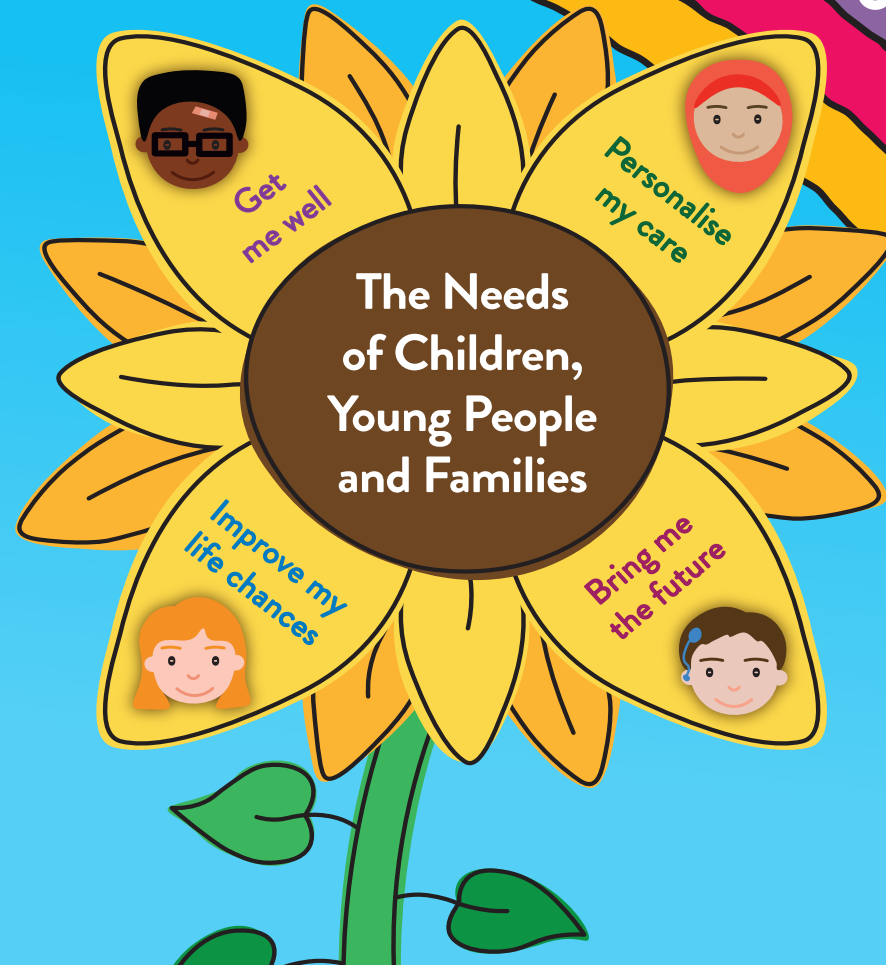


A HEALTHIER, HAPPIER AND FAIRER FUTURE FOR CHILDREN AND YOUNG PEOPLE

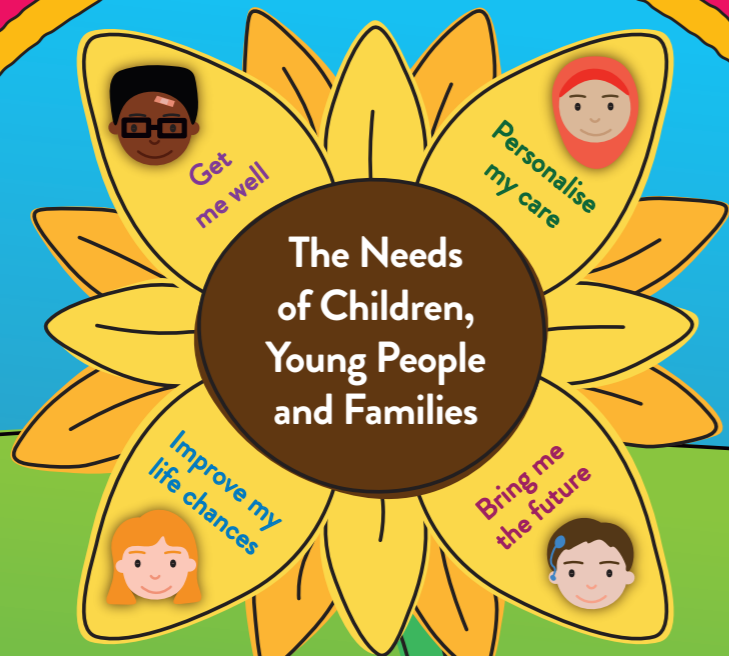


VISION
2030



A Healthier, Happier and Fairer Future for Children and Young People

OUR ASPIRATION
To be world-leading



Outstanding care and experience

Collaborate for children & young people

Revolutionise care

Support our people

Pioneering breakthroughs



FOREWORD

A Fairer Future

To us, 'a fairer future' means a world where educational opportunity, health and wellbeing isn't limited by a child's social, economic or ethnic background.

