

BOARD OF DIRECTORS

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Strategy 2030

Contents

1. Introduction	3
2. Where are we now?	4
3. Our Vision.....	6
4. How we developed our 2030 Strategy	7
5. Children and Young people - Areas of Need.....	8
6. Engagement with Children, Young People, Families and Our People.....	10
7. Supporting Our People - Our People Plan.....	12
8. Delivering our 2030 Strategy	14
9. Leading the change	18
10. Next steps.....	21
11. Recommendation	22
12. Appendices:-	22
12.1 Appendix 1: Our Phased Plan.....	23
12.2 Appendix 2: Overview of our 2030 Vision Programme - Strategic Initiatives	24
12.3 Appendix 3	33

Strategy 2030

1. Introduction

Welcome to our ambitious 2030 strategy for Alder Hey, and for children and young people.

This strategy sets our direction into the next decade. It builds upon a long history of success and has bold aspirations for children and young people's health, wellbeing, and futures.

We want to create a world where children, young people and their families can live their best lives. We want to create a world where our people can do their best work. We want to have the best world-leading clinical services, underpinned with cutting edge research, technology, and innovation.

Ambition has brought us a long way at Alder Hey. It is in our values and DNA. It is driven through a desire for the best outcomes for children, young people and families, and our wider communities.

This ambition fuels Strategy 2030, as we strive to meet the changing needs of children, young people, and families.

Ten years ago...

- We were not considered world leading. Today we are named as one of the top 10 children's health care providers in the world.
- We were smaller, providing specialist and secondary care services. Today we have grown both, and we lead children and young people's mental health and community services across large parts of Cheshire and Merseyside.
- We delivered services from a 100-year-old hospital site. Today, the state-of-the-art Alder Hey Campus represents our contribution to our city and beyond, with radically improved community and mental health facilities, including;
 - The Institute in the Park where we are, with University, industry and other partners, developing new medicines and technology to significantly improve health outcomes for children and young people in the future.
 - The Alder Centre, the UK's only dedicated bereavement centre for child loss.
 - The Catkin Centre, a specialist mental health and neuro-development facility to address the serious issues of attention deficit hyperactivity disorder (ADHD), Autistic Spectrum Disorder (ASD) and other conditions, alongside which we will deliver wider Community health services.
 - Sunflower House, the dedicated facility for specialist inpatient care for children and young people's mental health.

However, the world we operate in is changing. Children and young people's needs are changing. Complexity is more common as many live longer with complex medical conditions. Years of austerity have stripped assets for children and young people, such as children's centres and prevention services. The Covid-19 pandemic impacted children and young people heavily, leaving in its wake an enormous recovery challenge, worsened health inequalities, poorer health, wellbeing, and educational outcomes, and a mental health crisis for the youngest in our society.

Strategy 2030

Children and young people's needs are not homogenous; one size does not fit all. To achieve our ambitions for children and young people in this changing environment, we have described a vision for the future that builds upon strong foundations whilst shooting for the stars.

Alder Hey is full of inspired, creative, and passionate people who have the skills and knowledge to make a real difference.

Our people and our experience give us confidence that we can deliver **our 2030 vision** of a 'healthier, happier and fairer future where every child and young person achieves their full potential'.

2. Where are we now?

Alder Hey is a special place with phenomenal potential.

Today, Alder Hey provides specialist health care to over 330,000 children and young people each year, at Alder Hey in the Park, across a range of community outreach sites in Liverpool and Sefton, and in collaboration with partners we deliver care closer to children and young people's homes from Cumbria to Shropshire, Wales to the Isle of Man.

We have state of the art facilities, including the new Alder Centre for bereaved families, and Sunflower House at Alder Hey in Park, a dedicated inpatient care facility for children with complex mental health needs.

Along with our amazing workforce of over 4,000 people, we are a teaching and training hospital providing education to around 900 medical and over 800 nursing and allied health professionals each year. In 2021/22 our operating turnover was £387m of which £339m directly related to the clinical services we provide; 46% of our clinical income is non-specialised and 54% is specialised.

The Trust serves a wide population for secondary care across Liverpool, Sefton and Knowsley, and has grown into a one-stop shop for the great majority of children and young people's services over the past decade. Alder Hey is one of just two tertiary providers serving the whole of the Northwest, with world-leading services in many specialties, including cardiac surgery, congenital heart disease, neurosurgery, craniofacial surgery, and many more.

The Trust is an anchor institution for children and young people's healthcare, prioritising widening access to quality work, working with our local communities, embedding prevention into pathways, addressing health inequalities, and protecting the planet for generations of the future.

Alder Hey is a top performing Trust with a CQC 'Outstanding' for Care, and 'Good' overall.

We nurture a richly talented cohort of committed researchers and host a dedicated National Institute for Health and Care Research (NIHR) Clinical Research Facility enabling the delivery of early stage, experimental clinical research in a state-of-the-art dedicated facility within the hospital.

We are a leading innovator, with a one-of-a-kind Innovation Hub, which brings together children, young people, and families, with clinicians, and with enterprise to develop breakthrough solutions to health and care related problems.

Strategy 2030

Alder Hey is supported by two main registered charities, the Alder Hey Children's Charity and Ronald McDonald House located in the grounds of the hospital. The work that they do to support the Trust ensures that Alder Hey's pioneering work continues to make a difference to the lives of children and young people.

We have vibrant, well-established Children and Young Peoples' groups, such as 'The Forum', who help us keep children and young people's voices at the forefront. They participate richly in the Trust's plans; developing new ideas, holding us to account and playing a key role in the recruitment of Board level posts.

We have the people, the excellence, and the assets to truly change the world for children, young people, and families.

However, the context we operate in is changing.

Alder Hey sits in Liverpool, as part of the Cheshire and Merseyside (C&M) Integrated Care System (ICS). 27.2% of C&M's population are children and young people. They experience higher levels of deprivation than the national average and are impacted by poor outcomes: lower healthy life expectancy, disparity in infant and child mortality, school readiness, mental health, and emotional wellbeing, and over 5,500 children are looked after by Local Authorities.

This is a worsening picture due to the pandemic and cost of living crisis - demand for services is increasing, alongside diminishing resources. There is a crisis of demand in children and young people's services. The current Northwest paediatric waiting list increased 18% since April 2021. 60% more children had a probable mental health condition in 2021 than 2017. There has been a sustained increase in children and young people's urgent care demand, with a 15% increase in Alder Hey Emergency Department attendances compared to 2019, before the Pandemic.

Complexity is more prevalent. Neonates survive and medically complex children live longer. Needs have grown exponentially (emotional wellbeing, mental health, Special Educational Needs and Disabilities (SEND), neurodiversity, and children who are looked after). Yet children and young people fall in gaps between services – gaps between physical and mental health, health and social care, or children's and adult services.

The system architecture is highly complex and sub-optimal children and young people's outcomes were already a systemic issue. Children and young people have not been prioritised in system planning and resourcing. Dispersed funding and fragmented responsibilities have not enabled a holistic view to tackle children and young people's needs as a population.

Our Strategy 2030 demonstrates our ongoing commitment to addressing and solving these problems.

We will take an integrated approach; strive for harmonious strategies for healthcare improvement; describe a compelling research offer that attracts the best and improves outcomes for the children who need it most; lead a unique approach to innovation which embraces ideas and technological solutions; provide an education offer that trains the finest experts and prioritises support to the most vulnerable communities; and trail-blaze a digital offer that can keep up with the expectations of the children and young people of today.

We will work with partners towards greater integration, to close gaps in care, and exploit these opportunities, co-created with children, young people, and families. We will work in partnership to grow children and young people today and deliver healthier adults into the economy tomorrow.

Strategy 2030

Our People

The context within which our people are working, and living, is changing at an incredible pace. Workforce challenges within the NHS, alongside those in the national labour market are, on their own, significant, however coupled with external factors in the economy and the legacy of the pandemic on colleague burnout and wellbeing. This tells us that we will have to do something different if we are committed to meeting our 2030 ambitions. Creating the conditions for our people to thrive, helping them develop meaningful and rewarding careers in support of work within a CYP community and ensuring we are planning for the workforce of the future will be critical to our success. Despite our successes to date, what got us here will not get us to where we aspire to be.

