (GOSH) treats those children with the most rare and difficult to treat cancers. And although investment in research and treatment has dramatically improved survival rates, cancer remains the most common cause of death in the UK in children aged 5–14 years.

No one should have to suffer the pain and trauma of such a diagnosis, but for a child to do so is especially cruel. That moment takes away their childhood and the freedom to dream of their future.

There is an urgent need for more innovative and gentler treatments that treat the child, not just the cancer. That is why GOSH is advancing

treatments guided by pioneering research and care tailored to each individual child.

This personalised and precise approach is the future of treatment for childhood cancer. Being able to better understand the genetics of a child's cancer makes it possible to create the most effective treatment with fewer long-term side effects. A collaboration between the UCL Great Ormond Street Institute of Child Health and University College London Cancer Institute has already led to the development of a CAR-T therapy treatment that has cured children with relapsed leukaemia.

But GOSH needs a state-of-the-art facility that will keep pace with these advancements in genetic and immune therapy, enable more space for life-changing research, and help a child on the road to recovery from the moment they are diagnosed.

**Together we can achieve this.**

"As a result of our expertise and experience in treating the most difficult and hard to treat cancers in children, our digital focus and existing partnerships, GOSH is the only centre in the UK that can bring this vision to life. But we cannot do it alone and the support of Great Ormond Street Hospital Charity and all its amazing donors are absolutely critical to making it happen. It is our most exciting and ambitious collaboration yet and will make such a difference to the lives of children living with cancer everywhere."

**Professor Darren Hargrave**, Consultant Oncologist at GOSH



Our bold and ambitious vision of a new £290m Children's Cancer Centre gives us the opportunity to create real and lasting change in one of the toughest areas of paediatric healthcare.

It will require us to raise a transformational amount of money to deliver a new world-class centre, designed with children at its heart.

It will be digitally advanced, with more space for research and the technical capability to share these research findings quickly and easily with other cancer centres across the world, benefitting children far beyond the hospital's four walls.

This will enable hospital staff to work more efficiently and facilitate a lab bench to bedside

approach that will help accelerate adoption of new innovations and models of care and provide a more seamless and integrated treatment journey.

So, while a child may have a unique, hard-to-treat cancer, they won't be alone. They will be part of a global network of research and care that produces better treatments and better lives for children across the world.

The Children's Cancer Centre perfectly captures our new ambition and is one of the key deliverables of our new strategy. It will draw on our proven track record of success while combining with our focus on research, advocacy and partnerships to create a once-in-a-lifetime appeal and a future legacy for children everywhere who are living with cancer.

# Achieving our ambition

To support the delivery of the strategy, we need to boost our ambition and drive, attracting more talent. We need to continue strengthening our transparency, accountability and effectiveness in the way we operate. These three key areas will help us achieve this ambition.

## Digital

We will make a step change in our digital capacity and capability to reach supporters, partners, patients, families and the public in an efficient and engaging way. We will use digital channels to raise money, build our brand, tell our story and reach new audiences.

"The pandemic has created many challenges for us as a charity, but it has also shone a spotlight on the importance of a cohesive digital strategy and the crucial role this will play over the lifetime of our new strategy. Enhancing our capability and capacity to improve our supporters' digital experience will be invaluable if we want to better engage patients, families, supporters and new audiences. We have already shown how innovative we can be in this space but there is so much more we can do. The new opportunities are really exciting."