It's an Alder Hey where all of our people enjoy equality in recruitment, training, pay and progression, reward and recognition; where they feel 'seen', and where they feel they belong.

With Vision 2030, we will equip ourselves with more knowledge, seek out inequity and take practical action. Together with our partners, we will remove internal and external processes and barriers that could support inequity.

Welcome to Alder Hey, one of Europe's biggest and busiest children's healthcare providers, and considered amongst the best in the world. We look after 330,000 children and young people each year, treating everything from common illnesses to highly complex and specialist conditions.



It's these children and young people, and their families, that inspire us; that motivate our aspiration to not only give them the best clinical care, but also support them to feel happy, safe and confident as they play, learn and grow, in a world where they are not limited by their social, economic or ethnic background.

In short, we want to help them, and children and young people everywhere, to achieve their full potential.

Over the last 10 years, we have come a long way, guided by a clear vision of where we wanted to be, and driven by the belief, passion and world-class expertise of our people who make the very best care possible.

But as society changes so too do health and care needs. There are new pressures facing children, young people and families, and new pressures facing Alder Hey and the care system that we are a part of. To meet the challenge that those pressures bring, we need to develop our knowledge, expertise, and assets, and leverage them – working alongside our system partners – to bring improvements for children, young people and families everywhere. We must work to ensure that our people too are healthy and happy, and are able to reach their own potential.

By focusing our efforts locally and regionally, we hope to make an impact nationally and globally.

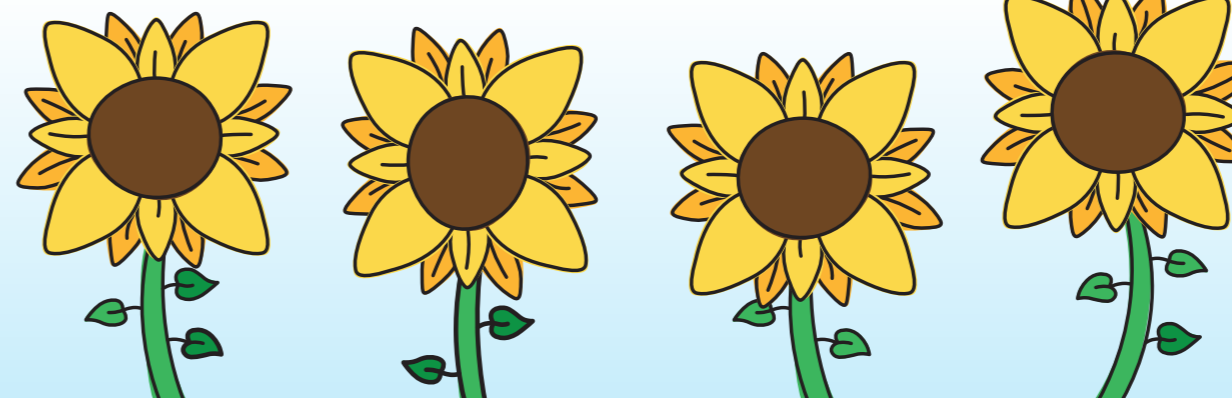
We have created this strategy to make our Vision 2030 a reality and to galvanise us to tackle the challenges we each of us face, together, to create a happier, healthier, and fairer future for children and young people.

J. Williams

Dame Jo Williams
Chair

Louise Shepherd

Louise Shepherd, CBE
Chief Executive



A VISION BORN FROM NEED

What's your vision for 2030? What kind of future do you want for our children and the generations to come? How do you think you might enable that future if you start to act now?

These are some of the questions that have preoccupied us in developing **Vision 2030**. It's a strategy about understanding our place in the world, what we want from the future, and how we might use the platform we've worked hard to achieve to facilitate that future.