Challenging Labour Market	Growing NHS Workforce Challenges	The Cost of Living Crisis	Staff Wellbeing and Burnout	We Need to Think Differently
<ul style="list-style-type: none"> 1.2 million vacancies, highest ever 640k more inactive people since pandemic 2/3 of this rise are individuals above 50 711k young people who are NEET, and growing Continued reliance on overseas recruitment 	<ul style="list-style-type: none"> Not enough training places to meet demand Highest level of vacancies across all sectors Increased competition for talent with other sectors Persistent pay and industrial challenges Speciality skills sourcing becoming more difficult 	<ul style="list-style-type: none"> Increase in cost of living for 9 in 10 adults 1 in 5 adults actively looking for better paid jobs 15% working adults working more hours 4 in 10 adults feeling insecure about future 3 in 10 of those paying rent/mortgage struggling 	<ul style="list-style-type: none"> Anxiety/stress/depression account for most absences Increase in public dissatisfaction Increase in trauma in staff from workload Increase in clinical trauma Decreased capacity for rest & recovery 	<p>What got us here will not get us there</p>

3. Our Vision

Our 2030 vision is to create:

‘A healthier, happier and fairer future where every child and young person can achieve their full potential.’

This signifies some important shifts for Alder Hey.

Our relentless focus naturally remains on driving up health outcomes for children, young people, and families, and in turn, delivering healthier futures.

However, our 2030 vision also recognises the importance of children and young people’s **happiness and wellbeing, as a core part of their healthiness.**

It calls out the role we feel morally compelled to play, as a leading children and young people’s Trust - to support improvement in children and young people’s **life chances** and tackle the wider determinants of health and increasing inequalities they face in partnership.

To deliver this 2030 vision, we have 5 strategic goals



Strategy 2030

Through these strategic goals, we will deliver a 2030 world in which we...

- ✓ Put children and young people's needs, voices and experiences front and centre
- ✓ Make some fundamental shifts to organise ourselves around children and young people's needs, and to give them unrivalled experiences of care
- ✓ Care for more children and young people at home or in school through use of digital, medical technology and partnerships
- ✓ Deliver more personalised, targeted, leading-edge care through better genomics, research, and innovation
- ✓ Give an outstanding holistic (mental and physical) health care experience, driven by our children, young people, and families. This makes us more than an ill-health service; we will focus on serving the needs of children, young people, and families beyond the traditional clinical outcomes.
- ✓ Convene a children and young people's health and care system that works with partners to wrap round children and young people locally, regionally, and nationally to ensure equity of access to outstanding care
- ✓ Lead the drive with partners to radically improve children and young people's life chances locally, nationally, and internationally through targeted prevention, applied research, education, partnership, and advocacy
- ✓ Establish the Northern Institute of Child Health, which along with the Alder Hey Academy is a recognised leader in improving children and young people's health and life chances through world-leading Research, Innovation and Education
- ✓ Are a valued anchor institution that attracts inward investment and creates opportunities for children, young people and our local community as an employer and educator
- ✓ Provide outstanding experience and opportunities for our People
- ✓ Are the beating heart of an internationally renowned community serving the needs of children and young people, recognised as in the Top 5 Specialist Hospitals for children, young people, and families in the world.

4. How we developed our 2030 Strategy

Alder Hey took the bold step to design a vision for 2030 that puts children and young people's needs at the centre, as well as those of our people.

This population-health based strategy began life in April 2022. We used innovative, sophisticated data capture and analytics to create an objective evidence-based understanding of the real and future needs of children and young people, and of ourselves as a Trust.

A major analysis and triangulation of Trust data and intelligence was undertaken (activity, finance, workforce, patient experience, Board reports ++) and results considered alongside

Strategy 2030

analysis of children and young people's population health data, children, young people and families experiences and feedback, and a review of national and local policy direction.

We learned that the environment Alder Hey is operating in has;

- Worsening outcomes
- Increasing pressure on our services and people
- Subsequent reduced headroom that risks us losing productivity
- A need to ensure we are directing our investment into care models rather than overhead
- A real risk of burnout in our people as 1 in 4 staff are either leaving or joining us at any point
- A financial model that is changing rapidly meaning to be sustainable we need a broader outlook.

It was clear that Alder Hey is in a comparatively strong position against peers and has untapped potential. This has enabled a radical reimagining of service design and delivery. We concluded that no change is not an option.

5. Children and Young people - Areas of Need

This approach, along with our Alder Hey magic, is what makes Strategy 2030 unique.

We undertook a detailed population segmentation analysis of service users' needs. For every child and young person who uses our services, we were able to pinpoint and analyse;

- How frequently they use our services
- Their average lengths of stay
- Which services they use the most
- Where they live / travel from
- Their age and gender profiles
- Their wants, needs, and attitudes to health care
- Their socio-economic factors, including ethnicity and levels of deprivation
- Their primary points of service delivery (ED, Outpatient, Inpatient)
- The cost per patient

We used this intelligence to form common groups of needs, which resulted in ten **children and young people's population 'cohorts'**



Strategy 2030

Each cohort has different needs, but we often organise and deliver their care in the same ways; this can result in poor experiences and dissatisfaction.

Most cohorts have needs beyond Alder Hey's services – this leads to variations in outcomes and inefficiencies in the system; it is a driver for further system partnership.

The cohorts reflect a wide spectrum of socioeconomic backgrounds, but **poverty impacts everywhere**.

We found significant cross-referral or passing of care across services within the Trust. Children, young people, and families tell us often that this adversely impacts their experience, and we know that this is inefficient.

Consumption of resources varies significantly across the cohorts, indicating that efficiency is no longer enough; a more nuanced, fundamental redesign is needed.

We used what we learned from these 10 cohorts to coalesce them into 4 overarching 'areas of need' –

- ❖ 'Get me well'
- ❖ 'Personalise my care'
- ❖ 'Improve my life chances'.

All can be enabled through;

- ❖ 'Bring me the Future today'



'Bring me the future today' optimises the potential Alder Hey has as a world leader in research, innovation, education and digital, by bringing these capabilities closer together, and embedding them more systematically across the trust.

These all have different value propositions.

The Board undertook a series of detailed workshops, triangulating all the analyses, exploring the children and young people's cohorts and areas of need, considering the future business models, defining the Trusts' strategic positioning, and developing the change programme and capabilities required to move to the 2030 vision.

A programme of engagement with children, young people and families ran in parallel, and is now complete, alongside engagement with clinical and professional leads (see Section 6).

Engagement with system partners continues, particularly focused on the wider role of Alder Hey in supporting improved life chances for children and young people, through convening the system for children and young people and leading targeted programmes to respond to their needs.

Strategy 2030 commits us to organising our thinking, approaches, and activities around these differing areas of need, recognising we need to flex our approach to meet the requirements of different groups of children, young people, and families (detailed in Section 8).

Strategy 2030

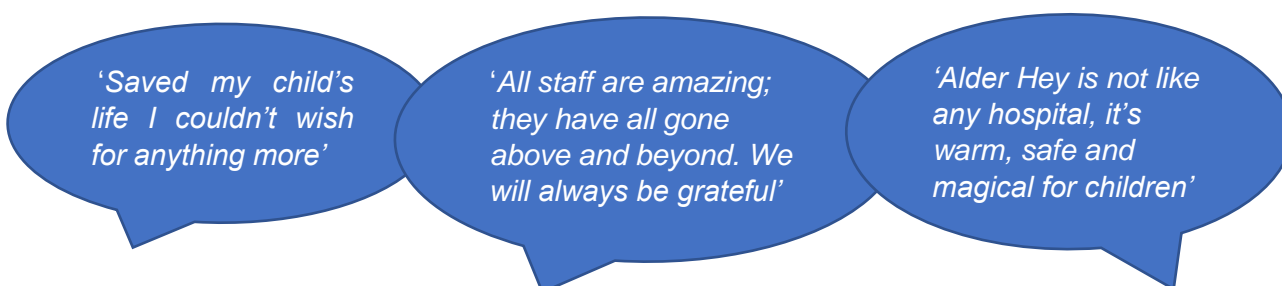
6. Engagement with Children, Young People, Families and Our People

To develop Strategy 2030, we committed to genuine, robust engagement with children, young people, and families.

This allowed us to test out our ideas about creating a world where children and young people can live their best lives. Our approach was co-designed with children, young people, and families to enable all voices to be heard, across all cohorts.

