



# Children & Young People

Trust-wide Strategy

2024 - 2029



# Introduction



The children and young people strategy provides a plan of our 'journey to outstanding' for the care for children and young people in Calderdale and Huddersfield Foundation Trust.



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# The how



Developing our Vision



What are our strategic aims / themes



Listening to Children and Young People (CYP)



Carer and Family Contact and Engagement



Children's Health Requirements Evidence / Policy / Best Practice / Regulation



CYP Service Planning and Delivery



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# NHS 10-year Long Term Plan (2019): Key headlines for CYP



“Children and young people represent a third of our country. Their health and wellbeing will determine our future. Improving their health and wellbeing is a key priority for NHS England and NHS Improvement.

1.7 million children have longstanding illnesses, including asthma, epilepsy and diabetes. England lags international comparators in some important aspects of child health. Our young people are increasingly exposed to two new childhood epidemics – obesity and mental distress.

The NHS plays a crucial role in improving the health of children and young people from pregnancy, birth and the early weeks of life through supporting essential physical and cognitive development before starting school to help in navigating the demanding transition to adulthood. Working closely with local government and other public services, the NHS can also play an important role in tackling obesity and improving mental health.

The health of children and young people is determined by far more than healthcare. Household income, education, housing, stable and loving family life and a healthy environment all significantly influence young people’s health and life chances. By itself, better healthcare can never fully compensate for the health impact of wider social and economic influences”.



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# Strategic need



Services for children and young people need to be flexible, adaptable, and responsive. Our strategic plan needs to be focused and realistic. We need to be creative and engage with our local families to make the child and young person's journey through our services the best it can be.



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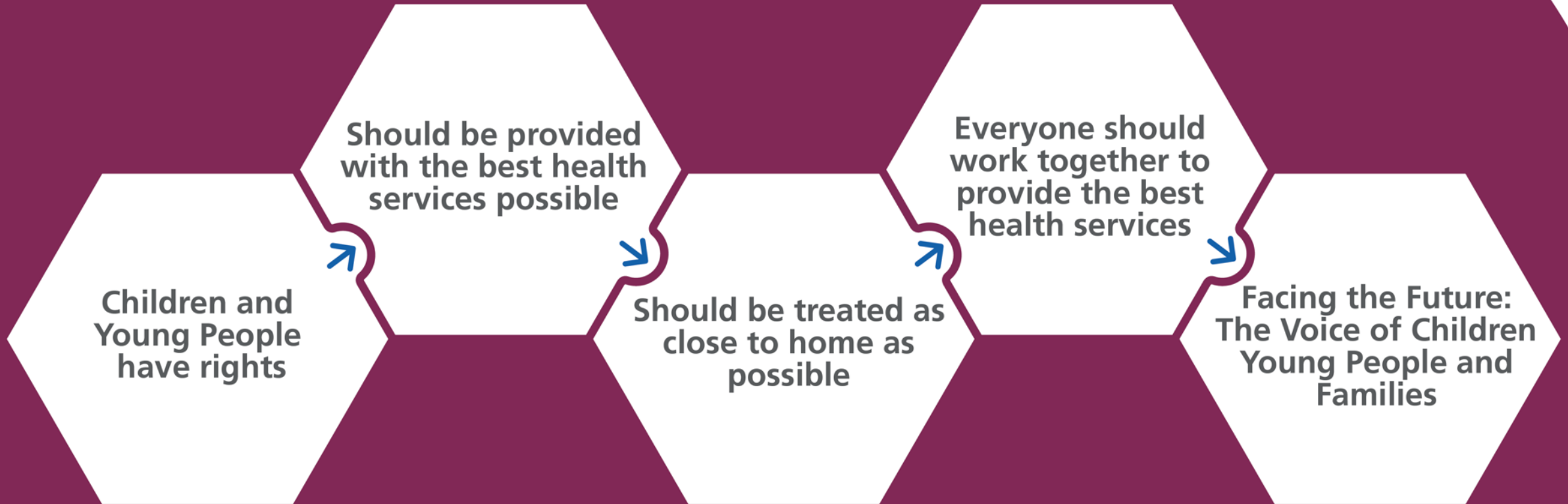


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# Why do we need a strategy for CYP?



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# 7 golden rules for CYP



CYP commissioners



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# Where we are today



Children and young people's services at CHFT are committed to continually improve and enhance practice in line with best practice standards. As a service we have reflected on our reality, and we are keen to further develop our responses to get results.



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# Where are we today?



