

Strasys case study: Alder Hey new future

Reimagining Health and Care for Children and Young People

Using an evidence and insight-led approach to think differently and reshape Alder Hey's future

“

We didn't want a cookie-cutter approach. Strasys helped us use population data insights to truly understand the needs of CYP and ensure we brought all our resources/expertise to bear to tackle those needs and reshape our future.”

Louise Shepherd, CEO, Alder Hey Children's NHS Foundation Trust and Chair of NHS England's Children and Young People (CYP) Transformation Board.

Background

Alder Hey Children's NHS Foundation Trust – key facts

<p>Founded over 100 years ago</p>	<p>Cares for over 330,000 children, young people and their families every year</p>
<p>One of the top 15 world's best specialised pediatrics hospitals 2023</p>	<p>Proud member of The Cheshire & Merseyside Health & Care Partnership</p>

Like all healthcare providers, Alder Hey Children's NHS Foundation Trust has experienced a huge increase in demand, complexity and widening inequalities, leading to significant pressures on services and staff wellbeing. This is against the backdrop of funding challenges and a system going through organisational and regulatory reform.

Whilst already a pioneer in innovation, to make a difference to the children, young people and families (CYPF) they

serve, Alder Hey identified an urgent need to do more to tackle health inequalities with a fresh approach, to develop a new strategic direction.

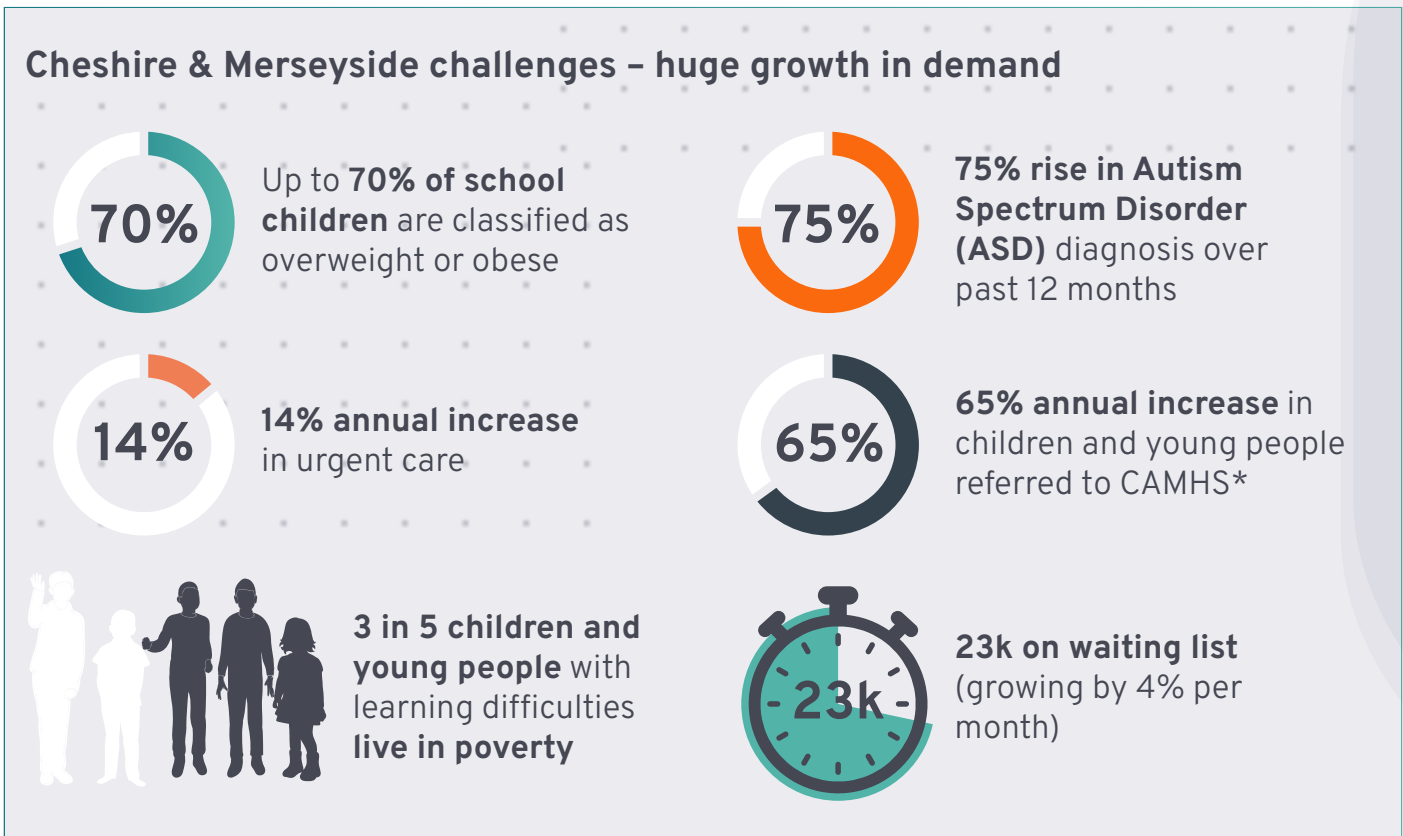
Analytics and innovation partner agency Strasys was recommended to the Board as an organisation that would offer something very different to the traditional approach experienced by the NHS. The journey to developing a radical new vision commenced in March 2022.