We captured the hopes and dreams for 2030 from over **700** children, young people, and families. They also told us about their current experiences. We asked children, young people, and families what their dream for 2030 was. Results varied from their own dreams of becoming an Olympian Skateboarder, and to 'get better soon'; and dreams for all CYPF 'cure for cancer' and for 'Everyone to be healthier and happier'.

The overwhelming feedback was positive, and we heard how grateful they are for the care they receive;



What did we learn?

Children, young people, and families share our ambition for the future, but they also had some frustrations and ideas for areas that we can learn from to make the future better.

74% of all respondents wanted a healthier, happier, and/or fairer future.

This feedback strongly reinforces that our 2030 vision is shared by our service users.

- **Healthier** included physical and mental health, feeling better about themselves and being active and eating healthily.
- **Happier** meant staying out of hospital, going home, waiting less, getting a diagnosis, more sensory friendly areas, smiling and joy.
- **Fairer** meant being kind to one another, listening to others' needs, adjusting to need, removing expense of attending Alder Hey, inclusion, and healthcare for all.

Strategy 2030

Children, young people, and families told us what they would like to see more of, or improved from their current experiences by 2030, for example;

Get me well	Make my care more personal	Improve my life chances	Bring me the future today
<ul style="list-style-type: none">•Involved: children, young people and families told us that they want to be listened to and involved in decisions.•Listened to: Families told us that we could pre-empt concerns and resolve problems before it becomes a real issue.•To go home faster	<ul style="list-style-type: none">•To meet my need: More sensory friendly, more play and music opportunities•To understand how I feel: Worried, sad and bored•To treat me as an individual and meet my needs•Choice: Streamlined appointment on the same day, more choice, and less disruption.•To spend less time at Alder Hey	<ul style="list-style-type: none">•Consider my happiness and wider wellbeing•Help me miss less school / be at Alder Hey less	<ul style="list-style-type: none">•Pioneering breakthroughs: A cure, no Cancer, no Leukaemia, a new kidney, not to be sick again.•Confirmed diagnosis

Ongoing involvement and engagement of children, young people and families is a cornerstone of how we will work together to achieve our 2030 Strategy and vision.

Engagement with our People

We are a people organisation, full of inspired, creative, and passionate people who have the skills and knowledge to make a real difference for children and young people.

We have engaged with our people across the organisation and shared our vision for the future.

They have told us: -

- That they share our ambition and feel excited and hopeful for a future, organised around the needs of children, young people, and families.
- That the vision and ambition resonated with why many of our colleagues choose to work at Alder Hey.

They also highlighted areas which we would need to address through the strategy and collaboration to make the vision a reality including;

Strategy 2030

Our workforce	Supporting our people to thrive	New ways of working	Collaborating for CYP
<ul style="list-style-type: none"> •The right people, with the right skills 	<ul style="list-style-type: none"> •The time and headspace •Professional Developmental opportunities •Continued involvement and engagement with our people 	<ul style="list-style-type: none"> •More use of technology and digital innovations •Not trying to change everything at once •To reduce the current demands and pressures •More cross organisational working •Improved use of data to inform new ways of working 	<ul style="list-style-type: none"> •Financial mechanisms to support new ways of working •How we connect and work across the CYP system •Moving to a more preventative model

Our people as always have challenged and enhanced our thinking and we have used their feedback alongside that of children, young people, and families to design and develop our strategic goals.

Our people will be the best judge as to whether we are addressing the areas of collective challenge required to achieve our 2030 vision.

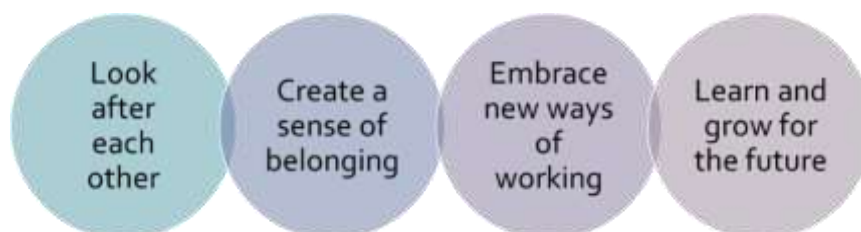
7. Supporting Our People - Our People Plan

Our people are our greatest strength. To achieve our vision for 2030, we need to support them to have fulfilling careers and thrive as part of a CYP working community.

We are a people organisation - incorporating 'Our People Plan' into our strategy is essential to align our Strategic Goals with the '*new capabilities, capacities and working practices*' we will need to succeed.

Through the most recent NHS staff survey we scored 67%, the second highest rating in the Northwest for our people recommending us as a place to work. There is, however, variation in individuals' experiences, and we do not think that is good enough. We want all our people to thrive, have a sense of belonging and have opportunities to develop and adapt to new ways of working.

We want an environment for our people where we;



Strategy 2030

The expectations of our People have changed over time. Much like for our children and young people, the days of a 'one size fits all' solution for our people are in the past.

To help us radically reframe our approach and target solutions according to need, we took an innovative approach (like our analysis of children, young people, and families' needs) and segmented our workforce into cohorts with similar needs and behaviours. We analysed our people data, and our staff survey results.

This identified that our people broadly fit into 5 segment groups - detailed in the diagram below;



What we learnt from this analysis is that our people have differing needs, based on their own career journey, life journey, behaviours and needs.

From this analysis, we developed our areas of focus for our People;

Delivered through: Strategic Initiatives	Key deliverables
Thriving @ Alder Hey - Our people are thriving and have a sense of belonging and are actively engaged, whatever their background or role	Attraction and Recruitment <ul style="list-style-type: none"> ❖ Diversifying our recruitment approach ❖ Orientation programme ❖ Expand apprenticeship Retention <ul style="list-style-type: none"> ❖ Thriving Leaders programme ❖ Find your Fit (Job rotation) ❖ Targeted lifestyle support ❖ Career mentoring ❖ Community connection opportunities
Professional development hub We invest in our people and their teams to ensure they can have amazing careers	Career performance and management <ul style="list-style-type: none"> ❖ Establishment of the Professional Development Hub Professional development <ul style="list-style-type: none"> ❖ Supporting our people through Change – Stronger Together ❖ CYP career passport ❖ Career development framework ❖ System wide learning opportunities ❖ Active performance management framework
Future Workforce Right sized workforce renowned for new ways of working	<ul style="list-style-type: none"> ❖ Future Working Planning Framework ❖ Future talent management ❖ AH portfolio careers ❖ Future Entrepreneurs programme

Strategy 2030

8. Delivering our 2030 Strategy

Our 2030 Strategy will be delivered via a set of specific strategic goals, oriented through the lens of children, young people, and family needs.



We will continually challenge ourselves to vary our response and organise ourselves around Children, Young People and Families' (CYPF) areas of need.

For example...

- We know from children, young people, and families that an **'unrivalled experience'** for **'get me well'** can look different to that for **'make my care more personal'** – convenience and care coordination can be prioritised very differently. We will tailor our approaches to different needs.
- We can expect some different **'Pioneering breakthroughs'** to **'improve my life chances'** than for **'get me well'** as each group has different problems to tackle.
- Those in **'get me well'** come from different geographies and use different services to **'make my care more personal'** – thus we need different **'collaborations for children and young people'** designed with varying partners.

From now to 2030, we will take a population-health based approach to meeting these broad areas of identified need whilst recognising that individual children, young people, and families' needs do not remain static.

Executive leads will be assigned to all Strategic Goals and 'Areas of Need', taking a 'senior responsible owner' approach to ensuring that the Strategy 2030 plan meets its objectives and delivers the projected benefits.

We will appoint a Clinical Advocate for each 'area of need', who will work alongside the Executive Lead, and clinical colleagues to ensure that the tangible solutions we deliver through our change programme meet the needs of children, young people, and families.