## Children and Young People in CHFT - Key Outcomes from 2022 to date:

- Key Lines of Enquiry (KLOE) review of services 2023 - NHSE CYP transformation lead.
- Executive and non-executive leads for CYP.
- Children's Board - oversee and monitor the planning, provision and governance of children's and young people's healthcare across the trust to ensure opportunities for maximising outcomes.
- CYP Transformation Plan – Digital tracker of progress with a committed team on our 'Journey to Outstanding'.
- Review of CYP leadership structure completed to support strategic oversight of CYP.
- Enhanced workforce to support local priorities - transition, keyworker sudden unexplained death in children, mental health liaison, respiratory, cardiology, operational manager, governance coordinator, Paediatric Assessment Unit lead.
- Improved environments for CYP eg. Rainbow Community Hub, child friendly areas in Huddersfield and Halifax emergency departments.
- Improved paediatric nursing cover and training for paediatric ED and core play provision.
- Clinical lead NHSE, worked with the children's and emergency department leads for CHFT children's urgent care to support compliance against the RCPCH urgent care standards (June 2018).
- Transition Steering Group - oversee implementation of guidance and clinical care for all young people, including those with a learning or physical disability, transferring their care to adult services in CHFT.
- CYP mental health summit and training events for CHFT staff.
- Youth forum and young people ambassador's. Scoping development of a parents/carers forum.
- Knowing our business - key areas for service improvement for CYP within CHFT identified.



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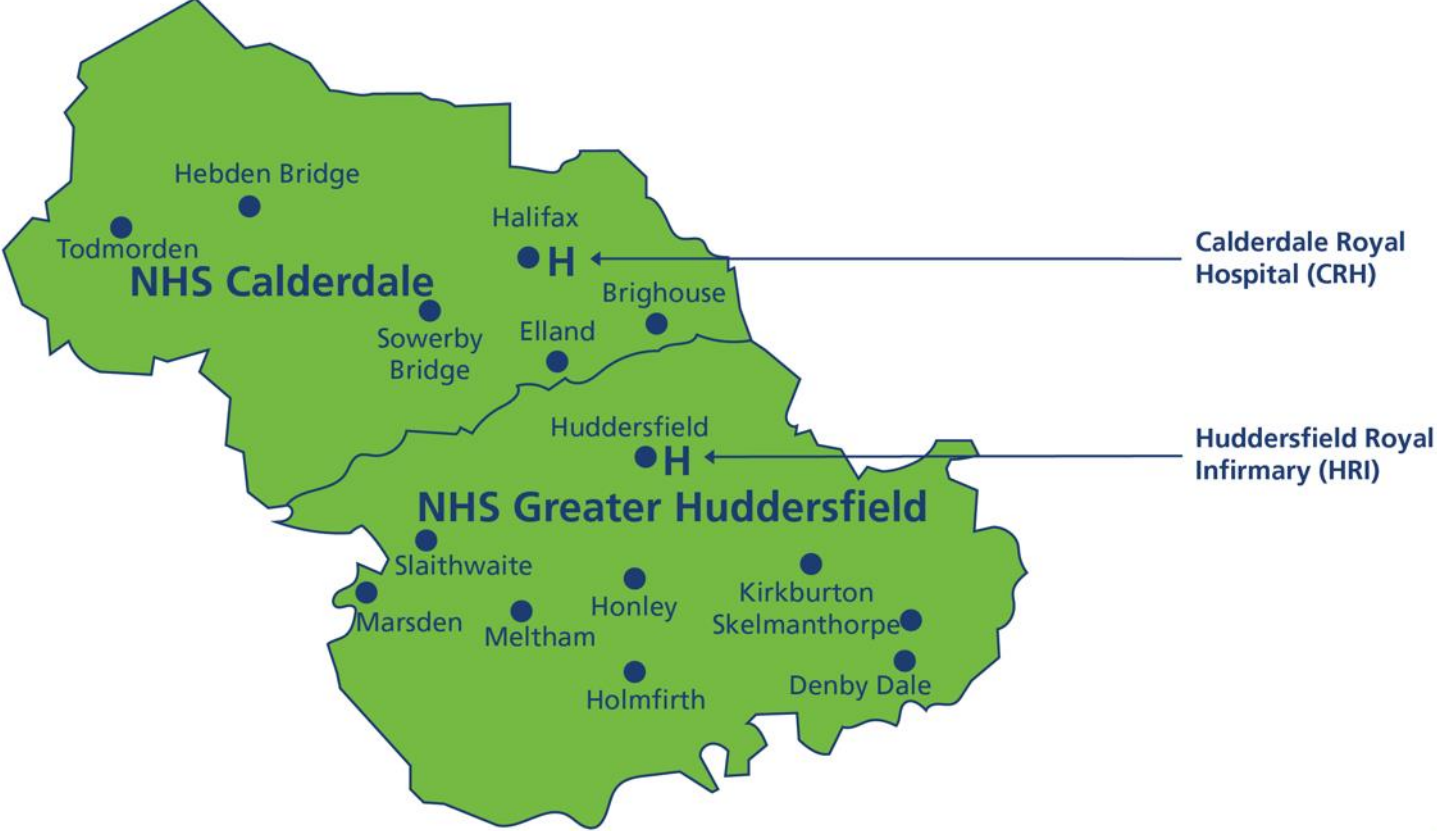


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# Strategy map – where are our CYP?



