

# Great Ormond Street Hospital for Children

Education, Training  
and Consultancy





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## Introduction

Great Ormond Street Hospital (GOSH) is committed to sharing its expertise through the education and training of children's healthcare professionals, so that more children around the world can benefit from its work.

GOSH has a successful record of delivering education and training programmes internationally. With years of experience, GOSH believes in a sustainable model that will enable partners to achieve a local standard of expertise that parallels the service and clinical outcomes achieved at GOSH.

We actively engage with international health ministries and paediatric institutions to provide advice and support in developing local services. GOSH's dedicated faculty of experts develop bespoke training programmes that are specifically tailored to meet the training needs of its partner organisation. The team works in partnership in assessing the local training needs and devising a curriculum that will take into consideration not only the educational content, but also the duration, frequency and cost.



## Great Ormond Street Hospital

Great Ormond Street Hospital (GOSH) in London is a world-class centre of excellence with over 50 different paediatric specialities and 300 world-leading consultants under one roof. Through pioneering translational research, GOSH provides cutting-edge treatment for the rarest and most complex paediatric conditions. GOSH is rated as one of the top 5 children's hospitals in the world.



### Our mission

Our mission is to provide world-class clinical care and training, pioneering new research and treatments in partnership with others for the benefit of children in the UK and worldwide. In everything we do, we work hard to live up to our three core values:

- Pioneering
- World-class
- Collaborative working

### A world-class hospital

- We have the largest paediatric cardiac programme in the UK
- We are the largest centre for children needing brain surgery in the UK and the largest epilepsy surgery centre in Europe
- We are the third largest centre for children with cancer/leukaemia in the western world and the largest in Europe
- We are the leading centre in the world for gene therapy in children
- We are the leading centre in Europe for the management of conjoined twins
- We are one of the two largest centres in Europe for paediatric BMT with outcomes that rank with the best units worldwide. We also pioneered BMT with reduced intensity conditioning in children.





### External endorsements

- Together GOSH and the University College London Institute for Child Health represent the largest paediatric research body in Europe. For the 5 years to 2014, GOSH/ICH research papers had the highest citation impact of any of the top five children's hospitals in the world.
- The Children's Hospitals International Executive Forum (CHIEF) is a group of world leading children's hospitals. CHIEF rates GOSH as one of the four leading paediatric research hospitals in the world.
- Working in partnership with the UCL Institute of Child Health, we support the largest centre in Europe devoted to research and postgraduate teaching in children's health.
- The hospital is the UK's only specialist Biomedical Research Centre in paediatrics and is part of an Academic Health Sciences centre comprising University College London and leading hospitals in London.
- GOSH is the lead for the University College London Partners Genomic Medicine Centre, which is only one of 11 such designated centres in the UK. GOSH successfully co-ordinated the bid to become a Genomic Medicine Centre and recruit patients to the 100,000 Genomes Project. By collecting and analysing genetic samples and matching them with the symptoms and long-term outcomes associated with these conditions, the project aims to position the UK as the first country in the world to sequence 100,000 whole genomes. This will help researchers and clinicians better understand, and ultimately treat, rare and inherited diseases and common cancers.
- One of GOSH's key strategies is to provide reliable care to children the first time, every time, delivered under 'zero harm, no waits and no waste'. This approach was recognised with a British Medical Journal Berwick Patient Safety Team Award in 2014. The Quality Improvement team works in partnership with clinical teams to support, enable and empower clinical staff to continuously improve the quality of care provided to their patients.
- Research into transformation of healthcare services indicates the need to have clinicians as key players in the change and improvement process. The GOSH Enabling Clinicians in Quality Improvement and Patient Safety (EQuIP) programme was shortlisted for the Health Service Journal and Nursing Times Patient Safety and Care Awards 2014. EQuIP encourages innovation and a positive change in the culture of the NHS by training and supporting young clinicians in the quality improvements projects. There have been over 60 improvement projects, some leading to Trust-wide adoption, such as delivering on 100 per cent completion of timely discharge summaries.

# Education, Training and Consultancy Services from GOSH



GOSH has a successful record of delivering service development programmes internationally and continues to actively search for opportunities to collaborate with other paediatric institutions to build a sustainable healthcare model for children across the globe. GOSH believes in a model that will help to develop services locally through education, training, sharing expertise and transferring knowledge and information.

GOSH has a wide range of Education and Training services available, which can be tailored to the individual requirements.

