



James Paget
University Hospitals
NHS Foundation Trust

BUILDING A HEALTHIER FUTURE TOGETHER

Children and Young People's
Services Strategy

2025-2028

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INTRODUCTION

As Head of Children and Young People's Services, I've had the privilege of working at the James Paget University Hospital for 29 years, and during that time I have seen our neonatal, children and young people's services grow and evolve into the strong, compassionate, and dedicated teams we have today.

At the heart of everything we do are the children, young people and families we care for. We are, in many ways, a whole hospital in one – providing the same breadth of services but designed for smaller people and their unique needs.

Our service extends beyond the hospital walls, with community paediatrics, physiotherapy, occupational therapy, and the neurodevelopmental (NDD) team supporting children and young people in clinics, schools, and at home.

Our children's community nursing team works alongside families to deliver care in the place that is right for them, helping to avoid unnecessary hospital visits and empowering parents to feel confident in managing their child's needs.

As Clinical Lead, I joined the Trust in 2019 and have been in post as Clinical Lead since 2024. We are excited to be looking ahead, as our commitment is to continue developing safe, sustainable and high-quality care, ensuring that every child has the best possible start in life and a smooth transition into adulthood. Justine and I are both very proud of what we have achieved together, and even more excited about the future we are building.

We are excited to share with you our strategy to develop Children and Young People's Services over the next three years. This supports the delivery of our Trust Strategy, Building a Healthier Future Together (2023 – 2028).



Justine Goodwin
Head of Neonatal, Children and Young
Person's Services



Dr Rao Kollipara
Clinical Lead for Children and Young
People's Services



WHO WE ARE



We are one of the UK's 246 'District General Hospitals' providing neonatal and paediatric services to the children, young people and families within the Great Yarmouth and Waveney area. Our hospital clinicians work collaboratively with Children's Community Services, Education, special schools, equipment providers and other system partners to ensure that we are able to meet all of the care needs of children and young people. This extends to safeguarding children and young people, with our team supporting children who are vulnerable or at risk of harm.

We care for babies from 30 weeks gestation in our 9 cotted Neonatal Unit, and children & young people to the point where young people transition into adult services between their 16th and 19th birthday depending on their health presentation.

As a District General Hospital, our Consultant team work closely with the teams at Norfolk and Norwich University Hospital, Great Ormond Street Hospital (GOSH) for children with heart conditions, Kings College Hospital for children with liver conditions, Nottingham Children's Hospital for children with nephrology conditions, and Addenbrooke's Hospital in Cambridge for children with neurological and other conditions to share care. We are a teaching hospital for Paediatrics and are training the next generation of Doctors and medical students and our service also has a focus on research to ensure that we are at the forefront of clinical practice.

The catchment population for the hospital is less ethnically diverse than the average in England, with 95.9% of our population being white British. As a result of inward migration into the Great Yarmouth and Waveney area we are seeing an increasingly diverse population, with a number of families using our services for whom English is not their first language.

We have therefore adapted our services to ensure we can meet the needs of all of our families including ensuring we reach families who are impacted by factors including communication in addition to the challenges affecting our local population which are related to deprivation. The focus for the team is to ensure we are able to adapt to meet the needs of **all** of the children and young people who access our services.

Our vision is to be an outstanding provider of health services for babies, children and young people.

WHO WE ARE

The James Paget Children's medical team comprise Consultants and doctors and other specialist medical staff, including Advanced Paediatric Nurse Practitioners. As a teaching hospital, our medical team includes a large team of resident doctors, most of whom are completing specialist training in either Paediatrics or neonatal care or are training to be General Practitioners (GP's).

The multi-professional Children's nursing team includes neonatal nurses who support babies from birth in the neonatal unit, and children's nurses and nurse specialists who support children and young people who have life-long or complex health conditions including Epilepsy, Diabetes, cardiac conditions, complex allergies or have significant additional physical or social needs. Our Children's nursing staff work in various areas of the hospital including in the Neonatal Unit, the Children's Emergency Department, theatre recovery, the Research Department, in our clinics and Children's Ward, and they also provide care to children and young people in school and home settings as appropriate.