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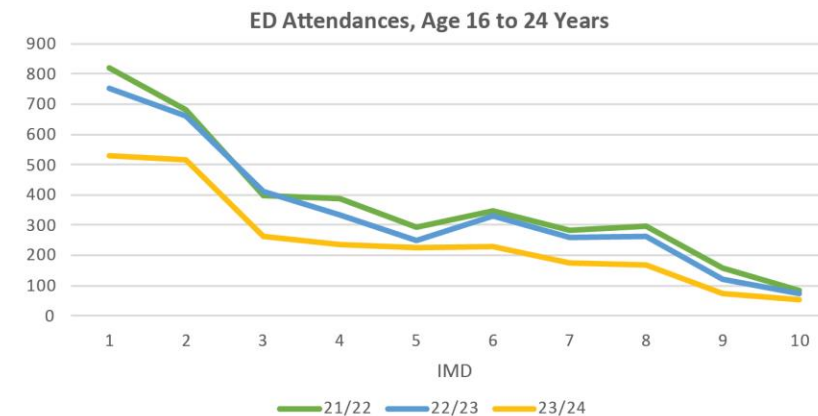
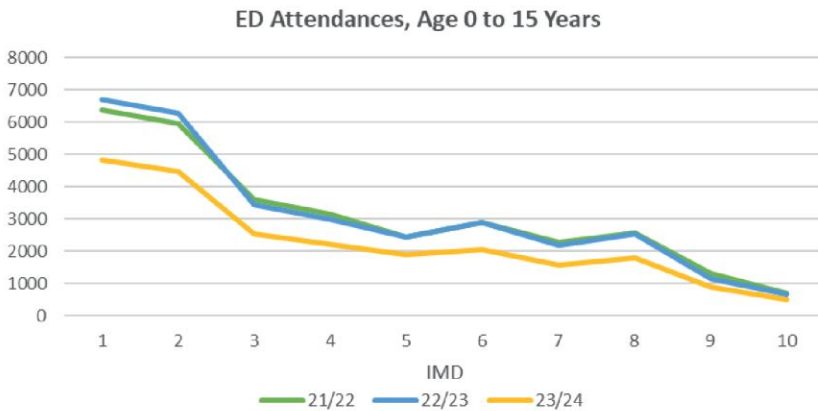


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# How many CYP access our services



- Average annual Emergency Department attendances 35,700 CYP 0-15 years and 19,962 YP 16 -24 years
- The data shows a higher number of patients live in the most deprived areas (i.e. Index of Multiple Deprivation IMD 1 and 2).
- This trend of social deprivation is the same for CYP ED attendances, OPD attendance and admissions to hospital in each area
- (NB data for 23/24 not full year)



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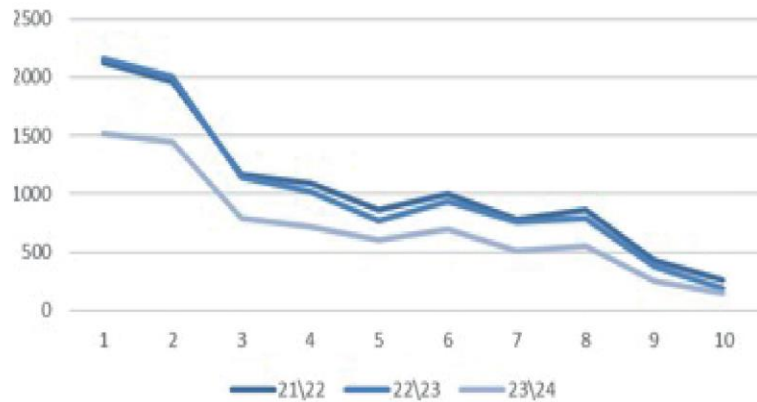
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# Numbers of children admitted to hospital 2021-2024

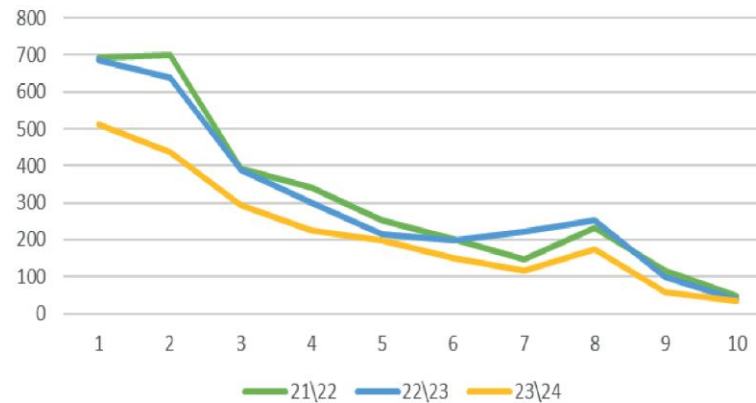


Average annual admissions to hospital 34,810 CYP 0-15 years and 18,868 YP 16 -24 years.  
(NB 2024 not full year data).