Fuelling it all is a steadfast ambition to work alongside like-minded partners to create a world where children and young people can live their best lives.

But the needs of children and young people are evolving, with more living with long-term and complex health conditions. Austerity has led to closure of children's centres and a lack of investment in prevention services, whilst the Covid 19 pandemic has had a fundamental impact.

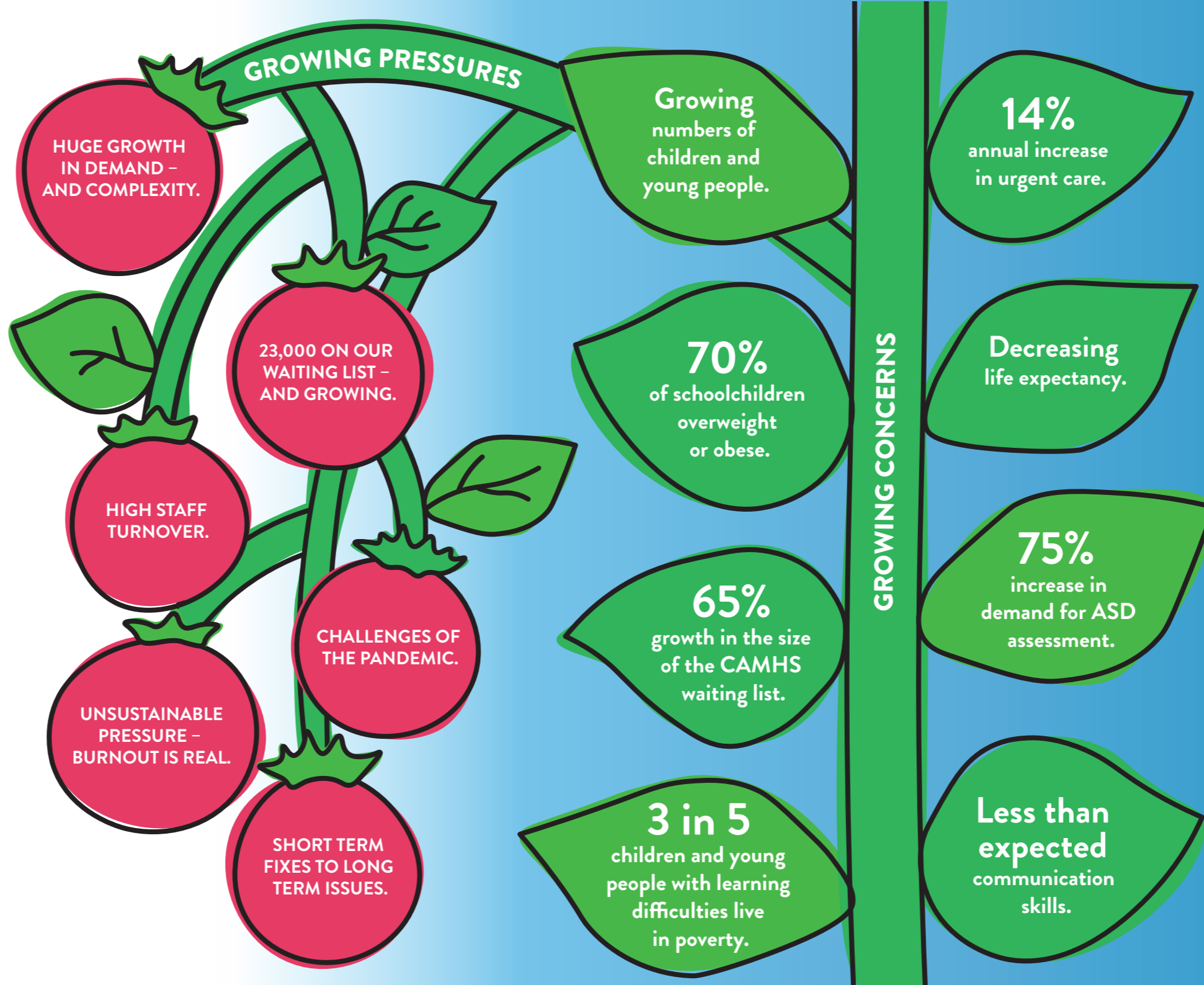
It has left in its wake an enormous recovery challenge, having increased inequity, with poorer health, wellbeing, and educational outcomes, and a mental health crisis for the youngest in our society.

