



OUR BABIES, CHILDREN & YOUNG PEOPLE PLAN 2035

*Nurturing bright beginnings,
Ensuring healthy lives*





Foreword

Following the refresh of our Health Board Strategy, **Shaping our Future Wellbeing**, we are pleased to publish our plan for Babies, Children and Young People 2025 - 2035. This is one of the first of our long-term plans that helps to describe how we will deliver our vision.

Working together, we will help improve lives, so that by 2035 people are healthier and unfair differences in health outcomes are reduced. The care we provide for people who need our services and those delivering services will be outstanding, with outcomes and experiences for all that compare well with the highest performing peer organisations.

Created by our teams, and with the support of our Youth Board, this plan reflects what we have heard from children, young people and their families, as well as colleagues and partners, and the changing healthcare landscape. This plan consolidates our role as a provider of excellent local care as well as specialised services for the whole of Wales and reflects how we will deliver on our four strategic objectives for our future generation:

1. Putting people first
2. Providing outstanding quality
3. Delivering in the right places
4. Acting for the future

Living Well, Caring Well, Working Together

We envisage that this plan will develop over time as we respond to the needs of our population and the ever-evolving advances in technology and delivery of care. Our next steps to deliver this plan will involve working with teams across our organisation and partners to establish a detailed delivery plan across our care pathways.

We would like to thank everyone, our colleagues, children, young people and their families, our Youth Board and our many partners who have helped to develop this plan. We have listened to what you have told us is important to you and hope that this is reflected in our plan.



**Charles Janczewski,
Chair**



**Suzanne Rankin,
Chief Executive Officer**

A message from the Children's Commissioner for Wales

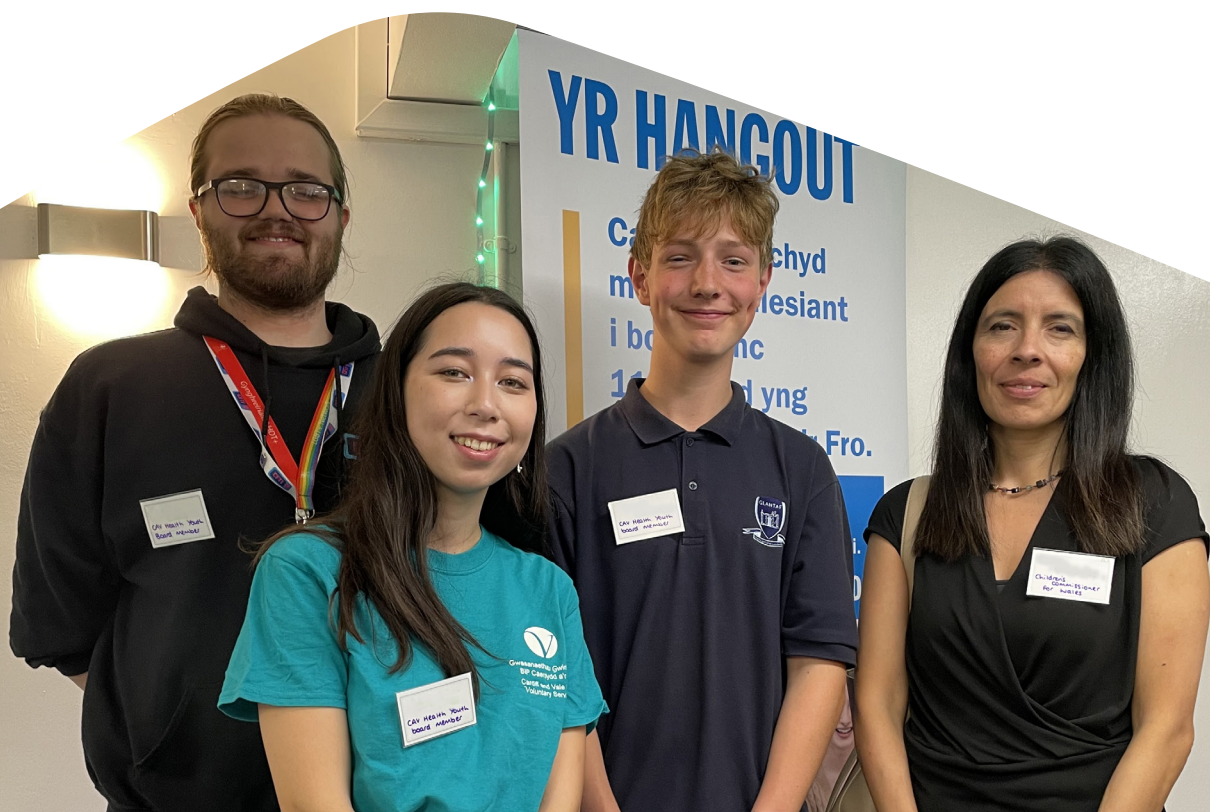
Under the United Nations Convention on the Rights of the Child (UNCRC), every child has the right to the best possible standard of healthcare (article 24), and the right to have a say in matters which affect them (article 12), including their healthcare. As Children's Commissioner, it is my job to make sure children can access their rights, and to promote children's rights under the UNCRC.