No of CYP admitted  
Age 0 to 15 yr olds



No of CYP admitted  
Age 16 to 24 yr olds



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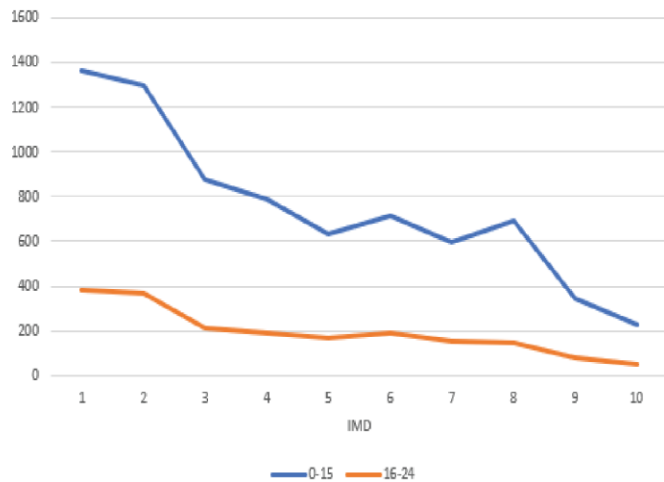


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# Children and young people that access CHFT services in Community and Children's Therapies April 23-Mar 24



Children & Young People that access CHFT services in Community/Children's Therapies - Apr 23 to Mar 24



**7,567**  
0-15 years

**1,969**  
16-24 years

Similar trend of higher numbers of IMD 1 & 2 reflective of our local community.



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# The challenges ahead



In the face of many challenges, including a global pandemic, climate change and ongoing inequality, this generation of children and young people are ambitious, socially conscious, and passionate. Children simply hope for a fair chance and value a society where all can have success. As adults we need to make sure that this is the case (CYP Voice Summit - Children's Commissioner 2024).

So, what is important for CYP at CHFT...



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# REDUCING HEALTHCARE INEQUALITIES FOR CHILDREN AND YOUNG PEOPLE



**CORE20**  
The most deprived 20% of the national population as identified by the Index of Multiple Deprivation



The **Core20PLUS5** approach is designed to support Integrated Care Systems to drive targeted action in healthcare inequalities improvement

Target population

**PLUS**  
ICS-chosen population groups experiencing poorer-than-average health access, experience and/or outcomes, who may not be captured within the Core20 alone and would benefit from a tailored healthcare approach e.g. inclusion health groups



## CORE20 PLUS 5

Key clinical areas of health inequalities

1



### ASTHMA

Address over reliance on reliever medications and decrease the number of asthma attacks

2



### DIABETES

Increase access to Real-time Continuous Glucose Monitors and insulin pumps in the most deprived quintiles and from ethnic minority backgrounds & Increase proportion of children and young people with Type 2 diabetes receiving annual health checks

3



### EPILEPSY

Increase access to epilepsy specialist nurses and ensure access in the first year of care for those with a learning disability or autism

4



### ORAL HEALTH

Address the backlog for tooth extractions in hospital for under 10s

5



### MENTAL HEALTH

Improve access rates to children and young people's mental health services for 0-17 year olds, for certain ethnic groups, age, gender and deprivation



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# Health care inequalities:

## Living with a long-term condition (LTC)



“ Evidence suggests young people’s health declines during transition for example young people with epilepsy are at higher risk of sudden unexpected death in epilepsy (SUDEP) and there are cases where young people are disengaging with medication in diabetes. A significant amount of CYP with asthma are also from the most deprived backgrounds, at least half are from low socio-economic backgrounds

We have a responsibility to adopt an all - age approach earlier.

CYP with LTC’s become adults with LTCs.

Start young to create good health earlier as a preventative measure. ”

(NHS WY ICB CYP Long Term Conditions)



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# People's voices in CHFT



We have engaged with local children, young people and families and would like to share the feedback of what is important to them.