And children and young people's needs are not homogenous; one size solution does not fit all.

Alder Hey has built strong foundations by being vision-led; it's now time for a refreshed Vision to inspire us to build to greater heights. That Vision is:

A healthier, happier and fairer future for children and young people.

Alder Hey is full of inspired, creative, and passionate people with the skills and knowledge to make a difference. It is our people, and our partners, that give us the confidence that, **together**, we can achieve our Vision.



What does this tell us?

We're seeing a huge growth in demand, with two out of three of the children and young people we treat coming from deprived areas. This growth in demand is putting great pressure on us and partners who provide care and support for children and young people.

It is also impacting our people. Workforce challenges within the NHS, alongside those in the national labour market are, on their own, significant. They are however exacerbated by external factors in the economy – such as the growing cost of living – and the legacy of the pandemic. Our people are feeling the pressure; their wellbeing is suffering; burnout is real.

This tells us that we will have to do something different.

We must work with our partners, as a system, to truly join up services in ways that make sense to children, young people and their families. We need to provide more personalised care closer to home and school, putting prevention and wellbeing at the heart of how we do things, and playing a more meaningful role in tackling inequity at its roots.

We want to create a world where children, young people and their families can live their best lives, and our people can do their best work.

SEEING CLEARLY: STRATEGY DEVELOPMENT

To develop Vision 2030, we focused our attention fully on the needs of children, young people and families, and those of our people.

We undertook an extensive analysis of our service users. We considered which services they use, how often and for how long, and combined with what other services. We scrutinised demographic data, including age, gender, ethnic background and where they live, alongside important socio-economic factors such as income, education, and employment, all of which play a role in someone's health and wellbeing.

This analysis showed us that children and young people have varying needs that can be described across ten groups. Each group might require different things from us, but we traditionally serve all groups in the same ways.

Looking at these groups more closely, we were able to identify needs that were common across more than one. This enabled us to describe four major 'areas of need'.

What if we organise ourselves around these 4 areas of need, instead of the more traditional service-led model? Could we deliver a more personalised experience and better meet the needs of children and young people? We believe so.

We will take a **population-health** based approach to meeting these four areas of need, recognising that individual children, young people, and families' needs do not remain static.



FOUR AREAS OF NEED

Children have told us:

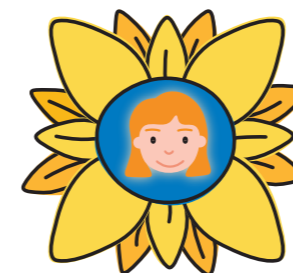
"We need you to..."



Get me well

Children and young people in this group told us they need a relatively quick fix.

"I don't want to go to hospital unless I have to. I want to be looked after by people nearby who know me, and I want to be seen quickly when it's best for me. Treat me as me."



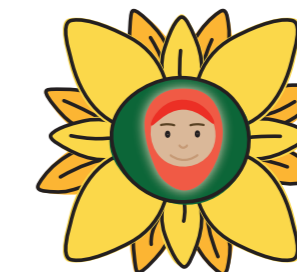
Improve my life chances

Children and young people in our community need support from many different services, not just Alder Hey.

"I need you to keep me healthy so I can go to school and learn and get a job I like one day. Don't let me get lost in this big, complicated system. It can be so confusing. I need your help to join up the support I need."

The feedback that children, young people and families have shared with us on their lived experiences and what they actually need is at the heart of Vision 2030.

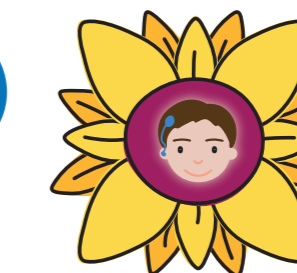
They have spoken to us loud and clear, and given us a strong understanding of how we can make a difference to them, both within Alder Hey, and through collaborating with our partners in the health and care system.



Personalise my care

Children and young people in this group are living with a long-term condition or complex health need and are often looked after by lots of different specialities.

"I want care that is connected up. I don't want to feel like I'm being treated by different people. I don't want to spend a lot of time in hospital. I want your help to be independent and live my life."



Bring me the future

Children and young people are ambitious for their own futures, for their families and their communities.

"I want to know you're always trying to find new and better ways to look after me, and I want the best people to want to work at Alder Hey so I can be treated by them."