The team also includes a team of Allied Health Professionals including Dieticians, Physiotherapists, Psychologists, Speech and Language Therapists and Occupational Therapists. The AHP team see babies and children independently in addition to working as part of the multi-professional teams supporting some of our children and young people who attend the hospital with complex health presentations.

Community Paediatric Services provide support for children and young people in the Great Yarmouth and Waveney area. The team support children and young people in specialist settings including special schools, the child's home where appropriate or in Newberry Clinic in Gorleston with the team including medical staff, nurses and Allied Health Professionals. The Community team support children with developmental delay, additional physical or neurodevelopmental needs and ensure that wherever possible, they review the child holistically with the Children's team at the hospital and work to a **'one child one care plan'** approach. This alleviates the need for the family to attend multiple appointments wherever possible.

The Community Team deliver a range of services including Physiotherapy, Occupational Therapy, Speech and Language Therapy, and provide assessment for neurodevelopmental conditions including Autism and Attention Deficit Hyperactivity Disorder (ADHD) and support the onward management of ADHD.

We also support children and young people entering the care system to ensure their individual needs can be met with safeguarding children at the heart of what we do.

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WHAT WE DO

James Paget University Hospitals NHS Foundation Trust serves a population of around 216,100 people in the Great Yarmouth and Waveney area, with Children's Services providing care to the 45,813 children and young people who live locally. As a teaching hospital, our medical team includes a large team of resident doctors, most of whom are completing specialist training in either Paediatrics or neonatal care or are training to be General Practitioners (GP's) as well as our Advanced Paediatric Nurse Practitioners. We also deliver undergraduate teaching to Students in medical training. The clinical team actively participate in clinical research across the range of specialist services delivered by the children's team.

The services provided on the main hospital site at Gorleston include a 28 bedded inpatient ward, a neonatal unit, day and inpatient surgery for children and young people, and we have outpatient clinics for a range of conditions based in The Cove. We also have a Children's Emergency Department where we see around 17,500 attendances for children and young people each year who have experienced accidental injuries or illness.

We provide care and treatment to children and young people with a wide range of health conditions including Diabetes, Epilepsy, Asthma, gastroenterology and respiratory conditions as well as care for children and young people requiring support to recover from short term illness. The focus of the team is to ensure we provide care as close to home as possible for our families, which means we work with Tertiary Hospitals and wherever possible, deliver these clinics at The Cove.

Children's Community Services are based at Newberry Clinic in Gorleston, where outpatient physiotherapy, occupational therapy, speech and language therapy take place along with regular medical review of the patients. The Newberry Clinic is also the base for the neurodevelopmental disorder (NDD) assessment team who undertake assessment for NDD conditions including autism and ADHD. We also provide a number of outreach and children's clinics, and support children and young people in special schools or in their home as appropriate. The team oversees the Safeguarding work for children and young people in the Great Yarmouth and Waveney area which includes assessment and support for children and young people entering the care system.

Whilst the overall population of Norfolk and Waveney is expected to increase by 10 per cent over the next 20 years, Office for National Statistics (ONS) data indicates that the number of young people under 18 years is expected to fall. As a result, it is expected there will be 1,750 fewer young people within the catchment area for the hospital by 2045. In 2021, the population of Great Yarmouth and Waveney was 216,100. Children and young people currently comprise approximately 21.2% of the population locally, which was 45,813 young people.

The catchment for the hospital includes the coastal towns of Great Yarmouth and Lowestoft, Southwold and Hemsby, and towns to the south of the hospital include Beccles, Halesworth and Bungay. Our catchment is geographically expansive with large rural areas, with significant ranges of health inequalities and deprivation in our coastal communities. The Great Yarmouth and Waveney area includes a number of neighbourhoods where some, or all of the population live in the most deprived areas in England with around 31% of our population living in areas that fall within the most deprived 20% in England.

We have high levels of smoking with 1 in 10 babies born to mothers who smoke, and areas of poor educational attainment for young people on leaving school. These factors impact on the health and wellbeing of the children and young people living locally and with a strong association between relative deprivation and life expectancy it is imperative that we are able to provide the support these children require to ensure they reach adulthood in the best health possible.