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# What our local CYP think



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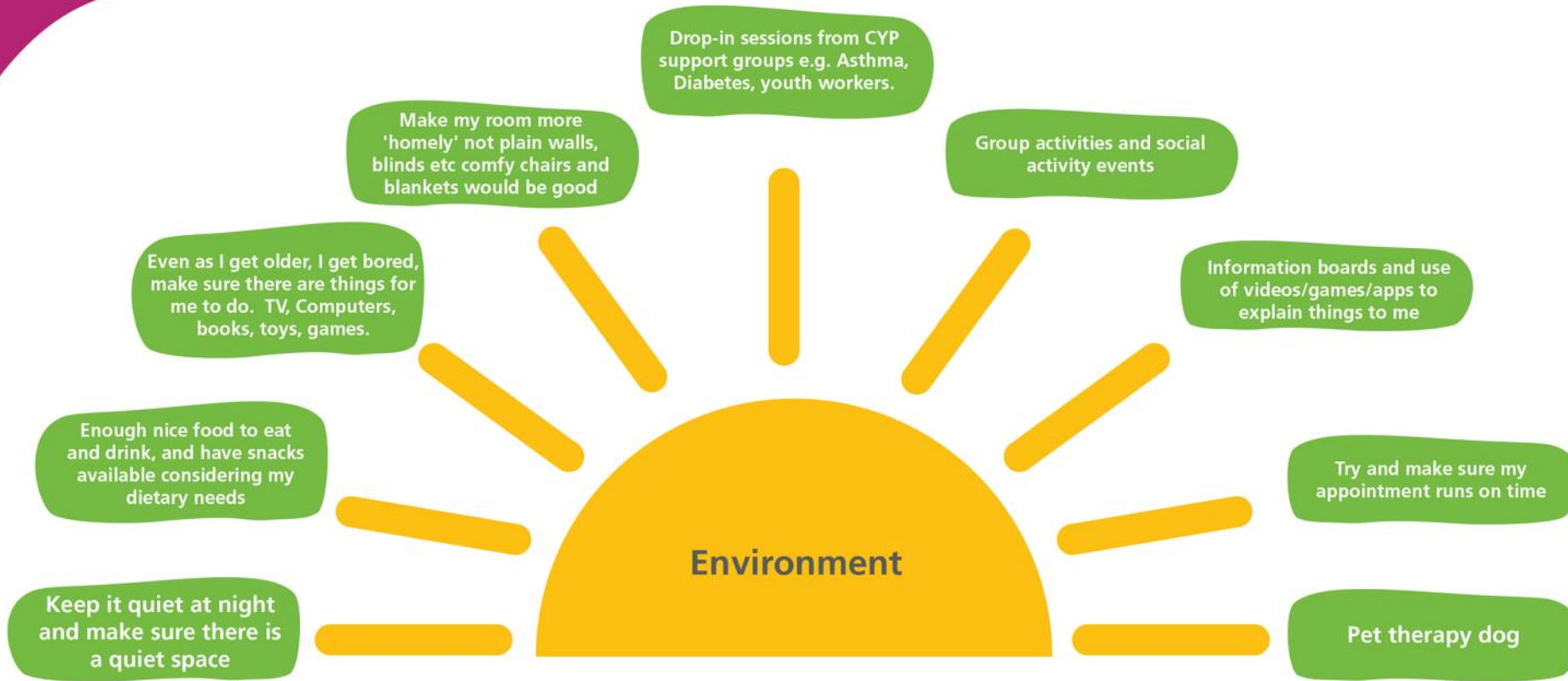
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# What our local CYP say



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# What our local CYP want



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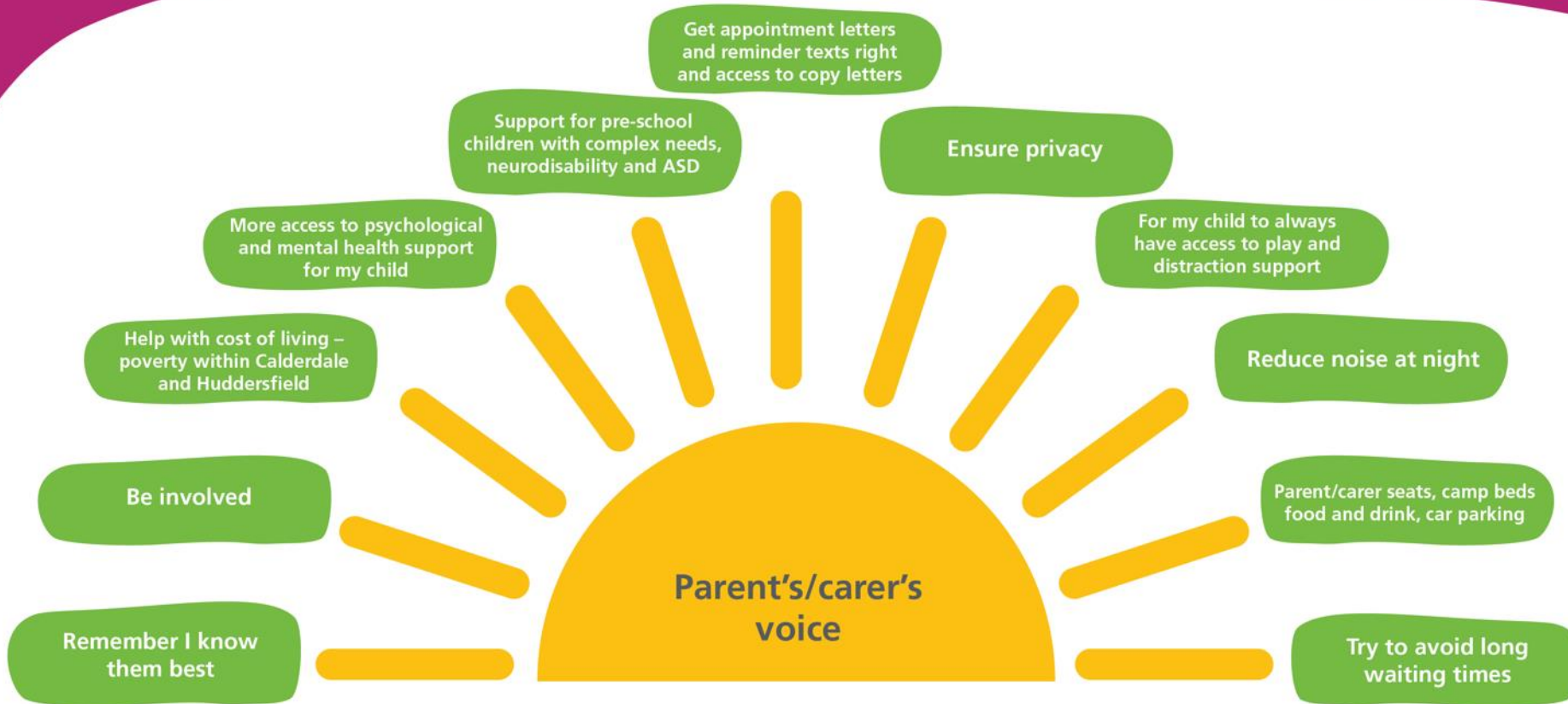


