

# Alder Hey Children's NHS Foundation Trust **STRATEGIC PLAN**

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2019-2024

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# FOREWORD

Alder Hey is a special place, made up of extraordinary children, young people, families and exceptional staff. Over the last decade, we have witnessed a transformation in the care we deliver for children and young people. We are continually inspired by them.

At Alder Hey, we are guided by a clear, shared vision, driven and delivered by our teams across the Trust, to “Build a healthier future for children and young people, as a recognised world leader in research and healthcare”. We are building this healthier future through;



Dame Jo Williams  
Chair



Louise Shepherd CBE  
Chief Executive

- **Alder Hey in the Park** - our purpose-built £350m campus devoted to improving children and young people’s health. This specialist, digitally-enabled hospital, was designed by children and young people. Our children and young people’s health campus houses a dedicated Research, Education and Innovation (RE&I) Institute, which is home to our partnership with four Universities and the National Institute for Health Research (NIHR).

Our health campus also plays home to the NHS’s only Innovation Hub and our dedicated Clinical Research Facility. In the coming months our health campus will grow to encompass specialist mental health, neurodevelopmental and bereavement services, all within a parkland setting dedicated to inspiring and supporting children’s health and well-being;

- **Treating more children and young people than ever before**, both at Alder Hey in the Park, in community settings, and across the North West, North Wales and the Isle of Man through specialist networks;
- **Our strong and growing children’s community and mental health services;**
- **Continuing to enrol more children in clinical research** than any other NHS provider;
- **Being a recognised leader in digitally-enabled healthcare and innovation**, creating a pipeline of new products and therapies in partnership with children and young people, Industry and Higher Education Institutions, that are transforming health outcomes and creating wealth;



Alder Hey is in a strong position but there is so much more to do if we are to respond effectively to the challenges facing children and young people today; challenges that may be the result of society, austerity, technology and/or the environment they live in. We recognise that we have a massive responsibility to respond to these challenges. We will do this by;

- **Recruiting and training** more specialist staff than ever before.
- **Working in close partnership with families and other agencies** to provide truly integrated services and helping to build resilient communities supporting children and young people across our region.

- **Being a strong advocate for children and young people's health and well-being**, actively supporting programmes and system plans that will enable all children to have the best possible start in life and manage their own health and well-being positively as they grow and develop.
- **Remaining at the forefront of the positive technological and medical revolution** that is transforming healthcare and with it, the potential life chances of every child and young person.
- **Playing our part** in ensuring Alder Hey does everything we can to have a positive impact on our environment and communities.

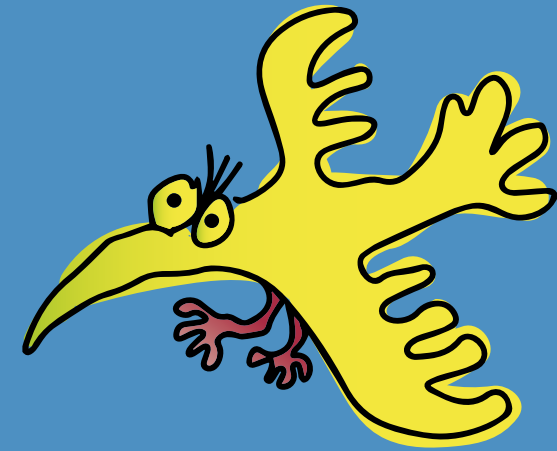


'Our Plan' sets out our response to these challenges and the steps we intend to take over the next four years to continue to build the healthier future for children and young people that they deserve.



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# OUR VISION, VALUES, AIMS AND OBJECTIVES







## MY ALDER HEY. MY VALUES.



We show that **we value every individual** for who they are and their contribution



We pride ourselves on **the quality of our care**, going the extra mile to make Alder Hey a safe and special place for children and families



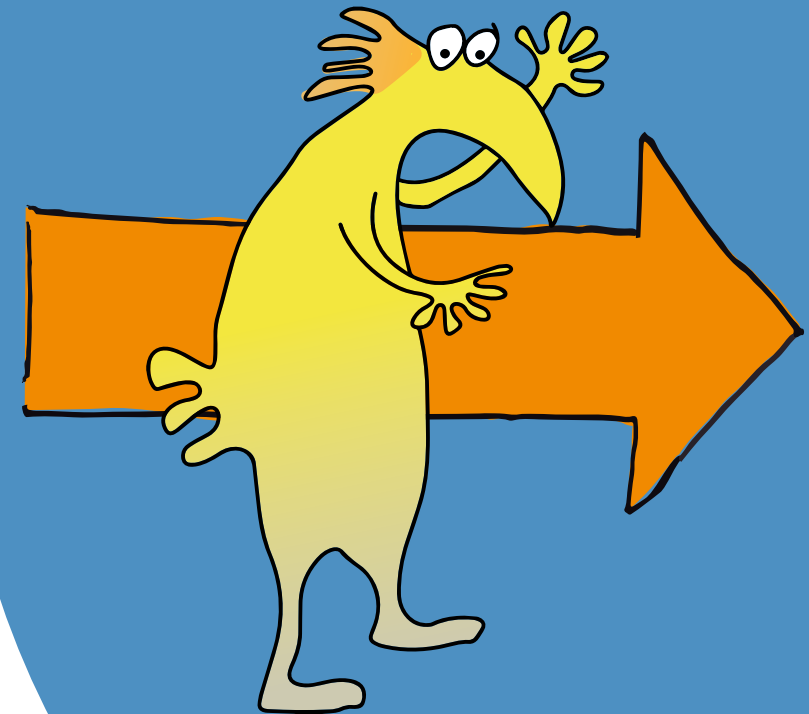
We are committed to **continually improving** for the benefit of our patients



We work **across the Alder hey community in teams that are built** on friendship, dedication, care and reassurance

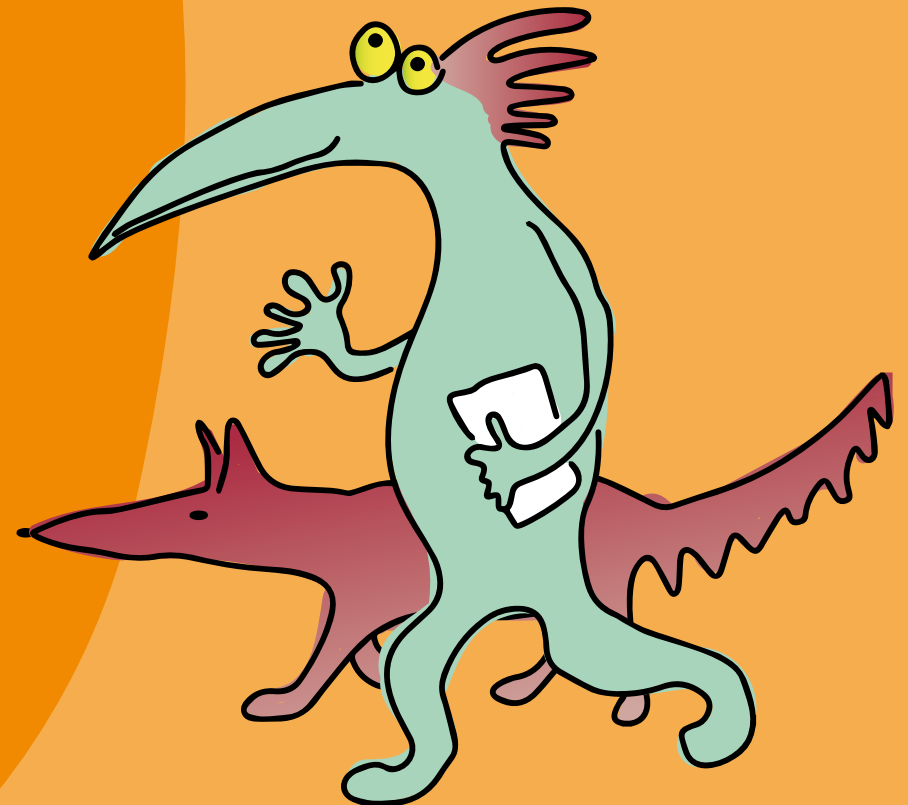


We are **open and honest** and engage everyone we meet with a smile



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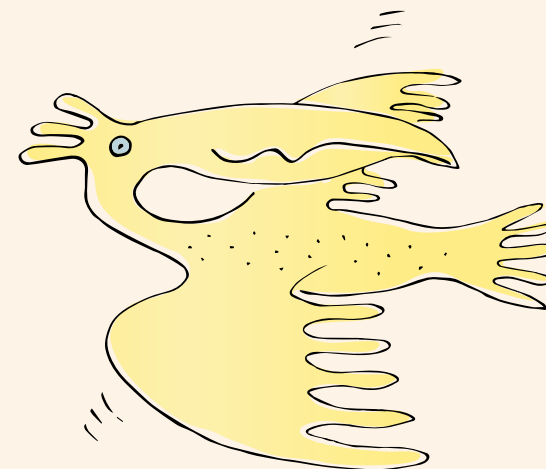
# WHO WE ARE





# WHO WE ARE

Welcome to **'Our Plan'**. At Alder Hey, our people are as vibrant as the children and young people we are here for, and the city we work in. Our big vision is to **create a healthier future for children and young people**. **'Our Plan'** will outline how we will get there over the next 4 years and beyond.



## What we do

Our **3,800 staff**, plus **1,000** medical, nursing and allied health professional students, care for over **330,000 children and young people** each year. We provide care across **60 specialties** from a range of settings, including our world-leading **"Alder Hey in the Park"** campus, our widespread and **diverse community sites** across Liverpool and North Mersey, and reaching out even further into Wales, Cumbria, Shropshire and the Isle of Man. **We are both a highly specialist and tertiary hospital with a global reach, and a local community and hospital provider for children and young people.**

We have more children and young people participating in **clinical research studies** than anywhere else in the UK, and are very fortunate to have both a purpose-built **research institute** and the UK's only **NHS Innovation Hub** to help us ensure children and young people are able to benefit from the very latest in research and innovation.

We host many **centres of excellence in specialist medicine and care**, and we are the **specialist leader for a number of key children's health issues**; many examples of this excellence can be seen in Appendix 1.

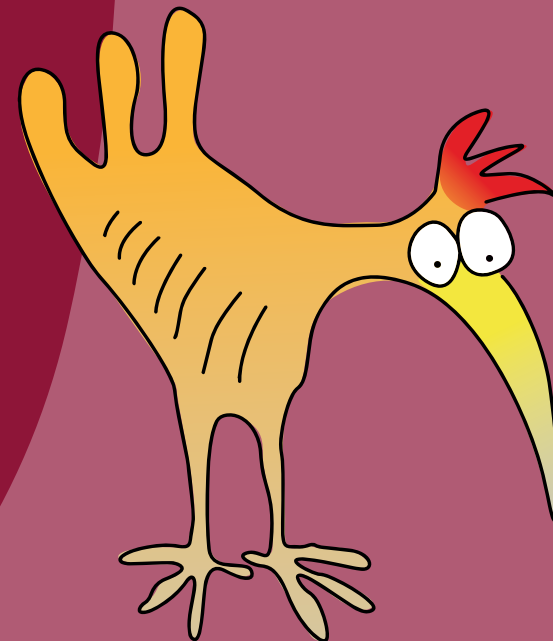
Our care and services are **clinically-led**, with four **clinical 'divisions'** - **Surgery, Medicine, Community and Mental Health** and the **Clinical Research Division** (see Appendix 3 for details).

Our Clinical Divisions' focus is **supported by professional departments**, Corporate and Support Services that deliver (for example) leadership on Our People, an ambitious digital infrastructure, financial rigour and an overarching communications and engagement plan.

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# OUR ROLE

IN A HEALTHIER FUTURE FOR  
CHILDREN AND YOUNG PEOPLE



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**At Alder Hey, we recognise and act on our role as an advocate for the wellbeing and health of children and young people. It is our ambition to positively impact social value and lead others to do so, in order to enhance the well-being and life chances of children and young people, and make a positive contribution to our local economy and community.**

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**Over the next 4 years and beyond we will continue to;**

- **Listen to the voices of children and young people** in all that we do, and as committed partners in UNICEF Child Friendly City
- **Work in close partnership with families and partner agencies** to provide truly integrated services and helping to build resilient communities supporting children and young people across our region;
- **Share our expertise as a regional specialist tertiary centre** with our partners, and learn from others – this means driving up standards and advocating for children and young people’s services, and utilising the unique perspective we have from treating the sharp end of childhood illnesses and diseases to identify underlying causes and drive for improved preventative solutions
- **Be a strong advocate for children and young people’s health and wellbeing**, actively supporting programmes and system plans that will enable all children to have the best possible start in life and manage their own health and wellbeing positively as they grow and develop
- **Remain at the forefront of the positive technological and medical revolution** that is transforming healthcare and with it, the potential life chances of every child and young person
- **Play our part in ensuring Alder Hey does everything we can to have a positive impact** on our environment and communities by;
  - Contributing to the city’s Public Health, wellbeing and economic prosperity, as partners in our community
  - Using our buildings and spaces to support our community, through Alder Hey in the Park
  - Recruiting from our local community, and attracting people into Liverpool
  - Procuring local goods and services wherever possible
  - Widening access to quality work, for example through volunteer career pathways
  - Prioritising action on Climate Change and the Green Agenda for children and young people of the future.

