



Florence  
Nightingale  
Foundation

# Annual Report

**April 2019 – March 2020**

11-13 Cavendish Square, London W1G 0AN

A Company Limited by Guarantee, Registration No. 518623 England

Charity Registration Numbers: 229229 England & Wales, SC044341 Scotland

**Igniting leaders, fuelling potential.**





Colonel Geoff Hall, Queen Alexandra's Royal Army Nursing Corps (QARANC), FNF Midwife Nayol Santos and FNF Nurse Ross Anderson at the Florence Nightingale Commemoration Service in Westminster Abbey, London, 15<sup>th</sup> May 2019.

The Procession of The Lamp at The Florence Nightingale Commemoration Service at Westminster Abbey, London, 15<sup>th</sup> May 2019.



The Aspiring Nurse/Midwife Director Scholars 2018/19 at The Presentation of Scholars' Certificates, Law Society, London, September 5<sup>th</sup> 2019.



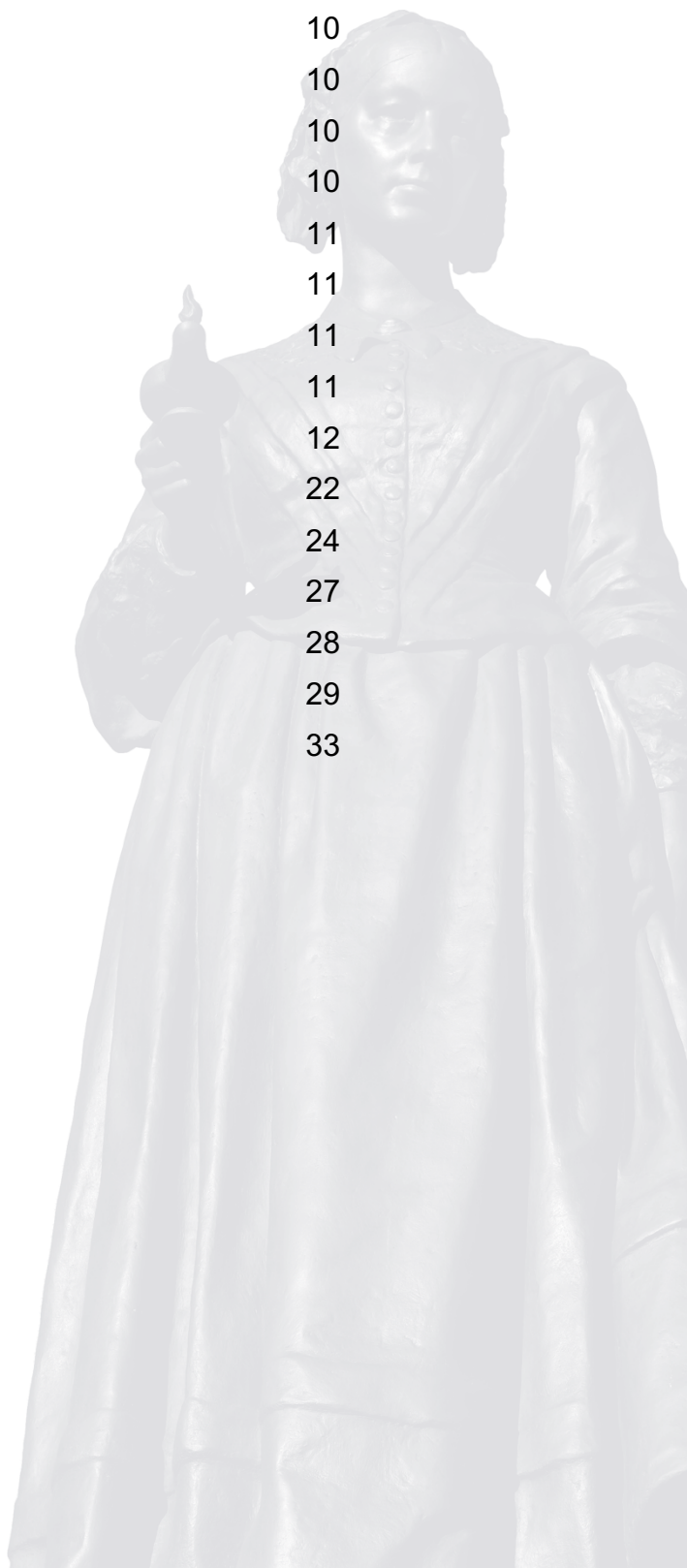
FNF CEO Professor Greta Westwood, Secretary of State for Health Rt. Hon Matt Hancock and FNF Scholar Lizzie Bessell at The Year of the Nurse and the Midwife and launch of FNF Academy event, House of Lords, London, 16<sup>th</sup> January 2020.

# Contents

♥ Legal and Administration Information	5
♥ Chair's Introductions	7
♥ Chief Executive's Report	8
♥ Trustees' Report	10
♥ About the Foundation	10
♥ Aims, Objectives and Activities	10
♥ Our Vision	10
♥ Our Mission	10
♥ Our Values	11
♥ Our Promise	11
♥ Public Benefit	11
♥ Strategic Plan	11
♥ Activities and Performance	12
♥ Financial Review	22
♥ Fundraising	24
♥ Governance and Risk	27
♥ Statement of Trustee Responsibilities	28
♥ Report of the Independent Auditor	29
♥ Annual Accounts	33

**“ For us who nurse, our nursing is a thing which unless we are making progress every year, every month, every week, take my word for it, we are going back... ”**

Florence Nightingale



# Legal & Administration Information

## Year Ended 31 March 2020

<b>Royal Patron</b>	HRH Princess Alexandra The Hon Lady Ogilvy KG GCVO
<b>Patrons</b>	Sir Robert Francis QC Baroness Audrey Emerton DBE, GCStJ, FRCN (from September 2019)
<b>President</b>	Baroness Watkins of Tavistock
<b>Vice Presidents</b>	The Rt Hon Lord Remnant CVO FCA Mr Bryan Wilson Miss Theo Noel Smith (until September 2019)
<b>Honorary Vice Presidents</b>	Mrs Mary Spinks CBE Mr Geoffrey Walker OBE
<b>Chair</b>	Dame Yvonne Moores DBE
<b>Vice-Chairman</b>	Mr Andrew Andrews MBE
<b>Treasurer</b>	Mr Colin Reeves (until March 2020) Mr David Hulf (Acting from March 2020)
<b>Trustees</b>	Mr Peter Siddall Mr Edward Libbey Professor Dame Jill Macleod Clark DBE Colonel Sharon Findlay Angela McLernon Dr Joan Myers OBE (from September 2019) Rhiannon Beaumont-Wood (from September 2019) Professor Aisha Holloway (from December 2019) Mr David Hulf
<b>Key Management Personnel</b>	
<b>Chief Executive Officer</b>	Ms Ursula Ward (until September 2019) Professor Greta Westwood PhD RN (from September 2019)
<b>Director of Academy</b>	Dr Gemma Stacey (from January 2020)
<b>Chief Financial Officer</b>	Spriha Dutt (until March 2020) Andrew Thomas (from July 2020)
<b>Head of Finance:</b>	Andrew Williams (from March to July 2020)
<b>Director of Communications, Marketing and Events:</b>	Aysha Awan (from January 2020)

## Florence Nightingale Foundation Annual Report 2019-2020

<b>Auditors:</b>	Sayer Vincent (from July 2019) Invicta House 108-114 Golden Lane, London EC1Y 0TL
<b>Bankers</b>	Coutts & Co 440 The Strand London WC2 0QS  CCLA Charity Funds 80 Cheapside London EC2V 6DZ
<b>Registered Office</b>	Deans Mews 11-13 Cavendish Square London W1G 0AN
<b>Charity Number</b>	Registered in England and Wales with Charity Reg No. 229229 and in Scotland with Charity Reg No. SC044341
<b>Company Number</b>	518623 incorporated in England



## Chair's Introductions

What a year we embarked upon, full of plans, ambitions and excitement as we went into 2020 and the celebrations of Florence Nightingale's 200th birthday, but which ended in lockdown due to the coronavirus pandemic.

I acted as Executive Chair until September 2019 when Professor Greta Westwood was appointed as the Chief Executive. Our very warmest congratulations to Greta. The Board agreed to a 5-year plan and financial strategy which included the establishment of the Florence Nightingale Foundation Academy with the aspiration to become the "go-to" service for leadership development, knowledge transfer and the provision of expert, well-informed opinion and advice on issues that impact on patient care and experience.

The World Health Organisation designated 2020 as the Year of the Nurse and Midwife in honour of Florence Nightingale's bicentenary. Work was undertaken throughout the year to plan events to celebrate and ensure her legacy continues to have an impact on nursing and health care throughout the world. The main events this year were firstly another very successful commemoration service in Westminster Abbey in May, attended by Her Royal Highness Princess Alexandra. On 16th January in The House of Lords, our President Baroness Mary Watkins hosted an event to mark the start of the 200th birthday celebrations and the launch of the Foundation's Academy. This was attended by the Rt. Hon Matt Hancock, Secretary of State for Health and Social Care, and Sir Simon Stevens, Chief Executive of NHS England. On 27th February an event launched the FNF Alumni Network, created to engage and support all our scholars.

There have been several changes in the Board members throughout the year. Sadly, Colin Reeves, our Treasurer for nearly 9 years, resigned in January and I thank him warmly for the tremendous commitment, expertise and hard work he has given to the Foundation over this long period and wish him well in the future. I am delighted that David Hulf has been approved as Acting Treasurer. Neslyn Watson-Druee also resigned and again I appreciate her involvement during her tenure on the Board. The Foundation welcomed Joan Myers, Rhiannon Beaumont-Woods and Professor Aisha Holloway who all bring a wide range of skills and importantly key links with Wales and Scotland as the Board continues to ensure our impact and influence is across the whole of the UK.

Sadly, in March the impact of the coronavirus pandemic led to the suspension of our activities and the staff working from home. However, under Greta's excellent leadership, although key events have been cancelled or postponed, the team have developed and implemented new and important initiatives to support nurses and midwives on the front line and planned the Florence Nightingale White Rose Appeal to fundraise.

My deepest appreciation to all our supporters, colleagues and partners, and our executive team.

A handwritten signature in blue ink that reads "Yvonne Moores". The signature is written in a cursive style.

**Dame Yvonne Moores**  
Chair



## Chief Executive's Report

I was appointed as the new Chief Executive Officer in September and together with my team have had a very exciting and busy six months, not only delivering the operational plan but importantly planning the events to celebrate Florence's bicentenary year.

Our Scholars and the beneficiaries of our leadership programmes remain the priority of our work. I am so proud of their commitment to improving not only their careers as nursing and midwifery leaders but also of course to improve health and patient outcomes. All report the huge benefits our programmes have for them both professionally and personally. We now enable leadership development opportunities for nurses and midwives across the career pathway, from newly registered nurses and midwives to Executive Directors. We proudly continue the Windrush Scholarships and Windrush Leadership Programme for nurses and midwives from a Black, Asian and Minority Ethnic (BAME) background and are grateful to Health Education England as our sponsor for this work.

Our scholarship programmes are now more than ever in demand. Applications for 2020 scholarships rose by 65% when compared with 2019; 142 to 235 applications for 74 places. Thirteen per cent of all scholarship applications were from nurses and midwives from a BAME background and of these 39% were awarded scholarships.

Our leadership programmes included Community Nurses, Windrush Nurses and Midwives, Georgia USA Doctoral Nurses, Sandra Charitable Trust South East Nurses and Midwives, NHS South East Midwives, Queen Alexandra's Royal Army Nursing Corps, CNO England Shared Governance and Nursing Associates. The first international leadership programmes were delivered in February, in Doha, to 30 Qatar Young Nurses and 10 Executive Nurses. 43.5% of all leadership programme places awarded were for nurses and midwives from a BAME background.

Much of the focus in 2019/20 has been to plan and develop the Florence Nightingale Foundation (FNF) Academy since its concept was approved by the Board in June 2019. Both a Director of Academy and Head of Policy were appointed and have been working with multiple stakeholders to develop the plan for our policy work.

To celebrate the start of Florence's bicentenary we launched the FNF Academy at the House of Commons on 16<sup>th</sup> January 2020. The Secretary for Health and Social Care, the Rt. Honourable Matt Hancock and the Chief Executive of NHS England, Sir Simon Stevens were our special guests. Over 100 guests attended and heard a very moving speech from a 2019 Emerging Leader Scholar, Lizzie Bessell, about the vital work our scholars undertake to improve patient and health outcomes.

The Florence Nightingale Commemoration Service in Westminster Abbey was held on 13<sup>th</sup> May. This year we also celebrated with The Cavell Nurses Trust, to honour Edith Cavell, 100 years after her body was returned from Belgium to be buried in Norwich Cathedral. Due to the timing of the Abbey service, we were sadly unable to host the Students Day but were delighted to welcome the Student Nurses from the University of Hertfordshire who processed in the Abbey with the Guild of Nurses and the FNF Clinical Professors of Nursing. Everyone remarked what a memorable and uplifting day it was!

To increase the visibility of the Florence Nightingale Foundation, I appointed a Director of Communications, Marketing and Events in January 2020. A communications plan was developed to ensure the greatest visibility and far-reaching impact of our work.



## Florence Nightingale Foundation Annual Report 2019-2020

The planning of the Nightingale 2020 international conference was overseen by a multi-partner steering group with CNO representation from all four UK countries and Ireland. The conference organisers were procured, the website launched, and the Scientific Committee shortlisted over 900 abstract submissions to plan the 2-day conference agenda.

One of my priorities as CEO was to ensure the Foundation started to become a digital organisation and so become paper-free. We procured and implemented a Central Record Management (CRM) software, Salesforce, to create the Alumni database. The database now contains 1,300 consented alumni members. Following this success, the FNF Alumni Communities exclusive portal was launched on 27<sup>th</sup> February 2020 at a very well attended FNF Alumni event.

On 16<sup>th</sup> March due to the coronavirus pandemic, the team left London to work at home. We had to cancel or postpone all our planned activities, in particular the ongoing leadership programmes, the start of the 2020 Scholars' year including their residential programmes and all Florence Nightingale bicentenary events including the Westminster Abbey service and the Nightingale 2020 conference. The team, before the end of March, had refocused its work and developed, tested and sought funding for the Nightingale Frontline Leadership Support Service, the Foundation's response to COVID-19. It is a remote, facilitated small group emotional wellbeing support service for nurses and midwives working on the frontline, caring for people affected by COVID-19. Additionally, the team also developed a public fundraising appeal, Florence Nightingale White Rose Appeal, to be launched on her bicentenary, 12<sup>th</sup> May 2020.

I welcomed Sema Gornall; Alumni Manager, Dr Gemma Stacey; Director of the FNF Academy, Aysha Awan; Director of Communications, Marketing and Events, Lottie Phillips-Girling; Head of Policy, Phoebe Hollings; Office Manager and Executive Assistant. Sharon Thomas' role was refocussed to become Scholarship and Leadership Programme Manager. I said goodbye to Susanna Mead, Head of Corporate Affairs and Lottie returned to the Princess Mary's Royal Air Force Nursing Service (PMRAFNS) to support during the coronavirus pandemic.

I wish to thank all our sponsors who enable us to carry on with our work and continue to maintain Florence's legacy. Without this support, we would simply be unable to do what we do.

I would also like to thank the Board of Trustees for their ongoing commitment and support, who give their time most generously to support me and the activities of the Foundation. I have had an amazing first six months as the Chief Executive.