Strategy 2030 Plan on a Page

Vision	Objectives	Delivered Through (Exec Lead)		Outcomes	Measures
Healthier, happier, fairer futures where every child & young person achieves their full potential	Delivering the best possible outcomes and experience for CYP&F	1.Outstanding care and experience	1.2 CYP & Families Engagement and Experience	<ul style="list-style-type: none"> Happier children, young people and families Rated as Outstanding Designing our care around the needs of CYPF 	<ul style="list-style-type: none"> Family QALY [H] CYPF Experience System Service Experience Management Quotient (SEMQ) [H]
	Supporting our colleagues to have fulfilling careers in a community that thrives	2. Supporting Our People	2.1 Thriving @ Alder Hey 2.2 Professional development hub 2.3 Future Workforce	<ul style="list-style-type: none"> Our People are thriving:- <ul style="list-style-type: none"> have a sense of belonging and are actively engaged have the time, space and opportunity to improve the quality of care and meet the needs of CYPF We invest in our people and their teams to ensure they can have amazing careers New skills and capabilities across a dynamic and flexible workforce Right sized workforce renowned for new ways of working A borderless CYP workforce across communities 	<ul style="list-style-type: none"> Staff Thriving Index [H] Social Value [H] (Happy) Community Index [M]
	Pioneering to find novel solutions and treatments	3. Pioneers Breakthroughs	3.1 Futures	<ul style="list-style-type: none"> State-of-the-art "Hospital Without Walls" Northern Institute for Child Health & Well-Being International Post-Graduate School National Forum on Health Inequalities Integrated paediatric data network 	<ul style="list-style-type: none"> Variation in Health and Care Outcomes [L] Clinical Service Capacity [H]
	Working with partners to improve life chances of CYP	4. Collaborating for Children and Young people	4.1 Building communities 4.2 CYP system	<ul style="list-style-type: none"> The heart of a CYP health and care system renowned, regionally and nationally A convener of the system with frictionless, sustainable and shared CYP resources We will be a valued anchor institution that attracts inward investment and creates opportunities across our communities 	<ul style="list-style-type: none"> Resource Optimisation [L] Ecosystem Contribution [H]
	Ensure delivery of the very best health and care outcomes for CYPF locally, regionally, nationally and internationally	5. Smartest Ways of Working	5.1 New Care Models 5.2 Digital and Data 5.3 Insight led decisions	<ul style="list-style-type: none"> Accessible models of care implemented around the needs of CYPF World class resilient specialist services Digital Centre of Excellence driving productivity, speed, scale and quality Collaborating across communities to ensure CYPF only need to tell their story once Insight Unit recognised as a global centre of excellence for CYPF intelligence 	<ul style="list-style-type: none"> Innovation Adoption Rate [M] Productivity / Economic Gain [H]
CYPF Needs (Get me well, Make my care more personal, Improve my life chances, Bring me the Future Today)					

Strategy 2030

Delivery will be achieved through team-ownership of shared outcomes (see Plan on a Page above); this requires matrix working and a long-lens focus. Systematic oversight of target outcomes and lead indicators will be undertaken through a new Strategy Board (see Section 9).

There will be a clear strategic change programme with a robust plan, and a clear benefits realisation plan, overseen by Strategic Executives, with regular assurance reporting to Strategic Trust Board.

Our approach will be continually shaped by children, young people, family, and our people's feedback.

We will achieve our strategic goals over the 7-year period through a series of strategic initiatives - our **2030 Strategy Programme**.

These initiatives are (further detailed in appendices);

- 1.2 Children, Young people and Families' Engagement and Experience
- 2.1 Thriving at Alder Hey
- 2.2 Professional Development Hub
- 2.3 Future Workforce
- 3.1 Futures
- 4.1 Building Communities
- 4.2 Children & Young People's System
- 5.1 New Care Models
- 5.2 Digital and Data
- 5.3 Insight-led Decisions

Each has tangible deliverables which will focus our transformation efforts across the organisation. At their core is a radical change to the way we work or the way we deliver care – this is not about more of the same. There will need to be capacity and/or capability either through investment or reprofiling of existing resources for each initiative.

To deliver our **2030 Strategy Programme**, we will continue to work in a **Brilliant Basics** way. We will use this ongoing Quality Improvement approach that prioritises involvement of children, young people and families, leadership from our people, is data driven and problem solving; and which embeds coaching behaviours to support a culture of continuous improvement.

The **Plan on a Page** (page 15) details the link between the 2030 vision, strategic goals, initiatives, outcomes, measures and children, young people, and families' needs.

Appendix 1 illustrates the phasing of outcomes, but is intended as a dynamic framework, to allow learning to inform delivery in later years.

Outcomes

How we will know we are successful

Strategy 2030

Our ability to successfully deliver our strategy will be measured through a suite of Strategic Performance Measures (see Plan on a Page). These strategic measures will provide transparency and an ongoing mechanism to monitor progress and achievement.

Some of these metrics exist today, and others will need to be developed, such is the scale of aspiration within the 2030 Strategy. For some initiatives, traditional NHS measures will not adequately test impact and support strategic decisions. For example, 'Happiness Indices' are fairly regularly used in non-health care settings, but with consideration could be adapted to measure whether we are meeting our 2030 vision of 'happier futures' for children, young people, and families.

To address this, one of our Strategic Initiatives – **Insight Led Decisions** - will develop new capabilities and methodologies to enable the measurement of what matters. These new measurement capabilities will not be developed straight away; where this is the case proxy-measures will be used until such time that new methodologies are validated and tested.

Financial Strategy

The Board has approved Strategy 2030 and as part of mobilisation, are developing the underpinning financial strategy to define the longer-term economic case, costs, and benefits of implementation.

It is critical to remember the high level of uncertainty and ambiguity in the health and care system; the scale of uncertainty requires us to take a pragmatic approach to developing the case.

The final economic case will be brought to the Strategic Trust Board following iteration through the Resources and Business Development Committee (RABD). This will be developed in accordance with key principles (described below) that will underpin the financial strategy and the methodology for scenario testing. Whilst we will stress test these principles further to develop our scenarios, we want to create some underpinning principles that will be 'boiler plate' tests as we move forward;

- **Strategic investment** – Strategy 2030 will inevitably require resource, much of which could form a pump prime assuming the benefits would follow. As the strategic initiatives are developed, we will assess the need for investment and returns. All investment will be required to demonstrate how they progress us on this strategic journey.
- **Re-purposing/Re-prioritising** – the economic climate will make securing additional strategic investment challenging so we will challenge ourselves to prioritise how we attribute resources, and this will inevitably mean us re-purposing resources and disinvesting where necessary.
- **Transaction/Overhead costs** – we have proven our transaction/overhead costs are not sustainable and we will need to bring these down through collaboration, adopting new technologies and through removing silos.
- **Productivity** – we have proven that our productivity has become challenged, and our workforce are struggling to recover to pre-pandemic levels. We will invest in our people and will have a forensic approach to ensuring we are working productively to improve access to services for children, young people, and families.
- **New Business Models** – the new strategy will require us to think creatively across system boundaries to ensure the public pound is better spent. This will mean leading discussions on business models that support the evolution of children and young people's services and new models of care e.g., home first.

Strategy 2030

- **Capex** – the current NHS capex model is constrained so we will be entrepreneurial in accessing funds to help us progress our strategy. This will require enhanced horizon scanning and grant writing capabilities. We will prioritise our capex against us progressing our strategy.
- **Commercial income** – We recognise that as NHS funds become more constrained, to meet our 2030 Strategy we will need to make the commercialisation of our knowledge and expertise a significant stream of our revenue.

All these principles are aligned to the strategy that is being put before the Trust Board.

Our methodology for modelling the strategic 'scenarios' will be built from a 'base case' long term financial model. For each major change programme, we will evaluate the investment required, asset utilisation and cost benefits. We will triangulate these and phase them to form the basis to model scenarios against. We will supplement the LTFM with 'so what' analysis using system dynamics that will allow us to stress test a series of outcomes.

The initial scenarios we will test will be:

- Do nothing – the case for change
- Deliver the strategy
- Deliver the strategy more slowly
- Macro-economic climate hampers progress

This will be an iterative process that we will test through RABD and will bring in key risks to differentiate the options; lack of capability and or capacity, inadequate investment, prioritisation, unclear accountabilities, change fatigue or resistance, system inertia etc. We will ensure that these planning tools are easily updateable and will enable us to recalibrate as we progress with the strategy and in the context of a rapidly changing environment.