Summary outcomes



- **Clinical ownership**
Engaged clinical leadership motivated to change
- **New models**
Re-engineering communities of expert teams meeting CYPF needs
- **Organisation agency**
To improve life chances by advocating for greater system architecture focused on CYP
- **Building unique outcomes**
Reaching beyond the building and into the communities, schools and homes
- **Economic case established**
Integral to delivery and financial headroom for change
- **Simplified transformation function**
Creating head room and resources for change delivery

Challenges



Source: *Child and Adolescent Mental Health Services

Alder Hey specific problems to be solved

- Huge growth in demand and complexity
- Pandemic focused the organisation on internal challenges
- The natural strategic cycle had come to an end
- Change in activity mix – driven by payment by results
- Unsustainable pressure – burnout is real
- High staff churn
- Declining productivity

Why a new approach?

The current model is unsustainable

Alder Hey’s past strategic focus has been on maintaining primarily healthcare services, focusing on regulatory compliance and delivering commissioned services. However, the environment has changed significantly and is still changing, with a post-pandemic world presenting challenges and opportunities to bring partners together in new ways.

Alder Hey felt that whilst they were delivering outstanding care they were not impacting on the overall outcomes for children, young people and their families and that as a system, were letting them down. They needed a radical approach, not a cookie-cutter approach, to help them deliver a clear plan and commitment to navigate the complexity.

Strasys’s population-led approach forces boards to reimagine services, not based on regulation or compliance, but on meeting the needs and wants of the population. A real step away from how we typically plan in the NHS.

Solution



We were keen on developing an evidenced-based approach that was led by what children and young people want and not another NHS strategy developed through an institution lens.”

John Grinnell, Managing Director, CFO and Deputy CEO, Alder Hey Children’s NHS Foundation Trust

Strasys tailored their approach to Alder Hey’s world

Strasys put forward a fundamentally different approach based on a sound business strategy. Using sophisticated data capture and analytics, Strasys created an objective evidence-based understanding of the real and future needs of CYPF. This included:

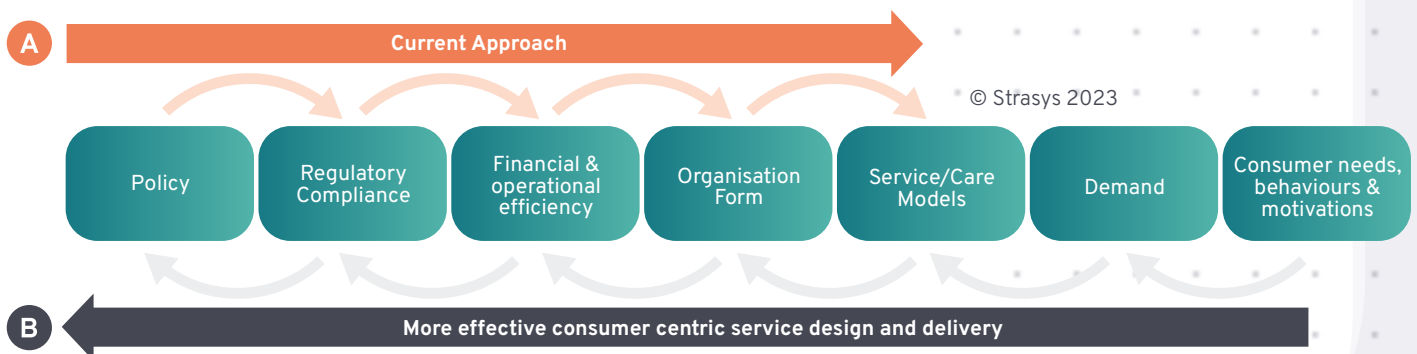
- Analysing performance and operating model to determine how care is currently delivered
- Reviewing national policy, the Cheshire and Mersey system and deep analysis of consumers and conducting population segmentation based on needs, behaviours and motivations
- Synthesising the analysis, determining ‘so-what’, creating value propositions for CYPF and developing new models of care and the future business models along with capability development

The strategy development took place over 12 months, working with the Executive and the Board through a series of workshops and co-creation sessions.

Strasys steps – analysis, design, roadmap, mobilisation

In the NHS, it is often the case to be driven by policy and regulatory compliance, creating a mismatch between population needs and what the organisation actually delivers and how resources are used (A).

At Strasys, we always start with the consumer (B).



Strasys helped Alder Hey to become more confident, using evidence based insight to reimagine a future which everyone is committed to.