**Professor Greta Westwood**  
**Chief Executive Officer**

# Trustees' Report

## About the Foundation

Florence Nightingale is undoubtedly the world's most famous nurse and her influence and legacy continue to affect the world today. When Florence died in 1910 at 90, the international nursing community wished to pay tribute to the life and work of this great nurse. At the International Council of Nurses (ICN) Congress held in Cologne in 1912, Mrs Ethel Bedford Fenwick in her speech at the final banquet proposed that 'an appropriate memorial to Florence Nightingale be instituted'. She envisaged an educational foundation which would enable nurses 'to prepare themselves most fitly to follow in her footsteps'. However, due to the 1914-1918 world war, it was not until 1929, at the ICN Grand Council in Montreal, that the memorial proposal was activated. The Florence Nightingale Foundation was subsequently established in 1934.

The Florence Nightingale Foundation operates in England, Wales, Northern Ireland and Scotland.

## Aims, Objectives and Activities

The Florence Nightingale Foundation is an independent charity set up to be a living memorial to Florence Nightingale by advancing the study of nursing and by promoting excellence in nursing, midwifery and health visiting practice.

The Foundation aims to improve health, clinical outcomes and patient experience, through building nursing and midwifery clinical and research leadership capacity and capability. It does this by enabling nurses and midwives, our scholars, to access sophisticated and bespoke leadership development opportunities, both in the UK and overseas, tailored to the scholar. The bespoke leadership development programmes ensure the Foundation's offer remains unique and highly sought after. All of our scholars describe the experience with the Foundation as 'life-changing' both professionally and personally. This has given them the confidence to lead with integrity, challenge when they may not have done so previously, and importantly recognise that by staying within their professions they love, they can make a real difference to patient care and health outcomes.

## Our Vision

To be the leading scholarship provider for nursing and midwifery leadership development, recognised for influencing breakthroughs in health and social care policy and practice on a national and global level.

To be 'the go-to place' for professional opinion and debate, a recognised academy for healthcare thought, a voice for nursing and midwifery. Our scholars, our professoriate and our alumni will seek all opportunities to influence healthcare policy and practice.

## Our Mission

To pioneer change and improvements in patient and health outcomes, through nursing and midwifery clinical and research leadership, honouring Florence Nightingale's legacy.

## Our Values

**Care:** We care for nurses and midwives and this is at the heart of what we do. Like Florence Nightingale, we have an overriding instinct to enable nurses and midwives to be better and discover new ways to improve patient care and health outcomes.

**Challenge:** We challenge norms and non-evidenced based nursing and midwifery practice. We promote transparency and lead communities to ignite change for the better. We use Florence's legacy as leverage to intelligently influence those around us, unafraid to challenge the status quo when needed.

**Nurture:** We nurture our scholars and provide the tools, confidence and knowledge they need to lead change and influence those around them.

**Promote:** We promote courageous leaders who discover new ways of working and forge a path to impact policy and practice at local, national and international levels.

**Partner:** We develop enduring relationships with the nursing and midwifery communities.

## Our Promise

**We will:**

**Select** the very best talent in nursing and midwifery as scholars of the Foundation. Through our bespoke leadership development programmes, we will inspire, nurture and support their future success. Our programmes are designed and delivered through partnerships with leading organisations both in and outside of health and social care.

**Connect** nurses and midwives to become the positive voice of nursing and midwifery.

**Shine** a light on nurses and midwives and their practice. We will commemorate Florence's legacy and the impact she had on today's nursing. We will support new research to generate new knowledge, communicate and celebrate our achievements and the impact our work has on improvements in health and social care.

## Public Benefit

In setting and supporting the FNF's strategy and business plan, the members of the Board continue to give careful consideration to the Charity Commission's general guidance on public benefit.

## Strategic Plan

The FNF strategic goals were set out in the 2018-22 Strategic Plan. They are:

1. **Demonstrate Impact** – Ensure our important work, and that of our nursing and midwifery scholars, is published to facilitate adoption by others, enhance the impact and raise the profile of the Foundation.
2. **Increase National and Global Reputation, Visibility and Reach** – Develop our position and brand as a credible voice of nursing and midwifery practice to ensure The Florence Nightingale Foundation is a household name.

- 3. Influence Policy and Practice** – Support and develop nursing and midwifery clinical and research leaders to create the evidence base to change clinical practice and influence healthcare policy.
- 4. Grow and Sustain** – Secure and increase the financial position of the Foundation

To deliver the strategic plan the FNF will continue as the principal nursing and midwifery leadership charity that is recognised and valued for its expertise in developing leaders, impacting patient and health outcomes through clinical excellence and influencing policy and practice. To deliver this strategic plan, the FNF has continued to develop as an agile organisation and continues to seek additional funding. It recognises the significant contribution of existing funders as well as identifying and developing new, diverse and sustainable sources of funding. Specific activities undertaken to date to achieve the objectives of completing the FNF strategic plan are set out in 'Achievements and Performance' below.

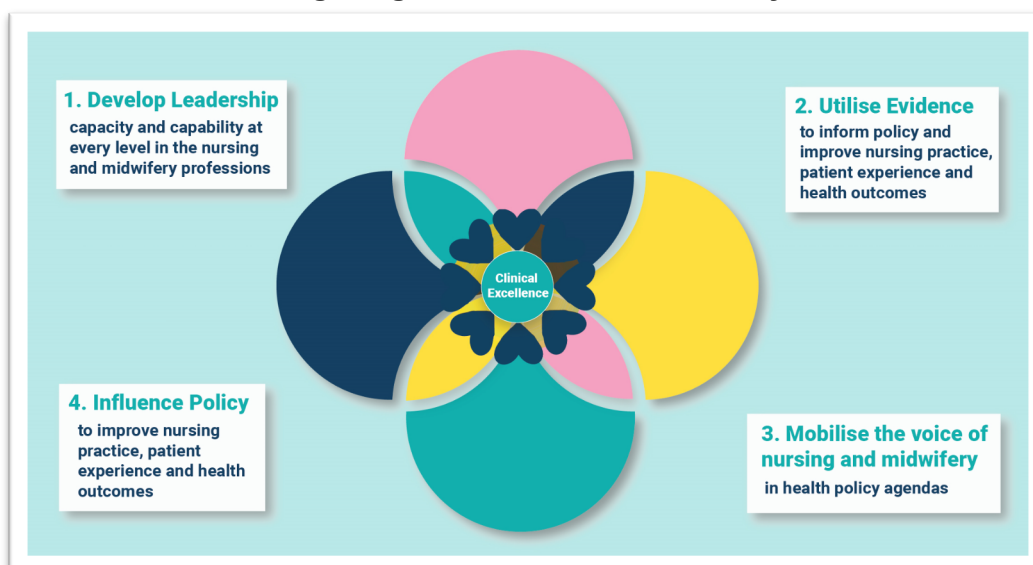
## Achievements and Performance

The Foundation continues to provide a range of leadership development programmes and scholarships, an alumni network, support for research and clinical academic careers and, most recently, the establishment of a policy unit. The FNF Board of Trustees agreed in June 2019 to establish The Florence Nightingale Foundation Academy designed to facilitate a more integrated approach to managing this growing portfolio and to bring focus and drive to delivering the strategic goals. The Academy was launched at the House of Lords on 16<sup>th</sup> January 2020. The vision of the Academy is to become known as an independent 'go-to' service for leadership development opportunities, identifying and exploiting evidence, and the provision of expert, well-informed opinion and advice on issues that impact on patient care and experience. At the heart of its agenda is the promotion of clinical excellence. The FNF is achieving this as it grows the alumni community through the expansion of leadership development provision into a critical mass of over 1,300 FNF alumni and creating platforms for them to influence at a policy level.

The aims for the Academy (Figure 1) are to:

- Develop Leaders
- Utilise Evidence
- Influence Policy
- Mobilise the voice of nursing and midwifery

**Figure 1: Aims of the Florence Nightingale Foundation Academy**



## Develop Leaders

### 2018/2019 Scholars

The completion date of the 2018/2019 Scholarships has been provisionally extended from March 2020 to October 2020 as a result of the COVID-19 pandemic. Several Scholars were unable to attend their bespoke elements due to provider cancellations and clinical commitments. We are offering high levels of flexibility with the deadline for the submission of the project abstract and publication arising from their scholarship. To date, nine Scholars have outstanding budgets and we are unable to report on scholar satisfaction and impact at the current time due to the extended completion date.

### 2020/2021 Scholars

#### 2020/2021 Scholarships Applications

The recruitment and selection of the 2020/2021 commenced in November 2019 and was completed in February 2020. A total of 246 applications were received. Appendix 1 shows the number of applications received and offered by each scholarship type. It indicates the Emerging Leader Scholarship group received significantly more applications this year (116) than the other two scholarship groups. There was a reduction in applications to the research scholarships/internships, however, our criteria were more restrictive to align with the FNF Clinical Professors' research programmes.

Applicants remain predominantly female nurses (85%) from England (89%). Total applications from people from a BAME background was 13% which is 7% below the national NHS workforce percentage. This is an area to actively address in the 2021/2022 scholarship recruitment process.

#### 2020/21 Scholarships Awarded

Appendix 1 shows that the demographic characteristics of 65 Leadership Scholars, 5 Research and 4 Travel Scholars awarded relative to the number of applications and show no groups were disproportionately offered. This is evidence that a non-discriminatory approach to selection has been undertaken. However, as a result of the predominance of applications from female nurses based in England from non-BAME groups, scholarships awarded also demonstrates this trend.

### Commissioned Leadership Programmes Delivered 2019/2020

Applications to the FNF competitive leadership programmes were high for both Nursing Associates and Windrush programmes. Fewer applications were received for the programmes funded by Health Education England Kent Surrey and Sussex due to the limiting regional funding and the programme information was not sufficiently cascaded to clinical areas. 272 nurses and midwives attended leadership programmes in 2019/20 (Appendix 1, Table 1). It is intended to plan the mechanism for regional engagement before advertising the programmes in the future. This is important to ensure the most committed and talented individuals are selected to the FNF leadership programmes enhanced by a competitive recruitment process.

### Plans for 2020/2021

The 2020/2021 Scholarships will be launched in April via a webinar. Presentations will be given by the FNF CEO, Director of FNF Academy, the FNF Associates inputting into the programme and a range of bespoke leadership development providers. All scholars are signed up to the FNF "communities" platform which will be utilised to enable continuous dialogue including networking, Q&A and short video posts from our FNF alumni.

## Florence Nightingale Foundation Annual Report 2019-2020

The face to face aspects of the FNF input is provisionally rescheduled for the Autumn. The deadline for spending the scholarship budget has been extended to October 2021 to account for the delayed FNF content and lack of opportunity to access external leadership development provision.

The FNF Academy will aim to deliver 20 cohorts of leadership programmes in the 2020/21. Appendix 1, Table 2 identifies the 12 cohorts which have already been commissioned. Recruitment and delivery in quarter 2 will be undertaken using remote methods. There are further proposed programmes in the pipeline.

The aim is to increase the number of programmes which can be offered UK wide or specifically to Welsh, Northern Irish and Scottish nurses and midwives. The Director of Academy is actively cultivating relationships to facilitate the achievement of this aim.

With the introduction of FNF Digital Nursing and Midwifery Scholars in this scholarship year, there will be an increased focus on digital healthcare leadership provided by CHIME (<https://chimecentral.org/international/>). This input will be mandatory for our Digital Scholars but also open to all our Scholars and Alumni in the form of a bespoke Digital Academy.

### **Nightingale Frontline Leadership Support Service**

This service was developed in response to the COVID-19 pandemic as a method of responding to the leadership support needs of the professions and will be launched in April 2020. The service offers remote co-consulting sessions, facilitated by FNF Associates and alumni and delivered via a video conferencing platform.

The service is funded by individual NHS hospital charities at the request of the Chief Nurse. We aim to provide 620 sessions in 2020/21. Nightingale Frontline will, therefore, support 3,720 nurses and midwives during and after the COVID-19 pandemic.

A formal evaluation of the service will be conducted by FNF alumni who are members of the RCNi Research society.

There is potential for the service to continue as a commissioned offering as it enables a higher volume of nurses and midwives to have access to FNF leadership development.

## **Goal 1: Demonstrate Impact**

We are collecting the publications of our scholars and showcasing them throughout our networks and social media. We will develop an online library of their work for wide dissemination.

146 (54%) of the 272 leadership programme participants completed the end of programme evaluation. The overall satisfaction rating averaged 4.8 out of 5, thus indicating a consistent and extremely high level of satisfaction. The quality of facilitation was consistently evaluated as high including all FNF staff and Associates. Areas for improvement relate to the timeliness of dates and locations of the programme which we have identified as an area for quality assurance going forward.

Most interestingly the open comments demonstrate the impact on the participant in terms of confidence, perception of self and future opportunities. The quotes below are just a few examples to illustrate this impact.

### **Confidence**

*"I have felt reignited to continue to grow as a leader and the skills taught will increase my confidence and ensure that I am resilient to change and bring my team on the same journey."  
(Army Programme Participant)*

*This programme was a boost in my confidence and a treat of self-care and self-awareness”.*  
(Learning Disability Programme Participant)

### **Perception of Self**

*“I have put myself in scenarios which were out of my comfort zone but from doing this I have gained techniques and skills which I can take back into practice. I feel incredibly lucky to have been given a place on this programme and it has changed me in ways I didn't imagine. Life-changing. What a fantastic opportunity”.*  
(Nursing Associate Programme Participant)

*“I feel empowered, fuelled up to rise up and get beyond the barriers. I will no longer underplay who I am true. For so long I have felt discouraged to even apply for some jobs because of dismissing myself. The residential course days have seen a change to what I am going to be doing now. I am going to invest in myself big time by finding a mentor and coach”.*  
(Windrush Programme Participant)

### **Future Opportunities**

*“I have had the opportunity to even meet the Deputy Director and our area matron and also participate in the Trusts' collaboration work with the Jamaican exchange programme. I am sure this is not the first and last activity to be involved in but the start of the many activities”.*  
(Windrush Programme Participant)

*“I have gained supportive mentorship and senior guidance. Thus, I have gained further appreciation and recognition from my senior colleagues after a short period just by using QI tools to express my ideas on improvement strategies”.*  
(Midwife NHS 70 Programme Participant).

Additional evidence supporting the Demonstrate Impact goal are shown in the work of the FNF Academy and Appendix 3 – FNF Clinical Professor Publications and Appendix 4 – FNF Clinical Professor Presentations

## **Goal 2: Influence Policy and Practice**

The FNF Academy received seed funding from NHS England to support the work of its internal policy unit. This allowed the FNF to appoint in September 2019 a Head of Policy. The post holder was on secondment to the FNF and the role came to an early end when the role holder, nurse returned to practice to support the COVID-19 response. There are no current plans to recruit to the Head of Policy role as the Director of Academy will absorb this activity for the time being. Monthly meetings are now established with the NHS England Policy Team where the scope of activity is identified and reviewed

Progress has been made in the following areas:

### **Learning Disability Nursing**

A joint letter of invitation has been sent to FNF Learning Disability (LD) nursing alumni from NHS England (NHSE) and Health Education England (HEE) to offer:

- Membership of a virtual reference group to help shape and inform the developing national LD nursing strategy/plan work that's underway.
- Expert consultation on workforce strategy as a member of an NHS England LD Nursing symposium
- Personal experiences of learning disability careers for HEE website and National “harvest” event

HEE and NHS England are aware of the future LD leadership development programme and will contribute to the delivery of the programme to ensure our participants are offered a platform to influence national policy from the outset.

## **Mental Health Nursing**

The FNF Academy have provided feedback on the initial draft of the HEE All England Plan for Mental Health Nursing. There is a commitment to further commissioned work which will involve the MH Nursing FNF alumni forming an expert virtual reference group.

## **Continence Care**

This programme of work is being led by an FNF leadership scholar alumna in collaboration with HEE, NHS England and FNF. It aims to develop a national public campaign to increase awareness of continence issues and develop the leadership potential of nurses and midwives who are continence care specialists. A proposal for a commissioned leadership programme provided by FNF has been submitted to HEE however its consideration was delayed as a result of COVID-19.

