

# Caring together

Creating a healthier future for  
children and young people

**Our strategy for  
2020-2025**





# Introduction

In developing this strategy we listened to the views of hundreds of colleagues, public governors and partner organisations and considered feedback on services from patients and their families. In all of these conversations, it was clear people felt deeply proud of Sheffield Children's, and colleagues showed an absolute commitment to providing the very best care for children and young people.

**Our purpose remains unchanged – we are still here to “Provide a healthier future for children and young people” – but our aims are big, bold and focus us on what really matters.**

As well as pride, there was also a strong sense of ambition. Our colleagues wanted to do even more to support families, and help more children live healthier lives. They also wanted to do more to support each other. And both inside and outside the organisation, people expressed frustration that Sheffield Children's was too humble and not receiving the recognition they believe it deserves.

This strategy embodies the sense of ambition we heard in those conversations.

**Over the next five years we will focus on three areas:**



**We won't leave behind the great achievements and proud history of Sheffield Children's, but we're ready to go further and aspire to even greater things for the people who work for us and the families we serve.**



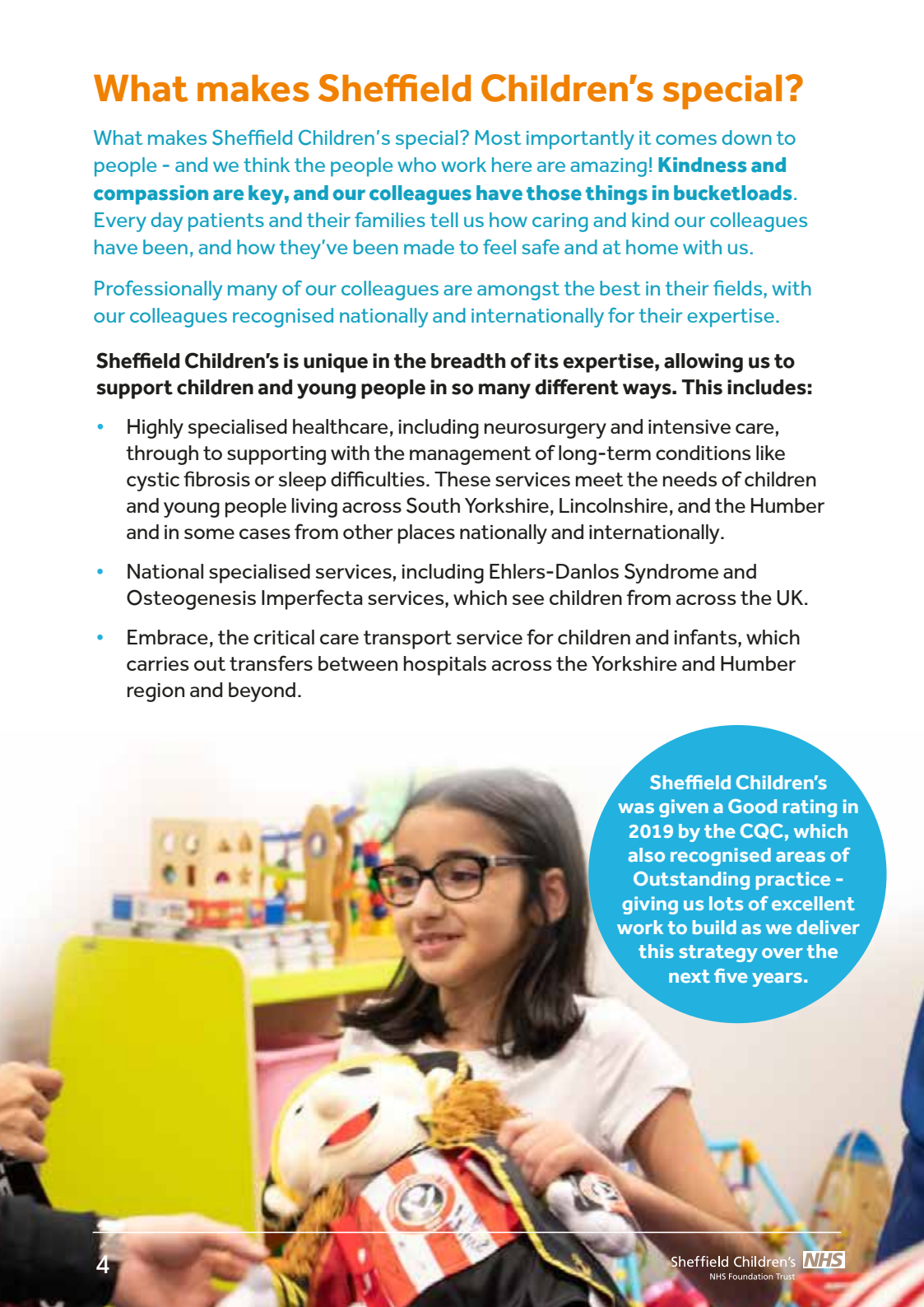
# What makes Sheffield Children's special?