9. Leading the change

2030 Governance

A new strategic governance model that gives our ambition space and capacity to thrive needs to be designed and implemented. It must be compliant with current regulatory frameworks and suitable as a basis for innovation whilst maintaining corporate/board accountability, such that the corporate statutory board remains jointly and severally accountable for all aspects of 'corporate decision making' i.e., to set strategic direction, risk appetite, governance structure and operating measures to ensure delivery of corporate objectives. However, if the model is to deliver the change described above, it must:

- be simple and built to enable cross-segment narrative
- remove organisational silos
- present a programme-based framework
- focus on agreed outcomes not on function
- foster cross function conversations
- present clear distinction between strategy and operational BAU
- define a clear rationale and methodology for corporate ROI and benefits realisation.

It also must provide a means by which Strategy 2030 may be given a specific corporate focus and governance framework for strategic decision making, effective risk assessment, reporting and assurance as well as accommodate external collaboration, multiple stakeholders and

Strategy 2030

changing stakeholder mix across NHS, Non-NHS, Local, Regional, National, and international partners.

In overall terms:

- The Alder Hey Board of Directors will retain all overarching constitutional accountabilities and legal responsibilities
- The creation of the Strategy Board will provide the foundation upon which the 2030 strategy will be delivered
- The Strategy Board will serve as the external arm of Alder Hey, focused upon system issues and building our brand and business opportunities in partnership with others but with an internal focus on the delivery of the 2030 strategy
- The Alder Hey Trust Board (as established constitutionally) will continue to take responsibility for delivery of outstanding patient care delivered by our best people, supported by strong foundations.

Structure

Strategy Board - it is proposed that a Strategy Board be created that will meet before the main Trust Board on a quarterly basis commencing in July 2023. Its responsibilities will be:

- Strategy development and oversight of delivery
- External Horizon scanning and policy development
- Focus on strategic change programme through CYP lens:
 - Get me Well
 - Personalise my care
 - Improve My life chances
 - Bring me the future today
- Underpinned by a strategic step up in:
 - Experience
 - People
 - Smartest ways of working
 - Building communities
 - Futures – RIDE and ventures
- ICS/ICB developments
- Committees in Common initial report back
- Brand enhancement
- Sustainability

Terms of reference for the Strategy Board have been drafted (**Appendix 3**) and once agreed will be supported by a specific work plan and underpinning strategic dashboard reflective of our agreed outcomes; the work plan will include provision for the Strategy Board to meet in public when in formal decision-making mode. It is proposed that the Strategy Board will have its own Board Assurance Framework. The strategic BAF will be driven by work of four proposed *delivery clusters* focused on our key areas of need: Get me well, Personalise my care, Improve my life chances and Bring me the future today each of which will contain programmes of work with associated outcomes.

Strategy 2030

Trust Board – the main Board of Directors will meet following the Strategy Board and will receive a formal verbal report from CEO with regard to strategic items of business – having previously received the papers. The Trust Board will focus on delivering the operational plan, safety, people issues and associated assurance. The clinical Divisions will take a more prominent role at the main Board in terms of operational delivery and assurance.

Assurance committees - The existing board assurance committees will continue to report to the main Trust Board. Work will be undertaken to develop the strategic delivery clusters including the way in which Bring me the Future Today is governed. In addition, it is proposed that the current Strategic Executive team meeting takes on a formally recognised decision-making remit for key operational issues including investments, this will enable a fast-paced response to the new environment and vehicle for oversight of new ways of working.

New ways of working

The delivery of our 2030 Strategy will require our people to work in new ways and test their current assumptions and approaches. This level of organisational transformation can only be achieved through the active leadership of our Senior Executive Board (many of whom will be Senior Responsible Officers for the **Strategic Initiatives**). Our Executive Team will be changing the way they work and portfolio focus, this is essential to create the conditions that will enable us to organise ourselves around the needs of CYPF.

We know that no change isn't an option, and we will support our people at all levels to thrive and embrace new ways of working – through the focus of our people related strategic initiatives (Thriving @ Alder Hey, Professional Development Hub and New Ways of Working). Our track record of major transformation, talent and skilled people give us confidence that we can and must adapt to meet CYPF needs and support our people to have amazing careers.

As a specific next step, we will be updating the Trust Board on Executive Leadership portfolios and required capacity and capability to ensure we can oversee the required level of transformation.

Risks

In the context of such an ambitious strategy there are clear risks to achievement and delivery, particularly as more than ever, our endeavors are dependent upon how we work in partnership with others, including children and young people themselves.

The Board has not yet discussed or agreed its risk appetite in relation to the 'new' aspects of the 2030 strategy which relate primarily to the Areas of Need. In broad terms the challenges to these are:

- Capacity to adapt to deliver transformational change within the most financially difficult environment in NHS history
- Ability to create, attract and nurture workforce and technological capability to re-focus traditional hospital driven service
- Fostering an external eco-system that is willing to engage with our vision and support its delivery.

However, at this stage it is possible to make an initial assessment of key areas of risk across the Strategic Goals. It is proposed that we continue to segment strategic risks on an internal/external axis, although as our risk appetite and tolerance work develops, this will be kept under review.

Strategy 2030

Objective	Goal	Principal risk	Current mitigation
Delivering the best possible outcomes for CYP	Outstanding care and experience	Current BAF composite section 1	Patient safety strategy Engagement work
Supporting Our People to have fulfilling careers in a community that thrives	Supporting Our People	Current BAF composite section 2	Staff survey actions Wellbeing Guardian work Leadership development Academy
Ensure the delivery of the very best health and care outcomes for CYP locally, regionally, nationally, and internationally	Smartest ways of working	Failure to revolutionise models of care using world class technological capability to ensure seamless insight and intelligence	AlderC@are Innovation resource
Pioneering to find novel solutions and treatments	Pioneer breakthroughs	Failure to articulate the Futures concept and associated opportunities	Innovation strategy Research reputation
Working with partners to improve life chances of CYP	Collaborating for CYP	Failure to secure gains as an anchor institution to benefit CYP now and future generations	Current range of strategic partnerships and collaborations

It is recognised that to deliver on our ambition, there may be an imperative to cease or radically change some of our historical activities and the risk inherent in this will need to be carefully assessed and quantified.

10. Next steps

Trust Board has approved Strategy 2030, and this paper provides a next stage, describing the clear mechanisms for delivery

Some strategic initiatives are already being mobilised or can be actioned relatively quickly.

Others reflect deeper cultural issues that require collaboration, co-development at system level and/or greater understanding and time – all of which is reflected in our phased plan to 2030.

Our next steps table below, details the primary milestones to support our strategy deployment.

Strategy 2030

Mobilisation	By when
1. Strategic Initiatives - Initiation	Qtr. 1-2
2. Confirmation of Executive Leadership portfolios and required capacity and capability	Qtr. 1
3. Implementation of our Strategy 2030 Governance Structures (including work plan, scheduled deep dive) <ul style="list-style-type: none"> ○ Strategy Board (Quarterly) ○ Strategic Execs – Strategy 	Qtr. 1
4. Establishment of 'Our Areas of Need' Recruitment of our Clinical Advocates and supporting infrastructure, Needs Blueprints– Areas of Need <ul style="list-style-type: none"> • Get me well, • Make my Care more Personal • Improve my Life Chances Deeper segment engagement – to inform key deliverables across our 2030 Programme	Qtr. 1-2
5. Delivery of our Financial Strategy	Qtr. 2
6. Our 2030 – Narrative and Communication Plan <ul style="list-style-type: none"> • Continued engagement with our People, CYPF and stakeholders • On-boarding our change resource across organisation to 2030 delivery 	Qtr. 1
7. Development of our Strategic Outcomes – Strategy Exec dashboard <ul style="list-style-type: none"> ○ Benefits plan and dependency mapping ○ Proxy indicators will be used until such time that new methodologies are developed and validated 	Qtr. 2
8. Development of Strategic Initiatives – Programme Governance <ul style="list-style-type: none"> ○ Refresh our current approach, to take account of the 2030 design and delivery approach 	Qtr. 1

11. Recommendation

The Trust Board is asked to ratify the 2030 Strategy, the proposed approach to evolving our governance arrangements to oversee this strategy and the pivot in our change programme and leadership that will be required to meet its ambition.