WHAT WE WILL DO

Get me well

Fast, unfussy care delivered locally by a truly joined-up team of adjacent services, collectively focused on one thing: getting children and young people back to health with the minimum of disruption to family and homelife.

- Develop paediatric capacity and capability in communities through new care models to deliver care closer to home.
- Develop community sector led models for community resilience, providing expert-trained and peer-led local support for conditions such as bronchiolitis, healthy weight, physical activity and oral health.
- Maximise use of technology to deliver virtual medicine and digitally enabled models of care.
- Build prevention into more hospital and clinical pathways.
- Support children, young people and families to manage their own physical and mental health and wellbeing through technologies for self-care.
- Support families to identify those parts of the health and care system that best meet their needs and play our part in making this easy to navigate and joined up.

Improve my life chances

Work as a system with partners to redraw the map of health and social care, ensuring that all children, young people and families, particularly those unfairly impacted by health inequalities, can always find the right care they need.

- Create employment and education opportunities for children, young people, and our local community as an anchor institution.
- Amplify children, young people and families' issues, such as respiratory/clean air and obesity, through advocacy and influencing policy.
- Co-create the collaborative health and care system that is jointly accountable for children and young people.
- Protect the planet for future generations by reducing our environmental impact towards net zero.
- Deliver measurable social value to our communities.
- More joined up, borderless care with a much greater focus on prevention and wellbeing, delivered through strong relationships and collaborations.

The Needs of Children, Young People and Families

Personalise my care

For children and young people with complex or long-term needs, their care is as much a part of their lives as going to school, so it should complement homelife, not detract from it, supporting safety, independence, and control. We will cultivate a centre of excellence that recognises – and delivers – this.

- Every child and young person with complex and long-term needs will have a named care-coordinator to integrate their care and reduce unplanned service use.
- Personalised medicine tailored to an individuals' needs.
- Design virtual and digitally enabled care models that keep more children and young people at home or in school.
- Deliver resilient joined-up specialist services ensuring children and young people in some of the most deprived parts of the country can access world-leading services.

Bring me the future

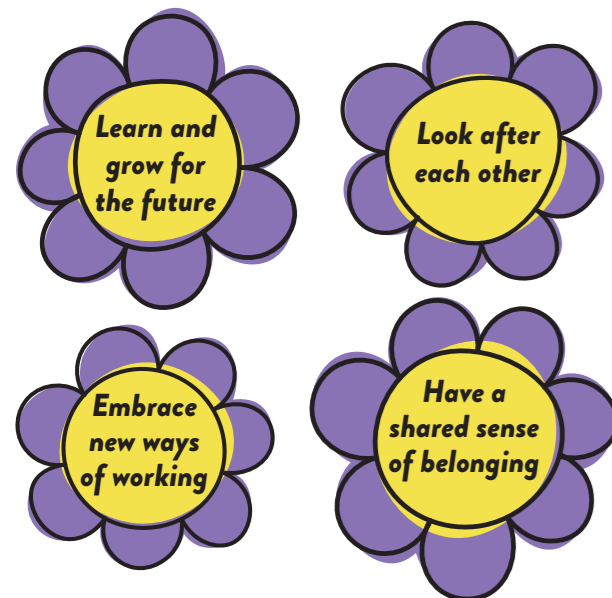
Nurture our instinct to break through barriers in the pursuit of 'better' for children, young people and families: better care, better medicines, better treatments... Harness the potential offered by cutting-edge health tech to deliver for children, young people and families.

- Establish a Northern Institute of Child Health & Wellbeing, a centre of excellence in research and innovation, which along with the Alder Hey Academy is a recognised leader in improving children and young people's health and life chances.
- Deliver a state of the art 'healthcare anywhere' capability, a digitally enabled, technologically enhanced hybrid of on-site and virtual clinical services, as close as possible to the everyday environment for children, young people and families.
- Go beyond physical health, incorporating mental health and emotional wellbeing for more holistic approaches to care in the optimum setting.
- Personalised medicine, integrating multi-source data and technologies to build a complete picture of each patient and individualise prevention, treatment, and care.
- Evaluate and deploy better drugs, tests and devices in hospital and community settings.

OUR PEOPLE

Renowned for their outstanding care, our people are our greatest strength. We need to create a healthy, happy, fair environment for them to thrive in so that we can all, together deliver Vision 2030.