## **Digital Nursing and Midwifery Leadership**

The 2020/2021 Digital Leadership Scholars (n=13) have been invited by the Chief Nurse Information Officer, NHSX, to lead on establishing a digital nursing and midwifery network. The network will provide external thought leadership which will inform the implementation of the national strategy. A proposal is currently being considered by NHSX for FNF to be commissioned to host this national digital nursing and midwifery network.

## **Utilise Evidence**

Using evidence to inform practice is an area of activity that will in 2020/2021 via FNF research partnerships with established and reputable research groups. Our role will be to provide a vehicle for practice to inform research and the rapid translation of research into practice. Our contribution will be fully acknowledged in reports and publications and cost appropriately into research funding applications. Early progress has been made with:

- Kings Fund
- RCN Research Society
- Workforce Organisation Wellbeing Research Group (University of Surrey)

## **Plans for 2020/2021**

Future policy activity will be undertaken on a commissioned basis. This will enable us to use the FNF Associates model to contract with people with the appropriate skills to undertake the defined project on a fixed-term basis.

## **Goal 3: Increase National and Global Reputation, Visibility and Reach**

Much effort has been made in 2019/20 to increase the FNFs reputation, visibility and reach. A Manager of Alumni Relationships and a contract Grants Writer were both appointed in June 2019. A director of Communications, Marketing and Events was appointed in January 2020.



## Alumni Events

On the 14<sup>th</sup> November 2019, The Florence Nightingale Foundation (FNF) hosted its first-ever Alumni Reunion & Networking Reception for 2014, 2015, 2016 and 2017 Scholars.

This was followed by a second reunion on the 5<sup>th</sup> December 2019 for 2010, 2011, 2012 and 2013 Scholars. Both events helped to establish a committed alumni network that has continued to grow since these reunions.

On the 27<sup>th</sup> February 2020, FNF officially launched the alumni community with a special event held in London. Special guest speakers included Sir Robert Francis QC and the first Chief Midwifery Officer for England, Professor Jacqueline Dunkley-Bent OBE.

## Media and Trade Press

Both the Chair, Dame Yvonne Moores, and CEO, Greta Westwood were featured in trade publications including:

Greta Westwood wrote a special op-ed for the Nursing Times in May 2019 about nurses leaders: <https://www.nursingtimes.net/opinion/all-nurses-are-leaders-they-are-leaders-at-the-point-of-care/7028803.article>

Greta Westwood also write a blog for NMC in June 2019 about the importance of having nurses' voices heard mirroring our organisational objectives to give nurses and midwives a voice through our programmes:

<https://www.nmc.org.uk/news/news-and-updates/blog-strengthening-our-voice-to-lead/>

Dame Yvonne Moores was interviewed by the British Journal of Nursing in June 2019: <https://florence-nightingale-foundation.org.uk/dame-yvonne-moores-florence-nightingale-foundation-what-next/>

An exclusive interview has been published by the Nursing Times with Dame Yvonne Moores in July 2019

<https://www.nursingtimes.net/news/policies-and-guidance/exclusive-yvonne-moores-says-nurses-need-a-stronger-voice-05-07-2019/>

## Events and Communications Overview

### May 2019

The Florence Nightingale Commemoration Service in Westminster Abbey was held on 15<sup>th</sup> May 2019. This year it was celebrated with The Cavell Nurses Trust, to honour Edith Cavell, 100 years after her body was returned from Belgium to be buried in Norwich Cathedral. Due to the timing of the Abbey service, sadly it was not possible to host Students Day, but the Foundation was delighted to welcome the Student Nurses from the University of Hertfordshire to process in the Abbey with the Guild of Nurses and the FNF Clinical Professors of Nursing.

Dame Yvonne Moores attended St Margaret's Church Wellow, Hampshire for the Annual Florence Nightingale Commemoration Service on 12<sup>th</sup> May 2019.

Andrew Andrews, Vice Chair, attended Holloway Parish Church, Holloway, Derby for the Florence Nightingale Commemoration Service on 11<sup>th</sup> May 2019.

## Florence Nightingale Foundation Annual Report 2019-2020

The Chief Executive was a guest of the British Ambassador for Spain, Madrid, the Nursing School University of Madrid, the President of the Sandra Ibarra Foundation and the Cancer Survivors Unit Fuenlabrada Hospital, Madrid. She also had the honour of presenting a “Lady with the Lamp” award to a cancer nurse.

The Foundation welcomed its first international cohort of ten nurses from Georgia College, the USA on a leadership programme.

### June 2019

The Chief Executive attended a reception at the Houses of Parliament to mark the centenary of Learning Disability Nursing.

The Chief Executive gave the key-note address at the Nurses Conference, West London NHS Trust, at Twickenham Stadium

The Chief Executive hosted two workshops at the International Council of Nurses Congress, Singapore. She was also the guest of the Defence Attaché and arranged a contingent of UK nurses to visit the Kranji War Cemetery where a short service has held to honour the nurses who died during the second world war invasion of Singapore in February 1942.



**Kranj War Cemetery, Singapore**

## July 2019

We celebrated with 110 London and 70 BAME nurses and midwives the end of their 6-month leadership programmes; NHS 70 and Windrush respectively, the first ever FNF leadership programmes for band 5 and 6 nurses and midwives. All had completed an improvement project in their clinical area. The projects were judged and the best 10 in each programme presented their work as spoken presentations and another 10 as poster presentations. All are now proud FNF Nurses and Midwives.



**NHS70 Leadership Programme: FNF Nurses & Midwives**



**Windrush Leadership Programme: FNF Nurses and Midwives**

## September 2019

We welcomed our scholars, sponsors and mentors to the Presentation of Certificates Ceremony for the 2018/2019 scholars. The Foundation is most grateful to our sponsors, without their support, we would not be able to continue to provide these most valuable scholarship opportunities, which ultimately are making a difference to patient and health outcomes.

## November 2019

The Chief Executive was a guest of the President of CHIME (College of Healthcare Information Management Executives) at the Fall Forum meeting in Arizona, USA. The relationship has enabled CHIME's support for the first FNF Digital Nurse and Midwife Scholars recruited for 2020/21.

The Chair visited Derbyshire on 4<sup>th</sup> and 5<sup>th</sup> November. Dame Yvonne was hosted by Sir Stephen Moss and John Rivers and travelled the Florence Nightingale Heritage Car Trail. She visited Cromford Bridge House, now the home of John Rivers, where Florence nursed her great Aunt Elizabeth Evans. She also visited Lea Hurst, now the home of Peter Kay, but previously the Derbyshire home of the Nightingales. Dame Yvonne, the next day, visited the Royal Derby Royal Hospital to meet and address the Chief Nurse, Chair, CEO and senior nurses followed by a walkabout throughout the hospital.

## January 2020

To mark the bicentenary of Florence Nightingale's birth, the World Health Organisation, supported by the International Council of Nurses and Nursing Now, declared 2020 as the Year of the Nurse and Midwife – a year when nurses and midwives and the vital role they play in delivering health for all would be celebrated worldwide.

The Florence Nightingale Foundation launched the Year of the Nurse and Midwife, the FNF Academy and the bicentenary of Florence Nightingale with a reception at the House of Lords, hosted by FNF President Baroness Mary Watkins. 150 guests were in attendance with special guest speakers The Rt. Hon Secretary of State for

## Florence Nightingale Foundation Annual Report 2019-2020

Health and Social Care, Matt Hancock and the CEO of NHS England and Improvement Sir Simon Stevens. Guests gathered also heard about the Foundation's plans for the new Florence Nightingale Foundation Academy.

Greta Westwood, CEO and Aysha Awan, Director of Communications, Marketing and Events met privately with the Rt. Hon Matt Hancock and secured his support and that of the Prime Minister for the 2020 Westminster Abbey Commemoration Service.

Journalists in attendance included Hugh Pym, Health Editor of the BBC, Victoria MacDonald, Health Editor for C4, Chris Smyth, Health Editor for the Times and Henry Bodkin, from the Telegraph. Trade publications Nursing Times and Nursing Standard were also in attendance and both interviewed Greta Westwood at the event. Subsequent meetings were held with C4, the BBC, The Times and Nursing Times and Nursing Standard.

Both FNF and NHS England also agreed to work collaboratively on the Sun Who Cares Wins Awards to be held in 2021, recognising the work of NHS staff.

### February 2020

The Foundation delivered its first international leadership programmes overseas for Qatar nurses in partnership with colleagues from Royal Academy for Dramatic Arts.

The Florence Nightingale Foundation (FNF) was shortlisted for an HSJ Partnership Award recognising its NHS70 and Windrush Leadership Programme in the Best Educational Programme for the NHS category. The nomination recognised the Foundation's outstanding dedication to developing leaders and improving healthcare.

The judging panel comprised a diverse range of highly regarded figures across the NHS and wider healthcare sector. To be shortlisted as a finalist for these awards, despite tough competition from hundreds of brilliant applicants, was a mark of significant achievement for the Foundation.

The nominated programmes were co-designed with FNF, NHS England and Improvement and Health Education England for band 5 and 6 (early career) nurses and midwives. The original 2 pilot programmes, NHS70 and Windrush, were delivered to 110 London and 70 BAME nurses and midwives respectively. Since the pilot, another 330 participants have undergone this programme across all nursing and midwifery disciplines.

Both programmes aimed to create a peer-to-peer learning environment to discover and explore leadership styles. They focused on facilitating learning that challenged participants to think differently about health and care leadership in a less conventional way. The FNF Nurses and Midwives reported profound life-changing experiences both personally and professionally that occurred both during and after their participation in the programmes. They developed greater self-awareness, political and emotional intelligence, enabling more effective and constructive ways of working with others.

### March 2020

FNF Chair, Dame Yvonne Moores attended a special press preview at the Florence Nightingale Museum held to launch their special exhibition, "Nightingale in 200 Objects, People and Places". Dame Yvonne was interviewed about Florence Nightingale and her legacy by international news agency Reuters <https://www.google.co.uk/amp/s/mobile.reuters.com/article/amp/idUSL8N2AY7BV>

Other media coverage in March included Greta Westwood writing an op-ed for the Nursing Times to mark International Women's Day on 8<sup>th</sup> March <https://www.nursingtimes.net/opinion/we-must-remember-all-that-florence-nightingale-contributed-to-nursing-08-03-2020/>

In March in light of the coronavirus outbreak, the Foundation refocused its work and developed the Nightingale Frontline: NHS Leadership Support Service to be launched in April 2020. **Nightingale Frontline** will provide remote, small group sessions during the pandemic to:

## Florence Nightingale Foundation Annual Report 2019-2020

- Executive Directors of Nursing
- Senior Leaders
- Ward Managers/Team Leaders
- Newly Registered Nurses/Midwives and Nursing Associates
- Nurses/midwives: Redeployed or Returning to practice following retirement or non-clinical roles
- Nurses/midwives managing caseloads remotely
- Windrush and BAME Leaders
- Staff Nurse/Midwives

## Social Media Following

Appendix 2 shows the increase in social media coverage since 2019.

The Foundation now has:

- 13,300 Twitter followers (6,000 in 2019)
- 1,816 Facebook followers (400 in 2019)
- 1,225 LinkedIn followers (nil in 2019)
- 326 Instagram followers (100 in 2019)

The CEO has 3,041 Twitter followers (1,000 in 2019)

The Director of the FNF Academy has 1,173 Twitter followers (800 in 2019)

The Director of Communications has 513 Twitter followers (230 in 2019)

## Goal 4: Grow and Sustain

Much effort has been made to increase the financial base by diversifying the income streams including fundraising and is highlighted in the financial review and annual accounts.

With a donation from The Garfield Weston Foundation, we were able to support a Grants Writer and an Alumni Manager to increase our fundraising base. With these two posts we were able to source and apply to appropriate grants, and begin to make plans for future fundraising events supported by our alumni.

The achievements of FNF Academy demonstrate growth in FNF provision as a result of increasing the number of leadership programmes and diversifying our services into remote offerings and digital learning in the future. The agility and flexibility of FNF was our greatest strength when readjusting our delivery to respond positively to the needs of the profession as a result of COVID-19. We identified an opportunity to modernise our services to enable an increased number of nurses and midwives to access our leadership development through both accessible and alternative models of delivery. The maintenance of our reputation is the highest priority on our agenda and therefore robust and responsive evaluation strategies are fully embedded into our new ways of working. These will measure both experience and most importantly impact.

There is clear potential for our ambition to be viewed as the independent “go to” place for nursing and midwifery thought leadership to be realised in 2020/2021. This will be informed by evidence created and provided by our alumni community. To move this agenda forward we will pursue the strategic plan for Chief Nurses to be members of the FNF Academy. This will enable the reciprocal exchange of knowledge between practice, policy, research and education for the benefit of promoting clinical excellence achieved through nursing and midwifery leadership. This will increase our reach; including scholars, leadership participants but now also Chief Nurses and all of their nurses and midwives.

# Financial Review

During the year the Board of Trustees approved a five-year Financial Strategy to support the delivery of the Foundation's Strategy. The key financial objectives are to generate surpluses; grow and diversify income; operate efficiently and effectively managing the cost of operation, deliver value for money; and to assess and manage risk in the Foundation's growth and development activities.

## Results for 2019-20

The financial results for 2019/20, the first year of the Financial Strategy, was an income and expenditure surplus on unrestricted funds of £67,033 (2018/2019 deficit as restated £62,199). This represented a significant increase in income over last year (ca. 87%) from commissioned leadership programmes, contributions from the scholarship programmes and donations/ grants. However, expenditure increased, particularly as we started to build our capacity to deliver the foundations key strategic themes such as the Academy and membership scheme and Policy development, as well as investing in the Foundation's digital and CRM capabilities.

After allowing for unrealised losses on investments totalling £27,551 there was a net increase in unrestricted funds of £39,482 (2018/2019 a net reduction as restated of £71,002). There are unrestricted funds available of £840,517 on 31st March 2020 (2018/2019 as restated £801,035), predominantly held in the form of investments and bank accounts.

In 2019/20 the restricted funds made available by sponsors for scholarships and policy developments in the year were £806,142 which together with the brought forward amounts, allowed for scholarship payments in the year of £1,052,019. As of 31 March 2020, there are restricted scholarship funds of £1,141,744 (2018/2019 as restated £1,387,621) held in the form bank accounts, until being allocated to scholarships over the next eighteen months.

During March 2020 the COVID-19 pandemic and the UK government lock-down impacted on the Foundations ability to complete within the year all its commissioned programmes and scholarship events. Consequently, there is a higher level of deferred income at the 31 March 2020 which will be released to income in 2020/21 once these programmes are completed (refer also to the Going Concern section below).

## Investments

The Foundation's investments are managed on our behalf by CCLA and are held in a range of asset classes including equities, property, fixed income securities and cash, and also with a geographic spread. The equities funds do not invest in companies whose products are associated with tobacco or arms industries. During the year to 31 March 2020 the CCLA investment fund delivered a positive total return of 0.4% (2019 positive 11.5%) versus a benchmark (a weighted average composite of indexes) of a negative 6%. The returns over the last 3, 5 and 10-year timeframes have also exceeded the long-term target of delivering an average annual return of 5% plus inflation.

The performance of our investment managers is reviewed regularly (through quarterly reports and direct discussions) by the Finance and Investment Committee, who report to the Board of Trustees. The Board of Trustees' objectives for investing funds continues to be to:

- Act as a reserve to protect core activities in the event of unforeseen income shortfalls
- support longer-term identifiable projects
- generate income to support core services that are not specifically funded

Total investments at 31st March 2020 amounted to £875,232 with interest and dividend income for the year of £29,114.