12. Appendices:-

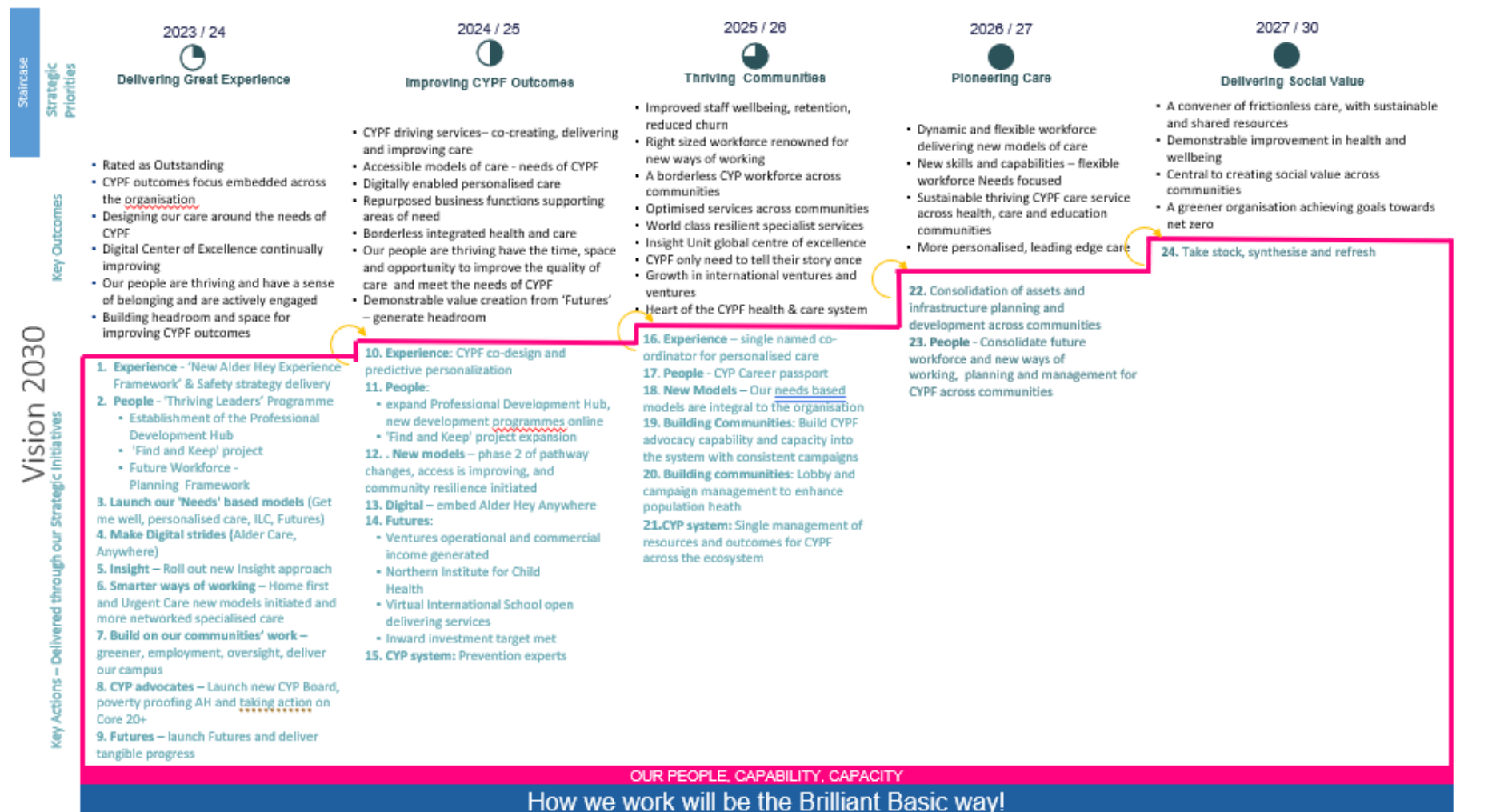
1. Our phased plan
2. Overview of our Strategic Initiatives
3. Strategy Board – Draft TOR

Strategy 2030



12.1 Appendix 1: Our Phased Plan

Strategy 2030



NB: this is a management planning tool and not for general communication

12.2 Appendix 2: Overview of our 2030 Vision Programme - Strategic Initiatives

Some of our Strategic Initiatives are already being mobilised or can be actioned relatively quickly. Other reflect deeper cultural issues that require, collaboration, CYP system level distribution, greater understanding, and time, which is reflected in our phased plan.

Strategy 2030

Over the last Qtr. 4 (22/23), we have worked with Executive Colleagues and wider stakeholders to refine our outline approaches. The development of the strategic initiatives into formal programme of change, will follow the standard trust programme management framework.

The status, regarding acceptance, Exec Lead Assignment, Initiation, develop and mobilisation.



100% of Strategic Initiative – have a lead SRO



All Strategic Initiative – Proposals, Target Outcomes and Measures have been reviewed (modified as required) and approved.



Facilitated workshops – are offered to all SROs over Qtr. 1 to support the development of their detailed Programmes.



A detailed **2030 Strategy Programme – mobilisation plan** will monitored and through Strategic Execs, to ensure that we remain on track and have the enable requirements in place.

Overview of our strategic Initiatives

Strategy 2030

1. Outstanding care and experience

Always provide the best experience by understanding and meeting the needs of CYPF.

Overview

Key Deliverables

Target outcomes

Strategic Initiatives	1.2 CYP & Families Engagement and Experience	Overview	Key Deliverables	Target outcomes
		<ul style="list-style-type: none"> Safe and high-quality services, putting the CYPF voice and experience at the heart of the Alder Hey. Shifting the focus from regulatory compliance to fulfilling CYPF needs and delivering an exceptional experience. Observing, listening and responding to our CYPF needs and creating a truly experience centric organisation. The key will be supporting staff and building new capabilities. This will require a step change in mindsets, processes, governance and ways of working. Supports the transition to new models to create a greater focus on segment cohort needs and linking the experience across our CYPF areas of need Potential to develop a unique CYPF strategic asset – creating value. 	<ul style="list-style-type: none"> Alder Hey experience framework A pre-emptive approach to incident resolution Patient experience and education and training CYPF involvement in engagement Utilisation of data lead analytics to support monitoring and planning 	<ul style="list-style-type: none"> Alder Hey Experience framework - Improves health and care outcomes and service experience CYPF driving the entire organisation – co-creating, delivering and improving services Intelligence-led proactive care management and empowered staff Organised around areas of need and services aligned to population health Increased productivity and reduced waste

Strategy 2030

2. Supporting Our People

Supporting Our People to have fulfilling careers in a community that thrives.

Overview

Key Deliverables

Target outcomes

Strategic Initiatives	2.1 Thriving @ Alder Hey	<ul style="list-style-type: none"> We are a people organisation and investing in our peoples' experiences of Alder Hey is essential, whilst responding to the demand challenge and adapting the new ways of working – based on CYPF need. Using workforce segmentation has identified that 'Our People' have differing needs and expectations. Recruitment will be shaped around the needs of CYPF, reflecting the different work expectations of our people. 'Thriving @ Alder Hey' will look at all touch points across our colleague 'life cycles' to ensure experiences from recruitment, induction and orientation programmes and development programmes create and nurture a sense of belonging. Underpinning this idea is the delivery of psychological, physical, financial and social wellbeing support for all. 	<p>Attraction and Recruitment</p> <ul style="list-style-type: none"> Training and development, coaching and line management support Diversifying our recruitment approach Orientation programme Expand apprenticeship <p>Retention</p> <ul style="list-style-type: none"> Thriving Leaders programme Find your Fit (Job rotation) Targeted lifestyle support Career mentoring Community connection opportunities 	<ul style="list-style-type: none"> Our people are thriving and have a sense of belonging and are actively engaged, whatever their background or role Our people have the time, space and opportunity to improve the quality of care and meet the needs of the CYPF Progressive diversity and inclusion approach reflected in employee experience Consistent and effective talent management across the organisation Improved CYPF experience and timely access to services Consistent and fair employment rights for all, every time Fair and equal access to services and better health outcomes Ability to respond to future surges in demand
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Overview