WHO WE WORK WITH

The team work with a range of partners to ensure that we can meet the needs of all of the children and young people we serve, including General Practitioners (GP's) and Primary Care networks, mental health services, education, independent providers, social services and voluntary organisations.

We work closely with other hospitals in the region and more widely as appropriate to support C&YP with complex health conditions and share care with specialist hospitals to ensure that children and young people within our area can be cared for as close to home as possible.

Much of the collaborative working takes place whilst patients are directly under our care, delivered through longstanding and integrated services that support the needs of our patients.

The James Paget is a member of the Norfolk and Waveney Integrated Care System, which brings together a wide range of partner organisations that work together to transform local services, with input from staff, patients, families and carers, with an overarching aim of helping people lead longer, healthier and happier lives.

From 2025, we are part of the Norfolk and Waveney University Hospitals Group which will enable much closer working with our partner Trusts, Queen Elizabeth Hospital at Kings Lynn and the Norfolk and Norwich University Hospital in Norwich as we develop our services for the population within Norfolk and Waveney.



Improving lives together

Norfolk and Waveney Integrated Care System

The needs of our patients are at the centre of the compassionate care our team provides, and **we listen and engage with the communities we serve to develop and improve our services.**

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OUR VALUES

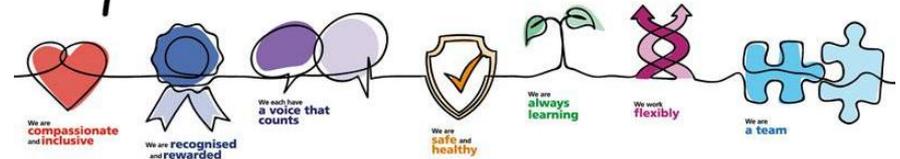
Our Values were refreshed in April 2023 with engagement from staff, patients and carers.

Our Values are more than nice words. Every person working in our Trust is accountable for upholding them through their own behaviour and constructively challenging behaviours that do not align.

Our Values shape HOW we approach everything we do, including how we will deliver our Trust Strategy, as well as the Ambitions and Objectives set out in this People Plan.

Our Values align to the NHS People Promise, which applies to everyone working in the NHS.

People Promise



Collaboration

We work positively with others to achieve shared aims

Accountability

We act with professionalism and integrity, delivering what we commit to, embedding learning when things do not go to plan

Respect

We are anti-discriminatory, treating people fairly and creating a sense of belonging and pride

Empowerment

We speak out when things don't feel right, we are innovative and make changes to support continuous improvement

Support

We are compassionate, listen attentively and are kind to ourselves and each other

OUR STRATEGIC PRIORITIES



OUR PATIENTS



OUR PEOPLE



OUR PARTNERS



OUR PERFORMANCE



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PRIORITY ONE

CARING FOR OUR PATIENTS

1. Deliver the best and safest care for our patients
2. Continuously improve patient experience
3. Reduce health inequalities, ensuring equitable access for all
4. Empower patient choice and personal responsibility for health
5. Ensure we consistently deliver care in line with our values
6. Support our patients to seamlessly transition into adult services



PRIORITY ONE CARING FOR OUR PATIENTS



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AMBITION 1.1:

Deliver the best and safest care for our patients

The children and young people we care for are at the centre of everything we do – whether inpatient or outpatient, local or just visiting, our patients come first. This means constantly striving to determine what ‘best’ and ‘safest’ are, and improving services every day to ensure they are resilient enough to consistently meet those standards.

We will develop and deliver innovative improvements to the care provided to the children and young people we serve, and will ensure that our staff skill mix adapts to meet changing demands. This will be supported by a comprehensive review of clinical pathways for our patients, to ensure our services support the delivery of best practice.

AMBITION 1.2:

Continuously improve patient experience

Healthcare isn't just about the care provided, it's also about what it feels like for our families to receive that care. Do our children and young people and their families feel valued, heard and empowered? We need to continue to learn from patient feedback to ensure that we know what works for our families and what doesn't, and we want the children and young people to know that they are respected and that their experiences are valid.