## Reserves

Unrestricted reserves provide some protection to the Foundation and its activities by allowing time to adjust to changing financial circumstances. The Board, via its Finance and Investment Committee reviews, on an annual basis, the level of unrestricted reserves by considering the risks associated with various income streams, expenditure plans and Balance Sheet items. This enables an estimate to be made of the level of sufficient reserves:

- To allow time for the event of a downturn of income or asset value
- To protect ongoing work programmes

The unrestricted reserves policy was reviewed by the Board of Trustees in December 2019 when it considered the 5-year Financial Strategy. The Board agreed that the prudent level of reserves should not be less than 9 months of unrestricted expenditure, which at 31 March 2020 equates to reserves of £445,419, versus the current level of £840,517 (being equivalent to 17 months of expenditure). This represented a change to the previous policy of at least 12 months of expenditure to reserves. The Board believes that the reserves level provides a sound basis for managing the principal risks and enabling the future growth of the foundation.

Restricted reserves relate to the scholarship programmes and the sponsors' funds, less expenditures, provided for specific scholarships. The scholarships' programmes run each year from April through a 12-18-month period. Scholarship income is recognised in the year in line with how far the individual programmes have been delivered and any remaining funds received are deferred. The restricted reserves at the 31 March 2020 were £1,141,744 (2018/2019 as restated £1,387,621).

## Going Concern

The accounts have been prepared on the going concern basis. A principal risk from March 2020 onwards, to the date of signing the Report and Accounts, was the impact of the COVID-19 virus. A crisis management group of trustees was set up, Chairs Action Group, to oversee, on behalf of the Board, the management of the Foundation through the impact of the virus, in particular, it's the potential impact on the health and safety of our people and our ability to run our activities. The actions taken by management resulted in:

- The cancellation and/or deferral of all leadership and scholarship programmes and events
- A significant reduction in expenditure (for example some staff were furloughed under the government scheme, or where possible staff returned to front line nursing roles, and an office rental "holiday" was established)
- The creation of new income streams (such as the Nightingale Frontline Support programme (remote) for nurses and midwives and a fundraising Florence Nightingale White Rose Appeal launched in early May 2020).
- A restart plan which involves initially non-face-to-face activity
- The establishment and regular reviews of a monthly cash flow forecast and scenario sensitivities for 2020/21

The trustees are confident, as a result of the above actions, that they have sufficient cash generation and reserves to fund the Foundation through the crisis and until the face-to-face aspects of the Leadership and Scholarship programmes can restart. They also recognise the need to closely monitor the ongoing risks.

The trustees have considered post Balance Sheet events and determined that there is no need for any adjustment to items in the Balance Sheet and items reported in the statement of financial activities. This consideration included a review of the Foundation's Investment values in the light of the economic disruptions from COVID-19 up to the date of the approval of the accounts. The investments have maintained their overall

values and the levels of interest and dividends since 31st March 2020, although the trustees recognise the continuing economic uncertainties which may impact investment values.

## Finance and Investment Committee

The Finance and Investment Committee is constituted as a committee of the Board of Directors to oversee the Foundation's financial affairs. The Committee meets at least four times during the year and its membership consists of four trustees. It monitors and reviews, on behalf of the Board of Trustees, all aspects of the financial performance, financial management reporting, and the internal financial controls. It reviews and monitors performance against the 5-year financial strategy. It also monitors the performance of the investments to ensure consistency with the Foundation's Investment Policy and oversees the Reserves Policy, as well as other financially based policies.

## Fundraising

The Florence Nightingale Foundation has a history of longstanding, loyal supporters who have helped the Foundation to continue Florence's legacy for over 90 years. These include individual donors, Trusts and Foundations, all of whom have funded our important work; empowering nurses and midwives to fulfil their potential and become leaders in their field.

In January the Foundation secured the support of Nuffield Health, as corporate supporters. Nuffield Health were official sponsors of the House of Lords reception that was held to launch the FNF Academy and Year of the Nurse and Midwife at the start of 2020. The strategic partnership will also help to raise the profile of the Foundation to Nuffield Health staff and supporters. FNF is extremely grateful for this generous support.

The ongoing support of our funders has made it possible for us to establish and cultivate an alumni community of over 1,300 members who have benefitted from our scholarships and leadership programmes over the years. All are passionate about health and patient care and have been able to create great change thanks to the generosity of our funders.

We work with expert FNF Associates to facilitate a first-class leadership journey for our scholars. The scholarship and leadership programmes inspire and equip our leaders to produce high impact quality improvement projects that transform health and patient care. Our funders can see the impact of their support through these incredible projects and this proves any donations made to the Foundation is an investment to society.

In this financial year, the Foundation has undergone a huge transformation including investment in fundraising and communications support. A Head of Alumni Relations was appointed in June 2019 to build the Alumni Office, to create and implement a sustainable and diverse fundraising plan and to deliver exemplary supporter care. A contract Grant Writer who assisted the Foundation in 2019/20 in many UK wide grant applications. A Director of Communications, Events and Marketing was appointed in January to increase the national and global visibility of the Foundation.

## Trust and Foundation Support in 2019/20

The 2019/20 Sponsors are:

♥ Bupa

♥ Welsh Government



## Florence Nightingale Foundation Annual Report 2019-2020

- ♥ The Burdett Trust for Nursing
- ♥ Department of Health, Northern Ireland
- ♥ Queen Alexandra's Royal Army Nursing Corps Association
- ♥ National Leadership and Innovation Centre for Nursing & Midwifery, Ireland
- ♥ Nuffield Health
- ♥ Great Ormond Street Hospital
- ♥ NHS England/Improvement
- ♥ Teenage Cancer Trust
- ♥ Health Education England
- ♥ Public Health England
- ♥ General Nursing Council Trust
- ♥ The Band Trust
- ♥ St Barnabas House
- ♥ Stephanie Thompson Memorial Trust
- ♥ The Charlie Waller Foundation
- ♥ Royal College of Nursing Foundation
- ♥ The James Tudor Foundation



The Band Trust  
 CRH Charitable Trust  
 Stephanie Thompson Memorial Trust  
 The Menat Trust  
 Anthony Smith Memorial



THE GENERAL NURSING COUNCIL  
 FOR ENGLAND AND WALES TRUST



## Alumni Community Fundraising

Over the year, an Alumni and Supporter Programme was successfully implemented. A newly appointed Head of Alumni Relations created a database of over 6,000 supporters and alumni members. The Alumni Community was launched with a high-profile event in London on 27<sup>th</sup> February 2020. At this networking and launch event, the guest speakers were Professor Jacqueline Dunkley Bent, Chief Midwifery Officer NHS England and Sir Robert Francis QC, who both highlighted the importance of having an exclusive network of nursing and midwifery leaders developed by the Foundation.



The FNF is proud to have alumni who are leaders in nursing and midwifery including the Chief Nursing Officer for England, Ruth May, the Chief Nursing Officer for Northern Ireland, Professor Charlotte McArdle and the FNF CEO, Professor Greta Westwood. Our alumni community is keen to give back to us and have become champions for the Foundation, taking on fundraising activities and hosting events to further support new scholars.

The Foundation is especially grateful to its alumni members who have become legacy donors by including us in their wills. Their support helps to ensure the future of the Foundation.

The Foundation has worked closely with its alumni community, engaging them in campaigns and further fundraising activities throughout the year. Planning for Florence Nightingale's bicentenary celebrations began in Quarter 3, however, these were all cancelled due to the COVID-19 pandemic.

## Florence Nightingale Foundation Friends

This year, the FNF successfully launched a supporter network: *Our Friends*. The network will allow its Friends to come together for key events and build a sense of community. Just like the FNF alumni members and the special connection they have, the FNF wants to establish strong bonds between the FNF supporters who share the FNF passion.

For further information on "Our Friends" please go to our website: <https://florence-nightingale-foundation.org.uk/our-friends/>

To gain the best support and to provide our donors with brilliant supporter care, the Foundation will apply to be registered with the Fundraising Regulator. This will ensure the FNF plays its part in improving fundraising standards across the UK, ensuring it operates within correct fundraising regulations at all times.

# Governance and Risk

The Governance and Audit Committee is formally constituted as a Committee of the Board of Directors to monitor and oversee all aspects associated with the Foundation's commitment to good governance and the requirements of the Charity Commission.

Good governance in charities is at the heart of their success. The Governance Committee is charged with ensuring the Code for the Voluntary and Community Sector (version for Small Organisations) including the identification of principal risks and uncertainties and how those risks are managed is implemented.

In the year, the Committee addressed the following issues:

- **Corporate Risk Register** – A full review of the Corporate Risk Register was undertaken in June to ensure it reflected the Foundation's strategic objectives. The format of the register was revised in December and a new scoring matrix introduced. New risks were added and discussed by the Committee and its recommendations to address and reduce risks, where possible, were taken to the Board and subsequently approved.
- **Policy Updates** – The Foundation had eight policies requiring review (Complaints, Absence, Volunteer, Disciplinary, Grievance, Health and Safety, Marketing, Social Media and Press and Media).
- **Governance Review** – The Governance and Audit Committee continues to oversee and monitor all processes and procedures of the Foundation and to provide assurance to the Board.

## Major Risks and Key Mitigations

In the year under review, three areas of risk were identified as moderate and were reassessed at a lower level as a result of mitigating action which had been taken by the Foundation (Clinical Professoriate, Adverse Media Reports and Failure of Governance Systems). In June, under Organisational Management, a new major risk was added to reflect the absence of a Chief Executive.

The last two weeks of March meant that the Foundation felt the full force and impact of COVID-19 on its operation and activities. At very short notice, staff were required to work from home, the office was closed, and a lockdown was imposed by the government. This brought to the fore unexpected and new risks which needed an immediate response and prompt mitigating actions. The months ahead are going to be both challenging and demanding, and new and robust strategies will be required to ensure that as far as possible the foundation continues to achieve its charitable objectives.

The Governance and Audit Committee will need to keep the Corporate Risk Register under constant review. Its prime focus will be both identified risks and new risks created by the pandemic. The Committee will ensure that appropriate action is implemented to reduce those risks as far as possible.

The Governance and Audit Committee believes that all likely risks to the Foundation arising from activities in 2019-2020 had been identified and mitigated against as far as possible.



**Andrew Andrews MBE**  
**Vice-Chairman**  
**Chair, Governance Committee**

# Statement of Trustee Responsibilities

The trustees (who are also directors of The Florence Nightingale Foundation for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statement
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2020 was 9 (2019:11). The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

## Auditor

Sayer Vincent LLP was appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity. The trustees' annual report has been prepared in accordance with the special provisions applicable to companies, subject to the small companies' regime. The trustees' annual report has been approved by the trustees on 8<sup>th</sup> October 2020 and signed on their behalf by



**Dame Yvonne Moores DBE**  
Chair

# Report of the Independent Auditor to the Members of the Florence Nightingale Foundation

**The Florence Nightingale Foundation  
(A Company Limited by Guarantee)**

**Report of the Independent Auditor  
to Members of the Board of Directors  
For the Year Ended 31 March 2020**

## Opinion

We have audited the financial statements of Florence Nightingale Foundation (the 'charitable company') for the year ended 31 March 2020 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended)

## Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions Relating to Going Concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you were:

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinions on Other Matters Prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report has been prepared in accordance with applicable legal requirements

## Matters on Which We Are Required to Report by Exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The trustees were not entitled to prepare the financial statements in accordance with the small company's regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

## Responsibilities of Trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for

such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's Responsibilities for the Audit of the Financial Statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## Use of our Report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Fleur Holden**  
**Senior Statutory Auditor**

8<sup>th</sup> October 2020

For and on behalf of Sayer Vincent LLP, Statutory Auditor  
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006



# Annual Accounts

**The Florence Nightingale Foundation  
(A Company Limited by Guarantee)**

**Statement of Financial Activities  
Year Ended 31 March 2020**

**The Florence Nightingale Foundation  
(A Company Limited by Guarantee)**

**Statement of Financial Position as at 31 March 2020**

**The Florence Nightingale Foundation  
(A Company Limited by Guarantee)**

**Cash Flow Statement  
For the Year Ended 31 March 2020**

**The Florence Nightingale Foundation  
(A Company Limited by Guarantee)**

**Notes to the Financial Statements  
Year Ended 31 March 2020**

# Florence Nightingale Foundation Annual Report 2019-2020

## The Florence Nightingale Foundation

### Statement of financial activities (incorporating an income and expenditure account)

#### For the year ended 31 March 2020

		2020			Unrestricted as restated	Restricted as restated	2019 Total as restated
	Note	Unrestricted £	Restricted £	Total £	£	£	£
<b>Income from:</b>							
Donations	2	58,940	-	58,940	27,784	-	27,784
Charitable activities							
Scholarships	3	185,321	756,142	941,463	143,447	1,057,208	1,200,655
Commissioned leadership programmes	3	361,481	-	361,481	134,291	-	134,291
Policy development	3	25,000	50,000	75,000	-	-	-
Investments	4	30,183	-	30,183	46,905	-	46,905
<b>Total income</b>		<b>660,925</b>	<b>806,142</b>	<b>1,467,067</b>	<b>352,427</b>	<b>1,057,208</b>	<b>1,409,635</b>
<b>Expenditure on:</b>							
Raising funds	5	114,618	-	114,618	69,104	-	69,104
Charitable activities	5	479,274	1,052,019	1,531,293	345,522	871,357	1,216,879
<b>Total expenditure</b>		<b>593,892</b>	<b>1,052,019</b>	<b>1,645,911</b>	<b>414,626</b>	<b>871,357</b>	<b>1,285,983</b>
<b>Net income / (expenditure) before net gains / (losses) on investments</b>		<b>67,033</b>	<b>(245,877)</b>	<b>(178,844)</b>	<b>(62,199)</b>	<b>185,851</b>	<b>123,652</b>
Net gains / (losses) on investments		(27,551)	-	(27,551)	(11,939)	-	(11,939)
<b>Net income / (expenditure) for the year</b>	6	<b>39,482</b>	<b>(245,877)</b>	<b>(206,395)</b>	<b>(74,138)</b>	<b>185,851</b>	<b>111,713</b>
Transfers between funds		-	-	-	3,136	(3,136)	-
<b>Net movement in funds</b>		<b>39,482</b>	<b>(245,877)</b>	<b>(206,395)</b>	<b>(71,002)</b>	<b>182,715</b>	<b>111,713</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward as previously reported		879,202	1,640,370	2,519,572	872,037	1,515,761	2,387,798
Prior year adjustment	21	(78,167)	(252,750)	(330,916)	-	(310,855)	(310,855)
Total funds brought forward as restated		801,035	1,387,621	2,188,656	872,037	1,204,906	2,076,943
<b>Total funds carried forward</b>		<b>840,517</b>	<b>1,141,744</b>	<b>1,982,261</b>	<b>801,035</b>	<b>1,387,621</b>	<b>2,188,656</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19a to the financial statements.