We need to support our people to have fulfilling careers and make Alder Hey a place where they want to be, a place where we:



There is no 'one size fits all' approach to achieving this. We need to offer targeted solutions according to differing needs. And this is what we are doing.

Built on an analysis of our workforce, we have developed a more sophisticated understanding of our people, viewed through the lens of their needs rather than professional groups, service structures or bandings. This has enabled us to identify three areas where we think we can make big changes:

Thriving @ Alder Hey

finding and keeping the best people, giving them a reason to stay.

The Professional Hub

the best people don't want to stand still; let's nurture that.

Future Workforce

designing and developing a future-proofed workforce that shifts and shapes around an evolving landscape.



Within each of these strands we have developed needs-based benefits for our people, supporting them to thrive and do their best work. This will help to create an environment where our people:

- ✓ feel connected, safe, healthy, happy, supported and are performing at their best.
- ✓ have the time, space and opportunity to improve.
- ✓ are diverse, feel valued for their differences and feel included.
- ✓ experience consistent and effective talent management across the trust.
- ✓ feel confident and able to embrace change.
- ✓ believe we have a fair and just culture.

Improving Equality, Diversity and Inclusion (EDI) is critical to the achievement of our goals.

Ensuring our colleagues work in an environment where they feel they belong, can safely raise concerns, ask questions and admit mistakes is essential for staff morale – which, in turn, leads to improved patient care and outcomes. This can only be done by treating people equitably and without discrimination.

Vision 2030 sets out our commitment to EDI, and to developing an inclusive workplace culture, making Alder Hey a fairer and more equitable place for everyone. Therefore, while we will have specific measures to address disparity within groups with protected characteristics as defined in the Equality Act 2010, the actions within Vision 2030 are intended to positively impact groups and individuals beyond these terms and definitions.

OUR GOALS

To enable us to meet the 4 areas of children and young people's needs, we must ensure that we achieve 5 major cross-cutting goals.



Push ourselves to always provide the best possible experience for children, young people and families, continually testing this with them and building on their feedback.

Use our combined knowledge and resources to develop and deliver a system that children, young people and families can find their way round and get the best out of.

Harness the latest technologies to ensure delivery of the very best health and care outcomes for children, young people and families. Do things differently. Do things better.

Understand our people better. What drives them? Develop shared motivations and ambitions by treating them as individuals and ensuring that they can have fulfilling careers.

Break through barriers to breach new ground in paediatric treatment and healthcare. Feed the spark of inspiration by creating an environment that supports exploration and innovation.

SUSTAINABILITY

Finance

We operate in a challenging financial environment which is likely to become only more so. We must recognise this as a fact of life and own it.

We need to embrace efficiency and choose where and on what we spend our money, wisely. We must be creative in our resourcefulness and identify new and diverse income streams that endure.

We must create partnerships that deliver financial impact and make the best use of whole system investment.

We will work alongside the Alder Hey Children's Charity to ensure that the generous donations we receive are directed to where they will have best effect, meaning we can deliver that outstanding experience that we want to be known for.

Climate

The NHS has a clear commitment to Net Zero, taking responsibility not just for what it does but also what its partners do.

Alder Hey must play its part and Vision 2030 sets a clear mission for us to be a net zero organisation as soon as possible, with a direction for immediate action where possible followed by longer term permanent changes.

WORKING IN PARTNERSHIP

Alder Hey can only truly deliver healthier, happier and fairer futures if we work alongside our partners in the communities we serve, through a collaborative health and social care system that has a shared focus on the needs of children and young people.

We have established great collaborations in communities:

- **Locally** we have strong relationships with academic, local authority, public health, city region and voluntary sector partners.
- **In Cheshire and Merseyside**, we have established the "Beyond" Children & Young People's programme and the system architecture for children and young people.
- **In the North West** we collaborate on a paediatric partnership with Royal Manchester Children's Hospital.
- **Nationally**, we play a strong role in the Children's Hospital Alliance.
- **Globally**, we deliver mutually beneficial international health partnerships.