We have an established referral office in Dubai and provide visiting consultants' expertise to the Gulf region. GOSH has successfully delivered nurse training programmes in the Gulf, for example, in Paediatric Nursing for Children with Cancer, and Assessment and Management of the Sick Child.

### Our approach to delivery

GOSH offers a holistic review of paediatric services, evaluating clinical effectiveness and opportunities for development, while appraising safety and the efficient use of resources when delivering the clinical service developments. Our experience is that implementation requires continual attention from dedicated personnel.

We believe a personalized approach to delivery is the most effective model to support development; it allows continuity and support from the GOSH team through the improvement period.

### Project governance

For all Training, Education and Consultancy Programmes, we establish a project board that provides performance reports to both parties. The reports include progress against objectives, data review and achievements. Senior clinical leaders will work with project managers to ensure that key milestones are achieved.

### Expert clinical support

We have 300 world-leading consultants with specialist clinical expertise in over 50 paediatric specialties to deliver high-quality patient-centered outcomes through collaboration. We play a leading role in training paediatric doctors and other health professionals, which includes training on non-technical skills (human factors). Together with London South Bank University, we also train the largest number of children's nurses in the UK. Our aim is to ensure all staff are supported in their education and training to be the best they can be.

Our faculty of professionals will offer the full range of clinical specialties together with extensive expertise in service improvement and change management. Specialist teams will be tailored to the service identified by the partner institution.

### Teaching methods

GOSH can offer a wide range of support and teaching methods delivered in various formats that will be tailored to meet the individual requirements of the partner institution. Options are agreed mutually to ensure the most effective methods are used for the identified team. Teaching methods include:



### Costs

GOSH would be delighted to provide additional information and associated costs. We look forward to hearing from you.

# Service options in detail

## Service Option 1: Service Review and Development

### Aims

The aim of the service review is to engage a team of GOSH experts to work with the local clinical and non-clinical teams to:

- Scope the service area identified by the partner
- Review the current service provision
- Provide a report recommending service development options

### Benefits

- GOSH is experienced in international service reviews and implementing the recommendations made following the scoping exercise
- GOSH can evidence success in delivering similar programmes
- Partners benefit from world class GOSH expertise in specific service areas
- Interim remote Consultant advice and support through media devices to ensure continuity and the integration of the wider GOSH team at all times for the development phase and initial delivery phase
- Access to GOSH policies and protocols
- Direct communication clinician to clinician
- Assistance with new referrals

### Service Deliverables

- Resource is dependent on the individual case
- Each visit will be tailored in collaboration with local teams but typically will contain 4 days content delivery, plus 2 days travel\*
- Associated travel and accommodation costs
- The visit content, including preparation of training materials where appropriate, will be prepared in UK by a highly specialist team with expertise from specific service areas according to a mutually agreed timetable

*\*Variable depending on the scoping outcome*

## Service Option 2: Visiting Consultant Programme

### Aims

The aim of the visits is to provide support in clinical sub specialist services. This will be delivered through a programme that includes the following elements:

- Established communication links between sites, including teleconferencing
- Patient consultations and ward round participation with local clinicians
- Specific case studies engaging multi-disciplinary teams from host hospital
- Lecture programme on pre agreed topics for doctors and non-clinical staff groups
- Allied Health professional support programmes delivered in host hospital
- Support for training and education elements
- Review of treatment protocols

### Benefits

- The visiting GOSH specialist will provide continuity and consistent support in developing local knowledge and skills to achieve clinical excellence.
- Interim remote Consultant advice and support through media devices to ensure continuity and the integration of the wider GOSH team at all times for the contract duration
- Access to GOSH policies and protocols
- Patients followed up locally, avoiding the need to travel
- Assistance with new referrals
- Developing the GOSH model
- Visiting Programmes can be enhanced through the provision of a formal education and training component (See Service Option 2)
- Visiting programmes can be enhanced by additional support such as a dedicated dietician, infection, prevention and control officer, and a pharmacist. The post holders will develop services locally by providing: input to the clinical service, review patients and advise in their management, support in the implementation any recommendations made in the GOSH reports following the service scope and input to clinical training programmes to meet local needs
- Regular clinical updates on patients treated at GOSH
- Support from clinical and non-clinical staff at our Gulf Regional Office
- Direct communication between clinicians

### Service Deliverables

- Resource is based on a number of visits to be determined per year. Each visit will contain 4 days content delivery, plus 2 days travel\*
- Associated travel and accommodation costs
- The visit content, including preparation of training materials where appropriate, will be prepared in UK by a highly specialist team with expertise from specific service areas according to a mutually agreed timetable