**The Florence Nightingale Foundation**

**Balance sheet**

Company no. 00518623

**As at 31 March 2020**

	Note	2020 Total £	2019 Unrestricted as restated £
<b>Fixed assets:</b>			
Intangible assets	10	29,657	33,894
Fixed assets	11	21,106	6,304
Listed investments	12	875,232	902,783
Investment in subsidiary	13	100	-
		<u>926,095</u>	<u>942,981</u>
<b>Current assets:</b>			
Work in progress	14	-	112,295
Debtors (including due in more than one year)	15	932,970	572,809
Cash at bank and in hand		2,030,994	1,669,984
		<u>2,963,964</u>	<u>2,355,088</u>
<b>Liabilities:</b>			
Creditors: amounts falling due within one year	16	(1,907,798)	(1,109,413)
		<u>1,056,166</u>	<u>1,245,675</u>
<b>Net current assets</b>		<u>1,056,166</u>	<u>1,245,675</u>
<b>Total net assets</b>		<u>1,982,261</u>	<u>2,188,656</u>
<b>Funds:</b>	19		
Restricted income funds		1,141,744	1,387,621
Unrestricted income funds:			
General funds		840,517	801,035
<b>Total unrestricted funds</b>		<u>840,517</u>	<u>801,035</u>
<b>Total funds</b>		<u>1,982,261</u>	<u>2,188,656</u>

Approved by the trustees on 8th October 2020 and signed on their behalf by



**Dame Yvonne Moores DBE**  
Chair



**David Hulf**  
Treasurer

The Florence Nightingale Foundation

Statement of cash flows

For the year ended 31 March 2020

	Note	2020 £	£	2019 £	£
<b>Cash flows from operating activities</b>					
Net income / (expenditure) for the reporting period (as per the statement of financial activities)		(206,395)		(200,818)	
Depreciation charges		9,473		9,318	
(Gains)/losses on investments		27,551		11,939	
Dividends and interest from investments		(30,182)		(46,905)	
(Increase)/decrease in stocks		112,295		(112,295)	
(Increase)/decrease in debtors		(360,161)		(452,925)	
Increase/(decrease) in creditors		798,385		808,233	
<b>Net cash provided by / (used in) operating activities</b>			<b>350,966</b>		<b>16,547</b>
<b>Cash flows from investing activities:</b>					
Dividends and interest from investments		30,182		46,905	
Purchase of fixed assets		(20,038)		(34,355)	
Proceeds from sale of investments		-		151,801	
Purchase of investments		(100)		-	
<b>Net cash provided by / (used in) investing activities</b>			<b>10,044</b>		<b>164,351</b>
<b>Change in cash and cash equivalents in the year</b>			<b>361,010</b>		<b>180,898</b>
Cash and cash equivalents at the beginning of the year			<b>1,669,984</b>		<b>1,489,086</b>
<b>Cash and cash equivalents at the end of the year</b>			<b>2,030,995</b>		<b>1,669,984</b>
<b>Analysis of cash and cash equivalents :</b>					
	At 1 April 2019 £	Cash flows £		Other non- cash changes £	At 31 March 2020 £
Cash at bank and in hand	1,669,984	361,010		-	2,030,995
<b>Total cash and cash equivalents</b>	<b>1,669,984</b>	<b>361,010</b>		<b>-</b>	<b>2,030,995</b>

**The Florence Nightingale Foundation**

**Notes to the financial statements**

**For the year ended 31 March 2020**

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**1 Accounting policies**

**a) Statutory information**

The Florence Nightingale Foundation is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address and principal place of business is Deans Mews 11-13 Cavendish Square London W1G 0AN.

**b) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity also has a wholly owned subsidiary, Florence Nightingale Commercial Limited. Consolidated accounts have not been prepared as the difference between parent and group is immaterial. Called up share capital is £100 and the company was dormant since incorporation on 3 May 2019.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

**c) Public benefit entity**

The charity meets the definition of a public benefit entity under FRS 102.

**d) Going concern**

The Trustees have confirmed that the going concern is an appropriate basis for preparing these accounts. They recognise that there are uncertainties in general about the future environment but given the assets, reserves and the view of the Foundation's future cash flows they consider the charity has the ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

**e) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Income from Scholarships is recognised in line with the programme delivery. The administration fee for running the programme is recognised as unrestricted income and the funding specifically for the individual scholar's programme is recognised as restricted income.

**f) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**g) Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

**The Florence Nightingale Foundation**

**Notes to the financial statements**

**For the year ended 31 March 2020**

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**1 Accounting policies (continued)**

**h) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivering our scholarships undertaken to further the purposes of the charity and their associated support costs. This includes Commissioned leadership programmes and policy development.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**i) Allocation of support costs**

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

**j) Operating leases**

Rental charges are charged on a straight line basis over the term of the lease.

**k) Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £1000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Office equipment and furniture 5 years

**l) Intangible assets**

Intangible assets are capitalised where the purchase price exceeds £1000. Amortization costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are amortised separately over its useful life.

Amortisation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The amortisation rates in use are as follows:

- Branding, Marketing and Design 5 years

The Florence Nightingale Foundation

Notes to the financial statements

For the year ended 31 March 2020

1 Accounting policies (continued)

m) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

n) Investments in subsidiaries

Investments in subsidiaries are at cost.

o) Work in progress

Work in progress represents expenditure incurred in the provision of commissioned programmes/courses not yet recognised in the Income and expenditure account. Income is recognised based on the completed percentage of the work.

p) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

q) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

r) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

s) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

t) Pensions

Florence Nightingale Foundation contributes to a Defined Contribution Scheme operated by NEST.

2 Income from donations

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Gifts and donations from fundraising events	33,898	-	33,898	12,064	-	12,064
Event sponsorship	24,742	-	24,742	15,000	-	15,000
Florence Alumni	300	-	300	720	-	720
	58,940	-	58,940	27,784	-	27,784

The Florence Nightingale Foundation

Notes to the financial statements

For the year ended 31 March 2020

3 Income from charitable activities

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted as restated £	2019 Total as restated £
Scholarship resources	-	756,142	756,142	-	1,057,208	1,057,208
Scholarships support	185,321	-	185,321	143,447	-	143,447
Sub-total for scholarships	185,321	756,142	941,463	143,447	1,057,208	1,200,655
Programme income	361,481	-	361,481	134,291	-	134,291
Sub-total for commissioned leadership programmes	361,481	-	361,481	134,291	-	134,291
Grants	25,000	50,000	75,000	-	-	-
Sub-total for policy development	25,000	50,000	75,000	-	-	-
Total income from charitable activities	571,802	806,142	1,377,944	277,738	1,057,208	1,334,946

Restricted income for the prior period has been restated due to income received in the year but relating to 2020/21 and subsequent years being previously included as income for 2019/20. The sum of £330,916 has therefore been removed from both income and creditors for 2018/19. Likewise £310,855 has been added to income for 2018/19 being funds previously shown as income in 2017/18.

4 Income from investments

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Dividends	29,114	-	29,114	46,905	-	46,905
Bank interest	1,068	-	1,068	-	-	-
	30,183	-	30,183	46,905	-	46,905



# Florence Nightingale Foundation Annual Report 2019-2020

## The Florence Nightingale Foundation

### Notes to the financial statements

#### For the year ended 31 March 2020

#### 5a Analysis of expenditure (current year)

	Raising funds £	Charitable activities £	Governance costs £	Support costs £	2020 Total £
Scholarships awarded	-	958,186	-	-	958,186
Staff Costs	43,756	218,792	14,586	14,586	291,720
Social Security Costs	4,638	23,191	1,546	1,546	30,921
Redundancy Costs	1,913	9,563	638	638	12,752
CRM Project	10,691	53,455	3,564	3,564	71,274
Special Events	4,862	24,310	1,621	1,621	32,414
Office Administration	4,797	23,987	1,599	1,599	31,982
Premises	5,347	26,735	1,782	1,782	35,646
Travel and Accommodation & Subsistence	2,351	11,754	784	784	15,673
Trustee Expenses	1,384	6,921	461	461	9,227
Professional fees	10,887	54,436	3,629	3,629	72,581
Audit	3,990	19,950	1,330	1,330	26,600
Accountancy	5,846	29,231	1,949	1,949	38,975
Depreciation	1,421	7,105	474	474	9,474
Sundry	1,273	6,365	424	424	8,486
	103,156	1,473,981	34,387	34,387	1,645,911
Support costs	5,430	27,148	1,810	(34,387)	-
Governance costs	6,033	30,164	(36,197)	-	-
<b>Total expenditure 2020</b>	<b>114,618</b>	<b>1,531,293</b>	<b>-</b>	<b>-</b>	<b>1,645,911</b>
Total expenditure 2019	69,104	1,216,879	-	-	1,285,983

The costs of raising funds shown above included development costs funded by a separate discrete grant.

# Florence Nightingale Foundation Annual Report 2019-2020

## The Florence Nightingale Foundation

### Notes to the financial statements

#### For the year ended 31 March 2020

#### 5b Analysis of expenditure (prior year)

	as restated				
	Raising funds £	Charitable Activities £	Governance costs £	Support costs £	2019 Total £
Scholarships awarded	-	871,357	-	-	871,357
Staff Costs	35,447	177,237	11,816	11,816	236,316
Social Security Costs	3,603	18,017	1,201	1,201	24,022
Redundancy Costs	-	-	-	-	-
Special Events	3,564	17,820	1,188	1,188	23,760
Fundraising – Other Costs	-	-	-	-	-
Office Administration	5,234	26,170	1,745	1,745	34,894
Premises	2,760	13,801	920	920	18,401
Travel and Accommodation & Subsistence	718	3,590	239	239	4,786
Trustee Expenses	587	2,935	196	196	3,914
Professional fees	335	1,675	112	112	2,234
Audit	850	4,251	283	283	5,667
Accountancy	7,092	35,460	2,364	2,364	47,280
Depreciation	1,398	6,988	466	466	9,318
Sundry	605	3,025	202	202	4,034
	<b>62,193</b>	<b>1,182,326</b>	<b>20,732</b>	<b>20,732</b>	<b>1,285,983</b>
Support costs	3,274	16,367	1,091	(20,732)	-
Governance costs	3,637	18,186	(21,823)	-	-
<b>Total expenditure 2019</b>	<b>69,104</b>	<b>1,216,879</b>	<b>-</b>	<b>-</b>	<b>1,285,983</b>

The Florence Nightingale Foundation

Notes to the financial statements

For the year ended 31 March 2020

6 Net income / (expenditure) for the year

		Unrestricted as restated	
This is stated after charging / (crediting):		2020	2019
		£	£
Amortisation of intangible assets		4,237	8,473
Depreciation of fixed assets		5,236	845
Operating lease rentals:			
	Property	40,500	40,972
Auditor's remuneration (excluding VAT):			
	Audit	17,500	5,667
	Other services	1,500	1,833
		<b>335,396</b>	<b>260,339</b>

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

		2020	2019
		£	£
Salaries and wages		286,139	234,667
Redundancy and termination costs		12,752	-
Social security costs		30,921	24,022
Employers contributions to defined contributions pension schemes		5,584	1,650
		<b>335,396</b>	<b>260,339</b>

Of the total shown as salaries and wages above £5,584 related to employer's contributions to defined contribution pension schemes (2019: £1,650)

The redundancy and termination costs were settled and paid at the balance sheet date.

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2020	2019
	No.	No.
£70,000 – £79,999	-	1
£80,000 – £89,999	1	-
£100,000 – £109,999	-	1
	<b>1</b>	<b>2</b>

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £215,966 (2019: £251,007).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2019: £nil). No charity trustee received payment for professional or other services supplied to the charity (2019: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs to the nine trustees (2019: Nine) totalling £9,228 (2019: £3,630).

8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 8.0 (2019: 6.0).

Staff are split across the activities of the charity as follows (full time equivalent basis):

	2020	2019
	No.	No.
Raising funds	1.0	-
Scholarships	1.0	1.0
Support	5.0	4.5
Governance	1.0	0.5
	<b>8.0</b>	<b>6.0</b>

The Florence Nightingale Foundation

Notes to the financial statements

For the year ended 31 March 2020

9 Related party transactions

There are no related party transactions to disclose for 2020 (2019: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

10 Intangible assets

Cost	Website £	Total £
At the start of the year	42,367	42,367
Additions in year	-	-
At the end of the year	42,367	42,367
<b>Amortisation</b>		
At the start of the year	8,473	8,473
Charge for the year	4,237	4,237
At the end of the year	12,710	12,710
<b>Net book value</b>		
At the end of the year	29,657	29,657
At the start of the year	33,894	33,894

11 Tangible fixed assets

Cost	Office equipment and furniture £	Total £
At the start of the year	21,587	21,587
Additions in year	20,038	20,038
At the end of the year	41,625	41,625
<b>Depreciation</b>		
At the start of the year	15,283	15,283
Charge for the year	5,236	5,236
At the end of the year	20,519	20,519
<b>Net book value</b>		
At the end of the year	21,106	21,106
At the start of the year	6,304	6,304

All of the above assets are used for charitable purposes.

The Florence Nightingale Foundation

Notes to the financial statements

For the year ended 31 March 2020

12 Listed investments

	2020 £	2019 £
Fair value at the start of the year	902,783	1,064,847
Additions at cost	-	387,000
Disposal proceeds	-	(537,125)
Net gain / (loss) on change in fair value	(27,551)	(11,939)
	<u>875,232</u>	<u>902,783</u>

Investments comprise:

	2020 £	2019 £
COIF Fixed Interest	11,490	11,442
COIF Investment Fund	751,773	776,356
COIF Property	111,969	114,985
	<u>875,232</u>	<u>902,783</u>

13 Investment in subsidiary

During the year, the charity set up a wholly owned subsidiary, Florence Nightingale Commercial Limited. The company is limited by shares and registered at Companies House in England and Wales. The cost of the share capital held by the charity is £100. The company was dormant since incorporation on 3 May 2019. Yvonne Moores, Andrew Andrews, Edward Libbey, David Hulf and Colin Reeves (resigned 15 March 2020) who are trustees of the charity are also directors of the trading subsidiary. Additionally Greta Westwood, Chief Executive of the charity, was a director from 3 May 2019 until resignation on 23 May 2019.

Subsequent to the year end action has been taken to wind up this company as the directors no longer consider it to be required.

14 Work in progress

	2020 £	2019 £
Work in progress	-	112,295

The above relates to costs incurred in proving commissioned training courses that have not yet commenced. Eg accomodation booked in advance. These costs are covered by income in excess of this sum held in the Balance Sheet as deferred income. Therefore there is every reasonable expectation that the courses concerned, once completed, will, at the least not incur a loss to the foundation.

15 Debtors

	2020 £	2019 as restated £
Amounts falling due in more than one year:		
Scholarship income*	-	28,750
Amounts falling due within one year:		
Trade debtors	907,150	395,300
Other debtors	10,621	-
Prepayments	6,947	22,259
Accrued income	8,252	126,500
	<u>932,970</u>	<u>572,809</u>

\*These sums relate to scholarships to be awarded in the next two financial periods.

The Florence Nightingale Foundation

Notes to the financial statements

For the year ended 31 March 2020

16 Creditors: amounts falling due within one year

	2020 £	2019 as restated £
Taxation and social security	46,765	-
Accruals	160,063	197,753
Deferred income (see below)	1,680,431	911,660
Held for third parties as custodian	20,539	-
	<u>1,907,798</u>	<u>1,109,413</u>

17 Deferred income

Deferred income comprises sums received for commissioned courses that have not yet completed. Income and any associated cost is matched with costs based of the percentage of work done and the surplus/deficit taken recognised in the statement of financial activities.

	2020 £	2019 as restated £
Balance at the beginning of the year	911,660	251,285
Amount released to income in the year	(687,660)	(251,285)
Amount deferred in the year	1,456,431	911,660
Balance at the end of the year	<u>1,680,431</u>	<u>911,660</u>

18a Analysis of net assets between funds (current year)

	Unrestricted funds £	Restricted funds £	Total funds £
Intangible assets	29,657	-	29,657
Tangible fixed assets	21,106	-	21,106
Listed investments	875,232	-	875,232
Investment in subsidiary	100	-	100
Net current assets	(85,578)	1,141,744	1,056,166
Net assets at 31 March 2020	<u>840,517</u>	<u>1,141,744</u>	<u>1,982,261</u>

18b Analysis of net assets between funds (prior year as restated)

	Unrestricted funds £	Restricted funds £	Total funds £
Intangible assets	33,894	-	33,894
Tangible fixed assets	6,304	-	6,304
Listed investments	902,783	-	902,783
Net current assets	(141,945)	1,387,621	1,245,675
Net assets at 31 March 2019	<u>801,035</u>	<u>1,387,621</u>	<u>2,188,656</u>

# Florence Nightingale Foundation Annual Report 2019-2020

## The Florence Nightingale Foundation

### Notes to the financial statements

#### For the year ended 31 March 2020

#### 19a Movements in funds (current year)

	At 1 April 2019 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2020 £
<b>Restricted funds:</b>					
Scholarship commitments	1,387,621	806,142	(1,052,019)	-	1,141,744
<b>Total restricted funds</b>	<b>1,387,621</b>	<b>806,142</b>	<b>(1,052,019)</b>	<b>-</b>	<b>1,141,744</b>
<b>General funds</b>	<b>801,035</b>	<b>660,925</b>	<b>(621,443)</b>	<b>-</b>	<b>840,517</b>
<b>Total unrestricted funds</b>	<b>801,035</b>	<b>660,925</b>	<b>(621,443)</b>	<b>-</b>	<b>840,517</b>
<b>Total funds</b>	<b>2,188,656</b>	<b>1,467,067</b>	<b>(1,673,462)</b>	<b>-</b>	<b>1,982,261</b>

The narrative to explain the purpose of each fund is given at the foot of the note below.