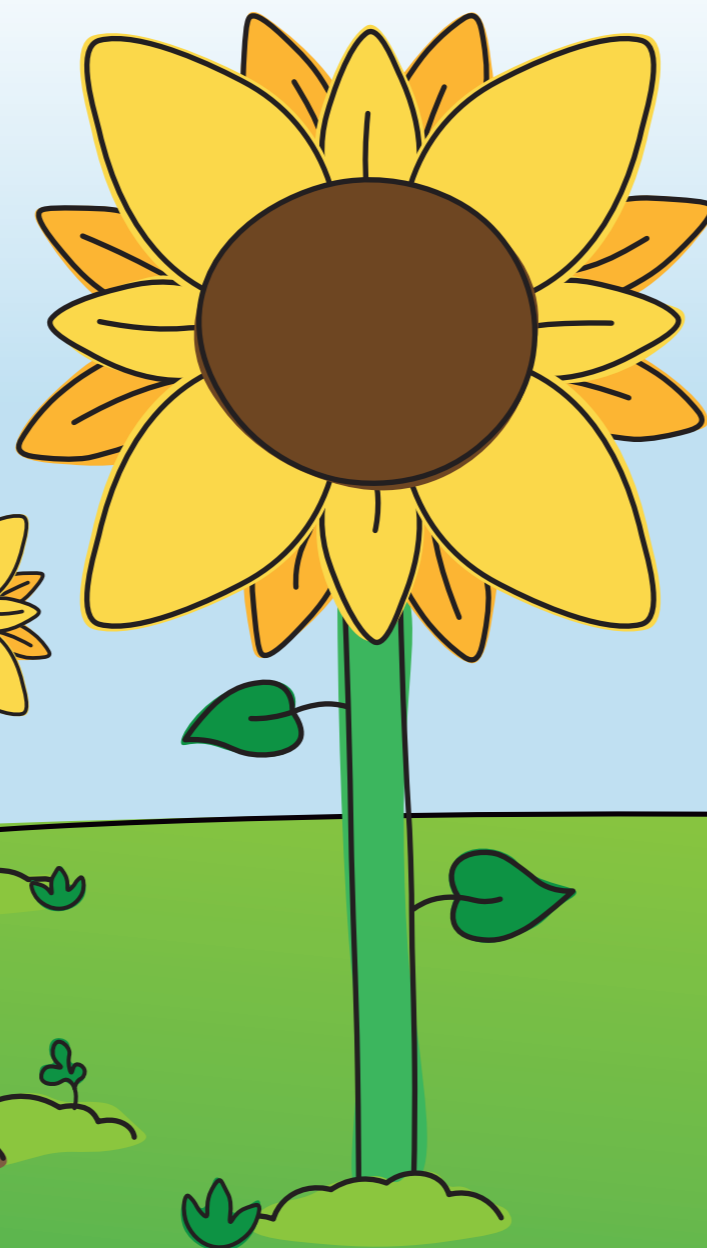
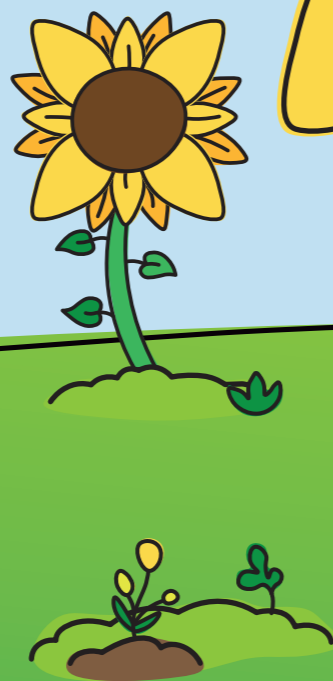
Only together, can we succeed, and deliver a future where all children and young people are able to get the best quality care regardless of who they are, where they live or their background.

Our Vision 2030 reflects the strategic aims of our partners, at local, system and regional levels; it directly aligns with the Cheshire & Merseyside Health and Care Partnership strategy and Integrated Care Board's Five-Year Plan, as well as others.

Together, Alder Hey, Liverpool, Cheshire and Merseyside and the wider Northwest of England, has a great platform to tackle challenges head on.

For all of us, giving every child the best start in life is a priority.

Together, in partnership, we must lead the way.



OUR JOURNEY TO 2030

To achieve our Vision 2030, we must spin Alder Hey on its axis, pivoting from being service led to being led by the needs and experiences of the children, young people and families that rely on us, and the needs of our people who provide their care. That will be our 'North Star' on our journey to 2030.

Get me well

WHAT WILL WE ACHIEVE...

2023-25

- An expanded virtual ward offer.
- Virtual urgent care advice and support.
- Playing our role locally through Family Hubs.