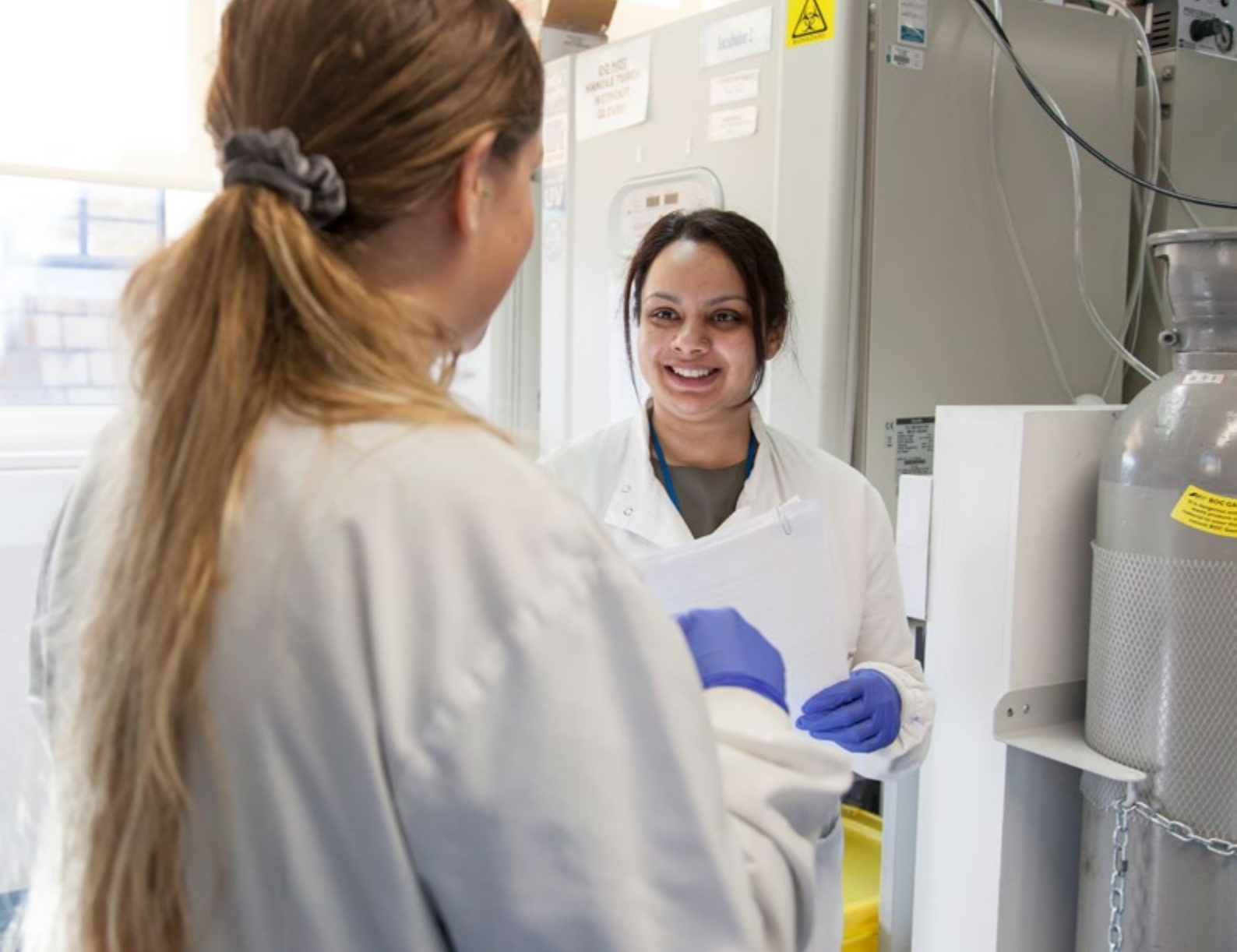
\*Variable depending on the scoping outcome

## Service Option 3: Clinical Education and Training

### Aims

GOSH has previous experience in the field of international education and training for doctors, nurses and allied health professionals. The aim of the training module is to support the delivery of an integrated multi-modal education programme for clinical and non-clinical staff that that will enhance the visiting consultant programme. This will be provided through a consultant-led programme that includes the following:

- GOSH will work in partnership with the team at the host hospital to develop a service with target quality standards and outcomes that reflect the GOSH clinical service
- GOSH will design bespoke education and training courses. An in depth Training Needs Analysis, in collaboration with the local team, would need to be undertaken to enable the detailed design and development of the programmes. Examples include:
  - Non-Medical Practice Development Programmes - blended learning, including theory, practical skills training and formal assessment of competence in both elements
  - Medical Leadership and clinical expertise through a programme of clinical support and mentorship
  - Infection Prevention and Control: What makes Good Practice
  - Medicines Management
  - Assessment and Management of the Sick Child
  - Leadership at the point of care: Clinical/service development and management
  - General paediatric medicine and skills including accountability and clinical decision making
  - Train the Trainer
- Each module will be delivered by GOSH experts (including academics, Nurse Consultants, Advanced Nurse Practitioners (ANP), Clinical Nurse Specialists (CNS), Clinical Educators, Nurse Managers and other Allied Health Professionals (AHP), with training encompassing classroom and practical training sessions
- The training curriculum will be devised by the lead nurse in Education & Training at GOSH following a needs analysis. A report with recommendations will be provided with a proposed bespoke education programme
- Deliver training programmes via in house training modules and via other forms of learning and development, including distance learning activities and reading, remote conferencing, tutorial and expert support and a range of formative and summative assessment methods
- Strong and dynamic clinical medical and nursing leadership to set, deliver and monitor high standards, excellent clinical outcomes and high quality patient care (safe efficient care which meets expectations and delivers a good patient experience)
- A motivated workforce, with the knowledge, skills and competencies required to deliver the service to agreed standards
- Effective management to ensure the service meets agreed performance and quality standards and is delivered within an agreed budget
- Access to local support from our clinical and non-clinical staff via the GOSH Gulf Regional Office
- Multi-professional collaborative team working between clinicians, managers and support services to delivered a shared vision for the service.
- A robust clinical and quality governance framework which monitors, measures and analyses systems to ensure patient safety and agreed outcomes.



### Benefits

- The host hospital will have access to a specialist education team who are experts in paediatric services
- Development of multidisciplinary service delivery, i.e. ensuring that all components of intervention and care are delivered
- Multidisciplinary peer review of all casework at team meetings e.g. formal multidisciplinary debriefing of all service users
- Staff acquire new skills, participate in decision making and take on more responsibility leading to increased job satisfaction

### Service Deliverables

- The GOSH education team will carry out a training needs assessment in advance of formalising specific training programmes to guarantee effective, quality modules and value for money
- Resource is based on a number of visits to be determined per year. Each visit will contain 4 days content delivery\*
- Each visit will consist of between 2 to 4 specialist staff from GOSH\*

\*Variable depending on the scoping outcome

## Service Option 4: Observerships to GOSH

### Aims

Observerships to GOSH will enable staff to experience GOSH first hand.

- Attachments will be available for all staff groups (including but not limited to: clinical, non-clinical, finance, administration, allied health professionals)
- There will be specified aims and learning outcomes of these attachments linked to the individual, their role and their individual learning needs. Attachment programmes will be designed and supported to meet these requirements

### Benefits

- Staff experience the GOSH model in person
- Staff develop direct links with counterparts at GOSH
- Communication between hospitals improves
- Observerships can be arranged to run concurrently after a GOSH visiting consultant

### Service Deliverables

- The duration and regularity will be agreed subject to the requirements of the partner
- A bespoke timetable will be organised in advance of the attachment that will ensure visitors experience the MDT working practice at GOSH
- Fellowships depending on outcome of discussions
- An identified clinical or (non-clinical where appropriate) supervisor will be named in advance
- GOSH will facilitate the attachments, including arrangement of flights, accommodation and associated costs; and
- Certificates of attendance will be provided for each visit
- The attachment duration will vary depending upon the staff group

## Service Option 5: Diagnostic Testing

### Aims

GOSH will work with laboratories and other diagnostic modalities to develop lab infrastructure and provide a confirmatory diagnosis service

### Benefits

- GOSH will review current service provision and identify areas for service development and collaboration
- Access to GOSH expertise, protocols and procedures

### Service Deliverables

- Protocols and procedures to send samples and images to GOSH will be implemented
- Cases will be incorporated and discussed at weekly GOSH MDT meetings
- Interim advice will be provided by named contacts at GOSH following MDT discussion
- Teleconferences can be organised with GOSH Consultant Histopathologists and other disciplines if required
- Regular liaison with Paediatric Radiologists and laboratory staff
- An internationally developed standard for diagnostic services
- Quality assurance for diagnostic testing undertaken at home institution

## Service Option 6: Referrals to GOSH

### Aims

Whilst collaborating with GOSH and during the partnership term, more complex cases may still need to come to London for more specialist treatment. GOSH will streamline referral processes for patients to London