#### 19b Movements in funds (prior year as restated)

	At 1 April 2018 £	Income & gains £	Expenditure & losses £	Transfers £	At 1 April 2019 £
<b>Restricted funds:</b>					
Mona Grey Settlement – Capital	3,136	-	-	(3,136)	-
Scholarship commitments	1,201,770	1,057,207	(871,357)	-	1,387,621
<b>Total restricted funds</b>	<b>1,204,906</b>	<b>1,057,207</b>	<b>(871,357)</b>	<b>(3,136)</b>	<b>1,387,621</b>
<b>Unrestricted funds:</b>					
<b>General funds</b>	<b>872,037</b>	<b>352,427</b>	<b>(426,565)</b>	<b>3,136</b>	<b>801,035</b>
<b>Total unrestricted funds</b>	<b>872,037</b>	<b>352,427</b>	<b>(426,565)</b>	<b>3,136</b>	<b>801,035</b>
<b>Total funds</b>	<b>2,076,943</b>	<b>1,409,634</b>	<b>(1,297,922)</b>	<b>-</b>	<b>2,188,656</b>

#### Purposes of restricted funds

##### Mona Grey Settlement

The remaining monies in this fund have been transferred to unrestricted funds which will be used at the discretion of the Foundation's Executive to include funding of Students' Days, History of Nursing seminars and activities linked to the promotion of the Florence Nightingale Foundation.

##### Purposes of restricted funds

##### Scholarship commitments

Scholarships awarded but not yet paid by the Foundation

#### 20 Operating lease commitments payable as a lessee

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property	
	2020 £	2019 £
Less than one year	32,400	32,400
One to five years	5,400	37,800
	<b>37,800</b>	<b>70,200</b>

The Florence Nightingale Foundation

Notes to the financial statements

For the year ended 31 March 2020

21 Prior year adjustment

Reserves position	Unrestricted	Restricted (reported previously as designated)	Total
	31 March 2019		
	£	£	£
<b>Funds previously reported</b>	879,202	1,640,370	2,519,572
<b>Adjustments on restatement</b>			
Movement in scholarship income as result of change in accounting policy	-	(252,750)	(252,750)
Movement of commissioned courses income as result of change in accounting policy	(78,167)	-	(78,167)
<b>Funds restated</b>	<b>801,035</b>	<b>1,387,621</b>	<b>2,188,656</b>
Impact on income and expenditure	Unrestricted	Restricted (reported previously as designated)	Total
	31 March 2019		
	£	£	£
<b>Net income / (expenditure) as previously reported</b>	4,029	127,745	131,774
<b>Adjustments on restatement</b>			
Movement due to reduction in scholarship debtors & deferred income	-	58,105	58,105
Movement due to reduction in commissioned courses debtors	(78,167)	-	(78,167)
<b>Net income/ (expenditure) as restated</b>	<b>(74,138)</b>	<b>185,851</b>	<b>111,713</b>

**Explanation for adjustment :**

In prior years elements of both scholarship and commissioned courses income have been recognised incorrectly. A change in policy that is in line with FRS 102 and SORP has been implemented and the prior year figures have been restated in accordance with the new policy.

In addition all previously reported designated have been reclassified as restricted funds to reflect the nature of the funds provided.

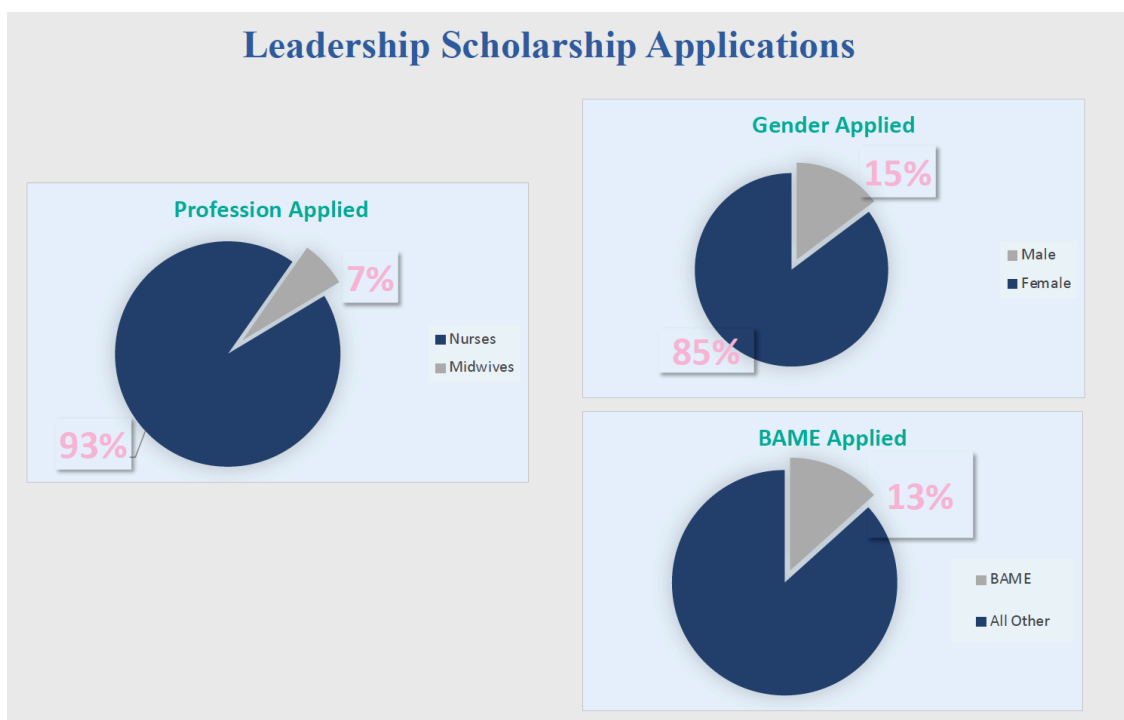
22 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.



## Appendix 1: FNF Academy Activity

**Figure 1: Demographic Breakdown of Leadership Scholarship Applications Received by Profession, Gender and BAME**



### Emerging Leaders Scholarships

- 116 applications were received for the Emerging Leaders Scholarships and 38 were offered. This scholarship received the highest number of applications and subsequent offers.
- The vast majority were female (84%) nurses (92%)
- Only 13 (11%) were from a BAME background.
- We received the highest number of applications from the London (22%) and South East (18%) regions of England.
- No applications were received from Scotland, five were received from Wales and one from Northern Ireland. This demonstrates the need to actively seek scholarship funding which enables a more equitable spread of opportunity across the UK and Northern Ireland.

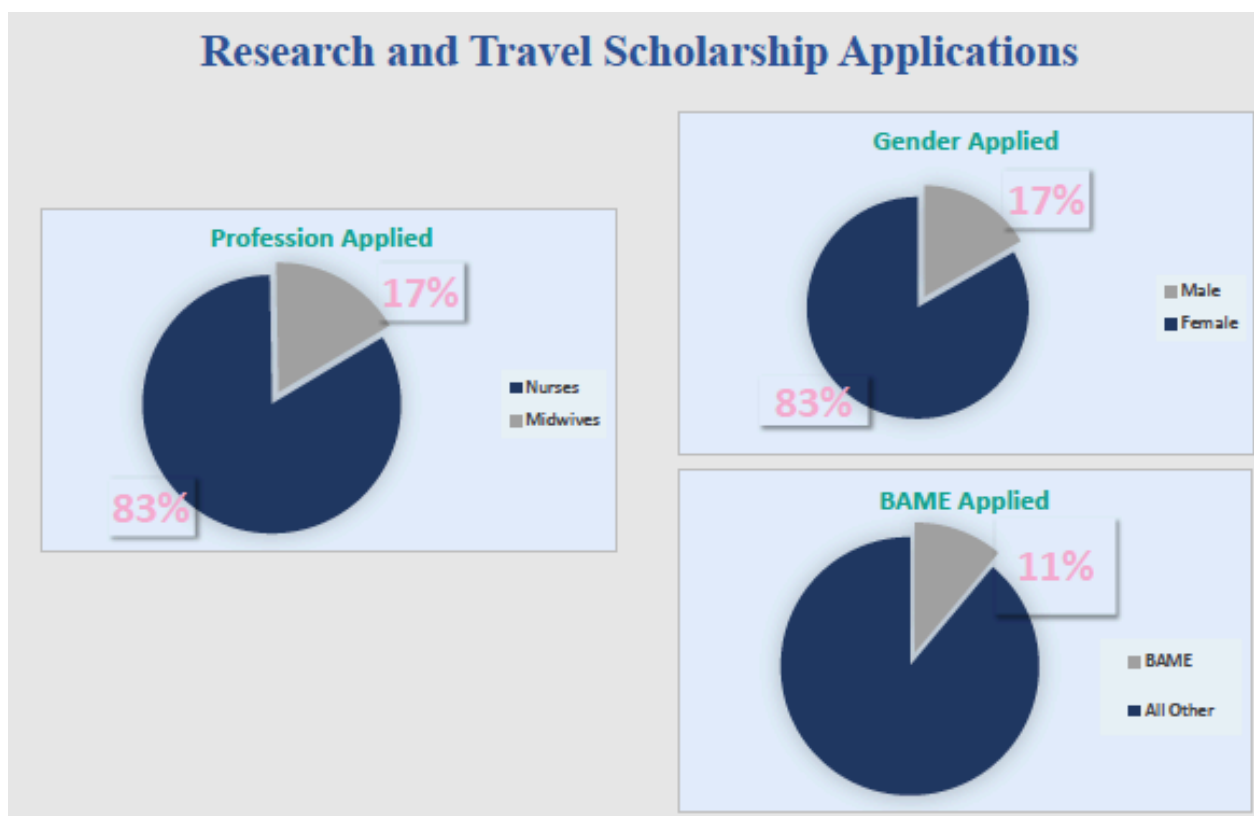
### Aspiring Director Leadership Scholarships

- 67 applications were received for the Aspiring Director Leadership Scholarships and 15 were offered.
- The pattern of majority female (88%) nursing (86%) applicants remains consistent for this group.
- There was a slightly higher percentage of BME applicants (15%).
- Again, our applications mainly came from London and South East regions of England.
- Also consistent with other groups, we received no applications from Scotland.

### Senior Leaders Scholarships

- 27 applications were received for the Senior Leaders Scholarships and 12 were offered.
- All applicants were nurses and a high majority were female (85%).
- The BAME percentage was 15% for this group which remains 5% below the NHS workforce average. Again, our applications were predominantly from London and none were received from Scotland.

**Figure 2: Demographic Breakdown of Research and Travel Scholarship Applications Received by Profession, Gender and BAME**



**Research Scholarships**

- 10 applications were received for the research scholarships and one was offered
- 80% of applications were female
- 70% of applications were nurses
- 10% of applications were from a BAME background
- 90% of the applications were from England

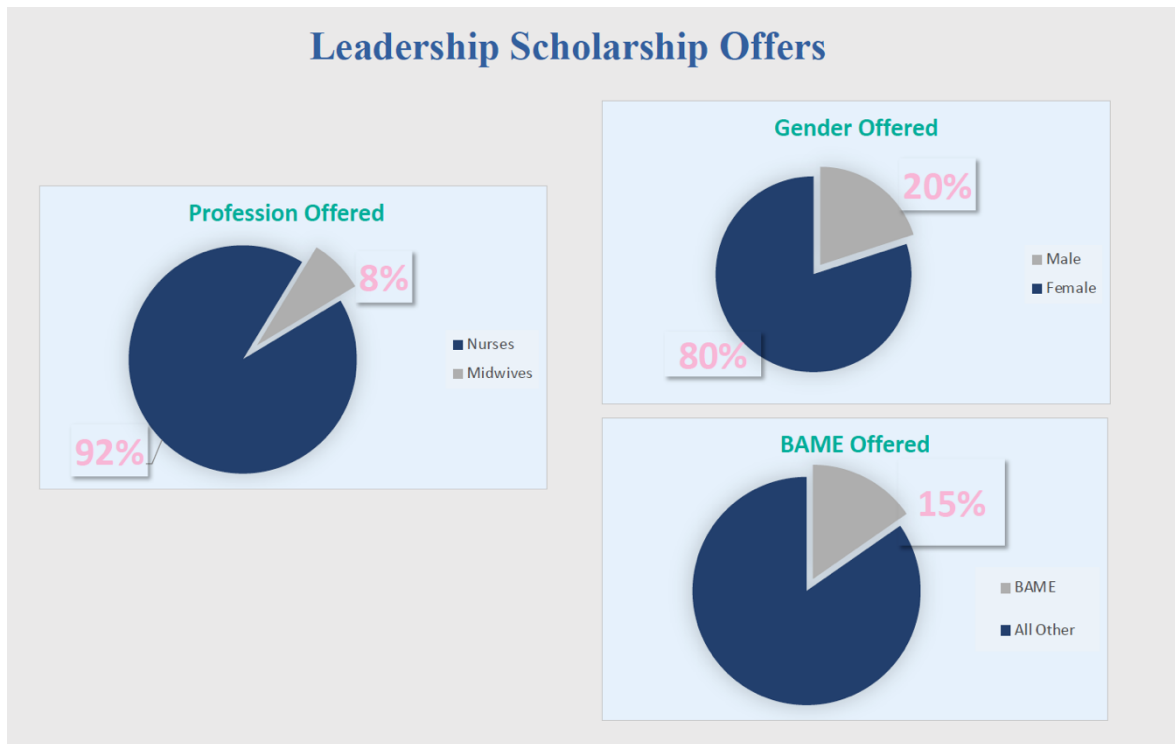
**Research Internships**

- Nine applications were received for research internships and 4 were offered
- 88% of applications were female
- 100% of applications were nurses
- Of the nine applications received, one was from a BAME background (11%)
- 88% of applications were from England

**Travel Scholarships**

- 17 applications were received for the travel scholarships and 4 were offered
- Applicants were predominantly female (82%)
- 18% of the nine applications were nurses
- 12% of the nine applications one was from a BAME background.
- We received 1 application from Scotland however the remaining 16 were from England (94%)