2025-27

- A reimagined neurodiversity pathway.
- More localised diagnostic services accessible in the community.
- More care delivered close to home through networks with local district general hospitals.

2027-30

- Digital and virtual care keeping children and young people at home.
- More care delivered in communities.
- A move towards self-care, keeping families in control.

STAGES OF EVOLUTION KEY

2023-25 Great Experience & Outcomes

2025-27 Thriving Communities

2027-30 Delivering Social value and Pioneering Care

Personalise my care

WHAT WILL WE ACHIEVE...

2023-25

- Parent/carer able to raise concerns and access real-time second opinions.
- Single co-ordinator for complex care needs.

2025-27

- A new state of the art Neonatal Intensive Care Unit cementing a single Neonatal service for Liverpool.
- Excellent networked North West specialised services.

2027-30

- Connected services providing access for all.
- Listen to and learn from families.
- Greater independence for families.
- Parity of physical and mental health needs
- Attract the best talent.

Improve my life chances

WHAT WILL WE ACHIEVE...

23-25

- More access to family wellbeing services through Alder Hey
- Energy and Carbon reduction plans delivering.
- Sharpened focus on lung health and learning disabilities.
- A system alliance, committed to children, young people and families.

25-27

- Children and young people missing less school due to illnesses.
- Job and training opportunities created, especially through widening participation.
- Measurable impact on health inequalities.

27-30

- An inclusive system.
- Increased social value.
- Poverty proof Alder Hey.
- Net Zero.

THIS WILL ALL GROW UPON...

- Rated Outstanding by the CQC
- A revised, more resilient way of making sure Alder Hey is safe at all times.
- A relentless learning, just and restorative culture.

- A sense of belonging so everybody whatever their social, economic or ethnic background feels equal.
- A brilliant new onboarding and preceptorship model.
- Training in customer experience; involve children, young people and families even more.

- Investment in developing leaders and future talent.
- Reduced bureaucracy and better use of technology giving colleagues increased 'headspace'.
- Data science-driven intelligence capability enabling us to make better, more informed decisions.

Bring me the future

WHAT WILL WE ACHIEVE?

23-25

- New technologies for clinical and self-care.
- Data-led decision making and intelligence.
- Become an Innovation Zone for the city region.

25-27

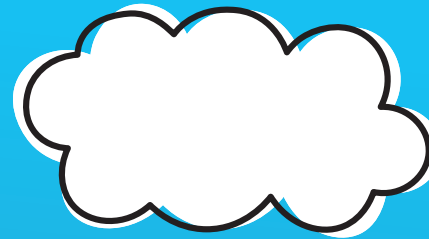
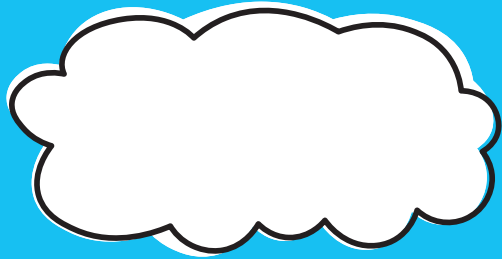
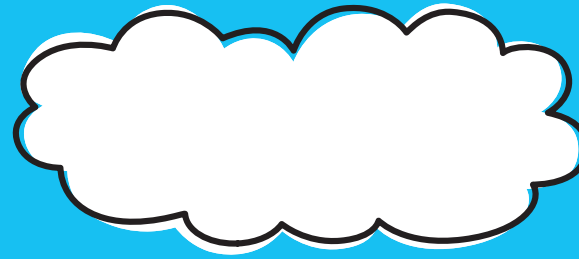
- Development of the 'Institute for the Child of the North'.
- Generate revenues from our knowledge and skills to reinvest.
- International child health partnerships.
- Precision Medicine.
- Globally renowned Paediatric 'Academy'.

27-30

- A collaborative approach to, and culture of, breaking new ground in care and treatment.
- A centre of excellence for 'healthcare anywhere' and for the education and training of future workforces.



Alder Hey Children's
NHS Foundation Trust



VISION

2030

If you want to explore how we might support each other to create a healthier, happier and fairer future for children and young people, contact us at:

Vision2030@alderhey.nhs.uk

Alder Hey Children's NHS Foundation Trust,
Eaton Road, Liverpool, L12 2AP

www.alderhey.nhs.uk

**BRILLIANT
BASICS**