I welcome this 10-year strategic plan, which demonstrates Cardiff and Vale UHB's commitment to babies, children and young people. Cardiff and Vale's Health Youth Board is a great example of active children and young person's participation in the work of a public body. Through the youth board, children and young people have been involved in coproducing this plan throughout its development, and the Plan itself has clear alignment to the UNCRC's principles, including empowerment, access to information, equality and accessibility.

Cardiff and Vale UHB have been active in working towards my office's The Right Way approach to embedding children's rights into public services for several years now. This strategic plan is a welcome key step on the Board's journey to being a leading children's rights promoting and respecting organisation. I look forward to working with the Health Board throughout the remainder of my term as Commissioner to ensure children in Cardiff and Vale can access their rights to the best possible standard of healthcare, and to have their voice heard in matters which affect them.



Rocio Cifuentes, Children's Commissioner for Wales



Introducing Our Plan

Our Babies, Children & Young People Plan describes how we will work to ensure that by 2035, every child receives equitable, high-quality care, allowing them to thrive, at its core. This plan seeks to reduce health inequalities and enhance child-centered health and well-being in line with the United Nations Convention on the Rights of the Child (UNCRC) and the World Health Organization's (WHO) ethos that "Health is a state of complete physical, mental and social well-being and not merely the absence of disease or illness".

Our plan has been clinically led by our dedicated and committed colleagues working closely alongside our Youth Board. This has given rich professional diversity bringing best practice and evidence to the forefront and brought together established and aspiring leaders across Cardiff and Vale University Health Board and organisations we work in partnership with.

We have worked with experts in NHS Wales to anticipate how our services may need to adapt and change to meet future challenges and take advantage of the opportunities available to us.

We are committed to listening, learning and leading in partnership with children, young people, families, colleagues and partners. To ensure that we captured those voices we asked a simple question: "what matters most?" through a survey and events with our staff and partners, public and discussions in our schools over a 20-week period. In total, 1602 voices have informed our plan.

Below are top 5 things people felt would make a positive difference to healthcare:

1. The best outcome for the patient
2. Being seen quickly
3. Seeing the right specialist
4. Feeling supported
5. Understanding what's happening

There were several themes which came through as important to people in our discussions.

- Long waiting times
- Need for improved access to specialist care
- Inadequate care environments and need for child-friendly and teen-friendly spaces
- Need for improved communication with families and across healthcare providers and other organisations
- Improved transition to adult services
- More virtual and home-based care
- Improved staffing and training, especially for treating complex care needs
- Improved mental health and emotional support

We are proud to have worked collaboratively to develop this plan which is just the start of a journey to deliver our ambitions for the population we care for.



Andy Jones, Director of Nursing, Children and Women's Clinical Board & Athika Ahmed and Ellis Peres on behalf of the Cardiff and Vale Youth Board members

Children's Healthcare in Wales

A *Healthier Wales* plan (2018) serves as a foundational policy framework for NHS Wales, guiding healthcare services for babies, children, and young people. It emphasises delivering high-quality, safe, and timely care that is tailored to meet the specific needs of children. This plan is shaped by national policies, including the *Well-being of Future Generations Act (2015)* and *Children's Act (2004)*, among others, and aligns with international guidelines like the UN Convention on the Rights of the Child (UNCRC).

Key policy objectives:

- 1. Prevention and Early Intervention:** NHS Wales prioritises illness prevention and health promotion through vaccination programmes, health education, and developmental screenings.
- 2. Integrated and Collaborative Care:** A holistic, joined-up approach involving education, social services, and third-sector organisations ensures both medical and social needs of children are addressed.
- 3. Equitable Access:** Efforts are made to eliminate healthcare disparities and ensure all children, regardless of socio-economic background, ethnicity, citizenship, protected characteristics, family status (Children Looked After/CLA) have access to quality care.

Key Service Areas:

- **Maternity and Early Years Services:** Comprehensive maternity care supports women from pregnancy through the postnatal period. Families have access to advice, support and education from community-based services to help babies and children to have a good start in life.

- **Primary and Specialised Services:** NHS Wales provides a wide range of primary and specialised care, including mental health support through Child and Adolescent Mental Health Services (CAMHS) and services for children with long-term health conditions or disabilities including neurodevelopmental disorders and learning disabilities through to palliative care services.
- **Mental Health and Wellbeing:** The Together for Children and Young People programme (2015) aims to address rising mental health issues in children by providing timely, high-quality mental health care and promoting early intervention.
- **Child Protection and Safeguarding:** NHS Wales mandates that all healthcare professionals are trained to identify and respond to child abuse and neglect, working across all services and linking closely with social services and law enforcement to ensure child protection.



About Us

We provide comprehensive healthcare services for babies, children, and young people across Wales. There are over 3000 colleagues responsible for delivering care for our next generation in hospitals, communities and homes. This includes not only our doctors, nurses, therapists and support workers but a whole range of people who go the extra mile to ensure the best care, including our catering teams, porters and cleaners. Our services range from routine healthcare to specialised care for those with complex needs, developmental and behavioral issues, and mental health concerns.

Our community services offer a wide range of support, including home and school-based care, promoting physical and emotional well-being to help children reach their full potential. Multidisciplinary teams integrate hospital care with community services, working alongside local authorities and third-sector partners to provide holistic support for patients and their families.