**Figure 3: Demographic Breakdown of Leadership Scholarship Awarded by Profession, Gender and BAME**



**Figure 4: Demographic Breakdown of Research and Travel Scholarships Awarded by Profession, Gender and BAME**

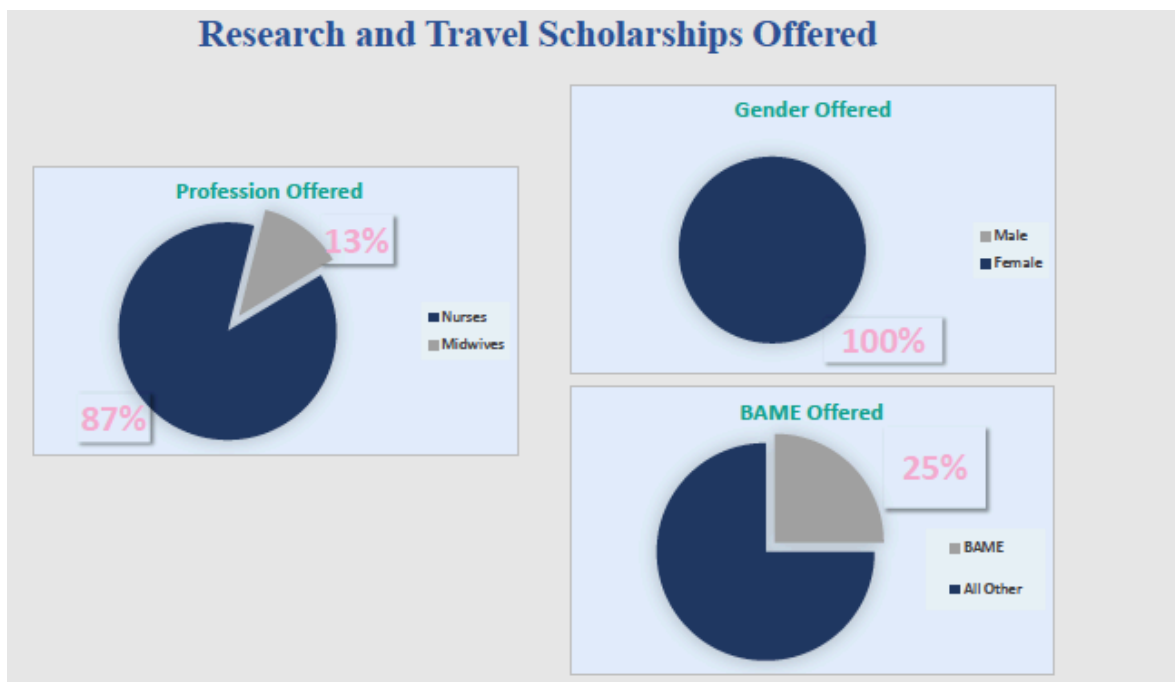
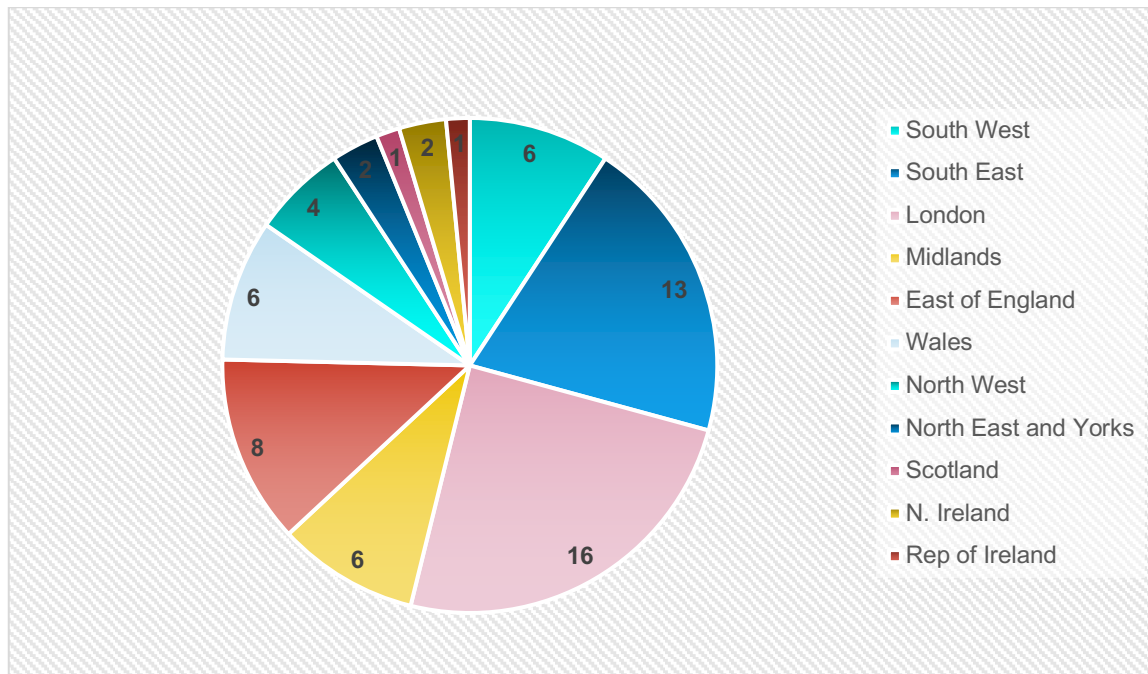


Figure 5 identifies the total number of leadership scholarships awarded by region. A higher proportion is located in London and the South East. This is due to both the increased applications in these areas and also the requirements of some London/ South East based sponsors who stipulate that the scholar should be employed within those regions.

**Figure 5: Demographic Breakdown of Leadership Scholarship Awarded by Region (n=65)**



**Table 1: Commissioned Leadership Programmes Commenced in 2019/20**

Name	Commissioner	Number of applications received	Number Offered	Profession	Level	%BAME	Geography	Completed
<b>Community Nurses</b>	Health Education England (HEE)	93	64	Community Nurses	5&6	29	England	3 cohorts
<b>Nursing Associates</b>	HEE	100	70	Nursing Associates	3&4	39	England	2 cohorts
<b>Windrush</b>	HEE	122	70	Nurses and Midwives	5&6	100	England	2 cohorts
<b>Nursing and Midwifery</b>	Sandra Charitable Trust	25	23	Nurses and Midwives	5&6	52	South East	1 cohort
<b>Midwifery</b>	HEE Kent Surrey and Sussex	19	19	Midwives	5&6	10	South East	1 cohort
<b>Army</b>	Queen Alexandra's Royal Army Nursing Corps (QARANC)	15	10	Nurses		2	UK	1 cohort
<b>Georgia College</b>	Georgia College, USA	10	10	Nurses	NA	2	Georgia	1 cohort
<b>CNO Shared Governance</b>	NHS England	30	30	Nurses	7&8	Unknown	England	1 cohort
<b>Qatar</b>	Hamad Medical Cooperation, Qatae	40	40	Nurses	10 Senior 30 Junior	100	Qatar	2 cohorts
<b>Total</b>		<b>361</b>	<b>272</b>			<b>43.5%</b>		

**Table 2: Commissioned Leadership Development Programmes Planned in 2019/20 to be Delivered in 2020/2021**

Programme Name	Commissioner	Number	Profession	Level	Geography
<b>Mental Health Nursing</b>	Health Education England (HEE)	40	Mental Health Nurses	5&6	England
<b>Mental Health Nursing Associates</b>	HEE	20	Mental Health Nursing Associates	4	England
<b>Learning Environment Improvement</b>	HEE (Kent Surrey and Sussex)	13	Clinical Educators	8a	Kent Surrey and Sussex
<b>Admiral Nursing LD Programme</b>	Dementia UK	10	Admiral Nurses	6&7	UK
<b>Roald Dahl Amazing Children's Charity Specialist Nurses</b>	HEE	20	Specialist Children's Nurses	6&7	England
<b>Learning Disability Nursing</b>	Burdett Trust for Nursing	40	Learning Disability Nurses	5&6	UK
<b>Windrush</b>	HEE	70	Nurses and Midwives	5&6	England
<b>Nursing and Midwifery</b>	Sandra Charitable Trust	23	Nurses and Midwives	5&6	South East
<b>Army</b>	Queen Alexandra's Royal Army Nursing Corps (QARANC)	15	Nurses		UK
<b>Total</b>		<b>251</b>			

## Appendix 2: Social Media Following

Figure 1: Florence Nightingale Foundation Facebook, LinkedIn and Instagram Followings

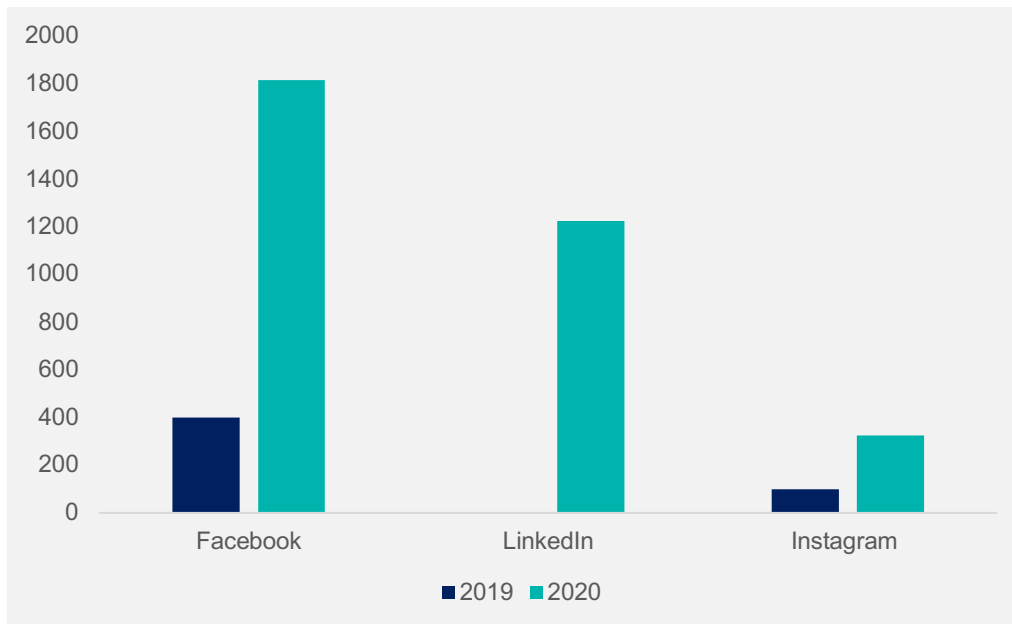
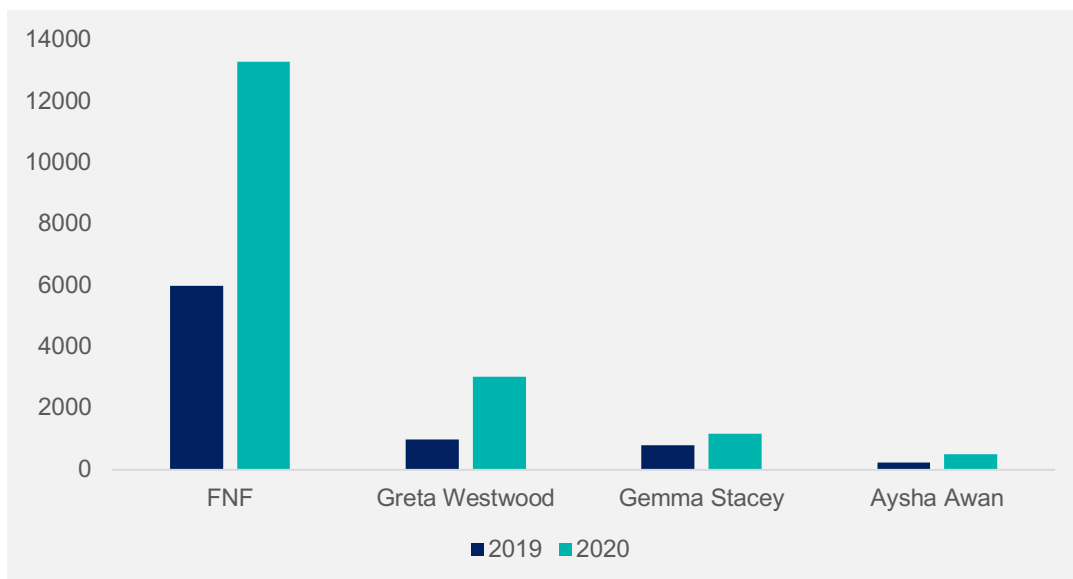


Figure 2: FNF, CEO, Director of The Academy, Director of Communications, Marketing and Events and Twitter Followings



## Appendix 3: FNF Clinical Professor Publications

Date	Clinical Professor	Author List	Publication Title	Reference
2020	Vivien Coates	Mulhall P, Taggart L, Coates VE, McAloon T	The methodological and practical challenges to conducting feasibility, pilot and randomized controlled trials with adults with intellectual disabilities: consensus from international experts using a Delphi survey.	Clinical Trials: Journal of the Society for Clinical Trials 17 (2): 138-146. Epub 2019 Dec 19 <a href="https://doi.org/10.1177/1740774519887168">https://doi.org/10.1177/1740774519887168</a>
2019		McCay D, Hill A, Coates VE, O'Kane M, McGuigan K	Structured diabetes education outcomes- Looking beyond HbA1c: a systematic review	Practical Diabetes 36.3: 86-90 <a href="http://www.practicaldiabetes.com/wp-content/uploads/sites/29/2019/06/rev-McCay_P-News.pdf">http://www.practicaldiabetes.com/wp-content/uploads/sites/29/2019/06/rev-McCay_P-News.pdf</a>
2020		Findlay- White F, Slevin M, Carey M, Coates VE	'What's the point?': Understanding why people with type 2 diabetes decline structured diabetes education	Clinical Diabetes 38 (2): 166-175 <a href="https://doi.org/10.2337/cd19-0030">https://doi.org/10.2337/cd19-0030</a>
2020		Leavey G, Corry DS, Waterhouse-Bradley B, Curran E, Todd S, McIlfratrick S, Coates VE, Watson M, Abbott A, McCrory, McCormack B	Acceptability and the use of a patient-held communication tool for people living with dementia: a longitudinal qualitative study	BMJ Open. 10e036249 DOI:10.1136/bmjopen-2019-036249
2020		Mulhall P, Taggart L, Coates VE, McAloon T	Challenges to conducting randomized controlled trials with adults with intellectual disabilities: interviews with international experts	Journal of Applied Research in Intellectual Disabilities
		Pattinson N, Coates VE	Florence Nightingale: The foremost clinical academic, a model for future-proofing	Submitted to the Lancet, unsuccessful, to be resubmitted
2020	Bridget Johnston	Alassoud B, Johnston B, Hogg K	The Impact of Culture on the Understanding of Advanced Heart Failure: A Mixed Method Systematic Review Patients' and Family Members' experiences	<a href="https://doi.org/10.1016/j.colegn.2020.02.008">https://doi.org/10.1016/j.colegn.2020.02.008</a> Collegian
2020		Donmez F, Johnston B	Living in the moment for people approaching the end of life: a concept analysis	International Journal of Nursing Studies
		McParland C, Cooper M, Johnston B	A Mixed Methods Study Exploring Differential Diagnosis Decision Support Systems for Trainee Advances Practitioners in Primary Care	Primary Health Care <a href="http://doi.org/10.7748/phc.2020/e1665">http://doi.org/10.7748/phc.2020/e1665</a>
2020		Phillips J, Johnston B, McIlfratrick S	Valuing palliative care nursing and extending the reach	Palliative Medicine First <a href="http://doi.org/10.1177/0269216319900083">http://doi.org/10.1177/0269216319900083</a>
2019		Coad J, Manning J, Mills E, Semple C, McMahon A, Johnston B	Capturing the real impact of clinical academics in practice	International Journal of Practice-Based Learning in Health and Social Care Vol. 7 No 2 December 2019 p47-56 <a href="http://doi.org/10.18552/ijpblhsc.v7i2.647">http://doi.org/10.18552/ijpblhsc.v7i2.647</a>