## Our Green Plan

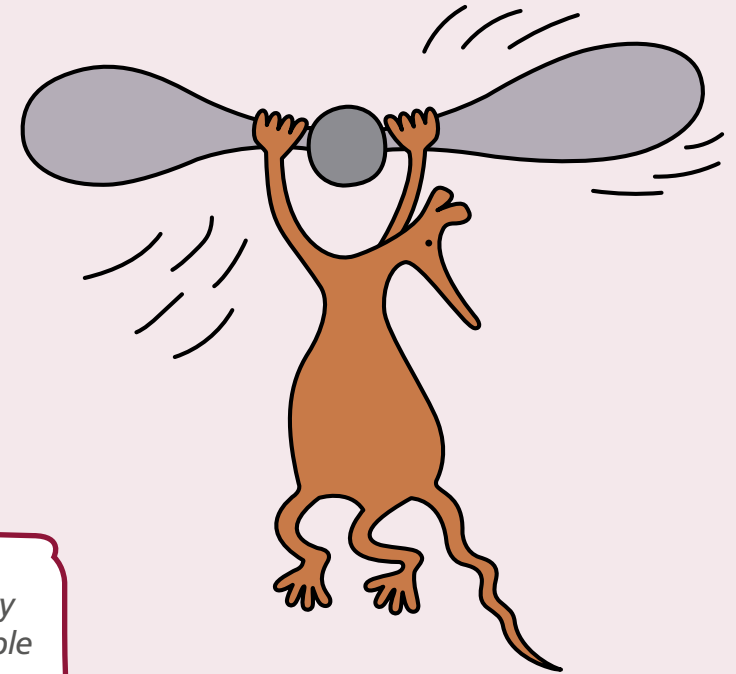
Alder Hey will continue to develop 'Alder Hey in the Park' and our community infrastructure as a catalyst for improving the health and wellbeing of our children and young people, families, staff and surrounding communities.

Over the next 4 years, we will make being 'green' part of our brilliant basics. We will deliver a Green Plan for Alder Hey that helps us play our part in tackling climate change. We will implement plans to, amongst other things: reduce our overall carbon footprint, enable more green travel options, and reduce waste.

During 2019/20, we will create a cadre of advocates for the Green Plan, setting the 'strong foundations' and challenging our current thinking and views. From 2020/21 to 2021/22, we will produce a Board-governed programme of action against climate change which is underpinned by a carbon-footprint reduction goal and a clinical focus on quality of life, such as air pollution.

*"Children have the right to good quality health care – the best health care possible – to safe drinking water, nutritious food, a clean and safe environment and information to help them stay healthy. Rich countries should help poorer countries achieve this"*

**UN Convention on the Rights of the Child**

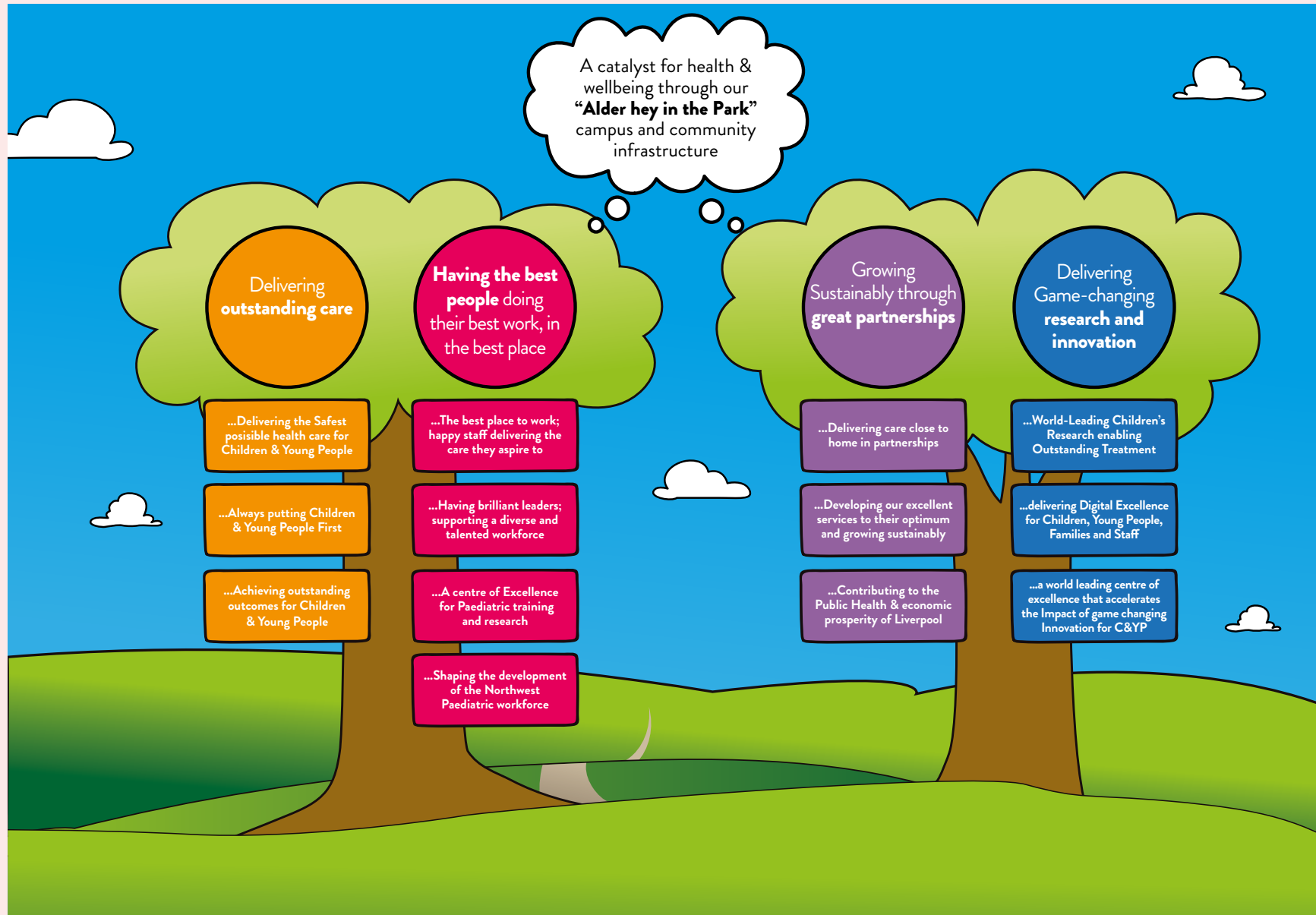


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# OUR 2024 AMBITIONS

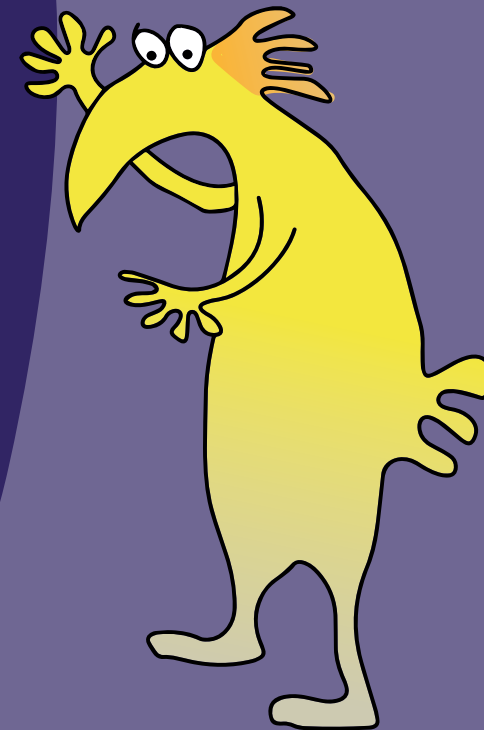


# By 2024, it is our ambition for Alder Hey to be known as...



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THE NATIONAL  
AND LOCAL  
CONTEXT



The NHS Long Term Plan (LTP) launched by the Prime Minister at Alder Hey in January 2019 places a focus on moving to a new model in which patients get more joined-up care, closer to home. The LTP emphasises the need to strengthen the NHS contribution to prevention and reduce health inequalities, improve mental health services, reduce pressure on the emergency treatment system, personalize care, and make the most of digital opportunities, innovation and research to truly transform care, for example in outpatients. The LTP also sets out a clear objective for all local systems to become 'Integrated Care Systems' (ICS) by 2021.

For Alder Hey this means working in partnership with our children, young people and families, involving them even more in all that we do. It also means working in partnership in our community to support children and families in a more joined up way and closer to home or school.

The LTP focuses on a strong start in life for children, young people and families. Objectives are set in relation to maternity, neonatal care, clinical networks, children and young people with cancer (including access to genomic testing and tailored medicines, and increase in early diagnosis), mental health, learning disability and autism.

At Alder Hey, we welcomed the LTP and fully support the prioritisation of children and young people in the NHS's future plans. This is particularly important because, in Liverpool alone, the pressure on children, young people and families' health, as well as on NHS, local authority and other care services continues to increase year on year.

# 30%

of children in Liverpool  
are born in poverty

By age five,

# 35%

of our children have  
poor development

By age ten,

# 40%

of our children are  
obese or overweight

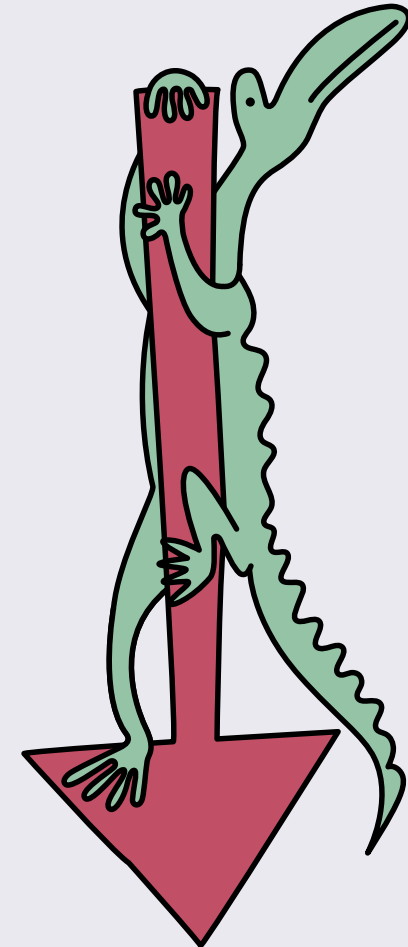
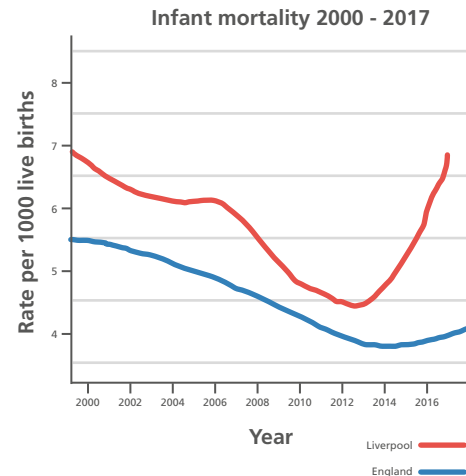
# 10%

of 5 – 16 year olds  
experience mental ill-health



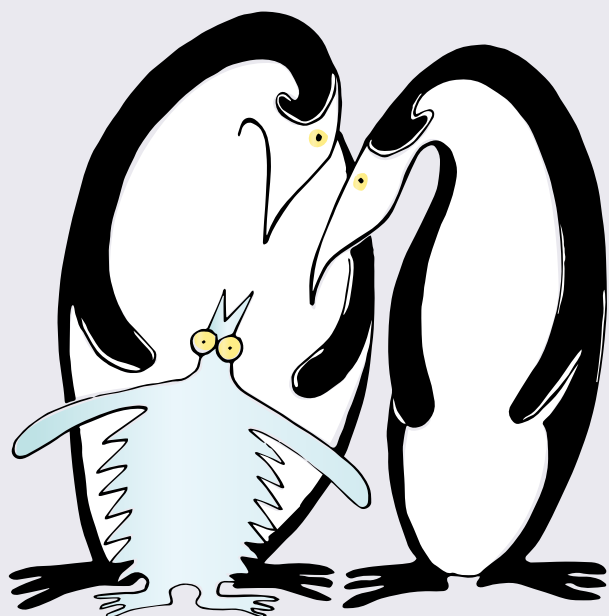
Poverty is a key reason for poor health in children and young people. People living in more deprived areas have a greater likelihood of experiencing poorer health. Over a quarter of children and young people in Liverpool (26%) live in low income families; significantly more than the England average (17%). In addition to this, the number of children and young people who use our services are growing;

- The number of 4 to 15 year old's in Liverpool is projected to increase by 18.5% between 2016-26
- In 2017, there were 5,906 live births in Liverpool - 311 more births to Liverpool mothers than a decade ago
- Liverpool has a high rate of A&E attendances for children aged 0-4 years, 62% higher than England as a whole



## 'Starting Well'

To make a positive change to these outcomes and inequalities, we must enable children and young people to 'start well'. This means working together with partners to ensure children and young people have opportunities, life chances and the potential to lead safe and happy lives, irrespective of where they live or where they were born.



One organisation cannot change these outcomes alone. It is by working in partnership that we will make the difference.

We have a real opportunity to achieve improvements by working together systematically;

- We will ensure that **all system partners provide the same pathways to access support** for mothers and families in the early years, no matter what organisation they come into contact with.
- We will methodically **identify any pre-school developmental needs** a child may have, no matter which services they come into contact with; this will enable us to pick up challenges early and act on them in a joined up way.
- Through our committed membership of 'Liverpool Health Partners', we will align our research strategies and ensure we **maximise the impact of research for children and young people**, for example through the 'Starting Well' collaborative (p32).

## The future shape of Specialist, Tertiary and Quaternary services

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As a specialist, tertiary and quaternary trust with a global reach, we are already driving the future shape of many specialist services; our remarkable people are continually creating innovations which push the boundaries of care, and undertaking research which evolves the evidence base nationally and globally.