Our Paediatric Emergency Unit is the busiest in Wales treating over 35,000 patients annually. The Children's Hospital for Wales (CHfW), located at the University Hospital of Wales, is a major tertiary care centre offering specialised care such as cardiology, neurology, oncology, and neonatology. In partnership with Cardiff University, it also serves as a hub for research and innovation. Through partnerships with our specialised commissioners, Cardiff University and other health boards in Wales and England, we ensure the best care for children with the most complex health needs.



What makes us special?

We are unique in the breadth of the services we provide, and the experts who work for us which means we support babies, children and young people and their families from across Wales in many ways:

- We have the largest paediatric emergency unit in Wales, treating the sickest and most seriously injured patients. We have worked hard to improve services, reduce waiting times and make improvements to the environment which is reflected in feedback from patients and families.
- We provide highly specialised care from the only Children's Hospital in Wales, providing care for children across the country. We benchmark well against our peers in outcomes and offer the first protected research space for under 18s in Wales, *The Children and Young Adults Research Unit* in partnership with Cardiff University.
- We have an established Children and Young People's Health Board that supports consultation and participation across all areas, with the aim of improving our services for children and young people.
- We work with young people and families in the community to empower them to live healthy lives through initiatives such as Active Families, Active Lives (AFAL).
- We prioritise partnership working to reach and support our most vulnerable populations through psychologically informed embedded teams working with Children Looked After (Enfys), on the Edge of Care (Goleudy), with complex Learning Disabilities (Cyfuno) or *within Youth Justice services*.
- We work to Welsh Government's NEST framework, a whole system approach to Emotional wellbeing & Mental health for babies, children & Young people across local authority, health and voluntary sectors.

Our current healthcare services

Our services are facing unprecedented demand, in addition to challenges in attracting and retaining our workforce and an increase in new approved treatments and therapies whilst operating in an environment of financial instability. This is resulting in our patients facing long waits for some treatments, impacting physical and mental health, growth, development and education. We have also heard about the impact of long waits on family life including the strain on patients and caregivers and disruption to family life.

Our teams work extremely hard to deliver the best care. However, the demand on services also impacts our colleagues affecting their physical and mental health, morale, and job satisfaction. This often leads to higher turnover, recruitment difficulties, and reduced quality of patient care. There is a risk that some services may become unsustainable if we continue to operate as we currently do.

What's on the horizon

There are several future healthcare trends and challenges over the next decade.

Key themes include:

Equity and Accessibility: Addressing rising health inequalities driven by socioeconomic factors remains a priority. Improving healthcare access, especially for vulnerable populations, and ensuring equitable use of emerging technologies like AI (Artificial Intelligence) and genomic medicine is crucial.

Mental Health: There will be an ongoing rise in mental health issues among children and young people, with increased demand for services. Future care will emphasise early intervention, integration of services into primary care, and the use of digital tools for remote consultations.

Childhood Obesity: Obesity will continue to be a major public health concern, leading to higher rates of diabetes and cardiovascular diseases. Public health initiatives like 'Good Food and Movement' and 'Active Families Active Lives (AFAL)' will play a significant role in combating this trend.

Smoking and Substance Use: While smoking rates are declining, new risks from vaping and substance abuse are emerging, necessitating continuous public health efforts.

Dental Health: Poor dental health, especially in deprived areas, remains a challenge. Programmes like "Designed to Smile" will continue to address this through preventive care.

Vaccination and Preventable Diseases: Childhood vaccination rates have not met targets, posing risks of preventable disease outbreaks. Public Health campaigns will continue to be a focus to increase vaccine uptake.

Chronic Conditions and Disabilities: The increase in the volume of chronic conditions is resulting in a rise in long-term disabilities and a need for specialised care and integrated paediatric-adult care services.

Environmental Health and Climate Change: Rising pollution and climate change will exacerbate respiratory issues like asthma, particularly in urban areas, demanding stronger environmental policies and resilient healthcare infrastructures.

Digital Health and Technology: Digital tools like telemedicine and AI will enhance healthcare access, especially in remote areas. AI will also improve diagnostics and personalised treatment plans, ensuring a more efficient healthcare system.

New Treatments: Genomic medicine is advancing, offering personalised therapies and early detection of diseases through genetic profiling. This will transform healthcare by providing tailored treatments.

Workforce Challenges and Resilience: The ageing and changing expectations of our multigenerational workforce, together with healthcare trends and challenges, will necessitate the need to do things differently. This will include the upskilling and reskilling of the workforce in order to meet future requirements and the evolving world of work and technology. It will also require reshaping the workforce with new models of working which focus on the contribution of the multi-disciplinary team and the development of new and advanced roles. Flexible working models, managing our talent and improved engagement of both the workforce and our external partners will ensure that we are able to retain our current staff, attract our future workforce and in turn provide safe, quality care.