Florence Nightingale Foundation Annual Report 2019-2020

2019		McParland C, Johnston B	Palliative and End of Life Care in Prisons: a mixed methods rapid review of the literature from 2014-2018	BMJ Open <a href="http://dx.doi.org/10.1136/bmjopen-2019-033905">http://dx.doi.org/10.1136/bmjopen-2019-033905</a>
2019		Kotronoulas G, Cooper M, Johnston B	Core patient-reported outcomes (PROs) and PRO measures (PROMs) for polypharmacy medicines reviews: a sequential mixed-methods study	Patient Preference and Adherence 2019 13:2071-2 doi:10.2147/PPA.S236122
2019		Watts T, Willis D, Noble S, Johnston B	Death Rattle: reassuring harbinger of imminent death or a perfect example of inadequacies in evidence based practice	Current opinion in Supportive and Palliative Care <a href="https://doi.org/10.1097/SPC.0000000000000463">https://doi.org/10.1097/SPC.0000000000000463</a>
2019		Drummond M, Johnston B, Quinn T J	Measuring the success of interventions for caregivers a focused systematic review	Current opinion in supportive and palliative care <a href="http://doi.org/10.1097/SPC.0000000000000461">http://doi.org/10.1097/SPC.0000000000000461</a>
2019		Jackson B, McPeake J, Johnston B	What information and resources do carers require pre and post bereavement in the acute hospital setting, a rapid review	Current opinion in Supportive and Palliative Care <a href="http://doi.org/10.1097/SPC.0000000000000462">http://doi.org/10.1097/SPC.0000000000000462</a>
2019		Collier A, Hodgins M, Johnston B, Tieman J	Evidence-based palliative care: How can we account for the messy world of practice?	Palliative medicine <a href="http://doi.org/10.1177/0269216319845977">http://doi.org/10.1177/0269216319845977</a>
2019		Jindal-Snape D, Johnston B, Pringle J, Kelly T, Scott R, Gold L, Dempsey R	Multiple and multidimensional life transitions in the context of life limiting health conditions: longitudinal study focusing on perspective of young adults, families and professionals	BMC Palliative Care <a href="https://doi.org/10.1186/s12904-019-0414-9">https://doi.org/10.1186/s12904-019-0414-9</a>
2019		McParland C, Cooper M, Johnston B	Differential diagnosis decision support systems in primary and out of hours care: a qualitative analysis of the needs of key stakeholders in Scotland	Journal of Primary Care and Community Health 10:1-6 <a href="http://doi.org/10.1177/215013">http://doi.org/10.1177/215013</a>
2020	Christi Deaton	Forsyth F, Deaton C	Women and cardiac rehabilitation: Moving beyond barriers to solutions?	European Journal of Preventive Cardiology Doi: 10.1177/2047487320911843
2020		Early F, Wilson PM, Deaton C, Wellwood I, Haque HW, Fox SE, Yousaf A, Meysner OD, Ward JR, Singh SJ, Fuld JP	Pulmonary rehabilitation referral and uptake from primary care for people living with COPD: a mixed methods study.	ERJ Open Research 2020; 6:00129-2019; DOI 10.1183/23120541.00219-2019

Florence Nightingale Foundation Annual Report 2019-2020

2020		Norekval TM, Allore HG, Bendz B, Bjorvatn C, Borregaard B, Brors G, Deaton C, Falun N, Hadjistavropoulos H, Hansen TB, Igland S, Larsen AI, Palm P, Petterson TR, Rasmussen TB, Schjott J, Sogaard R, Valakar I, Zwisler AD, Rotevatn S, On behalf of the CONCORD investigators	Rethinking rehabilitation after percutaneous coronary intervention: a protocol of a multicenter cohort study on continuity of care, health literacy, adherence and costs at all care levels (the CONCORDPCI)	BMJ Open. 2020; 10:e031995.doi:10.1136/bmjopen-2019-031995
2020		Kalogirou F, Forsyth F, Kyriakou M, Mantle R, Deaton C	Heart Failure Disease Management: A Systematic Review of Effectiveness in Heart Failure with Preserved Ejection Fraction. ECS Heart Failure	Doi: 10.1002/ehf2.12559
2020		Piepoli MF, Matrone B, Abreu A, Albus C, Ambrosetti M, Brotons C, Catapano AL, Corra U, Cosys B, Deaton C et al	Update on Cardiovascular Prevention in Clinical Practice. A Position paper of the European Association of Preventative Cardiology of the European Society of Cardiology.	European Journal of Preventive Cardiology 2020 27(2) 181-205 DOI 10.1177/2047487319893035
2019		Hollander M, Deaton C, Gibson I, Kurpas D, Rutten F, Hansen H, Antonopoulou M, Dendale P, Grobbee D	The new Primary Care and Risk factor Management (PCRFM) Nucleus of the European Association of preventive Cardiology; A call for action.	European Journal of Preventative Cardiology 2019 doi 10.1177/2047487319894107
2019		Forsyth F, Mant J, Taylor C, Hobbs R, Chew-Graham C, Blakeman T, Sowden E, Long A, Hossain M, Edwards D, Deaton C	Optimising Management of Patients with Heart Failure with Preserved Ejection Fraction in Primary Care (OPTIMISE-HFpEF) Rationale and Protocol for a Multi-Method Study	British Journal of General Practice Open. November 2019 <a href="https://doi.org/10.3399/bjgpopen19X101675">https://doi.org/10.3399/bjgpopen19X101675</a>

Florence Nightingale Foundation Annual Report 2019-2020

2019/20		Knuuti J, Wijns W, Saraste A, Capodanno D, Barbato E, Funck- Bretano C, Prescott E, Storey RF, Deaton C, Cuisset T, Agewall S, Dickstein K, Edvardsen T, Escaned J, Gersh BJ, Svitil P, Gilard M, Hasdai D, Hatala R, Mahfoud F, masip J, Muneretto C, Valgimigli M, Achenbach S, Bax JJ; ESC Scientific Document Group	ESC Guidelines for the diagnosis and management of chronic coronary syndromes.	Eur Heart J 2020 jan 14;41 (3):407-477 doi:10.1093/eurheartj/ehz425
2019		Charman S, Okwose N, Maniatopoulos G, Graziadio S, Metzler T, Banks H, Vale L, MacGowan GA, Seferovic PM, Fuat A, Deaton C, Mant J, Hobbs RFD, Jakovljevic DG	Opportunities and challenges of a novel cardiac output response to stress (CORS) test to enhance diagnosis of heart failure in primary care: qualitative study	BMJ open 2019;9:e028122 Doi: 10.1136/
2019		Deaton C	Addressing the Paradox of age and participation in cardiac rehabilitation	Eur J Prev Cardioil. Doi: 0.1177/2047487319839258
2020	McCabe C	Rolls C, Llewellyn A, Jones GT, McCabe CS	What is the incidence of Complex Regional Pain Syndrome (CRPS) Type 1 within four months after wrist fracture in the adult population? A systematic review	Journal of Hand Therapy 2020
2020		Ten Brink AF, Peters L, Kompuli V, Jordan A, McCabe CS, Goebel A, Bultitude JH	Bodily changes and sensory sensitivity in complex regional pain syndrome and fibromyalgia	Pain 2020
2020		Brun C, McCabe CS, Mercier C	The contribution of motor commands to the perturbations induced by sensorimotor conflicts in fibromyalgia.	Neuroscience 2020

Florence Nightingale Foundation Annual Report 2019-2020

2020		Bisla J, Ambler G, Frank B, Gulati S, Hocken P, James M, Kelly J, Keshet-Price J, McCabe C, McGlynn D, Padfield N, Pang D, Pout G, Sanders M, Serpell M, Shenker N, Shoukrey K, Wesley S, Weston M, White-Alao B, Wyatt L, Murhy C, Goebel A	Successful and unsuccessful recruitment and retention strategies in a UK multicenter drug trial for a rare chronic pain condition which preformed above target	British Journal of Pain
2019		Armoogum J, Harcourt D, Foster C, Llewellyn A, McCabe C	The experience of persistent pain in adult care survivors: a qualitative evidence synthesis	European journal of Cancer Care
2019		Armoogum J, Harcourt D, Foster C, Llewellyn A, McCabe C	Literature review protocol: what is the experience of persistent pain for cancer survivors	Prospero CRD42017082562
2019		Grieve S, Llewellyn A, Jones L, Manns S, Glanville V, McCabe CS	Complex regional pain syndrome: an international survey of clinical practice	European Journal of Pain
2019		Grieve S, Brunner F, Buckle L, Gobeil F, Hirata H, Iwaski N, Moseley L, Sousa G, Vatine J-J, Vaughan Spickers N, Xu J, McCabe C	A multi Centre study to explore the feasibility and acceptability of collecting data for complex regional pain syndrome clinical studies using a core measurement set : study protocol	Musculoskeletal Care 2019, DOI: 10.1002/msc.1408
2019		Jones GT, Macfarlane GJ, Walker-Bone J, Burton K, Heine PJ, McCabe CS, Mcnamee P, McConnachie A, Zhang R, Whibley D, Palmer KT, Coggon D	Maintained physical activity and physiotherapy in the management of distal upper limb pain- a randomized controlled trial	RMD Open 2019
2019		Llewellyn A, Howard C, McCabe CS	An exploration of the experiences of women treated with radiography for breast cancer: learning from recent and historical cohorts to identify enduring needs	European Journal Oncology Nursing 2019

Florence Nightingale Foundation Annual Report 2019-2020

2019		Goebel A, Barker C, Birklein F, Brunner F, Casale R, Eccleston C, Eisenberg E, McCabe CS, Moseley GL, Perez R, Perrot S, Terkelson A, Thomassen I, Zyluk A, Wells C	Standards for the diagnosis and management of Complex Regional Pain Syndrome: results of a European Pain Federation Task force	European Journal of Pain 2019 Jan 8 DOI: 10.1002/ejp
2020	Pattison N	Griffiths P, Saville C, Ball JE, Chable R, Dimech A, Jones J, Jeffrey Y, Pattison N, Saucedo AR, Sinden N, Monks T	<u>The Safer Nursing Care Tool as a guide to nurse staffing requirements on hospital wards: observational and modelling study.</u>	Southampton (UK): NIHR Journals Library; 2020 Mar.PMID: 32223117
2019		Pattison N, Arulkumaran N, O'Gara G, Connolly B, Humphreys S, Walsh T, Hopkins P, Dark P	<u>Synthesis of qualitative research studies regarding the factors surrounding UK critical care trial infrastructure.</u>	BMJ Open. 2019 Dec 22;9(12):e030815. doi: 10.1136/bmjopen-2019-030815.PMID: 31871255
2020		Griffiths P, Saville C, Ball J, Jones J, Pattison N, Monks T; Safer Nursing Care Study Group	<u>Nursing workload, nurse staffing methodologies and tools: A systematic scoping review and discussion.</u>	Int J Nurs Stud. 2020 Mar;103:103487. doi: 10.1016/j.ijnurstu.2019.103487. Epub 2019 Nov 29.PMID: 31884330
2019		Pattison N, Droney J, Gruber P	<u>Burnout: Caring for critically ill and end-of-life patients with cancer.</u>	Nurs Crit Care. 2020 Mar;25(2):93-101. doi: 10.1111/nicc.12460. Epub 2019 Jul 22.PMID: 31328851
2020		O'Reilly A, Hughes P, Mann J, Lai Z, Teh JJ, Mclean E, Edmonds K, Lingard K, Chauhan D, Lynch J, Au L, Ludlow A, Pattison N, Wiseman T, Turajlic S, Gore M, Larkin J, Husson O	<u>An immunotherapy survivor population: health-related quality of life and toxicity in patients with metastatic melanoma treated with immune checkpoint inhibitors.</u>	Support Care Cancer. 2020 Feb;28(2):561-570. doi: 10.1007/s00520-019-04818-w. Epub 2019 May 14.PMID: 31089820
2019		Pattison N, Duijts S	<u>The value of systematic, rigorous and contemporary literature reviews in advancing cancer care.</u>	Eur J Cancer Care (Engl). 2019 May;28(3):e13098. doi: 10.1111/ecc.13098.PMID: 31111630 No abstract available.

Florence Nightingale Foundation Annual Report 2019-2020

2019		Rose L, Istanboulian L, Allum L, Burry L, Dale C, Hart N, Kydonaki K, Ramsay P, Pattison N, Connolly B.	<u>Patient and Family Centered Actionable Processes of Care and Performance Measures for Persistent and Chronic Critical Illness: A Systematic Review.</u>	Crit Care Explor. 2019 Apr 17;1(4):e0005. doi: 10.1097/CCE.0000000000000005. eCollection 2019 Apr.PMID: 32166252
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## Appendix 4: FNF Clinical Professor Presentations

Date	Clinical Professor:	Title:	Reference:
Jan 2020	Coates VE	Diabetes Care in the Older Adults and Nursing Homes	Facilitated workshop: 'The implications of living with both diabetes and dementia for individual and their informal carer'. Diabetes self-management Alliance (European Group) Stockholm
2020	Coates VE	Diabetes Early Career Researchers Workshop.	NIHR and diabetes UK. London. Facilitated workshop for N, M & AHPs
Sept 2019	Johnston B	3 presentations 2 posters, 2 oral presentations RCN Conference	<a href="http://www.rcn.org.uk&gt;research&gt;rcn-2019-research-book-of-abstracts">http://www.rcn.org.uk&gt;research&gt;rcn-2019-research-book-of-abstracts</a>
2019	Johnston B	Presentations at EAPC Berlin	<a href="http://journals.sagepub.com/doi/full/10.1177/0269216319844405">http://journals.sagepub.com/doi/full/10.1177/0269216319844405</a>
May 2019	Johnston B	Evidence based system management	Invited keynote speaker IJPN National: current issues in palliative care conference, London
March 2019	Johnston B	Psychological intervention and dementia	Invited keynote speaker Psychosocial interventions and dementia, National Dementia Network Conference, Glasgow
Nov 2019	Deaton C	CVD Prevention Workshop	Countrywide organization of CVD prevention: what do the guidelines say? (Nice, France)
Aug 2019	Deaton C	ESC Congress	Lifestyle interventions for Hypertension-It works! Lifestyle and prevention: 2019 ESC Guidelines on Chronic Coronary Syndromes
June 2019	Deaton C	British Cardiovascular Society	High Impact Cardiovascular research: nurses leading the way, Manchester
May 2019	Deaton C	Euroheartcare	Assessment and management of patients with diabetes and CVD CVD during pregnant: what's important to know? Milan, Italy
Oct 2019	McCabe C	Effective multidisciplinary approaches to chronic pain management	6 <sup>th</sup> national conference on chronic pain management 2019, London
Sept 2019	McCabe C	Functional rehabilitation of Complex Regional Pain Syndrome	German congress for physical and rehabilitation medicine, Munich
Sept 2019	McCabe C	Basics in pain-acute and chronic. Rehabilitation in hand surgery course	University of Lund and Skane University Hospital, Malmo, Sweden
Sept 2019	McCabe C	The professor David Niv plenary lecture, interdisciplinary approaches to chronic pain patients, the opportunities and challenges	European Pain Chapters (EFIC) Valencia, Spain
June 2019	McCabe C	Rethinking chronic pain	BRC Cambridge
June 2019	McCabe C	An update on the management of complex regional pain syndrome	International federation of hand surgeons and therapist, berlin
April 2019	McCabe C	Complex regional pain syndrome: complex pain rehabilitation	Association of chartered physiotherapists in Neurology, Bristol

## The Annual Florence Nightingale Commemoration Service

The 2020 Service was cancelled

Tuesday 12 May 2021 at 6.30 pm (to be confirmed)  
Westminster Abbey

The 2021 Commemoration Service will belatedly celebrate the bicentennial of Florence Nightingale.

Join us as we remember and celebrate the life and works of Florence Nightingale.

Please note tickets may be limited in line with the social distancing restrictions as they may apply at the time of the service.



For details on how to apply for tickets please visit the website.



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Donations, legacies and sponsorships make a great difference to the achievements of the Foundation's aims and objectives.

As a charity, we rely on raising funds to complete our work.

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If you would like to offer funding to support our scholarships or become a funding partner, please contact us at the address below.

## Donations and legacies

If you feel able to assist in the valuable work of the Foundation, details of how to donate can be found on our website at [www.florence-nightingale-foundation.org.uk](http://www.florence-nightingale-foundation.org.uk)

### Contact us at:

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