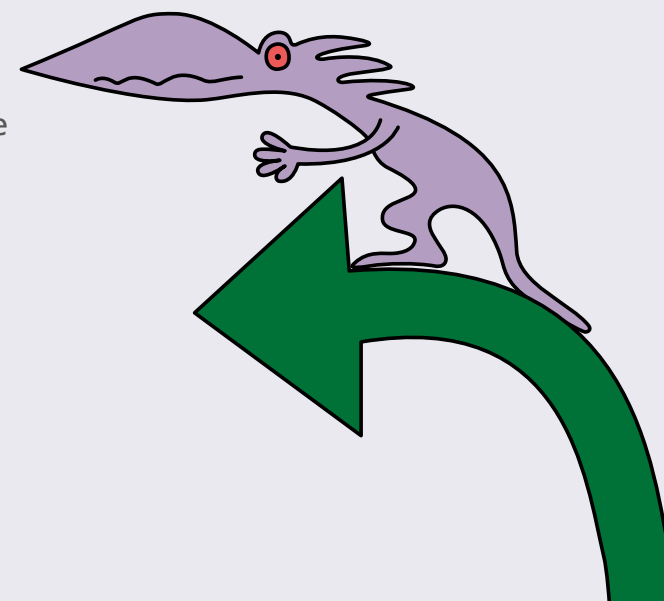
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NHS England specialist commissioners indicate a strategy for services provided in the North of England which follows the **national move towards a model of more consolidated specialist services**. Over the next four years, changes may be seen at a health economy, sub-regional, regional or national level. For Alder Hey, this means some services are sustainable in their current form, some may consolidate and some opportunities may arise in terms of new services.

**'Our Plan'** is to continue to grow our specialist, tertiary and quaternary services where this meets the needs of the children and young people we serve, as well as our wider system. This may mean growing certain services whilst changing how or where other services are delivered.

- We will aim to increase the number of **nationally designated services** provided for children and young people in the North.
- We will work with **partner universities** to support senior academics (Chairs) to lead services where possible.

- We will review opportunities to **'grow the future'** regionally and nationally (identified through divisional priorities and Clinical Service Plans p50).
- We will work in **partnership** where that makes us stronger.



## 'One Liverpool'

Alder Hey is based in the Liverpool system (our 'PLACE'), which is a diverse and complex health and care system, The 'One Liverpool' plan has a good start in life for children and young people at its heart, and connects directly to 'Our Plan', putting a focus on;

- Improving Infant Mortality
- Improving School Readiness - readiness to learn, and therefore earn
- Developing a new model of integrated community care – for Alder Hey this means delivery of our Children’s Transformation plans (p15), growing the future through our community offer and providing more specialist services in local settings, face to face or via primary care teams and digital links.
- Transforming Outpatient care through digital innovation
- Addressing Childhood Obesity
- Contributing to the city’s Public Health, ensuring our children, young people, families and staff can make healthy choices.

*“Morbid obesity in childhood is life limiting. It can cause comorbidities like diabetes, fatty liver disease, sleep apnoea, hypertension, and have a serious psychological impact on children and young people. We will further develop our multi-disciplinary Obesity services, designed around the child and family. Our tailored services will support them to make healthier life choices, address the complications of comorbidities medically or surgically as needed, and proactively address mental health issues, building resilience and self-esteem.”*

**Urmi Das, Consultant Paediatric Endocrinologist (Alder Hey) and Honorary Senior Clinical Lecturer (University of Liverpool)**



# Children's Transformation

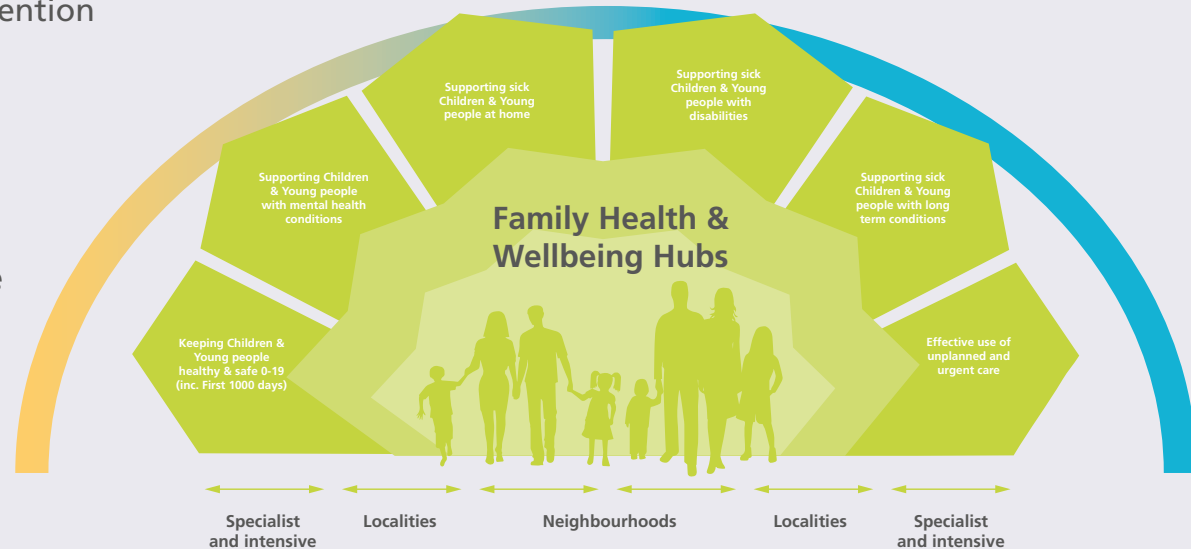
In Liverpool, Sefton and Knowsley (our three local 'PLACES') Alder Hey will continue to play an active role in the development of new models of care for children and young people. We will continue to drive and mature Children's Transformation plans in all three areas with a common focus on improving services and care for children and young people, as reflected in the following model;

Over the next four years we will continue to develop our Community, Mental Health and general paediatric services to work in increasing partnership with primary and community care, education, early help and the voluntary sector.

We will contribute to the LTP's prevention challenge and the public health of Liverpool through developing our internal approach to public health, our commitment to the Liverpool Health Partners' 'Starting Well' programme, and our system-wide response to prevention through the 'One Liverpool' Plan.

*"Responsive community support enables early identification and management of issues relating to long-term conditions. This is what I call 'community surveillance' as health professionals know what the foreseeable risks are to monitor for and prevent from occurring. Managing issues early, when they are small, prevents escalation to needing hospital attendances or tertiary care, but most importantly, it helps to normalise a long-term condition as it's dealt with within the normal day of someone's life."*

**Leanne Turner – Clinical Specialist Physiotherapist, Alder Hey**



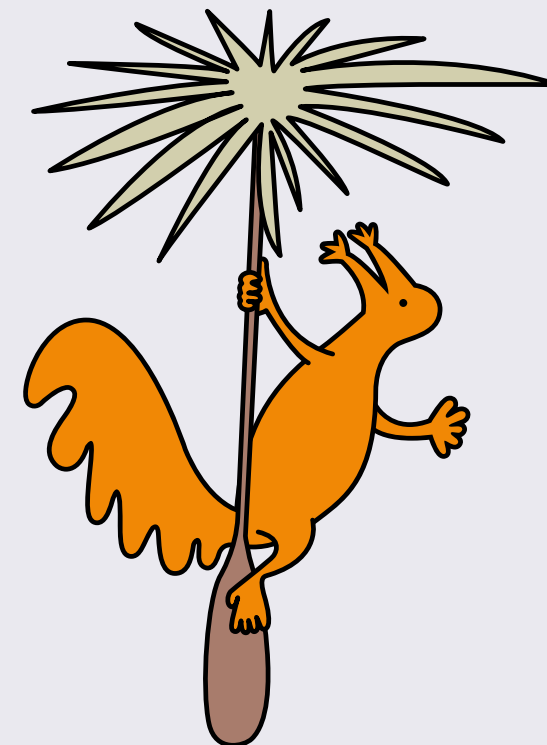
## The Cheshire and Merseyside Health and Care Partnership (C&M HCP)

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The C&M HCP Vision is to improve the health and wellbeing of the region's 2.6 million population through creating a strong, safe and sustainable health and care system that is fit for the future, through delivering care more efficiently, improving the quality of care and improving the health and care of the population. This vision is being taken forward by Alder Hey in a number of ways;

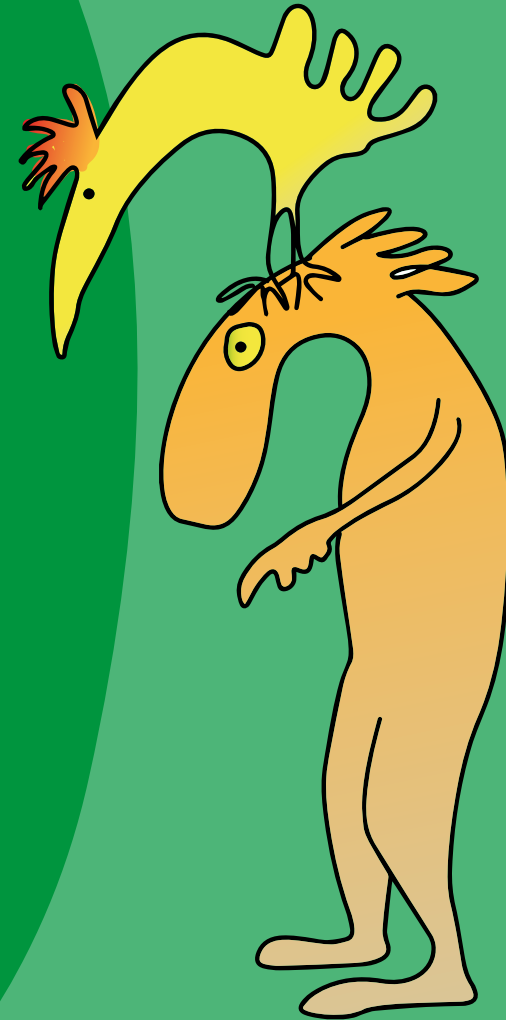
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- We will continue to drive improvements to care for Women and Children regionally, through collaborative working – for example, developing a networked model of paediatric service delivery and workforce, which will ensure that women, their babies, children and young people would have access to services of the same high standard across Cheshire and Merseyside.
- We will work in partnership across the system to deliver the very best mental health care for children and young people, at the right time to meet their needs.
- We will maintain our drive towards a local system which empowers staff and patients through digital technologies, through continuing our leading role in the 'Digital Revolution' of Cheshire and Merseyside.
- We will develop collaborative approaches for shared resources and services where this benefits children and young people and enables sustainability of services for the future; our focus will be on building local collaboratives for diagnostics (radiology and pathology), corporate services and estates and facilities.



6

'OUR PLAN'





## 6.1 Our Strategic Aims

We have two **strategic aims** – to do the **basics brilliantly**, and to **grow the future**. These aims are interdependent; they are woven into each of our strategic objectives, and throughout all of the underpinning plans, programmes and projects.





## 6.2 OBJECTIVE 1: DELIVERY OF OUTSTANDING CARE

 <p>Delivery of <b>outstanding</b> care</p>	<p><b>Our 2024 (+) ambitions are to;</b></p> <ul style="list-style-type: none"> <li>• Deliver the <b>safest</b> possible healthcare for children and young people</li> <li>• Always <b>put children and young people first</b></li> <li>• Achieve <b>outstanding outcomes</b> for children and young people</li> </ul> 
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To deliver these ambitions, we will prioritise focus on the following **clinical and patient outcomes** (as developed through Inspiring Quality – see p19);

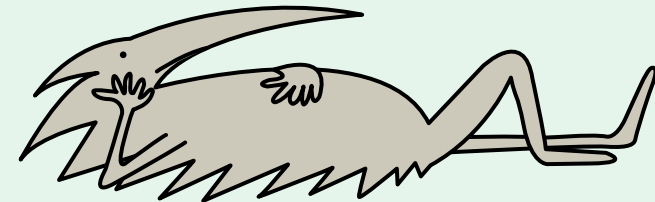
<p>Delivering the <b>safest possible healthcare</b> for children and young people</p>	<ul style="list-style-type: none"> <li>• <b>Zero clinical incidents</b> resulting in moderate, severe or catastrophic harm</li> <li>• <b>Zero never events</b></li> <li>• <b>Zero medication errors</b> resulting in harm</li> <li>• <b>Zero pressure ulcers</b></li> <li>• All septic children receive their <b>antibiotics within 60 minutes</b></li> <li>• <b>Zero children deteriorate unexpectedly</b></li> <li>• <b>Zero readmissions to PICU within 48 hours</b></li> <li>• <b>Zero hospital acquired infections</b></li> </ul>
<p>Always putting <b>children and young people first</b></p>	<ul style="list-style-type: none"> <li>• <b>Over 95%</b> of children and young people report that we put them first</li> <li>• <b>Over 98%</b> of children, young people and their families would recommend the Trust</li> </ul>
<p>Achieving <b>outstanding outcomes</b> for children and young people</p>	<ul style="list-style-type: none"> <li>• <b>Over 95%</b> of children, young people and families report meeting the care goals they set</li> <li>• All children and families <b>received information enabling them to make choices</b> about their care</li> </ul>

## Inspiring Quality

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Our Inspiring Quality approach across Alder Hey will set our culture of quality improvement, making it the core of who we are and how we work, and enabling us to deliver outstanding care. Inspiring Quality is the method by which we will grow our future position as a highly reliable and learning organisation.