Our principles

The following principles guide the plan:

- **Child Centred Approach:** We will ensure alignment with the UNCRC requirement to ensure that children, young people and their families are involved in decision making so that there is '**no plan about me without me**'. Those who are Children Looked After (CLA) then involving Local Authority who have corporate parenting responsibility is a must.
- **Clinically led and data informed for outstanding outcomes:** We will ensure our clinical teams lead in developing our services using good data and information to ensure outstanding quality outcomes in line with our peers.
- **Integrated Care:** We will work with partners to ensure our plans are joined up and are developed across whole care pathways to address children's holistic needs.
- **For our Future Generation:** We will embed environmental and economical sustainability in our plans. Working as a part of our joint academic health sciences partnership with Cardiff University we will ensure our services optimise research and innovation. We will develop services with our current and future workforce in mind.
- **Prevention and Early Intervention:** We will develop proactive healthcare initiatives to prevent illness, worsening or decline in condition.
- **Equitable Access:** Ensuring all children have access to a timely offer of high-quality care no matter who they are or where they live, and that parents and caregivers are given psychological support as well as providing food and accommodation whilst they are navigating the stress of having a child being treated through our charity (**Noah's Ark**) and initiatives such as **Sophie's Legacy**.

Our Ambition

In line with our health board vision, our ambition is to deliver outstanding care for babies, children, and young people; ensuring outcomes and experience for all that compare with the highest performing peer organisations. We will deliver seamless, timely, and specialised care to every baby, child and young person, ensuring no one is left behind.

By investing in our teams, making the best use of our resources, enhancing our facilities and embracing innovative approaches, we are dedicated to transforming healthcare experiences, fostering resilience, and improving outcomes and experience for all: from birth, transition to adulthood and at the end of life.



Our Objectives and Priorities

1. Improving Population Health, Prevention and early intervention

Congruent with our strategic objective of Putting People First, we will work to develop services that; reduce health disparities, improve access, and focus on education, prevention, and better coordination with partners with the aim of improving health outcomes early on and delivering community-based services closer to home.

We will focus on providing support through both acute and community settings, including maternity services, health visiting, and school-based health programmes. Recognising that optimal health begins before birth, we will promote a preventive approach with early identification and support for children at risk of poor outcomes. By working alongside parents and children, and collaborating with partners, our goal is to ensure every child can reach their full physical and emotional potential.

Our Priorities:

- **Maternity Care** – Through the National Maternity Services Strategy, pregnant women will receive continuous care from pre-birth through the early postnatal period.
- **Early Years support:** Working with Public Health Wales we will focus on early childhood development, including the crucial first 1,000 days, the Healthy Child Wales Programme and the Starting Well project with our regional partners which focuses on early childhood development and providing targeted support for vulnerable families, children with disabilities, and those at risk of harm.
- **Emotional Wellbeing and Mental Health:** We will improve mental health services in collaboration with local authorities and integrate emotional health with physical care through the NYTH/NEST frameworks, ensuring services are accessible.
- **Healthy Lifestyle and Obesity:** Promoting healthy lifestyles through school-based health initiatives targeting smoking, substance misuse, emotional wellbeing, oral health, obesity, and more alongside continued focus on our Move More, Eat Well initiative and the Designed to Smile programme for early oral health education and preventive care in schools.
- **Vaccination:** We will continue to focus on promoting childhood vaccination to protect against serious diseases and prevent outbreaks.
- **Access to Specialist Care:** We will ensure that babies, children and young people have equitable access to specialists and diagnostic services.
- **Community-Based Services:** Community-Based Services: We will increase care closer to home through partnerships with local authorities and third-sector organisations. We will focus on increasing Health visitors, school nursing who play a critical role in promoting healthy development, addressing potential issues during early childhood with adherence to the Healthy Child Wales Programme (HCWP2). Paediatric therapy services will similarly empower families and young children to start well through education, advice, and clinical interventions when required.
- **Focus on Deprived Areas:** We will develop targeted interventions in high-need communities to address chronic health issues like obesity and developmental delays.

2. Mental Health

Emotional wellbeing and resilience are central to all care provided by Cardiff and Vale UHB, with a core belief that there is “no health without mental health.” We continue to integrate mental health and wellbeing support across all services, often working in partnership with community services. Our goal is to foster wellbeing and resilience in babies, children, young people, and families through every contact.

Our Priorities:

- **Become a leading training center** in Wales for Children, Young People, and Families (CYPF) mental health practitioners.
- **Ensure all staff are trauma-informed** and foster resilience in every interaction.
- **Deliver outstanding, integrated care** through collaboration with the Regional Partnership Board, ensuring that mental health support is accessible, needs-led, and family-centered.
- **Provide services both digitally and in community settings** that promote equitable access and utilise therapeutic environments.
- **Partner with the Woolfson Centre for Young People’s Mental Health** and lead in digital mental health solutions and clinical trials.

3. Planned Care

Our aim is to ensure patients receive timely, high-quality care with access to the right specialists. There will be a focus on improved collaboration across the organisation and with partners to improve planned care pathways and develop specific services to meet growing demand and tackle inequities.

Our Priorities:

- **Whole pathway improvement:** Including collaboration between the primary care and secondary care teams to further roll out improvements across our care pathways such as integrated Paediatric Clinics within GP Clusters.
- **A focus on ensuring equitable access to planned care services:** Reducing disparities in treatment across services by working with partners in Cardiff and the Vale and more widely across Wales to develop planned care pathways for patients, with a focus on improved data and regular review to track improvements.
- **Expanding Surgical and Daycare Services in the CHfW:** Expansion of facilities like the Bumblebee Day care unit to reduce waiting times and improve focus on advancements in surgery techniques to improve outcomes. We will further develop Dragonfly, a post-operative recovery area to reduce reliance on High Dependency Unit (HDU) care, freeing up emergency capacity in the Intensive Care Unit (ICU) and reducing surgery cancellations.