Key Deliverables

Target outcomes

Strategic Initiatives	2.2 Professional Development Hub	<ul style="list-style-type: none"> We will invest in our people to develop new capabilities at the Professional Development Hub which will support colleagues to collaborate, connect, build relationships, and spark conversations and a sense of community. Focus on creating a sense of belonging and developing meaningful careers. 	<p>Career performance and management</p> <ul style="list-style-type: none"> Establishment of the Professional Development Hub 	<ul style="list-style-type: none"> We invest in our people and their teams to ensure they can have amazing careers Our people are supported through the Professional Development Hub to
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Strategy 2030

	<ul style="list-style-type: none"> Our 2030 Vision will require new capabilities and capacity in our people, to enable us to meet the areas of distinct need of our CYPF. This will involve us moving from individual silos to focus on need. The Professional Development Hub will oversee talent management and provide our people with development opportunities; in line with achieving the CYPF need. The collaborative and multi-professional focus will support the shift from our traditional care models to being organised to meet need. 	Professional development <ul style="list-style-type: none"> Supporting our people through Change – Stronger Together CYP career passport Career development framework System wide learning opportunities Active performance management framework 	<ul style="list-style-type: none"> embrace new ways of working, grow and learn Measurable 'evidence-based' professional development under a consistent framework Professional Development - Integrated into individual CPD and appraisals aligned to organisation objectives A multi-disciplinary team with all the competencies to support the 'professional'
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Overview

Key Deliverables

Target outcomes

Strategic Initiatives	2.3 Future Workforce <ul style="list-style-type: none"> Our workforce needs to align with the changing world of work. Delivering our Vision 2030 will not only require closing the skills and capacity gap, but also building the workforce of the future that will enable the delivery of care in a new way. This will include the development of new roles, and ways of working and extending participation across our communities. Workforce development will be shaped around the needs of CYPF, reflecting the different work expectations of our people. Application of new ways of thinking about workforce working with international partners -> Our colleagues are our IP. The Professional Development Hub and the Academy will be key enablers. The PD Hub will also oversee talent management and professional development in line with achieving the CYPF needs. The Trust will lead from the front as the voice of CYPF. 	<ul style="list-style-type: none"> Future Working Planning Framework Future talent management AH portfolio careers Future Entrepreneurs programme 	<ul style="list-style-type: none"> Dynamic and flexible workforce delivering new models of care Increased capacity and headroom in improving population outcomes Borderless CYP workforce working across communities Creating future workforce from broad talent pools Right sized workforce renowned for new ways of working Ability to respond to future surges in demand
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Strategy 2030

3. Pioneers Breakthroughs

Pioneering to find novel solutions and treatments.

Overview		Key Deliverable	Target outcomes	
Strategic Initiatives	3.1 Futures	<ul style="list-style-type: none">Advances in medical sciences, research & technology present vital opportunities to reduce the incidence and impact of congenital and acquired problems facing children & young people and their families (CYPF).Alder Hey Futures will connect and nurture the power of research, innovation, data & digital resources, education, and a commercial approach to create a world where children and young people can live their best lives.A major strength lies in our clinical expertise, first-hand insights into the real-world problems of CYPF. Working with partners in the public, private and third sectors, we will build world-class infrastructures to create, deploy & globalise impactful solutions to these problems.This requires us to realise our full potential and necessitates revisiting our current ways of working. Closer integration of the varied skill-sets of our outstanding clinicians with world leading research, innovation and education with our data/digital capabilities and a more sustainable financial model will maximise our collective impact on the lives of CYPF.Our primary purpose will be deploying innovative drugs, devices, digital solutions, and technologies which improve patient outcomes and experience. However, wherever possible we will also commercialise, at scale our successes via a new Ventures capability, through which to generate income for growth and ensure sustainability.	<ul style="list-style-type: none">Pioneering studies of new diagnostics & therapiesPersonalised medicinePrevention & earlier, targeted interventionMental health & emotional wellbeingDigital solutions & data-driven advancesMulti-sector, multi-agency consortium focussed on finding innovative solutions to real-world problemsState-of-the-art” Hospital Without Walls”Northern Institute for Child Health & Well-BeingInternational Post-Graduate SchoolNational Forum on Health InequalitiesIntegrated paediatric data network	<ul style="list-style-type: none">Improved patient outcomes and experience though optimised healthcareExpansion beyond the hospital campus and into the everyday environment of CYPFEnhanced services through deployment of innovative diagnostics, therapies, and technologiesEstablishing AH as a ‘go-to’ partner for RIDE, attracting academic and commercial partnersFacilitating recruitment and retention of the best trainees and staffSustainable portfolio of clinical studies and pipeline of innovationsMatching our reputation for RIDE to that of our clinical servicesA new international Ventures capability with a mixed ecosystem of NHS, private and voluntary sector partners in which risks and benefits are shared

Strategy 2030

4. Collaborating for Children and Young People

Working with partners to improve life chances of CYP.

Overview		Key Deliverable	Target outcomes	
Strategic Initiatives	4.1 Building communities	<ul style="list-style-type: none">Build our communities to link together organisations cultures and areas to improve the health and wellbeing for CYPF.This goes beyond being a community anchor, we serve multiple communities. Communities will be created around the needs of CYPF.The capability and capacity to work within communities will be developed.Decisions will be made around the common Initiatives of each community, to be more effective and efficient.Community schemes and programmes will be developed with stakeholders, including voluntary and private sector.Build relationships and a network of local communities, targeting health inequalities and address needs and gaps in care.Aligned with and adding to system ambitions.	<ul style="list-style-type: none">Develop capability and capacity to deliver community agendaDevelop community schemes and programmes with partnersBuild relationships and network of local communitiesEngage with private and voluntary sectors for collaborationGreener Strategy deliveryHealth Inequalities – targeted programmes of actionLobby and campaign management to enhance population health	<ul style="list-style-type: none">Tangible impact in reducing health inequalities and a shift to preventive interventionA greener organisation achieving our Initiatives towards net zeroA greater proportion of our procurement is locally sourcedA renowned advocate for the healthcare needs of CYP, driving change improving futuresCYPF needs are met with improved work with our communities and fewer gaps and hand oversA valued anchor institute that creates opportunities for CYP and our local community as an employer and educatorCommunity schemes between CYPF and care servicesHappier, healthier, and fairer communities
	4.2 CYP system	<ul style="list-style-type: none">Reimagining the health and care system around the needs of CYPF engaging and participating in the new ways of working. This is a necessity.Building a shared vision across health and social care on meeting the needs of CYPF across our communities.Improve the relative performance of services not just within AH but across our health and care ecosystem, aligned to the future way of working	<ul style="list-style-type: none">Build our role as an anchor instituteCo-development of a shared agenda	<ul style="list-style-type: none">A convener of the systems with a sustainable and shared CYP resourceTackle inequalities to improve outcomes in partnershipSustainable, joined up services focusing on physical and mental health, with seamless oversight across CYP communities.

Strategy 2030

		<ul style="list-style-type: none"> Each partner will need to be clear on how it needs to change. This may mean consolidation or losing contracted services. Establishing new governance, financial and contracting arrangements. Focusing on attitudes and behaviours of CYPF in rethinking services. 		<ul style="list-style-type: none"> Borderless and frictionless integrated health and care for CYPF, with shared resources Longer-term planning and management cycles (away from short-term fixes) New Business Models and services aligned to population health needs A financially stable ecosystem Strategic asset (methodology and systems)
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5.Smartest Ways of Working

Ensure delivery of the very best health and care outcomes for CYPF locally, regionally, nationally and internationally.