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We have developed Inspiring Quality with significant input from children and young people, our staff, patients/carers and our partners. The plan will be implemented by 2022/23, and will change how we work in four ways;

1. We will build a **culture of continuous quality improvement** that empowers individuals and teams to take a systematic approach to daily improvement, including launching an **Inspiring Quality hub** to support and develop staff
2. We will **always do everything with children, young people and families;** to design their care with them and to put them at the **centre of decision making**. This will include children and young people **setting their own goals** and ensuring that when they tell us something we hear it and act upon it
3. We will use **digital technology to transform patient care** by adoption of evidence-based digital pathways and a focus on how digital technologies can be used to capture patient reported outcomes
4. We will use **real-time data analysis to continually improve outcomes** including those that are meaningful to children and young people. We will invest in people and time to improve our care and services by embedding Quality Improvement in our everyday work

## Key Deliverables

Programmes/Projects	When
<b>Inspiring Quality</b> <ul style="list-style-type: none"> <li>• Training to all staff on the science of quality improvement</li> <li>• Realising the benefit of embedded improvement science in the Trust</li> </ul>	19/20 19/20-22/23
Sepsis - 90% of patient have antibiotics within 60min as 'business as usual'	19/20
DETECT Study - digital monitoring of vital signs and reduction in use of critical care beds	20/21
Best in Outpatient Care – patient portals, digital consultations, online booking and scheduling, paper-free outpatients	22/23
SAFER (Patient Flow tool) – fully implemented	20/21
Best in Mental Health Care - 24/7 crisis care line, access to 12 tier 4 beds, Dewi Jones onsite with Alder Hey	21/22
Best in Acute Care – new High Dependency Unit model of care, improved Emergency Decision Unit, new Paediatric Assessment Unit	21/22

## 6.3 OBJECTIVE 2: THE BEST PEOPLE DOING THEIR BEST WORK



**Our 2024 (+) ambitions are to;**

- Be the best place to work; with happy staff delivering the care they aspire to
- Have brilliant leaders; supporting a diverse and talented workforce
- Be a Centre of Excellence for paediatric training and research
- Shape the development of the North West Paediatric workforce

**Every single person who works at Alder Hey is critical to the care of every single child who needs our services, and every single person matters. Our vision at Alder Hey is to create a healthier future for children and young people. Our People Plan outlines how we will support all of our people and the wider paediatric workforce to deliver this vision over the next 4 years and beyond.**

**Our People Plan has been developed in response to two things:**

1. What our people are telling us about what it is like to work at Alder Hey, what they would like to see change, and how they would want to be involved.
2. The impact of national and local workforce challenges, such as system working and collaboration, national workforce shortages, using technology to deliver 21<sup>st</sup> century care, improving diversity and inclusion and making the NHS a great place to work.

'Our Plan' takes on board the recommendations of the recently published NHS Interim People Plan (June 2016), which recognises that **we will need different people in different professions, working in different ways** in order to deliver the NHS Long Term Plan ambitions.

It requires us to **promote positive cultures**, build **compassionate and engaging leaders** and make the NHS an agile and inclusive modern employer to **attract and retain** the best people.

The NHS Interim People Plan is specific about transforming the way our entire workforce works together – this includes doctors, nurses, allied health professionals (AHPs), pharmacists, scientists, dentists, non-clinical professions, social workers, commissioners, non-executives and volunteers (not exhaustive).

In developing our ambitions, we have considered both our internal role in supporting our own people, and our external role in supporting the paediatric education and workforce in our system.

**Our People Plan** for the next four years is built on the strong foundations already laid in place by our values, developed by our own staff. These values underpin every act and every interaction within Alder Hey and beyond and especially in every relationship that we build with the children, young people and families that we care for.

**Our People Plan is based around 5 strategic pillars**, all of which are fundamental to the development of a healthy, psychologically-safe, improvement-focused, compassionate, inclusive and learning culture for our staff and for the children and young people we care for:



- a) Leadership development and talent management** – We will implement our new leadership strategy (linked with the 'Inspiring Quality' programme) which will support leaders at all levels to develop their management and leadership capability, including developing coaching skills as a critical element of their roles. We will recognise, support and **grow** increasing numbers of talented, compassionate leaders through delivery of key programmes, including "Strong Foundations" and "Mary Seacole".
- b) Wellbeing** – We will prioritise the **health and wellbeing** of our staff. We will deliver '**Time to Change**', a national initiative focused on ending mental health discrimination and developing an enhanced staff support system to provide advice, guidance and support on a range of domestic and work-related issues. We will focus on **eliminating bullying and harassment** and test novel approaches to resolution working in close collaboration with Trade Unions.

- c) Future workforce development** – We will continue to '**grow the future**' of children and young people's specialists. We will grow our capacity to offer training opportunities to the **wider North West workforce**, and support local hospitals and primary care teams through education and outreach. We will **further develop new roles such as nurse associates, advanced clinical practitioners, physicians associates and new roles in pharmacy, specialist nursing and Allied Health Professionals (AHPs)** utilising the Apprenticeship Levy to support these developments where possible. This will **create new career pathways** and enable effective care to be delivered to children and young people from a wider staff base. We will work with our multiple academic partners to develop and support sustainable **clinical academic training pathways** across a range of clinical professions.

*"I just wanted to say thank you. You'll never know how much you impact every person that walks through your door. People in pain and feeling alone, and you give them hope. But you never get to see and appreciate the result of your labour".*

**Young Person, CAMHS**

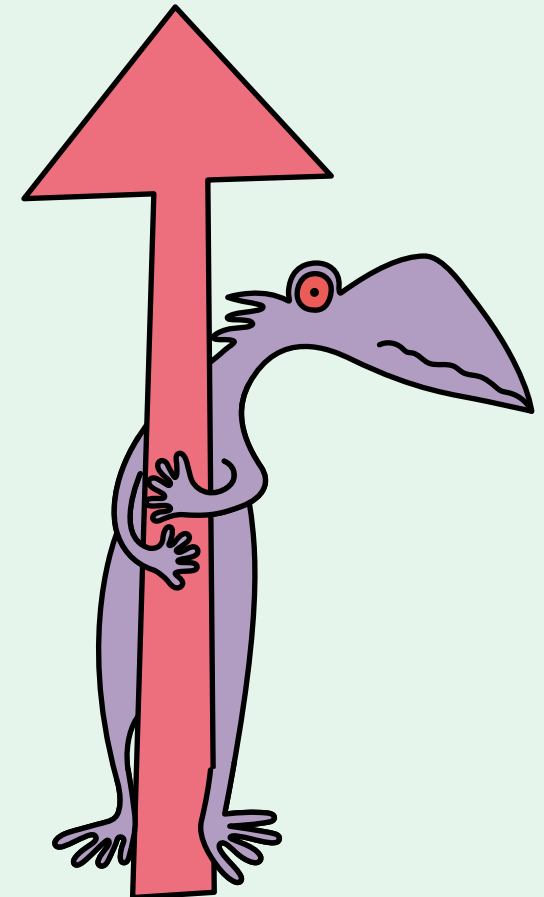


**d) Equality, diversity and inclusion –**

We will support our **excellent staff networks**; the **BAME** (Black, Asian and Minority Ethnic) network, the **Disability** network and the most recently established **LGBTQI+** Network, who are helping to develop plans for improving staff experience and to improve staff diversity and inclusion. We will work with local experts in **community engagement** to improve links and provide better access to **employment opportunities** for the local community. We will continue to build on our success of **increasing opportunities to enter the workforce** through supported pre-employment programmes, apprenticeships, work experience and voluntary roles. We will continue to utilise the **Apprenticeship Levy**, and build on our success as an employer provider, with the aim of delivering a minimum of **50 apprenticeship starts every year** for the next four years.

**e) The Alder Hey Academy –**

We will develop **learning and access to opportunities** at all levels, from schools to high-level speciality teaching. We will continue to develop our **international networks**, working with the Liverpool City Region to maximise opportunities for international placements and learning opportunities, such as our China partnerships. Working with our **Higher Education Institutions**, we will develop new and innovative opportunities for learning, utilising new technologies and digital platforms. We will continue to **'grow the future'** of **children and young people's specialists**. We will grow our capacity to offer training opportunities to the wider North West workforce, and support local hospitals and primary care teams through education and outreach.



## Key Deliverables

Programmes/Projects	When
Implementation of the Leadership Strategy	19/20-23/24
Develop a Trust wide approach to Talent Management and Succession Planning	20/21
Development and set up of a new Staff Advice and Liaison Service (SALS) bringing together staff support, advice and guidance into one service and one place	19/20
Launch 'Time To Change', with over 100 mental health champions trained and deployed across the organisation	20/21
Continue to deliver 50 apprenticeship starts per year	20/21-23/24
Implementation of the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) actions plans to improve diversity, inclusion and staff experience	20/21-23/24
Through the Academy, further develop new roles such as Physicians' Associates, Nurse Associates and develop clinical academic training pathways	20/21-23/24
Implement robust workforce planning processes are in place to support service development such as The Liverpool Neonatal Partnership	20/21
E-Roster – efficient rostering and improved job planning for the whole trust (Nursing 19/20, Consultants 20/21)	21/22



## 6.4 OBJECTIVE 3: SUSTAINABILITY THROUGH EXTERNAL PARTNERSHIPS



Our 2024 (+) ambitions are to;

- Deliver care close to home, in partnerships
- Develop our excellent services to their optimum and grow our services sustainably
- Contribute to the Public Health and economic prosperity of Liverpool

The future of health and care will be predicated on successful partnership working. We want Alder Hey to be known as a brilliant partner. We are both a highly specialist tertiary and quaternary hospital with a global reach, and a local community and hospital provider for children and young people; these differing care settings mean we will work in varied partnerships over the next 4 years and beyond.



## Local Partnerships

We will work towards our ambitions to provide **care close to home, 'grow the future' of our services** sustainably and ensure **children and young people are at the heart of everything we do**.

Over the next 4 years we will do this by;

- Improving outcomes and reducing inequalities for children, young people and families through an **integrated, community-focused model of care and support**. This will be delivered via the **Children's Transformation Programme** and the **'One Liverpool'** plan. These integrated community teams will be based on populations of 30-50,000 across Liverpool (similar plans are currently developing in Sefton and Knowsley). This work will contribute to the health of children and young people across a continuum – from improving the public health of Liverpool, through to ensuring effective use of unplanned and urgent care. The community model will be delivered through children's community hubs and in local settings.

- Working with **Primary Care Networks (PCNs)** to seek new ways of providing enhanced children and young people's services in local environments, to enable digital alternatives to outpatient care, and to raise paediatric standards locally. We will begin this work in 2019/20 by supporting children, young people, families and primary care teams to improve the management of **severe paediatric asthma**.
- Sustaining our commitment to Liverpool's efforts to become a **UNICEF Child Friendly City**; an early indication from children and young people's focus groups is that health and wellbeing is a significant theme in this work.

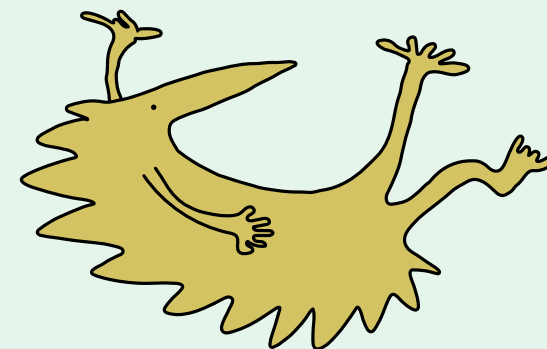
## Bringing Women's and Children's, and Specialist Services together

We are **committed to joining up care** over the next 4 years. To do this, we will continue to build on several key local partnerships.

## The Liverpool Neonatal Partnership

Excellent joint working with Liverpool Women's NHS Foundation Trust (LWH) will continue, in development of **The Liverpool Neonatal Partnership; one service, two trusts**.

To meet the neonatal standards, a **new Neonatal Intensive Care Unit (NICU)** will be built at Alder Hey by 2020/21, by expanding capacity to full provision of 24 cots (including 8 NICU) from April 2021. The new service will be provided by a **single leadership team working across both sites**, and will be designed to have the **same look and feel** to ensure a seamless experience for mothers, babies and families. The single leadership team is now in place, and the wider team will be fully recruited by 2021.



## **Bringing Specialist Trusts together for Liverpool (Local)**

Alder Hey will continue to work locally with specialist trust colleagues in Liverpool to pool our knowledge, expertise and resource; we will work together to drive the **delivery of truly world-leading specialist services, research, education and innovation and to support our workforce more effectively**. We are collectively a huge asset and we will collaborate to enable the future development of life sciences and investment into the City Region.

## **Child and Adolescent Mental Health Services (CAMHS) (Local & C&M HCP)**

The future for specialist mental health services is a 'lead provider' model. Alder Hey already provides a strong and diverse mental health service that despite challenges is well thought of by commissioners and families who use it. There are significant opportunities to embed services in the community by increasing integration with partners whilst creating a specialist centre on the Alder Hey site, and to enhance our work across our divisions and neurodevelopmental paediatrics.

Our ambition is to provide high-quality, evidenced-based mental health services, delivered by a highly skilled, innovative and motivated multi-disciplinary workforce. We are well placed to be a lead provider for Children and Young People's Mental Health for 0-25 year olds across Liverpool and Sefton. We will also play a partnership role in the CAMHS collaboratives across the wider Cheshire & Mersey footprint.

We will develop new relationships with higher education institutions (HEIs) with new roles and training opportunities and community services to respond to changing needs across the system, and we will ensure that children and young people can receive their care more locally through improvements in pathways with primary care and transformed community services.

## **Specialist, Tertiary and Quaternary services**

We will develop our excellent services to their optimum over the next 4 years by seeking to sustain and grow the range of specialist services provided for children and young people of the North. We plan to;

- **Grow** service developments such as: Cochlear Implants in ENT, Neurosurgery, Audiology, Optical services, Cardiac surgery and cardiology, Laser and Chronic Pain services, Paediatric Clinical Pharmacology, Neonatal care, Palliative care, Cancer and Genomics (not exhaustive - see p46).
- Participate in the 'Getting it Right First Time' (GIRFT) programme to identify and address unwarranted variation in care across paediatric specialties.
- **Where we are stronger working together, we will seek to work in partnership**, for example across the North West.

*"CAMHS has really helped me to understand my difficulties and has provided a safe space for myself and many other young people. The participation group has given me the opportunity to help improve the stigma associated with mental health and give service users an opportunity to shape the service."*

**Young Person, Age 18**

## Joining up Specialist, Tertiary and Quaternary care in the North

It is our vision to develop the North West as a 'powerhouse' of specialist, tertiary and quaternary services, ensuring that **children, young people and families from our region do not have to travel unnecessarily to receive the very best care.**

By working together with Royal Manchester Children's Hospital (RMCH – part of Manchester Foundation Trust) **we will improve the equity and quality of specialist services for children and young people and their families in the North.**

We will build on the joint services we already provide over the next 2-4 years, focusing on;

- **Neurosciences** – we will deliver world-class neurology and neurosurgery care for children and young people across the North West network and beyond.
- **Cardiology** – we will deliver the future vision for joint partnership working within paediatric cardiology services across our two sites.