4. Emergency and Urgent Care

Our aim is to develop a gold-standard, 7-day-a-week emergency and urgent care system that ensures timely and equitable access for all patients across the region, offering the best service to critically ill children and their families in an appropriate and dedicated setting. There will be the same level of Emergency and Urgent Care 7 days a week, across our services providing the best possible service to some of our most unwell patients and their families.

Our Priorities:

- **Home and Virtual Support:** Expand virtual and home care support where possible to reduce the need for emergency visits, leveraging virtual appointments to minimise in-hospital time for patients and their families
- **Focus on Training and Development:** Increase training and development opportunities for teams including but not limited to areas such as care for patients with Additional Learning Needs (ALN), or those impacted traumatic events ensuring personalised and expert care for all children.
- **A focus on resources in the right place:** Ensure our services are adequately resourced to deliver care in the right place to meet patient needs across the whole care pathway taking a value-based approach to planning using data to inform decision making.
- **7-Day Care:** Continue to implement 7-day working across all areas, such as implementing 7-day CAT lists ensuring consistent and equitable, high-quality care.
- **Enhanced Digital Systems:** Improve digital infrastructure to support emergency and urgent care, ensuring efficient and coordinated care delivery.

- **Access to specialised care and ensuring the right environment:** Ensure equitable access to specialised care through transparent planning and integration of resources. Continue to improve environments for babies, children and young people when they need to come to our hospitals.

5. Specialised care

Children needing specialised care in Wales receive care at the CHfW as well as hospitals in England; Bristol Royal Hospital for Children, Alder Hay Children's hospital and Birmingham Children's Hospital. Specialised services are commissioned through the Welsh Joint Commissioning Committee (JCC) who led work on a 5-year strategy in 2022 to enhance specialised services across Wales. These objectives include:

1. **Clear Access Criteria:** Establish transparent pathways into and out of tertiary services with better knowledge-sharing among providers and families.
2. **Equitable, High-Quality Care:** Provide patient-centered care in the most appropriate settings (in-reach or outreach), leveraging advanced digital technologies.
3. **Patient-Centered Commissioning:** Strengthen the entire care pathway with a multidisciplinary approach that adds value across sub-specialties.
4. **Seamless Transitions:** Ensure smooth transitions between care and services as children grow into adulthood.
5. **Prudent Funding:** Prioritise funding for areas of greatest risk, including but not limited to capacity constraints, ensuring timely access to specialised services.
6. **Governance and Oversight:** Ensure proper structures are in place to oversee the commissioning and delivery of specialised services.

In line with this our priorities are to work with our partners to:

- Deliver high-quality, specialised care in the least restrictive and most appropriate environment.
- Establish seamless clinical pathways for patients needing specialised services and improve transitions across care levels.
- Work closely with commissioners to ensure enhanced service delivery and prioritised investment for those areas with high demand and waiting times.

6. Transitional Care

Our goal is to create a seamless, empowering transition process that allows young people to move confidently into adult care. We will aim for every young person requiring transition to adult services to receive tailored support from skilled professionals. This requires the development of clear standards to ensure equitable, transparent processes across all services, including emergency and elective care. The young person must be at the center of the process, empowered to manage their health where appropriate, and supported by clear, well-coordinated pathways.

Transitions are particularly complex for children with multiple comorbidities. While there are examples of good practice, there is currently no formal transition policy in place. A working group is being developed to map current practices and define what a good transition between paediatric and adult care should look like.

Our Priorities:

- Establishing policies and procedures that support developmentally appropriate transitions.
- Supporting families and carers, particularly for young people with developmental differences.
- Ensuring young people can access care without barriers, with pathways that align with the health board's values.

7. Rehabilitation

Our aim is to empower babies, children, young people and their families to engage in meaningful clinical interventions and reach their potential through innovative care centered around them and their family. This includes providing comprehensive clinical assessments, therapy plans, and holistic support with a focus on accessibility and multidisciplinary collaboration.

We will:

- Develop a "No Wrong Door" policy that brings paediatric therapy and rehabilitation services together in community-based settings.
- Ensure rehabilitation pathways are well-coordinated across all specialties and partner organisations, focusing on upstream investment to empower babies, children, young people and families.
- Provide high-quality, accessible, and equitable clinical services aiming to meet national standards for services, collecting Patient-Reported Outcome Measures (PROMs) and Experience Measures (PREMs).
- Deliver interventions close to home, including schools, and other community spaces.
- Foster digital self-management tools for families and children, empowering them to manage their long-term conditions and/or rehabilitation.

Key Priorities:

- **Access and Equity:** Provide timely care and ensure equitable access to specialist clinical interventions, especially for neurodivergent children in the community.
- **Community-Based Services:** Increase use of non-health spaces and provide social support for families, including activities during non-term times.
- **Continuity of Care:** Ensure consistency in staffing and reduce frustration from high turnover.
- **Holistic and Inclusive Care:** Integrate mental health services with physical care and prioritise a family-centered approach.
- **Child-Friendly Environments:** Improve access to child-friendly and age-appropriate spaces including specialist and non-specialist rehabilitation equipment.