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# What our local families want



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# Visions & ambitions for tomorrow



Our locally developed strategy is supported by CHFT charity to help brighten the care and experience of children, young people and families who access services across CHFT.

Calderdale and  
Huddersfield  
NHS Charity



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# CHFT response



**Vision - We will look after you and your family, making sure you are treated well, kept informed and reassured, so you can trust and rely on us.**

To do this - We will provide compassionate high-quality care for children and young people and their families. We work in partnership with service users to meet their individual needs. Our staff provide safe care in a suitable child friendly environment

**Ambition - By July 2024, in line with the wider Trust strategy and ambitions we will develop a trust wide strategy for children and young people with agreed core values for outstanding compassionate care delivery.**

**To have oversight of all children and young people services within CHFT. An all-age approach across the Trust is supported by the Children's Board and a two-way floor to board culture. We will work with CYP wider partners and networks.**



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# Making an amazing difference for Children and Young People at CHFT



- Opportunity to bring forward elements of the CYP strategy, short and longer term
- Opportunity to establish an unrestricted fund dedicated to CYP
- Supports in raising the profile of CHFT Charity and increased fundraising



## Past projects:



Tickle Flex for needle phobic children – Childrens Diabetic Clinic



A&E care Bags



Hope Packs



Enhancement to Orthopaedic Outpatients



Rainbow Community Hub



Childrens Diabetes Team Building Days



Shhh Campaign to tackle noise at night



My Forever Box



Philips Ambient Experience for MRI



Parent/Carer hygiene packs



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# Ray of Sunshine fundraising campaign



Aims to brighten the care and experience of babies, children, young people and their families, in hospital and within the community.

**Vision** – is for all babies, children and young people who are cared for by CHFT, whether in hospital or in the community to have their individual needs met, reducing avoidable distress and trauma.

## Our messages

**To babies, children and young people** – we know that hospitals can be scary places, especially if you are in pain or worry about being sick. We know how important sleep, play distraction and entertainment are to you, so we will work hard to make sure we can provide you with a healthcare experience that meets your individual need.

**To parents and carers** – we know how worrying it is seeing your baby, child or young person in pain or distress, and while we will do everything possible to enhance their healthcare experience we want to look after you too. We will work hard to make sure your experience in hospital or the community as a parent or carer meets your individual needs too.

**To CHFT colleagues** – we will work with you to identify ways in which we can enhance the experience of babies, children, young people, their parents and carers that are over and above the everyday. This could be through funding equipment and projects, sourcing gifts in kind or increasing the number of volunteers dedicated to supporting babies, children and young people.



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# Ray of Sunshine fundraising campaign



## How we will achieve this

We are prioritising 7 key areas to raise funds and support projects:



## Year 1 – 24/25

We will launch the **Ray of Sunshine Fundraising Campaign** and raise funds to support ongoing projects that enhance the experience of babies, children and young people through play, entertainment, distraction and peer support activities.

We will mobilise projects to make a hospital stay for parents/carers more comfortable.

We will do this by engaging with communities across Calderdale and Huddersfield fundraise in aid of the **Ray of Sunshine Campaign**.

We will review volunteer support and mobilise additional volunteer opportunities, such as PAT, play and reading volunteers.

## Years 2-5 – 25/29

We will continue to fund the annual costs to provide play, entertainment, distraction and peer support activities.

We will work with colleagues to identify opportunities to provide a child friendly environment through service redesign/reconfiguration.