Outcomes

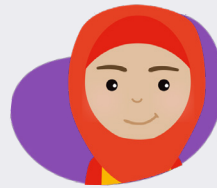
For the first time ever, Alder Hey had a process that led to changes to executive roles, structures, governance and the triangulation of multiple agendas into one, firmly focused on success. The Board became emotionally committed to leading this change.

Children and young people’s needs at the centre

In order to shape the future, it was crucial to look through the lens of the consumer. The analysis reinforced certain things already known but were too complex to evidence, as well as a new and unique understanding of consumer needs. The outcome was a shift from the current model to 10 distinct consumer segments, further refined into four distinct inter-related models of care, each with different needs.



Get me well: children and young people requiring fast, effective care for a defined time limited diagnosis, accessed as and when needed.



Make my care more personal: more holistic care for those with complex or long-term care needs.



Improve my life chances: working in partnership with the system to drive better life chances for those we serve across our communities.



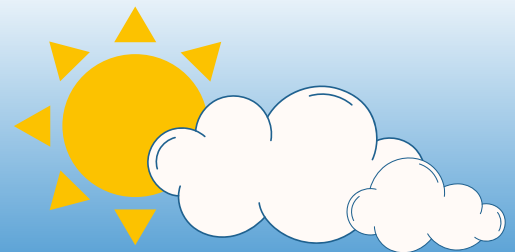
Bring me the future today: discovering and applying new solutions and knowledge capital to address the needs of CYPF, commercialising successful innovations and generating the headroom to improve care.

Alder Hey vision

A new vision for 2030 was defined:

‘A Healthier, fairer and happier future where every child & young person achieves their full potential.’

Through a unique combination of analytics, subject matter expertise, scientific rigour, and personal empowerment, Strasys established a deep understanding of the organisation, its capabilities, staff and the population its serves.



Alder Hey feedback

"I'm hugely grateful for what Strasys has achieved. They made it their business to stay in touch and that's a lot of running up and down the pitch. They develop deep insights and partner with you to determine the right ways of working to leverage the assets you have."

Louise Shepherd, CEO, Alder Hey Children's NHS Foundation Trust and Chair of NHS England's Children and Young People (CYP) Transformation Board

"Working with Strasys has exceeded my expectations. I have been impressed by how a small group of people, can work alongside the internal team to re-direct a complex organisation. They talk in a language I can understand, are credible and inspire confidence. It's been a very positive experience and very stimulating to think in a different way."

John Chester, Chief Scientific Officer, Alder Hey Children's NHS Foundation Trust

Our vision needed to be reimagined. Strasys brought extensive industry knowledge and a different mindset. It's probably been the most intellectually challenging process I've been through – it's transformed my thinking big time."

John Grinnell, Managing Director, CFO and Deputy CEO, Alder Hey Children's NHS Foundation Trust



Impact on Children, young people and their families

Here are some comments gathered during the extensive engagement phase:

- Don't bring me back to check on me unless it's really necessary
- I want to be supported by people who know and care for me
- Treat me as an individual be responsive and make every contact I have with you a great experience
- I don't want to spend a lot of time in hospital but I need help to be independent and to live life to the full
- I want you to be constantly coming up with new ideas to help me

Quote from staff engagement exercise

"I am so glad that we have a vision and we have incorporated the voice of children into it. I have worked in the NHS for 40 years now, and sometimes it feels as though it's a rudderless ship, but to have a vision to work to and to incorporate a projection that takes account of the changing demographics and financial climate in our area is very reassuring."

It feels as though senior managers are not only "looking out" for our children, but for staff as well, ensuring that we meet children's and family's needs in a resourceful and cost effective and timely way. It just makes so much sense."

Why Strasys?

Different way of thinking	A different way of thinking to design a different future – moving strategy well away from a common cookie cutter approach.
Population needs led	Shift away from the constraints of compliance and process to an understood, owned and embraced analysis of population needs.
Unique analytical insight	Unique relevance and scientific rigour to data, shining a different light on challenges and providing hope.
It's personal	Deeply invested in your success with the breadth and depth to stay with you along the journey.
Rich expertise	A richness of expertise in healthcare spanning over 3 decades. A team that has been in your position.
Leadership and capability builders	Enabling Boards and emerging leaders to shine and develop with purpose, building the team's capabilities to become self-reliant.

What does the future hold?

By 2030, Alder Hey wants to be globally known for serving the needs of CYPF beyond just the traditional clinical outcomes. The strategy process has focused on getting the Board and Executives to a position of common understanding and agreement on what the future needs to look like, with a strong, updated vision that has the support of staff.

The current phase continues engagement with key stakeholders, including staff and CYPF, to share and receive their feedback, and refine the approach to make it viable and “real”. Next there will be deep stakeholder engagement with current and potential partners.

The strategy has been translated into a coherent transformation programme with the executive team as the senior responsible officers and an updated approach to governance that puts the strategy at the heart of senior level accountability. This work weaves in the operation plan for 23/24 and, importantly, synthesises all the various plans, from people to quality, into one plan. The next stage is supporting the organisation to build the capabilities to deliver Vision 2030.