8. Palliative Care

Over 4000 children in Wales have Life Limiting Conditions, accounting for most childhood deaths. Our goal is to provide every child with access to both local and specialist services, ensuring end-of-life care is collaborative and tailored to each child. The All-Wales Paediatric Palliative Care Network (AWPPCN) will bring together health, local authority and third sector providers to ensure that all children in Wales with life-limiting conditions (LLC) have 24/7 access to specialist palliative care, regardless of where they are treated (home, hospice, or hospital).

Our Priorities:

- Development of a specialist network team in underserved areas of Wales.
- Implement developmentally appropriate transition support and expand multidisciplinary teams.
- Establish robust digital systems for seamless data exchange and track patient transitions.
- Ensure our services are the right size to meet the growing demand for paediatric palliative care.

In the longer term as the prevalence of LLCs rises, services must continue to develop to support patients and their families. This includes increasing the number of professionals, integrating knowledge and expertise into key specialties, and expanding training for non-specialists caring for dying children. Ensuring adequate, consistent funding is crucial to future service development.



Delivering the Plan – Our Roadmap

Years 1–3 (as a part of our Integrated Medium–Term Plan) by 2027:

Early Intervention and prevention:

- Actively strengthen links with third-sector organisations and develop health adoption and rehabilitation programmes focused on family self-management and early prevention.
- Focus on preventive services, improving Emotional Wellbeing and Mental Health support, and workforce reshaping to support this.
- The Healthy Child Wales Programme for school aged children (HCWP2) will be fully implemented across all school settings by October 2026. This will require a new workforce model with public health nurses and children’s nurses working together to support this. Once HCWP2 is implemented all school children will have access to a (health) care coordinator in school.

Development of community and hospital services:

- Increased community services including integrated paediatric clinics across GP clusters
- Development of a purpose– built respite centre to provide a centre of excellence for babies, children and young people with complex health needs. Enabling the delivery of comprehensive services by our Integrated Children’s Community Nursing Service.
- Establishment of a single point of entry for paediatric emergency care focusing on whole pathway development and work to optimise the Major Trauma Centre in line with standards

- Development of specialised respiratory services, a Paediatric High Dependency Unit (HDU), and paediatric ophthalmology services.
- A focus on theatres performance and efficiency and expansion of the Dragonfly Unit’s scope.

Workforce:

- Re-review current workforce skills against current and future requirements.
- Ensure multigenerational workforce are prepared for evolving roles and technology
- Develop and embed new roles, focusing on MDT workforce.
- Develop plans to recruit and retain the best staff with a focus on diversity and inclusion, whilst promoting the Welsh Language.
- Implement a range of hybrid working models to improve work life balance, support multigenerational workforce and attract a wider talent pool.
- Support staff to live healthy lives through supportive environments, development opportunities and recognition schemes.

Policy, organisational structure and Leadership:

- Develop and establish effective transitional care policies.
- Ensure we develop our clinical leaders to collaborate across organisations (between healthcare providers and with social care) to ensure integrated care.
- Ensure that our management and governance structures provide improved opportunity for whole pathway planning and delivery.
- Work alongside Welsh Government policy leads to inform the development of national healthcare policy.

Years 3–5 by 2030:

- **Digital Health Solutions for equitable care and improved access:** Focus on integrating digital health solutions to reduce wait times and ensure improved access to care including specialist care where there may be greater distances for patients and families to
- **Ensuring balance between planned and emergency surgical services:** Establish a dedicated Paediatric Post-Anaesthesia Care Unit (PACU) to support optimal post-surgery recovery, preventing competition for Intensive Care beds between emergency admissions and elective surgery patients.
- **Specialised services:** Strengthen collaboration with Joint Commissioning Committee and other Health Board providers
- **Mental Health** Expand mental health clinical trials, creation of key worker systems. Ensure sustained compliance with Mental Health targets.
- **Transition:** Provide transition care with adult service provider training. Develop transition strategies for 16–18-year-olds, and secure business cases for further service expansion.
- **Waiting times:** Reduce outpatient waiting times to 26 weeks, treatment waiting times to 36 weeks, and diagnostic waits to 8 weeks and 14 weeks for weeks for therapies referral to treatment time. Introduction of Walk-in Walk-out same-day treatment for children.
- **Community Rehabilitation:** Continued implementation of community-based rehabilitation programmes in collaboration with third-sector partners.
- **Workforce:** Anticipate new workforce requirements informed by technology and data. Continue to embed new workforce models aligned to strategic goals. Focus on leadership & development to nurture talent and future leaders. Set measurable targets and track progress towards ensuring inclusive culture.