- **Operational Delivery Networks (ODNs)** – we will work together to develop our co-hosted ODNs, developing a common operating model to ensure the most effective neonatal critical care, paediatric neurosciences, cardiac, cleft lip and palate, intensive care, long term ventilation, HIV and major trauma services for children and young people in the North West.

## International Child Health

Our International Child Health (ICH) department is already working towards the vision that **'Alder Hey will be contributing to improving the health of the world's children, have an established, international paediatric brand with a reputation for excellence, be a proven partner with a track record of international delivery** and have a balanced portfolio of income generating and **mutually beneficial activities** in all areas of paediatric health delivery. Our comprehensive ICH strategy incorporates six key themes;

- 1 International health partnership (particularly with low-income countries)** – building on our established, mutually beneficial, partnerships, including our longstanding relationships in Malawi and our 21 year association with Kanti Children's Hospital, Kathmandu.
- 2 Humanitarian 'mission' operations** – our people will be supported to continue the significant work they already undertake, for example, delivering cardiac surgery health camps in India, working with charities in Nepal or through humanitarian links with India.
- 3 Commercial/business development –** We will build upon initial progress be made towards developing commercial activities overseas, for example our relationship with Al Jalila Hospital in Dubai and with partners in China, through development of our commercial business plan.

- **Education and training** – we will continue to build Alder Hey's global reputation, staff benefits and income generation through our international education and training offer
- **Research** – we will continue to support Alder Hey's international research; this includes, (but is not limited to) internationally-based and world-leading research in oncology, child and maternal health, infectious disease, child development and disability, encephalitis, nutrition, Ebola and more (See 'ICH strategy' for leads and details)
- **Innovation** – we will continue, through our innovation plan (see p33) to develop and deliver world-class innovations on a global stage.

We will utilise our many strengths in each of these areas to deliver **'a healthier future for children and young people' on a global footprint** over the next four years and beyond.

## 'Alder Hey with...'

Alder Hey has a **strong brand name**, trusted by children, young people, families and partners alike. We **attract and retain** many leading paediatricians and clinicians. We see our role as both **working in partnership with local services to drive up paediatric standards**, and **working with partners to provide core services in non-specialist settings**. Both of these roles will help enable clinical sustainability as the NHS moves towards a model of more consolidated specialist services.

As we **'grow the future'** we will offer an **'Alder Hey with...'** partnership model, through which we will develop shared standards and governance for children and young people's services with local and wider partners. This could range from working locally with General Practice to 'accredit' practices, helping assure families that they will get the same level of care as they would if they came into Alder Hey, to offering services remotely with district general hospitals, where this benefits both the local population and the improvement of paediatric services across the region.




## Key Deliverables

Programmes/Projects	When
Liverpool's Neonatal Partnership (single service with Liverpool Women's)	21/22
Partnerships developed with Primary Care Networks to improve paediatric pathways and raise standards (e.g. severe paediatric asthma)	20/21
Delivery of Community children's hubs (Children's Transformation - North Mersey/ system partnership)	22/23
All-age CHD new network implemented (hosted at Alder Hey)	19/20
North West Partnership – Implementation of the neurosciences network strategy across the two sites (Alder Hey and RMCH)	22/23
Paying Patient unit established and fully operational	20/21
Develop a system partnership model for Aseptics (following successful licencing of Alder Hey unit)	22/23
International Child Health – Strategic delivery plan implemented	21/22
Establish and grow 'Alder Hey with...' partnership model(s) to support children and young people's care closer to home	23/24+



## 6.5 OBJECTIVE 4: GAME-CHANGING RESEARCH AND INNOVATION

	<p>Our 2024 (+) ambitions are to;</p> <ul style="list-style-type: none"> <li>• A <b>World-leading Children's research centre</b> enabling '<b>Outstanding</b>' treatment</li> <li>• Delivering <b>Digital Excellence</b> for children, young people, families and our staff (see 'Digital Futures' p35)</li> <li>• A <b>world-leading centre of excellence</b> that accelerates the impact of <b>game-changing innovation</b> for children and young people</li> </ul>
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### Game-Changing Research

Alder Hey is already a leading light in children's research, recruiting more children and young people to research than any of our peers.

We want to continue our journey to being a world-leader in children's research, by enabling children and young people to benefit from 'Outstanding' treatment, advanced medicines and cutting edge therapies and technologies.

We will do this because it leads to **better patient outcomes**, attracts **dynamic and motivated staff**, enables **long-term partnerships**, enhances our **international standing** and achieves **reinvestment** into Alder Hey.

We will build our portfolio to play on our **areas of strength** – there are **many excellent people doing research** across the trust in **diverse fields**. These include, but are not limited to;

- **Complex experimental and early phase studies in children and young people**
- **Respiratory**
- **Rheumatological disorders**
- **Ear, Nose and Throat (ENT)**
- **Neurosciences**
- **Infectious diseases**
- **Paediatric Clinical pharmacology**
- **Medicines formulation research**
- **Paediatric surgeries**

In addition, we will target future research priorities in neonatal, cardiovascular, Public Health, Mental Health and more.

Over the next 4 years we deliver our mission through;

- **An engagement and education programme**, with ‘research clinics’, expert workshops and systematic communication.
- **Business model** development – a new financial model for research, offering opportunity for reinvestment and growth.

- **Infrastructure** – recruitment into research, integration into divisions and clinical services and improving informatics.
- **Development** of further clinical academic posts with university partners across professional groupings.

### Liverpool Health Partners & ‘Starting Well’

We are a committed partner in, Liverpool Health Partners’ (LHP). There is clear alignment between the LHP research strategy and ‘Our Plan’ – particularly through the LHP ‘Starting Well’ programme. ‘Starting Well’ is a collaborative clinical research community

that connects NHS and Higher Education organisations, **maximises research opportunities** for our staff and the city of Liverpool, and ensures we are all **working to shared priorities** so we can make **maximum impact to improve the health of children and young people.**

*“Research not only leads to the continued development of clinical practice, but also those NHS Trusts which deliver clinical research at scale are associated with better patient outcomes and improved CQC ratings. Therefore our mission is to offer all children and young people the opportunity to participate in clinical research”*

**Professor Matthew Peak, Director of Research, Alder Hey**

## Key Deliverables

Programmes/Projects	When
Research engagement and education programme implemented	20/21
New business model for research implemented	19/20
Research infrastructure recruited and Divisional integration working effectively	20/21



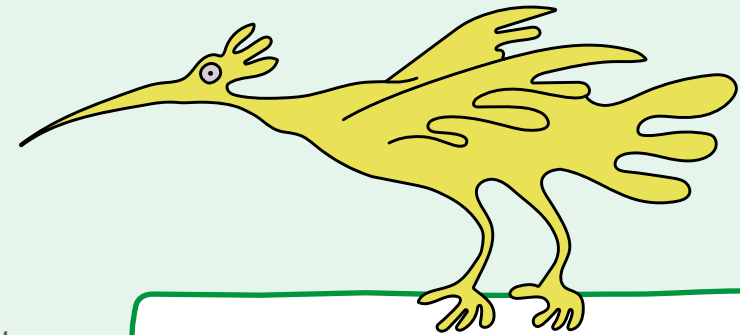
## Innovation

We have incredible innovation resources at Alder Hey, both in our fabulous clinicians and patients, and at our one-of-a-kind 'Innovation Hub'. Our mission is to become a world-leading hub, accelerating the impact of game-changing innovation for the next generation.

Our vision is to build a healthier future for children and young people using digital and MedTech (medical technologies) Innovation as a key enabler. We will utilise our 1000 square metre dedicated Innovation Hub at the heart of the Alder Hey campus to solve real world health care challenges with cutting edge technology and as a centre of excellence.

We take a unique 'needs-led' approach which enables us to identify the right partners in the innovation ecosystem to create solutions which have a positive impact on children and young people. The industry standard 'technology readiness levels' give the timescale from identification of need, through to triage, pitching to investors and development of prototypes for clinical trials and evaluation as approximately 3-10 years, and on average 7 years. Our strategic goals for Innovation are to;

- **Unleash our innovation culture** – meaning all staff are empowered to create innovative solutions to any needs they identify, and become founders and entrepreneurs supported by the innovation service.
- **Create the world's first 'Living Trust'** – creating improved patient experience, outcomes and safety, by building a portfolio of new technologies such as sensors, artificial intelligence (AI), and visualisation.
- **Have a sustainable and profitable business model** – to allow innovation services at Alder Hey to grow and generate income streams.



*"Immersive Technology is helping us to produce advanced visualisation of the human body. This is leading to the development of better diagnostics and improved treatments. This includes the use of immersive technology for distraction therapy and mental health support at Alder Hey... Virtual and Augmented Reality is helping to enhance how we share our expertise through education, locally and globally."*

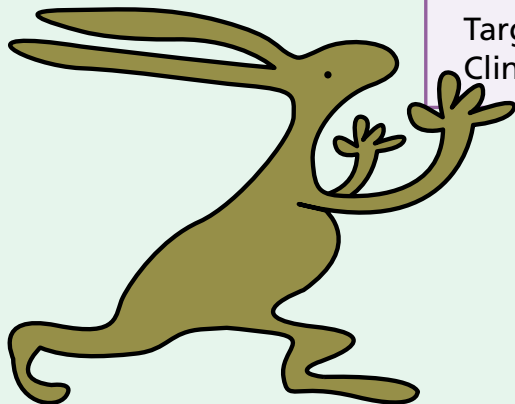
**Rafael Guerrero, Consultant Cardiac Surgeon, Clinical Director of Cardiac Services, Co-Director of Innovation**

From 19/20 and beyond, Alder Hey's **Clinical Innovation leads** will work with healthcare professionals, patients, academia and industry to improve outcomes for patients, families, carers, staff and society.

We have implemented an innovation business plan aligned to our strategic objectives that enables us to develop our world-leading centre of excellence, continue our work as a **global thought leader**, take an '**accelerator**' approach to new products, and be a **testbed** for innovations and by unleashing an **innovation culture** across the trust.

## Key Deliverables

Programmes/Projects	When
Innovation Business Plan – implemented	19/20
Board approved Innovation Strategy	19/20
Implementation of the strategy through the new Innovation Committee	20/21
At least one or more products move to “spin out” (commercial structure for a technology start up business)	20/21
Acceleration of 10 identified “needs” through the innovation triage process, with ensuing pitch to investors	22/23
Target of 50% of validated “needs” reach prototype; 10% go to Clinical Trials	23/24+



## 6.6 STRONG FOUNDATIONS

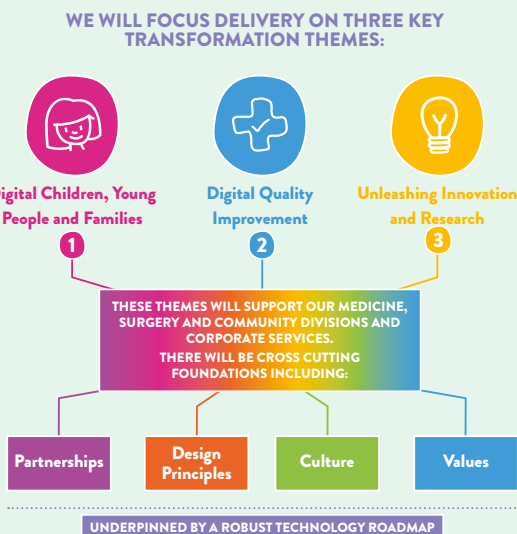
All of our strategic objectives are underpinned by vital ‘strong foundations’. These are the infrastructures without which we cannot work, but that also drive many of our future ambitions, approaches and opportunities.

### Digital Futures

Our vision is to create an ethos of ‘Outstanding Digital Excellence’. At the heart of this vision is our ‘north star’ focus on creating the best experience and outcomes for children, young people, families and staff.

Through our ‘Digital Futures’ strategy we will strive to;

- Provide the **best possible digital and technology services** to support, enable and drive clinical excellence, digital quality improvement, outcomes and patient safety
- **Deliver Information Technology (IT) basics brilliantly**, championing a ‘Digital First’ approach across Alder Hey, supported by excellent, proactive, customer-focused services
- **Unleash innovation and research to grow the future**, harnessing digital technology in order to create opportunities to adopt and evaluate digital innovations throughout the world’s first ‘Living Trust’
- **Maximise local, national and international partnerships** to bring in expertise and new advances in pursuit of a shared vision



*“Becoming part of the Alder Hey family has been a fantastic journey for me. It has been lovely to see Alder Hey’s commitment to expanding their services based in the community, to ensure the patient is supported in the most appropriate environment. Alder Hey supports clinicians to be involved in IT development, to ensure that the patient’s clinical journey is at the centre of innovation.”*

**Victoria Furfie, Speech and Language Therapist /Divisional CCIO – Community**

*“Technology for us as young people is a large part of our everyday life. Living in this day and age the ability to use the newest technology is necessary for almost all jobs and therefore would be very useful for us to be a part of.”*

*“Hospitals can be a very fearful place – especially for children – and we should use digital technology like virtual reality to reduce this.”*

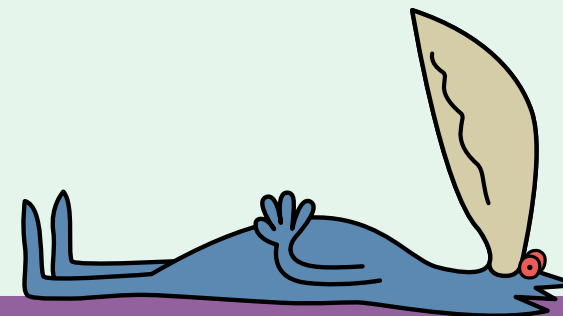
**Tom, Age 17**

Success is defined by outstanding digital excellence becoming central to delivery of improved outcomes and experience of health and social care for our Children, Young People, Families and our Staff, and that we act as an exemplar and implementation partner to other NHS organisations. The experience of technology application for staff and patients in our Trust should be better than their home experience.