### Benefits

- Dedicated point of contact at GOSH
- Interim reports and regular updates on longer term patients while at GOSH

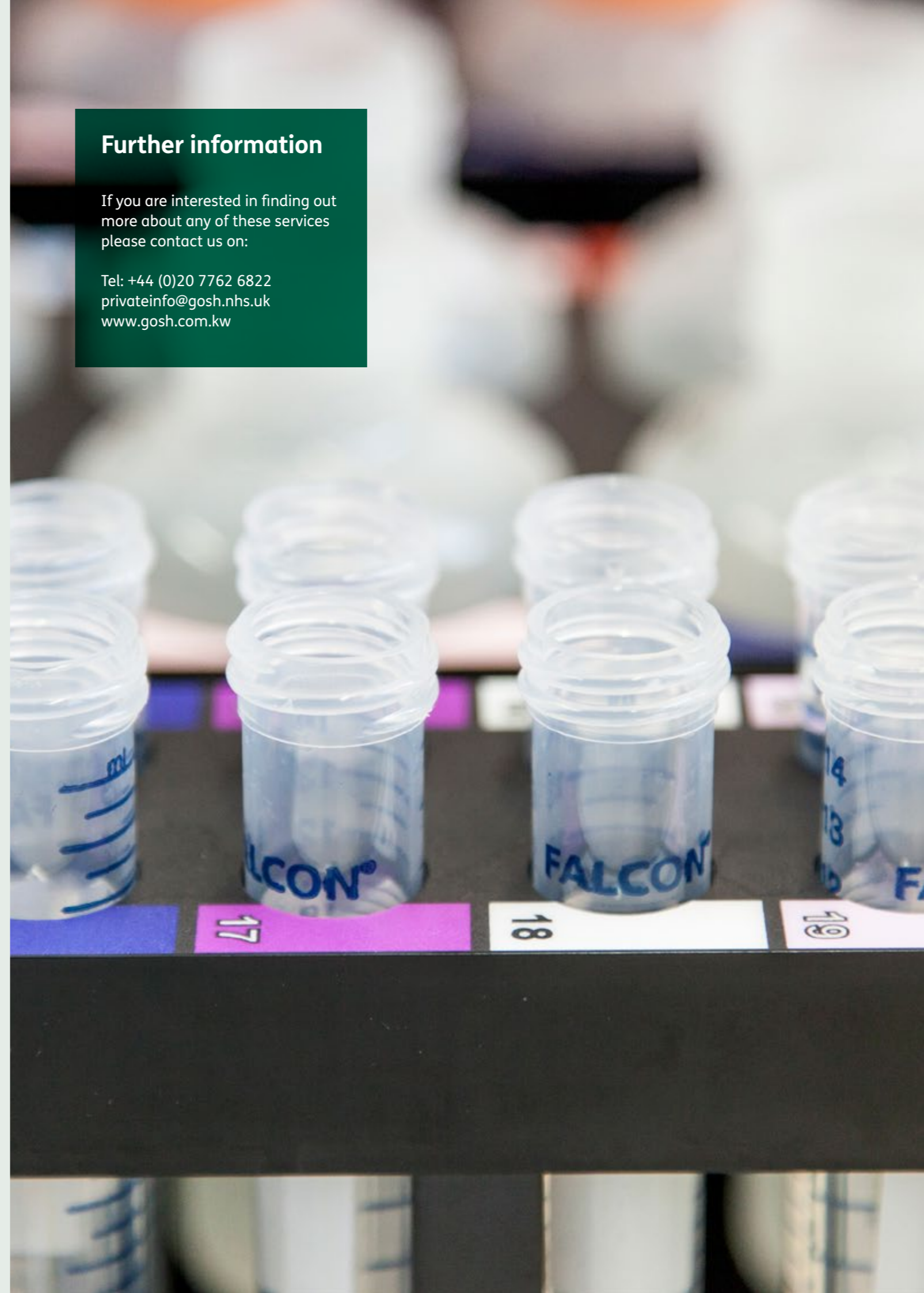
### Service Deliverables

- Continued communication between referring clinicians to ensure all parties engaged with the patient pathway are informed
- Communication will be established between referring consultant and receiving consultant at GOSH to ensure safe patient transfer and regular clinical updates during the patient's stay at GOSH
- Discharge planning communication with GOSH and receiving hospital teams

## Further information

If you are interested in finding out more about any of these services please contact us on:

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