**Louise Justham**, Great Ormond Street Hospital Children's Charity (GOSH Charity) Trustee and a digital expert who has held senior positions within the charity, public and commercial sectors

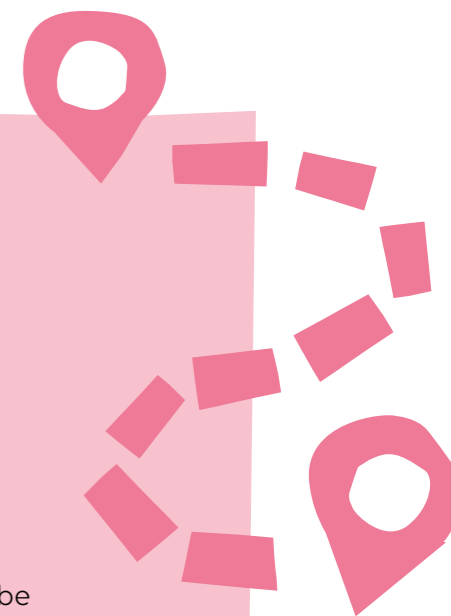


## Culture

We will be more ambitious, driven, agile and embrace change to make bold decisions. We will constantly strive to improve and learn from mistakes, creating an inclusive environment enabling people to professionally, and personally, thrive.

"Creating a diverse and welcoming culture that enables staff to be ambitious and bold is crucial if we want to deliver against our new goals. We have developed our first-ever Equality, Diversity and Inclusion strategy and action plan to help us realise this ambition and create a more inclusive workplace where everyone we work with, and for, feels like they belong. It is only by fostering the right kind of culture that staff will be able to thrive and deliver the change for seriously ill children that we all want to see."

**Wendy Honeyghan**, Deputy Director of People, Culture and Transformation

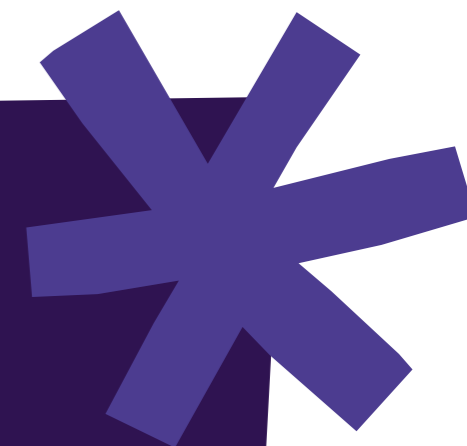


## Innovation

We will be a highly innovative charity with everyone using innovation tools to continually think differently, to develop new products and fundraising activities, improve our processes and disrupt the charity sector.

"To be a truly innovative charity we have to put the existing or potential new supporter at the heart of everything we do. This might involve conducting focus groups at mosques to develop a new fundraising idea that resonates with the Muslim community, or immersing ourselves in the world of gaming to better understand how we might engage. It is only by taking a structured approach to insight-led innovation that we will be able to push the boundaries and make our cause relevant to an even wider audience."

**Nina Oakes**, Head of Innovation at GOSH Charity



# Future dreams

We want to help the patients at Great Ormond Street Hospital (GOSH) to be whatever they want to be and achieve their ambitions.



**"When I'm older I'd like to be a teacher or fashion designer."**

**Ronan** received life-saving treatment to widen his windpipe at GOSH when he was just a few months old. Now, age 11, he visits GOSH regularly to have his airway widened by a balloon.

**"When I'm older I want to be just like Harry Kane, a professional footballer and score lots of goals and win the World Cup. I'd love to meet him one day as he is amazing."**

**Harry** was diagnosed with critical pulmonary stenosis days after his birth. Following numerous heart operations, he is now a lively nine-year-old who loves football.



**"When I grow up I'd love to compete at the Paralympics."**

Nine-year-old **Sara** received surgery at GOSH for an extremely rare condition called Currarino syndrome, which affects the spinal cord. Despite her condition, Sara was awarded 'Gymnast of the Month' at her gymnastics club two months later.



**"I love horse riding and would like to be a horse trainer one day."**

**Lily** was treated at GOSH after being diagnosed with acute myeloid leukaemia. She has since rung the end-of-treatment bell and is a keen horse rider.

**"I hope to become an author as I really enjoy creative writing."**

11-year-old **Kayla** will soon be discharged from GOSH after being diagnosed with juvenile arthritis aged two. She is now doing well and loves art, dancing and writing.





**GREAT  
ORMOND  
STREET  
HOSPITAL  
CHARITY**

Registered charity number 1160024