Years 3–5 by 2030:

- **Delivering the 6 domains of quality:** Consistently delivering healthcare for our babies, children and young people in line with the Health & Social Care (Quality and Engagement) Wales Act 2020. These domains include; Safety, Timely, Effective, Efficient, Equitable and Patient Centred.
- **Strengthened Healthcare Innovation:** Development of AI and genomic medicine, supporting the reduction of health inequalities and focusing Cardiff and Vale UHB as a leader in paediatric healthcare, research and innovation.
- **Delivering Transition Excellence:** Establish Cardiff and Vale UHB as an exemplar in transition care, supporting young adults in navigating health, education, and social services.
- **Acute Rehabilitation Infrastructure:** Creation of a dedicated rehabilitation area in the Children's Hospital for Wales, ensuring all specialist rehabilitation needs are met within the region.
- **Workforce:** Build a resilient, skilled and sustainable workforce that is adaptive to changes, sustainable and aligned to longer term strategic objectives.



Our Measures

To ensure that this Plan is implemented effectively we will measure our progress through:

- **Improving Population Health & Prevention:**

- Increasing childhood immunisation rates, breastfeeding rates, and reducing obesity and dental cavities among school children. Smoking and vaping cessation among children.

- **Care Close to Home:**

- Delivery of more services in community settings, including home-based care and virtual wards
- Increase in preventative services in the community.
- Development of community-based rehabilitation services with multi-disciplinary team (MDT) approaches

- **Quality Outcomes and Experience**

- Improve the collection of Patient Reported Outcomes (PROMS) and Experience Measures (PREMS) to assess service performance and inform improvements.
- Undertake benchmarking with peers for all of our services and measure performance in a systematic way.
- Ensure we are monitoring against national standards, specifications and quality statements where available
- Monitor performance against agreed quality measures through an established Quality Management System

- **Waiting Times and Access:**

- Reducing long waiting times for both outpatient and inpatient services
- Improving access to care (specialists and equipment) in community settings and virtually.

- Ensuring equitable access to care across geographic locations, particularly in rural and underserved areas
- Ensuring equity of access to specialist care across different regions.

- **Increasing research activities**

- Evidence of increasing the recognition of our specialist staff and services, with improved access to clinical trials and development of a clear research plan with partners.

- **Ensuring patients and their families are involved**

- Evidence of regular involvement and engagement with children, families, and healthcare providers will ensure that the plan remains responsive to evolving needs.



Delivering our plan

There will be several long-term plans that will ensure we can deliver on our roadmap to 2035. These include areas such as; infrastructure (estate and digital), workforce, finance, population health. More specifically the areas we as critical to the effective delivery of our plans for babies, children and young people are:

People and Culture

The UHB's People & Culture Plan (2022-25) (P&C Plan) was developed within the Health Board to deliver the seven key themes outlined in A Healthier Wales: Our Workforce Strategy for Health and Social Care Workforce for Wales. This P&C Plan is key to helping us meet the Shaping Our Future Objective of 'Putting our People First,' because we are completely dependent on our workforce if we are to meet our population's health and care needs effectively today and in the future. In light of the significant workforce challenges facing our services (as summarised on page X) and in order to achieve the workforce deliverables set in the 'Our Roadmap' (referenced on page X), a focus on the following three priority objectives, as detailed in the P&C Plan, should enable us to build a resilient, skilled and sustainable workforce that is adaptable to the changing health and workforce needs:

- **Objective 1:** People feel valued, developed, supported and engaged
- **Objective 2:** Attract and recruit people with the right skills, abilities, values and experiences to meet the health and social care needs of our population
- **Objective 3:** Ensure our services are provided by the right team: a workforce that is affordable, sustainable and integrated to meet current and future service needs and reflects our population

Digital Health and Technology

Digital transformation plays a central role in the successful delivery of our plan we will work to ensure the following are developed as a part of our Health Board Digital plans:

- **Data and information systems:** Will be critical to ensure we are making decisions about our services based on good information and will be important if we are to measure whether we are making improvements and progress against our priorities.
- **Telemedicine Expansion:** To support children in remote areas and reduce hospital visits, telemedicine platforms will be enhanced. Use of virtual consultations and technology to monitor demand and improve patient flow.
- **AI:** Leveraging artificial intelligence (AI) for improved diagnostics, personalising treatment, improving operational efficiency, and advancing research.



Collaborative Partnerships and Co Production

A fundamental element in delivering our plan is the close partnership with local authorities and the third sector and charity organisations through our Regional Partnership Board and Public Service Boards. We will work to develop our partnerships and service planning with other Health Boards, Trusts, specialised commissioners and education providers including Cardiff University.

This collaboration ensures:

- **Integrated Care Pathways and collaboration:** Seamless care coordination across health, social care, and educational services as well as for patients and families travelling from across Wales to receive care. Collaboration with health and non-health partners including education, will be crucial in delivering our priorities.
- **Support for Complex Cases:** Joint efforts in managing children with complex needs, including those transitioning from paediatric to adult services.
- **Supporting Vulnerable Children:** Partnerships with organisations focused on mental health, disability, and child protection help to deliver more holistic care.
- **Research and education Collaborations:** Ongoing collaboration with our partners including Cardiff University through our Joint Academic Partnership drives innovation in paediatric care.
- **Involving Children, Young People and their families:** At all stages to ensure our plans for services are co-produced.

What will it feel like?

Colleagues will feel:

- Part of a valued team, sharing knowledge and expertise with a wider team of people.
- Empowered to provide the best possible care with the resources available.
- Encouraged to innovate and develop services to meet the evolving needs of patients and their families.
- Supported and equipped to deliver high-quality care with access to necessary resources and training.