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# Children and Young People Directorate 1 Year Strategy 24/25



**Our Trust Vision:**

Together with Partners we will deliver outstanding compassionate care to the communities we serve

**Our Values & Behaviours:**

We put Patients and People First / We Go See / We Work Together to Get Results / We Do the 'Must Dos' / We care for ourselves and each other in the same way we care for our patients through 'One Culture of Care'

**Our Goals:**

**Transforming Services & Population Outcomes**

**Keeping the base safe – best quality and safety of care**

**Inclusive workforce and local employment**

**Financial , Economic and Environmental Sustainability**

**Our Results:**

Work collaboratively with all other Trust Divisions to progress efficient and clear pathways of care for children and young people.

Safeguarding and promoting the welfare of children and young people must be integral to the care provided.

Ensure clear workforce models in place for all services that reflect National guidance.

Deliver an outpatient service where capacity is maximised and meets demand.

Review and embed Same Day Emergency Care (SDEC) working across Paediatric assessment unit and outpatients. Review 'virtual ward' Children's Outreach model to enable more children and young people to be cared for in the community.

Ensure workforce models are used effectively to reflect national standards and support the safety and efficiency of Children's services. We will ensure safe staffing in both Nursing, Medical and support staff- risk assessing and putting mitigation in place and using creative thinking to look at alternative's roles Engagement in reconfiguration process for Children and Young People in line with Targeted Operating Model.

Ensure plan in place for recruitment and retention of the workforce and utilising new roles and training opportunities.

Work as a directorate with all budget holders so they have ownership of their budgets to ensure value for money.

Review staff feedback measures and consider appropriate action planning and engagement for sustaining a positive workplace culture.

Collect and analyse clinical and patient-focused outcomes to ensure we provide the highest quality care.

Ensure equity of service for all children and young people who travel through our outpatient service in hospital or in the community and help to address health inequalities.

Progress our journey to outstanding to ensure CQC preparedness for all services through the CYP Transformation plan, Children's Board and a two-way floor to board culture.

Put plans in place to ensure that staff wellbeing is a Directorate priority, resulting in a healthy workforce and an improved wellbeing score in the annual staff survey. Support and encourage agile/flexible working as appropriate.

Continue to implement digital solutions that enhances patient care.



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# Children and Young People Directorate 1 Year Strategy 24/25



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**Our Goals:**

**Transforming Services & Population Outcomes**

**Keeping the base safe – best quality and safety of care**

**Inclusive workforce and local employment**

**Financial , Economic and Environmental Sustainability**

**Our Results:**

Continue to work in partnership with children, young people, their families and carers to understand their individual needs and to advocate on their behalf to improve the care that we provide. Developing family friendly methods to capture feedback.

Learn and improve services based on feedback from incidents and near misses and patient feedback e.g. Ensure compliance with the medicines code to keep out children and young people safe.

Train and develop our staff to ensure that have the skills to deliver holistic care of children and young people.

Deliver the transition quality improvement plan working in partnership across all Divisions

Enhance joined-up working services across the ICB/region on improving care for children and young people with mental health and social care needs

Refresh the Governance structure of the Children Directorate to ensure everyone has clarity of individuals roles and responsibilities

Ensure improved advanced care planning/end of life care for children's young people and their families



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# Trust wide CYP strategic planning and delivery



This involves not only the Children's Directorate, but all services that touch the lives of children requiring healthcare in our Trust.

It is expected that services will be delivered smoothly, which are appropriate to the age and needs of the child or young person, with staff in the workforce who have the right skills that offer evidenced based interventions.

We are keen to work with teams who have services for children and young people across the Trust

“Invest today for our adults tomorrow”



Consider “If not me who” ....

Can you help champion services for Children and Young People in your area?



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# Overarching Trust Strategy for Children Young People 2024 - 2029