Quality, safety and experience will be improved through moving to a world-class digital environment by ensuring the right information to the right staff at the right time. Through co-design with staff, children, young people and families, our 'Living Trust' will support delivery of excellent care, provide intuitive and innovative ways of working. **Augmented digital assistants** will help ensure that children and young people can get the very best care. **We will use artificial intelligence (AI) and augmented technologies to eradicate the role of the clinician as a data entry technician.**

We will continue to be at the forefront of a global healthcare system as a recognised leader in digitally-enabled healthcare and innovation, creating a pipeline of new products and therapies in partnership with children and young people.

## Key Deliverables



Programmes/Projects (see 'Digital Futures' strategy for details)	When
Digital Children, Young People and Families – digital front door, digital communications, digital services including digital and online communications	21/22
Digital Quality Improvement – digital hospital/community, Inspiring Quality, intelligence-led care, digitally-enabled staff, system-wide developments	21/22
Unleashing Innovation and Research – Living Trust, Innovation Hub, Research and Evaluation	21/22
Technology Roadmap – Interoperability, service improvement plan, security and resilience	20/21

## Alder Hey in the Park and the Best Community Environments

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Alder Hey has an amazing track record in building world-leading environments, as evidenced by our incredible Alder Hey in the Park hospital, designed by children and young people.

Over the next four years we will continue with our ambitious plans to develop our Health Campus; this includes building new bespoke specialist facilities for community and mental health services, which will enable us to deliver the very best multi-disciplinary neurodevelopmental assessments all in one tailor-made place. We will relocate our inpatient 'Tier 4' CAMHS services to a purpose-built specialist environment within the Alder Hey grounds.

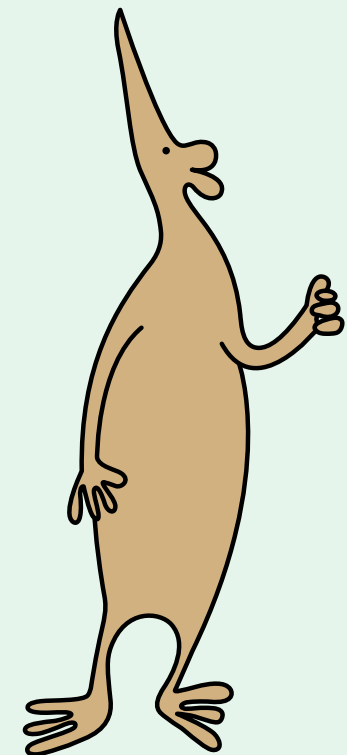
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Our **objectives** are to develop a whole health campus that;

- **Supports Alder Hey's ambition** to grow as a world-class children and young people's healthcare organisation;
- **Furthers Liverpool's drive** to become a UNICEF Child-Friendly City
- **Provides significant community benefits** to the local area including the return of a high-quality park to the neighbourhood.

Key enablers for the health campus are:

- **The creation** of a fantastic new park
- **The expansion** of Alder Hey services on the campus including the community cluster and the neonates expansion
- **The incorporation** of neighbouring sites to facilitate the expansion of the hospital in the long term
- **The creation** and exploitation of a complementary 6-acre plot in the North East of the campus to further the objectives of Alder Hey and the City.



The development of the campus facilitates a number of connected opportunities, including;

- **Health and Wellbeing, including Mental Health** – we plan to use the Park to bring a focus and opportunity for developing programmes that support the city-wide campaign to become a child-friendly city and improve the health and wellbeing of children.
- **Science and Knowledge** – we will build on the development of the Innovation Hub, the Alder Hey Academy and Research to create a world-class science offering based around Alder Hey.
- **Regeneration and community building** – looking at opportunities for involving the local community in building the campus, participating in events and programmes and generating a positive impact on the local area.

## Key Deliverables

Programmes/Projects	When
Complete new Family Bereavement Centre (The Alder Centre)	20/21
Build specialist facilities for Community and Mental Health services, including Child and Adolescent inpatient (Tier 4) Mental Health facility (Dewi Jones unit)	20/21
Springfield Park – completed reinstatement and development plan	19/20
New Neonatal Intensive Care Unit (NICU)	22/23
Utility Infrastructure District Heating scheme (linking Institute and Community buildings with an energy efficient and cost effective ground source heat network)	20/21
Infrastructure Landscape – comprehensive landscaping for the access and connection to and between the new campus buildings	20/21

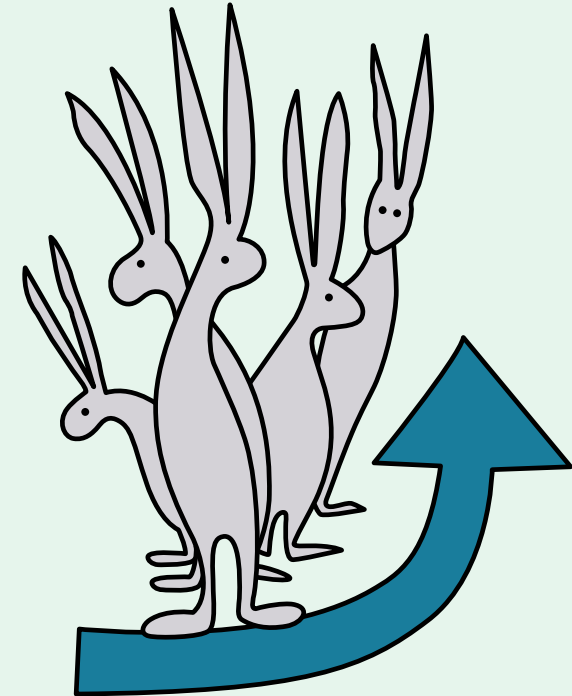
## Our Financial Future

**We have a clear financial strategy for Alder Hey to drive forward with the ambitions set out in 'Our Plan' which will underpin the required long-term investment in our services and assets.**

Alder Hey has been very successful in recent years in delivering financial balance and at the same time overachieving against our financial plans through one-off commercial agreements. This achievement has also allowed us to attract central NHS incentive funds, which put the Trust in a strong position to be able to invest approximately **£100m** in our Estate, IT and Medical Equipment over the four year duration of **'Our Plan'**. Going forward, the financial stability of the wider NHS sets a challenging context for the delivery of **'Our Plan'**, particularly as our system comes together in a way not previously seen.

**Financially, this is likely to mean that we operate across one or more Integrated Care System(s) (ICS) with significant devolution of commissioning budgets.** It will also likely mean a move away from what has been a heavily tariff-based system, and one in which system financial targets outweigh the performance of individual organisations.

**We can only achieve 'Our Plan' by embracing this changing environment;** however we need to also recognise that some strategies of the past may not be fit for purpose in the future. We will be agile in our thinking, understanding the changing commissioning landscape and working with our partners to ensure we can continue to evolve and improve.



**To meet our long-term re-investment in our services and our people, and to ensure we can meet our long-term financial obligations, we will move to an underlying £5m surplus (currently a £1.6m deficit).** This is a significant challenge and will require us to be more radical in some of our approaches over the four years of **'Our Plan'**.



**We have outlined below the key principles that will underpin our financial strategy:**





- **Reduce Waste** – we will continue to ensure our services are as efficient as possible, cutting waste that will play to our wider role in ensuring we minimise our consumption and support the environment and will also save money.
- **Innovate** – through our culture of innovation we will look for transformative solutions to the challenges we face. We will be at the forefront of ensuring our approach to innovation is embedded in how we change our front-line services.
- **“Digital Futures”** – ‘Our Plan’ is underpinned by technological advancement that will mean we can deliver care and services in a very different way in the future, moving away from a focus on ‘bricks and mortar’ to delivering services in a way our next generation expect and more efficiently. An early example of this will be the transformation of how we deliver outpatient services.
- **Brilliant Basics & Inspiring Quality** – In the long term our programme to ensure we further improve safety and outcomes will make us more efficient. We will work with our specialties on a programme similar to Getting it Right First Time (GIRFT) to reduce clinical variation. Our aim to reduce safety incidents will not only improve the quality of our care but also will mean we continue to reduce waste.
- **Grow** – we will continue to grow our services where Alder Hey can offer the very best of care to our children and young people, be that independently or in partnership, and where this meets the needs of the wider system we serve.
- **In our ‘PLACE’** – through our work on our clinical strategies we will deliver care in the most appropriate setting. We will have a dual aim - reducing the need for services to be delivered from hospital wherever possible, and at the same time ensuring we have the right capacity to look after children where they can benefit from our highly-specialised services.
- **Inward investment** – We will attract investment into Alder Hey and the wider system within which we operate. Many of our supporting strategies, such as research, innovation and education, focus on this investment for us to make a stepped move in our offer. We will ensure services highlighted in the NHS Long Term Plan are well placed to meet the needs of our children.
- **Partnership** – our partnerships will help ensure that the collective whole is more resilient, is able to offer a higher quality of service and can be more efficient. Our initial work with the Specialist Trusts in Liverpool has highlighted this potential. Our early focus will be on our corporate services however we will look for further synergies wherever we can.
- **Non-NHS** – Alder Hey is already a global brand and as we continue to develop we will look to help and support children and young people from across the World. The Trust Board are clear this will include us doing all we can to support countries less developed than our own, and growing our capacity for private international patients.

It is our belief that this financial strategy will work in the changing environment that we face, and as such, these principles underpin ‘Our Plan’ throughout.







## 6.7 OUR CLINICAL AND SERVICE STRATEGY

In addition to the shared objectives described, our Clinical Divisions and individual services have identified key priorities over the next 4 years.

Clinical Division				
Community & Mental Health	<ul style="list-style-type: none"> <li>• Deliver consistent, equitable access to all community and Mental Health services e.g. Diagnostic waiting times for autism and ADHD underpinned by voices of children and families</li> <li>• Robust IT infrastructure that supports reporting and demonstrates improvement in outcomes for children &amp; young people</li> </ul>	<ul style="list-style-type: none"> <li>• Successfully address workforce challenges including more new roles e.g. Physicians Associates and opportunities for young people e.g. volunteering</li> </ul>	<ul style="list-style-type: none"> <li>• Be the lead provider of community and mental health services (including Primary Care workforce) for 0-25yrs across Liverpool &amp; Sefton</li> <li>• Technology enabled reduction in hospital based Outpatient attendances</li> </ul>	<ul style="list-style-type: none"> <li>• Use the newest technologies to support excellence in out of hospital care e.g. digital or online therapy resulting in approx. 20% children and young people accessing their care via this route</li> </ul>

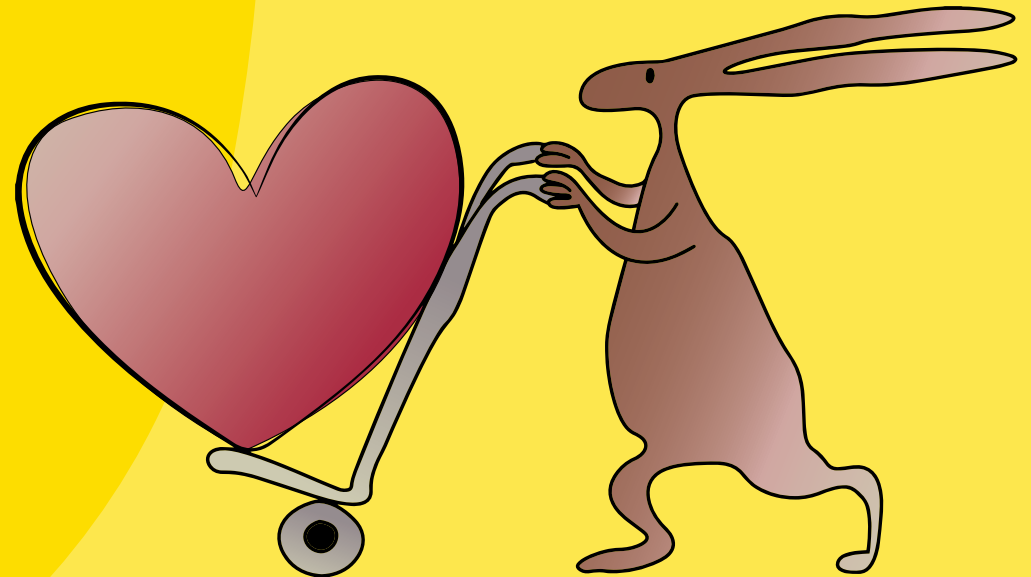
<p><b>Clinical Division</b></p>	<p>Delivery of <b>outstanding care</b></p>	<p><b>The best people</b> doing their best work</p>	<p>Sustainability through <b>external partnerships</b></p>	<p>Game-changing <b>research and innovation</b></p>
<p><b>Medicine</b></p>	<ul style="list-style-type: none"> <li>• Shift from <b>reactive to planned care</b> wherever possible</li> <li>• <b>Urgent Care</b> (Urgent Treatment Centres)</li> <li>• <b>Inspiring Quality</b> – do everything with children &amp; families</li> <li>• Identify a <b>Children’s Lead</b> for each Care Group (representation: interviews, planning, meetings)</li> <li>• <b>Obesity</b> – development of a ‘Level 3’ obesity service</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of <b>Integrated Workforce, Models of Care, Acute Response Team</b> for deteriorating patients</li> <li>• Staff <b>health, wellbeing and recognition</b></li> <li>• <b>Training and Development</b></li> <li>• Building <b>positive partnerships with families</b> and addressing challenging behaviours</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Primary Care/Networks</b> – links to Acute services</li> <li>• Technology enabled reduction in hospital based <b>Outpatient</b> attendance</li> <li>• New <b>Networks</b> – Asthma, Epilepsy, Diabetes</li> <li>• <b>Neurosciences</b> – North West for e.g. epilepsy surgery (NorCESS) &amp; babies with abnormally high insulin levels (NorCHI)</li> <li>• <b>Palliative Care</b> – partnership in the community</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Genomics</b> - Cancer, Neurology etc.</li> <li>• <b>Predictive Prevention</b> (Urgent Care, Respiratory)</li> <li>• <b>Digital Futures</b></li> <li>• <b>Artificial Intelligence (AI)</b></li> <li>• Innovative Approaches to <b>Workforce</b> (Roles &amp; Responsibilities)</li> <li>• <b>Grow the future</b> (Research, Innovation, Partnerships)</li> </ul>