Overview

Key Deliverables

Target outcomes

Strategic Initiatives	5.1 New Model of Care	<ul style="list-style-type: none"> Develop new models of care designed around the four areas of need: Get me Well, Personalised Care, Improve My Life Chances and Futures Developing our models using insight and experiences, to shape our models to truly address needs as defined by our CYPF. Our people, pathways and services are organised around the areas of need. Keeping more children and young people at home, school, or local community. New Models of care will translate and deploy, proven solutions from Alder Hey Futures. Deploy and optimise technology and digital solutions to change and deliver areas of need. The support to meet needs beyond those that are medical is redesigned to integrate across the AH communities. 	<ul style="list-style-type: none"> New Models Clinical pathways <ol style="list-style-type: none"> Home First General Paediatrics @ Best Elective Recovery Network Specialist Services Urgent Care Create a Blueprint for CYPF Areas of Need: - Get me Well, Personalise my care Convenient, flexible care delivered in the community A joined up, compassionate service that is built around the communities CYPF live in Translating and deploying' future technologies to enable care to be transformed to meet the needs of CYPF. 	<ul style="list-style-type: none"> Accessible models of care implemented around the needs of CYPF Joined up care models across communities based on CYPF needs World class specialist services All service provision and resources are fully aligned to the areas of need with greater empowerment and accountability. Optimised funding models for each business Digital solutions embedded at scale, keeping CYP at and school when we can Holistic care no differentiation between physical and mental health
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Strategy 2030

Overview		Key Deliverables	Target outcomes	
Strategic Initiatives	5.2 Digital + Data	<ul style="list-style-type: none">We live and work an era powered by digital and data in everything we do. Our ambition is to deliver 'Outstanding Digital and Data Excellence'.Coordination and collaboration across the areas of need will require more integrated and efficient digital workflows, complementing the changes in working practices to deliver improved care.Provide the best possible needs driven digital technology services and systems to support, enable and drive outstanding safe care proactively managed through seamless pathways for CYPFDeliver a centre of Digital Excellence which enables Alder Hey colleagues to do their very best workEmbed digital developments and innovations at scale within divisions and clinical teams to maximise the opportunity of new models of careChampion the digital profession and collaborative working through the support and development of a talented digital workforce.	<ul style="list-style-type: none">Digital centre of excellenceDeliver Alder C@re Phase 1Optimisation of Alder C@re Phase 2Digitally enabled personalised care - system functionalityDigital system collaboration	<ul style="list-style-type: none">Digitally empowered workforce maximising the use of digital to improve the quality of care and safetyDigital Centre of Excellence continually improving colleagues and CYPF experienceDigitally enabled personalised careCollaborating across our communities to ensure a joined-up experience were CYPF only need to tell their story onceIntelligent workflows supporting the new operating models and delivery of careTech talent integrated into the front-line servicesTechnology implementation designed and prioritised around CYPF needs

Overview

Key Deliverables

Target outcomes

Strategy 2030

Strategic Initiatives	5.3 Insight Led Decision making	<ul style="list-style-type: none"> • Unleashing the power of insight-led proactive decision-making to drive improvements in care faster, more effectively and sustainably. • Embed the advanced analytics methodologies, used to develop the 2030 vision • into current systems and processes to raise analytics maturity. • There is a focus on building the capability to drive improved clinical and management decision and reduce risk. • Bringing together multiple disciplines, removing silos, and leading a pioneering approach across our communities. • The objective is to maximise value from data to improve decision-making and services improving care and staff engagement. • A key element will be to educate and coach staff to improve data fluency and the application of intelligence. • The intention is to become renowned as the go-to for CYPF Insight Led Decision making. 	<ul style="list-style-type: none"> • Establish CYPF insight unit • Handover and implementation of methodologies from Vision 2030 to Trust teams • Infrastructure strategy and consolidation • Insight Unit design and organisational development • Explore international accreditation • Embed capability and data fluency • 	<ul style="list-style-type: none"> • Insight Unit empowering communities to improve outcomes for CYPF • Insight unit recognised as a global centre of excellence for CYPF • Accredited through an internationally recognised maturity framework embedded for learning and development • Greater transparency and acceleration of service development • A platform to grow and retain the best talent supporting our communities
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Strategy 2030

12.3 Appendix 3

TRUST STRATEGY BOARD DRAFT TERMS OF REFERENCE

Constitution	The Trust Board hereby resolves to establish a function of the Board of Directors to be known as the 'Strategy Board'.
Membership	<p>Trust Chair</p> <p>Non-Executive Directors x 6</p> <p>Chief Executive</p> <p>Deputy Chief Executive/Chief Finance Officer</p> <p>Chief Medical Officer</p> <p>Chief Nursing Officer & AHP/HCP Lead</p> <p>Chief Operating Officer</p> <p>Chief People Officer</p> <p>In attendance:</p> <p>Director of Corporate Affairs</p> <p>Director of Strategy & Partnerships</p> <p>Chief Digital Information Officer</p> <p>Director of Communications and Marketing</p> <p>Director of Research and Innovation</p> <p>As required:</p> <p>Other persons by invitation</p> <p>The Chair shall have the power to co-opt additional permanent members external to the Trust.</p>
Attendance	<p>Overall, throughout the working year, each member and attendee should attend in person in excess of 75% of scheduled meetings.</p> <p>Secretarial support shall be provided to the Committee to take minutes of the meeting and give appropriate support to the Chair and Committee members.</p>
Quorum	A quorum shall consist of at least one-third of the whole number of the Directors including at least one Executive Director and one Non-Executive Director.

Strategy 2030

	Meetings of the committee are permitted to be held by video conferencing or other such virtual means and attendance via these will count towards a quorum.
Frequency/ Duration	Meetings shall normally take place on a quarterly basis for two hours and the Strategy Board will meet not less than 4 times a year.
Authority	<p>The Strategy Board is authorised by the Board of Directors to investigate any activity within its terms of reference.</p> <p>It is authorised to seek any information it requires from any member of staff in order to perform its duties and to call any employee to be questioned at a meeting of the board as and when required.</p> <p>It has the power to ratify Trust wide policies on behalf of the Board of Directors and terms of reference of groups that fall within the scope of its delegated authority.</p> <p>It has powers to take legal advice and to commission external advice and reports.</p> <p>The Strategy Board may also request specific reports from individual functions within the organisation as may be appropriate to the overall arrangements.</p>
Duties	<p>Overall</p> <p>The Strategy Board will provide a means by which Alder Hey's Vision 2030 will be given a specific corporate focus and governance framework for strategic delivery, effective risk assessment, reporting and assurance. It will monitor external collaboration with multiple stakeholders across NHS, Non-NHS, Local, Regional, National and International partners.</p> <p>The key areas of focus are:</p> <p>Internal delivery</p> <ul style="list-style-type: none"> • Strategy development and oversight of delivery against agreed outcomes • Strategic delivery clusters: <ul style="list-style-type: none"> ○ Get me Well ○ Personalise my care ○ Improve My life chances ○ Bring me the future today • Oversight of strategic enablers for improvement in: <ul style="list-style-type: none"> ○ Experience

Strategy 2030

	<ul style="list-style-type: none"> ○ Revolutionising care ○ Building communities ○ 'Futures' ● Brand enhancement ● Sustainability <p>External environment</p> <ul style="list-style-type: none"> ● Horizon scanning and policy development ● ICS/ICB developments ● Provider collaboratives ● Strategic partnerships – formal assurance ● Committees in Common initial report back ● Liverpool Clinical Services Review
Reporting	<p>Groups that report into the Strategy Board:</p> <ul style="list-style-type: none"> ● Get me Well – hospital optimisation ● Personalise my care – models of care ● Improve My life chances – health inequalities, Green strategy ● Bring me the future today – AH Futures, R&I
Conduct	<p>All members and attendees will undertake work requested by the Strategy Board within the identified timescales.</p> <p>It is essential that all members and attendees participate in the meetings.</p> <p>Punctuality must be observed.</p> <p>All members must feedback issues raised within the Strategy Board to their areas of responsibility.</p> <p>The Executive Directors/SRO's are expected to represent the programmes within their portfolio or their specific area(s) of expertise.</p> <p>The Chair will be responsible for setting the agenda for meetings of the Strategy Board in accordance with the agreed work plan.</p> <p>Agendas, papers and minutes to be distributed not less than <u>4 working days</u> prior to meetings. Papers to be tabled only in exceptional circumstances and at the discretion of the Chair. Any other business to be notified to the Chair of the meeting in advance. Draft minutes and action plan to be circulated within ten working days of the last meeting.</p>
Monitoring	<p>The Strategy Board will assess its own performance and effectiveness annually by:</p> <ul style="list-style-type: none"> ● undertaking a self-assessment of their performance against the Terms of Reference and Objectives;

Strategy 2030

	<ul style="list-style-type: none">considering the terms of reference (including its purpose and role) & work plan annually to ensure they remain relevant and up to date, and recommend any changes to the Board <p>The Chair will ensure that an Annual Report of the Strategy Board's activities is completed and submitted to the Board of Directors for approval.</p>
Other Matters	These Terms of Reference to be reviewed following 6 months of operation and thereafter on an annual basis.

DATE: March 2023

REVIEW DATE: September 2023