What makes Sheffield Children's special? Most importantly it comes down to people - and we think the people who work here are amazing! **Kindness and compassion are key, and our colleagues have those things in bucketloads.** Every day patients and their families tell us how caring and kind our colleagues have been, and how they've been made to feel safe and at home with us.

Professionally many of our colleagues are amongst the best in their fields, with our colleagues recognised nationally and internationally for their expertise.

**Sheffield Children's is unique in the breadth of its expertise, allowing us to support children and young people in so many different ways. This includes:**

- Highly specialised healthcare, including neurosurgery and intensive care, through to supporting with the management of long-term conditions like cystic fibrosis or sleep difficulties. These services meet the needs of children and young people living across South Yorkshire, Lincolnshire, and the Humber and in some cases from other places nationally and internationally.
- National specialised services, including Ehlers-Danlos Syndrome and Osteogenesis Imperfecta services, which see children from across the UK.
- Embrace, the critical care transport service for children and infants, which carries out transfers between hospitals across the Yorkshire and Humber region and beyond.

A young girl with dark hair and glasses is smiling and holding a large, colorful puppet. She is in a playroom with various toys and furniture visible in the background. A blue circular callout box is overlaid on the right side of the image, containing text about the hospital's CQC rating.

Sheffield Children's was given a Good rating in 2019 by the CQC, which also recognised areas of Outstanding practice - giving us lots of excellent work to build as we deliver this strategy over the next five years.



- Highly specialised pathology services, including newborn screening and genetics.
- Community based services for the Sheffield population, including a variety of services to support with public health and children's development and needs in our various centres, schools and homes.
- A full range of child and adolescent mental health services including general mental healthcare and specialist service. We also provide a day unit, highly specialised outpatient teams and inpatient unit services for the larger South Yorkshire/North Trent population.
- Secondary healthcare for the children and young people of Sheffield, including services through our Emergency Department, which has Major Trauma Centre status.

These services and many more mean we are able to support children and young people across all aspects of their physical and emotional health and wellbeing. Provision of this range of services makes us an excellent teaching and research centre.

While we know we can do more to bring these areas of expertise together, we're making progress and we see the potential to do so much more.

We're committed to listening and learning so we know where we need to improve. We'll never stop trying to make things better for children and young people.

**All in all, we think this makes us very special indeed!**

# Our purpose and vision

## Our purpose is to:

**“Provide a healthier future for children and young people”**

## Sheffield Children’s in 2025

We have a vision for a future where children always receive the same outstanding quality of care – wherever we see them, whatever we see them for. Whether they come to us for help with their mental or physical health, whether we see them in the hospital, in the community, in their home, school or in a virtual appointment, we will always give outstanding care.

**Care will be integrated and we will provide child centred care working with families and carers to ensure pathways are designed around their needs. Patients who need more complex care will be given more support, and we’ll coordinate their care to make it easier for the child and their family.**

We will work alongside other organisations to help support our wider community in South Yorkshire and Bassetlaw and beyond, through direct services, education, prevention work, early intervention and support – acting as an anchor organisation to progress improvements in child health. We will also take a leading role in improving both national and international child health through research, innovation and our outreach work.

We will be an inclusive organisation, with a culture that values diversity and treats everyone with respect. We will work actively to make Sheffield Children’s a brilliant place to work or receive care for all.

Our colleagues will have more opportunities for training and development, and will be valued for their contribution. They will have agency to make the changes they know are right for our patients and their families.

We will involve patients and their families, understanding the vital role this plays in getting things right. We will make sure their feedback is taken seriously and acted upon.