Clinical Division				
Surgery	<ul style="list-style-type: none"> <li>• Fully established <b>Post-Operative Cardiac Unit (POCU)</b></li> <li>• New clinical model of care in <b>High Dependency Unit (HDU)</b></li> <li>• <b>Liverpool Neonatal Partnership</b> – delivery</li> <li>• <b>Electronic Anaesthetic Record</b></li> <li>• Technology enabled reduction in hospital based <b>Outpatient</b> attendances</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Redesigned (multi-disciplinary) workforce model</b> to provide consistent, safe, effective cover for current “Junior Doctor level”</li> <li>• Target 50% reduction in <b>absence related to Mental Health</b></li> <li>• Retain <b>Resilient Staffing Levels:</b> recruitment, retention and succession planning for specialist roles – including <b>Operating Department Practitioners (ODPs) and Critical Care nurses</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Diagnostics</b> – system partnership</li> <li>• <b>Leading tertiary Neonatal services</b> in the NW</li> <li>• <b>Lead all-age Congenital Heart Disease (CHD) service</b> across the NW</li> <li>• Partner with adult <b>Burns Centre</b> to comply with all quality standards</li> <li>• Further <b>strengthen networks</b> with Manchester and Stoke</li> <li>• Increase number of <b>nationally designated services</b>, for example Vein of Galen, Selective Dorsal Rhizotomy (SDR), Deep Brain Stimulation (DBS), Burns, Cochlear Implants</li> <li>• Develop “<b>hub and spoke</b>” models with DGH’s</li> <li>• Improve <b>transition pathways</b> into adult care</li> </ul>	<ul style="list-style-type: none"> <li>• Step change in <b>embedding Research and Innovation</b> across Division</li> <li>• Implement <b>new pathways/ways of working</b> (new “firsts”) which are adopted by other NHS Trusts</li> <li>• Widespread use of <b>Alder Play App</b> to facilitate care</li> <li>• Digitally-enabled (AI) <b>Theatre Scheduling</b></li> </ul>

In addition to the service priorities highlighted above we will undertake a systematic approach to developing clinical service plans for every service by the close of 2019/20. These will be developed in partnership with service teams, enabling everyone to know where they are headed, and to know how they contribute to and influence Alder Hey’s future. Clinical service plans will be collated and developed into our Clinical Strategy through a series of clinical engagement events during 19/20-20/21. The Clinical Strategy will be produced as a supplementary document to accompany ‘Our Plan’ in 20/21.

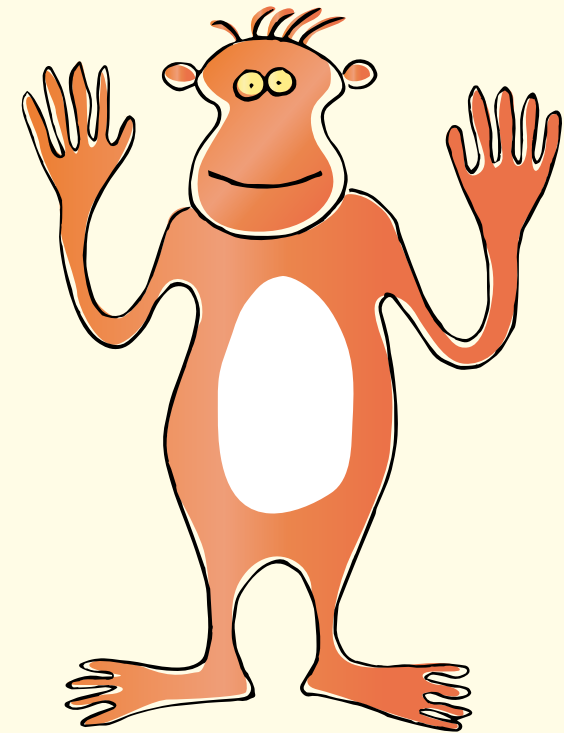
7

# HOW WE WILL DELIVER 'OUR PLAN'



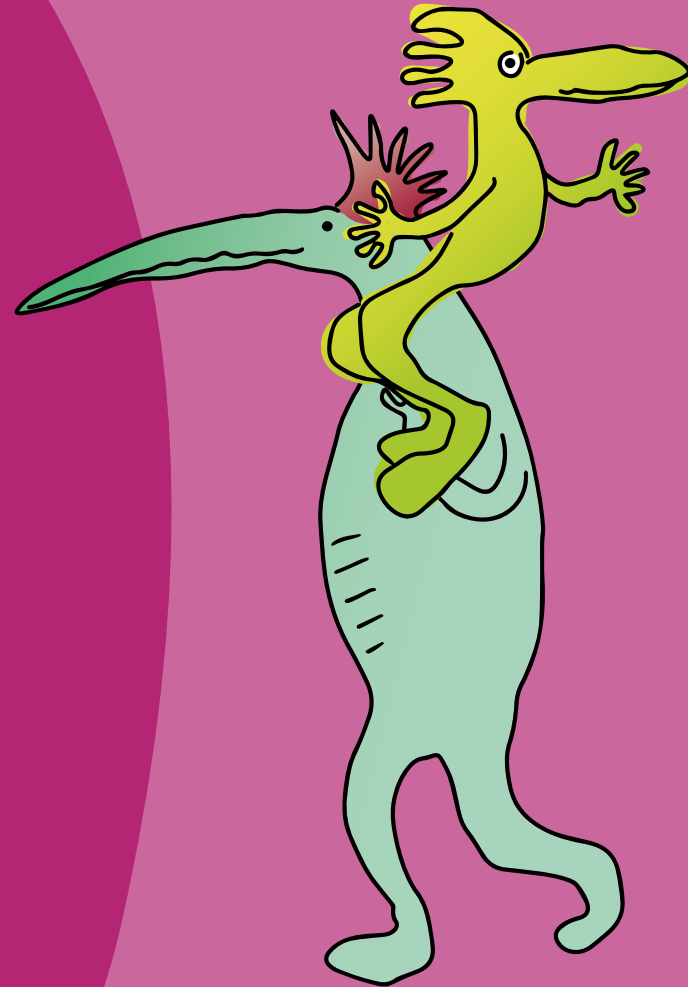
**We will deliver and monitor progress against 'Our Plan' in the following ways;**

- Systematised and **on-going communication with staff** to ensure all aspects of '**Our Plan**' are understood and recognised, and so that we can incorporate feedback from staff to ensure the message is being received as anticipated
- Strategic oversight of overall progress against '**Our Plan**' presented to **Trust Board** on a twice-yearly basis
- Strategic oversight of progress towards our strategic objectives through **Trust Board** and **Committees of the Board**
- Regular review of progress against '**Our Plan**' with **Board of Governors** (twice yearly)
- Key risks to delivery of '**Our Plan**' identified through our Board Assurance Framework (BAF); monthly assurance provided to **Trust Board**
- Devolved clinical leadership within **Divisions** who oversee implementation of '**Our Plan**'. This will include;
  - Oversight of progress in cross-divisional themes and objectives through the **Strategy and Operations Delivery Board** (monthly)
  - Review of progress against strategic objectives and key milestones within **Divisional Boards** (monthly)
  - **Divisional Performance reviews** (bi-monthly) where Divisions provide assurance of progress against all aspects of '**Our Plan**' and have access to executive scrutiny and challenge. These will develop so that equal emphasis is placed on '**brilliant basics**' and '**growing the future**'
- Transformational Projects and Programmes will be managed and monitored via the **Change Programme; governed via Programme Board** (monthly), with assurance reported through each Board Committee and Trust Board



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A DAY IN THE LIFE...



### 'The Child or Young Person's Perspective'

From a children, young people, families and carers perspective, delivery of 'Our Plan' will mean:

- **Children and young people** will be able to access Alder Hey standards of care from a wider base; they can walk into their local health centre, rather than coming into the hospital, knowing they'll get the same level of trusted service
- **They will be able to 'tell their story once'** as partners in their care will be working together across communities
- **Children, young people, families and carers** will be able to interact digitally with professionals involved in their care – this means they don't have to miss school and work for as many appointments!
- **Children, young people and families** can expect joined up, safe care that is enabled through a co-ordinated approach across the whole region

### 'Our People'

Implementation of 'Our Plan' will mean the following for our staff:

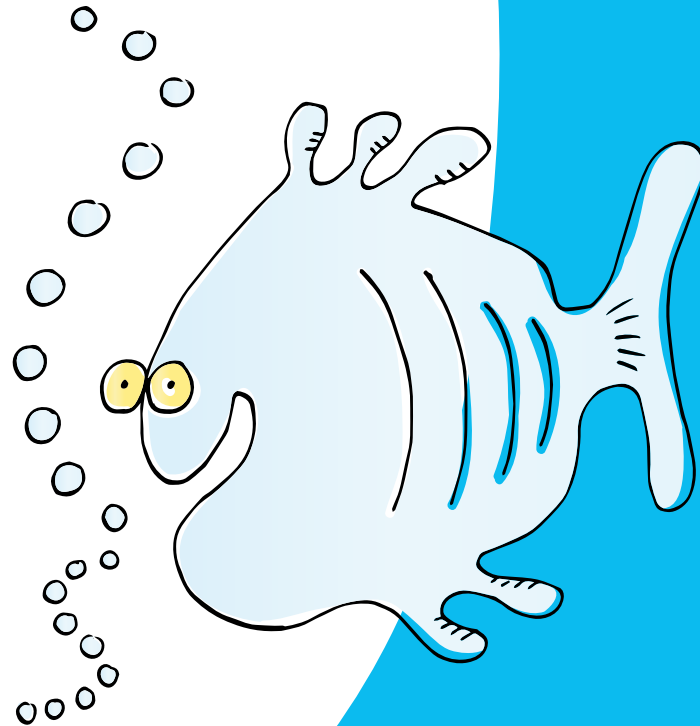
- **Our people have access** to everything they need to treat their children and young people effectively, wherever they need it
- **Our people will have access** to fantastic training and education opportunities to develop themselves
- **The health and wellbeing** of our people will be held in the highest regard, and they will be supported as such
- **Our people have ever greater opportunities** to pursue research that improves outcomes for the children and young people they look after
- **They will experience fewer frustrations** as care will be more joined up, with less duplication through readily available information, integration and automation
- **They will be encouraged and supported to develop** and implement their innovations and ideas
- **Technology will work** as well for staff in work as their technology at home does

### Our Trust, Broader System and Region

For Alder Hey, the broader system and region, delivery of 'Our Plan' means:

- **Putting children** and young people's services and 'starting well' at the heart of system plans
- **A universal approach and delivery** of children and young people's services, which increases the standard of paediatric care across the whole system
- **Developing a single paediatric workforce approach**, which enables flexibility and clinical sustainability for all
- **Working in partnership** across the whole system
- **Introducing cross-organisational pathways** and ensuring a child or young person's record data is shared, reducing time and improving quality of service delivery and care
- **Electronic flagging of children and young people** suitable for research leading to quicker identification of patients and associated trials
- **Improvements in population-health** monitoring and planning

# APPENDICES






## Appendix 1: Our Journey so far; the excellence already being delivered by the Alder Hey team

We are extremely proud of the many accomplishments of our staff at Alder Hey. Here are some of our most recent achievements;





- We are rated by the Care Quality Commission (CQC) as **'Outstanding' for Caring and 'Good' overall**
- We have an **amazing new hospital** delivering outstanding care
- We have significantly **grown our community services**, providing vital care closer to home
- We have achieved a **25% reduction in hospital acquired MSSA** in 18/19
- We are in our **3rd year of zero Grade 4 pressure ulcers**
- In 2018/19 we had **no cancelled operations for 'staffing unavailable'** and a **69% reduction in children experiencing cancelled operations**
- We have achieved an **18.6% reduction in medication incidents since 2014/15**
- We have achieved **full delivery of the national cancer, referral-to-treatment and diagnostic standards**
- Our **Emergency Department** was in the top 15 in the UK for **meeting the 4 hour standard** in 18/19
- We won our bid to become one of the first **Mental Health 'Trailblazers'** in the UK, and are now providing mental health support into schools



**The best people**  
doing their  
best work

- **60% of our staff responded** to the staff survey, our highest ever response rate, and we saw improvements across over 75% of questions; **72% of staff said they would recommend the Trust as a place to work** to their friends and family, an increase of 8% from 2017
- We have recruited a **Consultant Clinical Psychologist** to lead the **Organisational Development (OD)** Agenda for the Trust
- We implemented a **Vocational Adviser** role, supporting work experience, careers fairs, schools engagement and pre-employment programmes
- We have **zero use of nurse agency** due to proactive nurse workforce planning
- We have more **Advanced Clinical Practitioners (ACPs)** in post than any other NHS organisation
- We supported **over 55 members** of staff to access an **apprenticeship pathway**
- We achieved **Library Quality Assurance Framework accreditation**
- We launched the **Leadership Strategy** and developed the **Strong Foundations** programme
- We won the **Business Education Award** for our **North West China Partnership**

 <p>Sustainability through external partnerships</p>	<ul style="list-style-type: none"> <li>• We achieved <b>Tier 1 Congenital Heart Disease (CHD) status</b> (with the Liverpool partnership) for the North, performing <b>410 operations</b> in 18/19, and successfully <b>tripling the size of our all-age CHD network</b> to support the highest standards of CHD care throughout the North</li> <li>• We achieved approval to develop the <b>Neonatal Intensive Care Unit (NICU)</b> and <b>build our Liverpool Neonatal Partnership</b> with Liverpool Women’s Hospital</li> <li>• We formalised our partnership with <b>Royal Manchester Children’s Hospital (RMCH)</b>, enabling us to provide the <b>best joined up care</b> for children and young people across the North West (for example in neurosciences and burns)</li> </ul>
 <p>Game-changing research and innovation</p>	<ul style="list-style-type: none"> <li>• We <b>recruit the highest number of children and young people</b> to research studies; over <b>44,000</b> since the inception of the National Institute for Health Research (NIHR) Clinical Research Network (CRN)</li> <li>• We have <b>wide-ranging core research strengths</b> including respiratory, rheumatology, neurosciences, infectious diseases, clinical pharmacology (paediatric), medicines formulation research and paediatric surgeries.</li> <li>• In <b>partnership with the University of Liverpool</b>, the NIHR Alder Hey Clinical Research Facility for Experimental Medicine offers children and young people the opportunity to take part in <b>life-changing research trials</b></li> <li>• We are the only trust in the country that has a <b>‘Bat Cave’</b>, otherwise known as the <b>Innovation Hub</b>, <b>pioneering leading innovations globally</b></li> </ul>

**STRONG  
FOUNDATIONS**

- We are **one of sixteen trusts** who were identified as part of the Global **Digital Exemplar programme**, enabling us to digitise clinical pathways, improve integration and spearhead regional interoperability development
- We have begun building our new Alder Centre to give the **best possible environment** for those using our bereavement services
- We have built an **amazing dedicated research**, education and innovation Institute, which we share with four academic partners (University of Liverpool, Edge Hill University, Liverpool John Moores University and University of Central Lancashire)
- We have launched our **International Child Health Department**, which is providing **philanthropic care** to children and young people world-wide

We host many **centres of excellence in specialist medicine and care**, and we are the **specialist leader for a number of key children's health issues**.