Babies, Children and Young People will feel:

- Empowered to keep themselves healthy and know how to prevent ill health
- Involved in decisions made out their care, with better information, with improved communication from people delivering services.
- Safe and supported in the environment in which they experience care, especially as they transition between child and adult services.
- Prepared for treatments they may receive especially in unfamiliar environments.

Families will feel:

- Empowered in improving the health of their loved ones and how to prevent ill health.
- They have a voice in the care their loved ones receive and the correct information with which to make decisions.
- They receive better communication and improved information about healthcare services and options for treatment available.

Glossary of terms

Artificial Intelligence (AI)

Artificial Intelligence (AI) refers to the development of computer systems capable of performing tasks that typically require human intelligence. AI within healthcare can help interpret tests, speed up decision making, and create personalised treatment plans. There are many things AI can do, and it is expected that possibilities will widen as technology advances.

Children Act 2004

The Children Act 2004 is a law ensuring that all people (both individuals and organisations) that are working with children have a responsibility for safeguarding children and promoting their welfare.

Children's Hospital for Wales (CHfW)

The Children's Hospital for Wales is situated on the larger University Hospital of Wales site and is Wales' only children's hospital.

Children Looked After (CLA)

A child who has been in the care of their local authority for more than 24 hours is known as a looked after child. Looked after children are also often referred to as children in care.

CYPF

CYPF is an acronym used to refer to Children, Young People and Families.

Genomics

Genomics is the study of genes and their functions. In healthcare, this can be used to anticipate future illness, reactions to medication and much more.

The Health and Social Care (Quality and Engagement) (Wales) Act 2020

The Health and Social Care (Quality and Engagement) (Wales) Act is a law from Welsh Government that strengthens the Duty of Quality

on NHS bodies, requires openness and honesty with patients and service users harmed during care, and amplifies voices with an all-Wales citizen body for health and social care.

Healthy Child Wales Programme (HCWP2)

Welsh Government's Healthy Child Wales Programme (HCWP2) sets out what planned contacts children and their families can expect from their local health boards. This covers maternity service handover to the first years of schooling (0-7 years).

High Dependency Unit (HDU)

A high-dependency unit (HDU) is a specialised area within a hospital that offers a higher level of care than a standard ward.

Intensive Care Unit (ICU)

Intensive care units (ICUs) are specialist hospital wards that provide treatment and monitoring for people who are very ill. Someone in an ICU may require close monitoring with specialist machinery.

Life-Limiting Conditions (LLC)

Life-Limiting Conditions (LLC) are diseases that cannot be cured and are likely to cause death within a limited period of time.

Multiple Disciplinary Team (MDT)

A multidisciplinary team is a group of health and care professionals who are members of different professions/and or organisations (e.g. GPs, social workers, nurses, physiotherapists, doctors, occupational therapists), that work together to make decisions regarding the treatment of individual patients.

NYTH / NEST Framework

The NYTH / NEST framework is whole system approach designed by Welsh Government for

the third sector. It helps to develop mental health, wellbeing and support services for babies, children, young people and their families and carers.

Partners

Cardiff and Vale University Health Board works with many organisations to provide services. When we use the term partners, we may be referring to:

Other Health Boards and Trusts, education providers including Cardiff University, Llais, members of our Regional Partnership Board including Cardiff Council and Vale Council
This is not an exhaustive list.

Patient Reported Experience Measures (PREMs)

Patient reported experience measures (PREMs) are a way for patients to tell us about their experience while receiving care. They help us measure the quality of care we provide.

Patient Reported Outcome Measures (PROMs)

Patient reported outcome measures (PROMs) are a way for patients to tell us about their health, wellbeing and quality of life. They help us monitor progress and recovery,

Shaping Our Future Wellbeing

Shaping Our Future Wellbeing is the Health Board's ten-year strategy that provides direction and clarity on what the organisation aims to achieve by 2035.

The Right Way

The Right Way is a Children's Rights Approach created by the Children's Commissioner for Wales that affects decision-making, policy and practice.

Sophie's Legacy

Sophie's Legacy is the wishes of Sophie Fairall, who passed away from cancer at the age of 10. Her wishes after she passed were the following:

1. Play specialist 7 days a week in hospitals
2. Improvements to food for children in hospital
3. For parents to be fed when staying with their child
4. For GP's, nurses and health professionals to be trained in childhood cancer
5. To increase the funds (currently 3%) in childhood cancer research

Together for Children and Young People 2015

The Together for Children and Young People Programme was set up by Welsh Government in 2015 to consider ways to reshape, remodel and refocus the emotional wellbeing and mental health services provided for children and young people in Wales. The Programme ended on 31 March 2022 as planned, having achieved its goals.

United Nations Convention on the Rights of the Child (UNCRC)

The UN Convention on the Rights of the Child is an important, legally binding agreement signed by 196 countries (as of 12 July 2022) which outlines the fundamental rights of every child, regardless of their race, religion or abilities.

Well-being of Future Generations Act 2015

The Well-being of Future Generations (Wales) Act improves the social, economic, environmental and cultural well-being of Wales. National government, local government, local health boards and other specified public bodies must work and work together to improve the well-being of Wales.