**We will be driven always by the needs of children and young people, and our colleagues will finish each day knowing the huge difference they’ve made.**

## Our values

# we care

Everything we do will be led by our values. They'll be our guiding light, making sure that while we take these bold steps, we do so with compassion, accountability, respect and with a commitment to excellence.

It matters that every single person is guided by these same principles, in everything they do. We are Sheffield Children's – and as a team, our values are a fundamental part of who we are.

Following engagement with colleagues, the values now spell out the word **CARE** – making them easier to recall and apply to everything we do.



### compassion

We are led by kindness for all – for our patients, their families and our colleagues.



### accountability

We always strive to do the right thing. We own responsibility for our successes, failures and understand where we need to improve.



### respect

We value differences and treat everyone fairly and consistently. We will actively tackle inequality and will foster a culture of inclusion.



### excellence

We are constantly working to improve, collaborate and innovate in our work.

# The actions to make it happen

- **Outstanding patient care** • **Brilliant place to work** • **Leaders in children's health**

To help us provide **outstanding patient care** we'll be empowering patients and their families and making sure their voices are heard. We'll provide an even more personalised care experience for children, provide more support for those with complex care needs. We'll also work to cut out any potential gaps between services, taking a holistic approach to create a seamless experience across both physical and mental health services.

As well as improving any gaps between our own services, we will also work with providers of adult services to smooth the transition for patients when they move on from Sheffield Children's. We will develop our offer as a centre of excellence, not only providing the best possible care for our patients and their families, but also providing leadership, sharing best practice and supporting other professionals and providers.

To help become a **brilliant place to work**, we'll be improving colleague engagement, provide more support for colleagues' health and wellbeing and work together to create a more inclusive workplace. We'll also be doing more to make sure the voices of all professions are heard, including strengthening clinical input to our decision making and ensuring an even stronger "speak up" culture. Workforce planning and retaining and attracting high calibre staff will also play a vital role in ensuring we have people with the right skills and support to do the best for our patients and their families.







We will also strengthen our overall approach to talent management, supporting colleagues to reach their potential. We know our colleagues want to help children and young people and make their lives better – whatever role they happen to be working in.

**As a Trust, it'll be our job to help every colleague see how they can contribute to our overall aims, and empower them so they can provide the high quality of service they want to provide.**

In many ways we are already **a leader in children's health**, but there's so much more we can do. We're increasingly working with our partners in Sheffield, in the South Yorkshire and Bassetlaw Integrated Care System and beyond, but there is potential for greater integration and delivery of patient care in partnership with other Providers, Commissioners and Voluntary Services. Our unique position as a provider of acute, community, mental health and emergency transport services gives an unrivalled expertise, and there's much more we can do to help other organisations – and ultimately help children - by sharing that expertise, research and best practice. We will develop our research further, continue to embrace technology to support high quality care and also continue our work to create the first ever Centre for Child Health Technology – bringing together healthcare, academia and the private sector to drive innovation and better care. With this work we know we can not only help children and young people in our region, but across the world.



## The golden thread

This strategy will guide our work for the next five years, but it doesn't stand in isolation. To help make it happen, there are a number of supporting plans and strategies which will play an important role in turning strategy into reality.

### This includes:

- Clinical Service Strategies
- Quality Strategy
- People Plan
- Culture and Behaviour Strategy
- Connecting Together Strategy (Technology)
- Research Strategy
- Green Plan and Estates Strategy
- Communications Strategy
- Marketing Strategy

Some of these strategies are already in place, while others will be developed over the coming months. Together, they will help make our aims achievable.

The strategy itself will also be supported by an annual implementation plan. This sets out the specific measurable actions we intend to take over the year to bring our strategy to life. This will inform our service level plans, which in turn will feed into the individual objectives of each of our colleagues.

Together, this will create the "golden thread" between the strategy and the day-to-day work of our teams.

**Our intention is that every single one of our colleagues will have a very clear sense of how their role is directly contributing to our purpose and aims, so they can feel proud of their part in making things better for children. This, alongside living and breathing our values every day, will ensure we are offering outstanding patient care, that we're a brilliant place to work and that we're a leader in children's health.**



Sheffield Children's   
NHS Foundation Trust

© Sheffield Children's NHS Foundation Trust October 2020

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