Examples of our **excellence** include;

- **Major trauma** – we are one of two paediatric major trauma centres for the North West, providing networked care for the North West, North Wales and the Isle of Man.
- **Burns** – we treat burn injured children with all levels of severity of injury and work in partnership across the North West to provide the most specialist levels of care.
- **ECMO** (Extracorporeal Membrane Oxygenation – which is a highly specialised way to provide prolonged support for the heart and lungs when a child or young person cannot do this on their own) – this enables us to do our excellent cardiac surgery and helps children and young people with recovery from possibly fatal respiratory problems.
- **Epilepsy** – we are one of just 4 centres for paediatric surgery in the UK.
- **Congenital heart disease** (CHD) – we are the lead (Level 1) provider for all paediatric surgery in the North West and we host the all-age CHD network for the region.
- **Childhood lupus** – we are the UK's first and only Centre of Excellence for Childhood Lupus, and a Coordinating Centre for the UK's multi-disciplinary translational research study group (JSLE Study Group) investigating this disease.
- **Muscular dystrophy** – we have been awarded by Muscular Dystrophy UK the role centre of clinical excellence, meaning we are recognised as a centre of excellence, treating around 550 children and young people with this rare and complex condition.
- **Craniofacial surgery** – we are one of just 4 centres for craniofacial surgery in the UK.
- **Oncology** – The oncology/ haematology department at Alder Hey is proud to deliver first-class care for children and young people suffering from solid tumours and leukaemia. We have a world-class reputation in paediatric brain and spinal cord tumours. We have a proud record of development of participation in clinical trials including our role as a designated early phase trials unit.
- **Orthopaedics** – we are a centre of excellence for spinal surgery and the use of magnetic growing rods, which mean children with early onset scoliosis can have fewer surgeries, as doctors control their implanted rods from an external remote control.
- **North West Movement Analysis Centre (NWMAC)** – we are accredited by CMAS (the Clinical Movement Analysis Society) as one of the largest clinical gait laboratories in the UK; this means we can provide the best movement testing for children and young people with conditions like Cerebral Palsy.

- **Orthotics** – we are a nationally recognised service of excellence, supporting our Spinal service with new technology in 3D scanning and brace design; this helps patients become more accepting of their brace, improving outcomes and reducing incidents of spinal surgery to correct scoliosis.
- **Tier 4 Child and Adolescent Mental Health Services (CAMHS)** – we provide the most specialist level of CAMHS services through our Dewi Jones unit.
- **Paediatric Surgery** – we see the greatest volume of elective paediatric admissions in the UK, and the second greatest volume of non-elective admissions – this gives us critical mass in a significant range of paediatric surgeries, meaning we have a high degree of surgical expertise.

- **Paediatric Clinical Pharmacology** – we are the only training centre in the UK.
- We are a National Institute for Health Research (NIHR) **Clinical Research Facility for Experimental Medicine**.
- We host an NHS-led **Paediatric Medicines Research Unit** involving four university collaborative partnerships.

We are also **locally, regionally and nationally recognised** for our;

- Sexual Assault and Referral Unit ('The Rainbow Centre')
- Liverpool schools pilot in Mental Health ('Trailblazer')
- Eating Disorder Service
- Community Respiratory Physiotherapy service
- Community Nursing and Matrons



## Appendix 2: How we got here – Engagement so far

A strategy is only as good as the people who inform it and who will bring the future vision to life. The development of 'Our Plan' has been, and continues to be, shaped through systematic communication and engagement with the following important groups;

<p><b>Our People – Alder Hey staff</b></p>	<ul style="list-style-type: none"> <li>• Alder Hey Futures events – 17th September 2019</li> <li>• Alder Hey Futures weekly deep-dives – September 2019</li> <li>• 'Latest with Louise' updates – monthly</li> <li>• Inspiring Quality summit – 2018</li> </ul>
<p><b>Children, Young People &amp; Families</b></p>	<ul style="list-style-type: none"> <li>• Inspiring Quality – throughout 2018</li> <li>• Children &amp; Young People's Forum – adoption of priorities including digital and climate change (ongoing engagement to be scheduled).</li> </ul>
<p><b>Clinical Divisions &amp; Services</b></p>	<ul style="list-style-type: none"> <li>• 5-year Strategic Priorities – 24th January 2019</li> </ul>

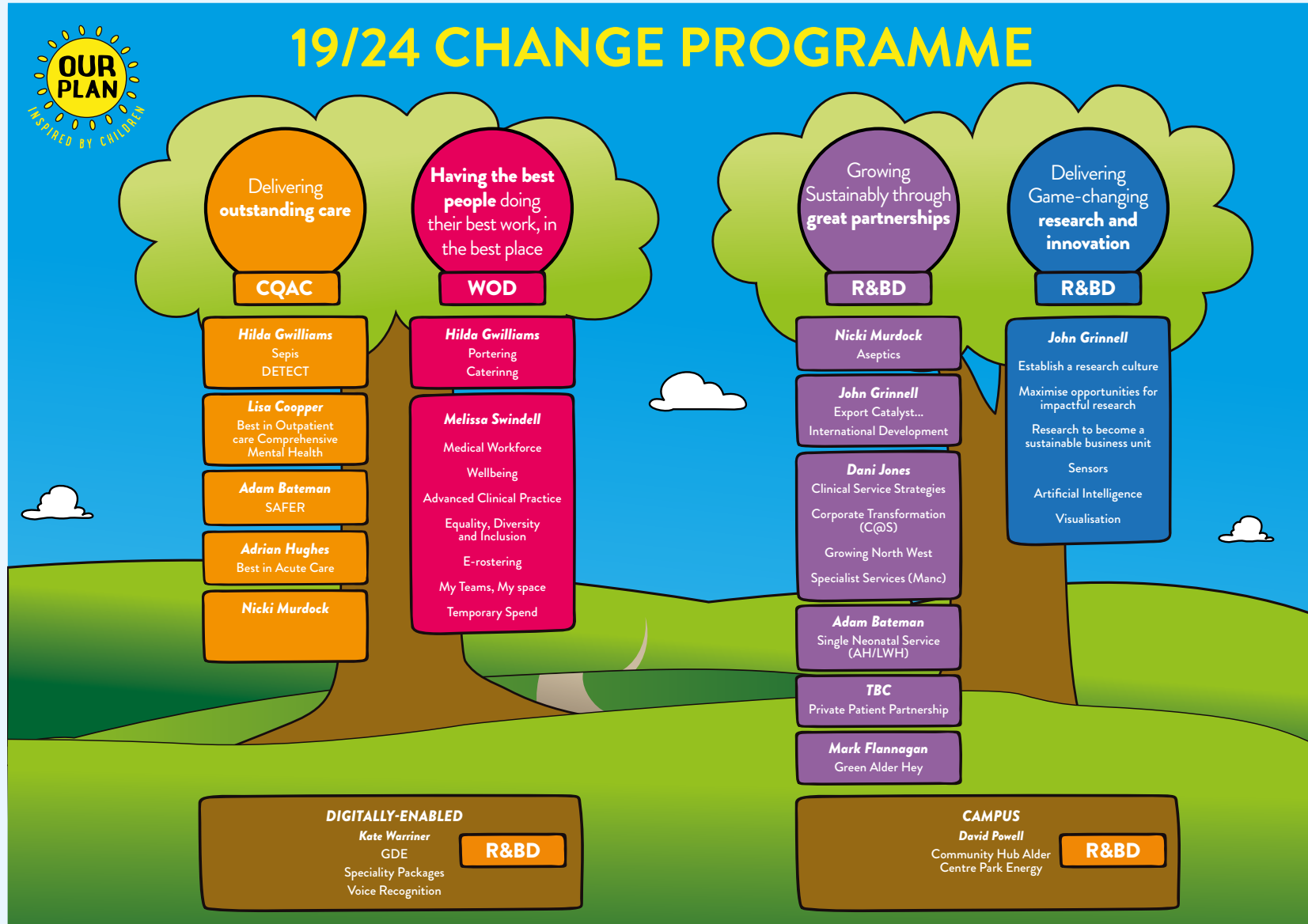
Trust Board	<ul style="list-style-type: none"> <li>• Strategy Development Session – 25th June 2019</li> <li>• Draft Strategy review – 3rd September 2019</li> <li>• Final Strategy approval – 1st October 2019</li> <li>• Designed Strategy document – 5th November 2019</li> </ul>
Council of Governors	<ul style="list-style-type: none"> <li>• Strategy Development Session – 25th June 2019</li> <li>• Draft Strategy review – 16th September 2019</li> <li>• Final Strategy – 9th December 2019</li> </ul>
Specialist Commissioning	<ul style="list-style-type: none"> <li>• Specialist Commissioning Local Strategy – 2018</li> <li>• Executive to Executive meeting - 24th October 2019</li> </ul>
Clinical Commissioning Groups & Local Authorities	<ul style="list-style-type: none"> <li>• Liverpool 'System Capability Programme' and 'One Liverpool' Plan refresh – Summer 2019</li> <li>• 'Shaping Sefton' – Summer 2019</li> <li>• Knowsley 'Place' 5 year planning – Summer 2019</li> <li>• Liverpool CCG engagement at Alder Hey Trust Board - November 2019</li> </ul>
HCP Women's & Children's	<ul style="list-style-type: none"> <li>• Women &amp; Children's Roadshow – June 2019</li> </ul>



## Appendix 3: Clinical Divisions and Services

Medicine	Surgery	Community & Mental Health	Clinical Research
<ul style="list-style-type: none"> <li>• Emergency Department</li> <li>• General Paediatrics</li> <li>• Diabetes</li> <li>• Respiratory Medicine</li> <li>• Infectious Diseases</li> <li>• Immunology</li> <li>• Metabolic Diseases</li> <li>• Nephrology</li> <li>• Rheumatology</li> <li>• Gastroenterology</li> <li>• Dermatology</li> <li>• Endocrinology</li> <li>• Dietetics</li> <li>• Oncology</li> <li>• Haematology</li> <li>• Palliative Care</li> <li>• Bereavement Services</li> <li>• Radiology</li> <li>• Pathology</li> <li>• Pharmacy</li> <li>• Psychology</li> <li>• Therapies</li> <li>• Long-Term Ventilation</li> </ul>	<ul style="list-style-type: none"> <li>• Cardiac Surgery and Cardiology</li> <li>• Paediatric Intensive Care</li> <li>• High Dependency Unit</li> <li>• Burns Unit</li> <li>• General Surgery</li> <li>• Urology</li> <li>• Gynaecology</li> <li>• Neonatal Surgery</li> <li>• Theatres</li> <li>• Anaesthesia and Chronic Pain</li> <li>• Ear, Nose and Throat and Audiology</li> <li>• Cleft Lip and Palate</li> <li>• Ophthalmology</li> <li>• Maxillofacial Surgery</li> <li>• Dentistry and Orthodontics</li> <li>• Neurosurgery and Neurology</li> <li>• Craniofacial Surgery</li> <li>• Orthopaedics</li> <li>• Plastic Surgery</li> </ul>	<ul style="list-style-type: none"> <li>• Children's Community Nursing Team</li> <li>• Homecare</li> <li>• Community Matrons</li> <li>• Community Therapies</li> <li>• Neurodevelopmental Paediatrics</li> <li>• Community Paediatrics</li> <li>• Safeguarding Services</li> <li>• Fostering and Adoption</li> <li>• Child and Adolescent Mental Health Services</li> <li>• Eating Disorders</li> <li>• Tier 4 specialist CAMHS services (under 13 years)</li> <li>• Learning Disabilities &amp; Autism</li> <li>• Complex Care</li> <li>• Transition</li> <li>• Crisis Care Team</li> <li>• Outpatient team</li> <li>• Specialist Nurses (Continence, ASD)</li> <li>• Hearing Impairment Network</li> </ul>	<ul style="list-style-type: none"> <li>• NIHR Clinical Research Facility for Experimental Medicine</li> <li>• Paediatric Medicines Research Unit</li> <li>• Children's Nursing Research Unit</li> <li>• Clinical Research Delivery multidisciplinary workforce</li> <li>• Research Safety, governance and quality team</li> </ul>

# Appendix 3: The 2019-2024 Change Programme





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

### Find out more...

To find out more about our  
Strategic Plan visit:

[www.alderhey.nhs.uk](http://www.alderhey.nhs.uk)