<b>Our Trust Vision:</b>	We will look after you and your family, making sure you are treated well, kept informed and reassured, so you can trust and rely on us			
<b>Our Values &amp; Behaviours:</b>	We put Patients and People First / We Go See / We Work Together to Get Results / We Do the 'Must Dos' / We care for ourselves and each other in the same way we care for our patients through 'One Culture of Care'			
<b>Our Goals:</b>	<b>Transforming Services &amp; Population Outcomes</b>	<b>Keeping the base safe – best quality and safety of care</b>	<b>Inclusive workforce and local employment</b>	<b>Financial , Economic and Environmental Sustainability</b>
<b>Our Results:</b>	Partnership working across divisional teams and wider external networks (e.g. Childrens social care WYATT, CAMHS, ICB, ODN, NHSE, Healthwatch,)	Governance Children's Board that oversees and monitors the planning provision and governance of CYP healthcare across the Trust to ensure opportunities for maximising outcomes. To do this the Board will oversee the delivery of an overarching CHFT CYP Transformation Plan.	Safe staffing – National core standards for CYP - RCPCH –medical staffing, RCN in line with local benchmarks, service reviews and Safer Nursing Care Tools.	Cohesive working between clinical, finance, leadership, medical device and procurement teams to ensure cost efficiency and purchase/maintenance of assets
	Core values for Trust wide care delivery for CYP Safeguarding vulnerable CYP and families – 6 principles of safeguarding, Protection, Partnership, Accountability, Empowerment, Prevention and Proportionality. Consent and Mental capacity– ensuring CYP are involved CYP and family friendly communication Child friendly environment	Risk and compliance –CYP Transformation Plan - Best practice guidance for CYP, ongoing assurance linked to speciality standards , evidence-based practice (e.g. NICE, RCPCH, ODN), Research based practice to improve children's outcomes.	Safe levels of staffing to support CYP and their families: Leadership, Medical, nursing, allied health professionals, therapy, play, operational, administrative, support staff.	Supporting families living in poverty with access to treatment, e.g., NHS travel costs scheme, navigating and negotiating appointments, signposting to support and education
	Sophie's Legacy –e.g., enhanced provision of Play & Distraction, Improvements to food for children in hospital and parents to be fed when staying with their child.	Learning and Improvement - responses and approach to investigation under PSIRF which will be an MDT and Multi system approach with focus on learning and involving families. Subject Matter Experts (SME) for CYP. Patient Safety partners and link to the patient experience and involvement strategy.	Essential paediatric key training skills for staff caring for CYP –Paediatric positive approach. Scope essential skills required for the workforce model of staff & learners.	Identify recommendations for changes to workforce and service delivery to support the care of Children and young people Trust wide.



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# Overarching Trust Strategy for Children Young People 2024 - 2029



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<b>Our Values &amp; Behaviours:</b>	<b>We put Patients and People First / We Go See / We Work Together to Get Results / We Do the 'Must Dos' / We care for ourselves and each other in the same way we care for our patients through 'One Culture of Care'</b>			
<b>Our Goals:</b>	<b>Transforming Services &amp; Population Outcomes</b>	<b>Keeping the base safe – best quality and safety of care</b>	<b>Inclusive workforce and local employment</b>	<b>Financial , Economic and Environmental Sustainability</b>
<b>Our Results:</b>	Advocacy for CYP through Service redesign/reconfiguration Voice of the child, Continue to work in partnership with children, young people, their families and carers to understand their individual needs and to advocate on their behalf to improve the care that we provide e.g. Youth Forum/ Young Ambassadors. You're Welcome, Young People's Health Challenge, Harvey's Gang. Parent/Carers Forum	Safety and culture – civility work aligned to one culture of care, Embedding culture of family centered care – "who is important to me" Martha's rule , management of deteriorating patient.	Recruitment & retention of staff skilled in caring for CYP, Paediatric SNCT, succession planning, staff engagement CYP international recruitment. – Link with Trust wide training needs analysis strategy CYP apprenticeships.	
	Provision of an integrated urgent care service providing one point of access for urgent care.	Developing leaders at all levels to think about safety impact for CYP.	Supporting learners in placements and scope CYP QI placement for learners.	
	Development of Virtual ward/ Children's Outreach	Preparation for external reviews. Actively invite feedback about our services, new assessment framework, development of accreditation framework J2O refresh and how this is used.	Responsive training and clinical education in line with changing needs of service provision e.g., care of young person in mental health crisis, Same day emergency care, CYP friendly areas with appropriately trained staff where children are seen in an adult hospital setting.	
	Embedding Transition to adult services			
Ensure equity of service for all children and young people who travel through our outpatient service in hospital or in the community and help to address health inequalities Ensure improved advanced care planning/palliative /end of life care for children's young people and their families.	Triangulation of claims, incidents and complaints involving CYP to identify areas of improvement	Review of Psychological support for CYP living with chronic illness Scope enhanced links with social services e.g. Hospital social worker , access to youth workers, voluntary services.		



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# Our journey forward



Trust wide approach to continue our journey forward to make an amazing difference for children and young people in CHFT.



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# Implementation, tracking and managing progress



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# Take home message



**Listen and engage me in decisions about my care**



**Be welcoming; attitude and communication play a big part in how I respond**



**Respect my rights and remember it can be a scary situation that I am in**



**Create an environment that builds trust and keeps me safe**



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If you have any questions...

Visit: [CHT.NHS.uk](http://CHT.NHS.uk)

Email: [CHFT@CHT.nhs.uk](mailto:CHFT@CHT.nhs.uk)

Support the Ray of Sunshine campaign

Make an amazing difference for Children and Young People by donating to the Ray of Sunshine Campaign.

Visit: [www.chftcharity.co.uk](http://www.chftcharity.co.uk)

Email: [chft@cht.nhs.uk](mailto:chft@cht.nhs.uk)

Calderdale and Huddersfield NHS Charity are the official charity of Calderdale and Huddersfield NHS Foundation Trust. Registered charity number: 1103694.



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