We will improve the ways that we gather feedback from our families, ensuring that it feeds in to co-production of services as we move towards the new hospital. This will support us to learn from patient feedback and will help us to implement a ‘no blame’ staff culture where mistakes are investigated and learning supports the onward training of our staff. We will work to achieve a reduction in complaints, we will aim to improve staff job satisfaction and ensure that new services are designed around the needs of children, young people, and their family.



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PRIORITY ONE CARING FOR OUR PATIENTS

AMBITION 1.3:

Reduce health inequalities, ensuring equitable access for all

The NHS was established on the principles of social justice and equity. Everyone deserves the same access to the same services, regardless of their circumstances or background. Health inequalities are driven by a range of factors, including where people live, as well as their income, race, religion, gender, and more.

We will ensure that our services meet the needs of all of the children and young people who access care, taking into account cultural, financial and other barriers to engagement. This includes making reasonable adjustments for all patients that need it, as well as providing easy access to services with affordable parking. It also includes working to make the culture of the James Paget one that is inclusive and kind towards patients, visitors and staff.

AMBITION 1.4:

Empower patient choice and personal responsibility for health

Families that want, and understand the care they're receiving and are able to continue that care for themselves are more likely to experience positive recovery and reduce the need for further services.

We will put patient choice at the heart of our co-designed services, including ensuring that both digital and face-to-face services are available. We will give our families the data and knowledge they need to manage their own conditions safely and virtually, with our expert input when required, and we will ensure we provide effective transition for young people as they move into adult services from age 14-19.





PRIORITY ONE CARING FOR OUR PATIENTS



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AMBITION 1.5:

Ensure we consistently deliver care in line with our values

We want our staff to work positively as a multi-professional team around the care needs of the child to ensure that wherever possible, we work to a “one child, one care plan” approach.

We will ensure that wherever practical, we address all of the child’s health needs at one appointment to alleviate the need to bring children back for multiple appointments. This will also support the child’s education as it will minimise the time they need to be away from school, and support families as we appreciate the challenges associated with attending hospital appointments.

AMBITION 1.6:

Support our patients to seamlessly transition into adult services

We will implement transition pathways to ensure that we support our young people with long term health conditions as they reach the point where they need to transfer into adult services. This may mean that they move from one clinician who manages all of their health needs at one appointment under the model we work to in Children’s Services, to needing to be reviewed by several teams in adult services which will necessitate more than one appointment if the young person has more than one health condition.

We will ensure that we provide the appropriate support as young people transition into adult services so they can make informed decisions about their healthcare.



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PRIORITY TWO

SUPPORTING OUR PEOPLE

1. Promote an inclusive, fair and safe workplace
2. Improve the experience of working in healthcare for our staff
3. Ensure compliance with all service benchmarking standards
4. Promote wellbeing opportunities to keep our staff healthy and well



PRIORITY TWO SUPPORTING OUR PEOPLE



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AMBITION 2.1:

Promote an inclusive, fair and safe workplace

We want our staff to be representative of the community we serve and for everyone to have a sense of belonging, working in a psychologically safe culture that is focused on learning.

We will ensure that equity, diversity and inclusion is a thread through all we do and will proudly operate as an anchor institution within our local community. We will embed a just and learning culture, where everyone feels safe to speak out. We will celebrate successes and embed learning when things do not go to plan.

AMBITION 2.2:

Improve the experience of working in healthcare for our staff

Whilst aligning to national and local system People Plans, the James Paget People Plan focuses on what is most important for our Trust. The People Plan acts as an enabler to the delivery of our Trust Strategy, Building a Healthier Future Together (2023 – 2028).

We will ensure that our staff feel valued, and will create a sense of belonging and pride in the team.



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PRIORITY TWO SUPPORTING OUR PEOPLE



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AMBITION 2.3:

Ensure compliance with all service benchmarking standards

As Children's Services are in essence, a whole hospital though for smaller patients, all of the clinical standards that apply to adult services also apply to Children's Services and are used to monitor the effectiveness of clinical care provided.

We will work positively with others including tertiary specialists to achieve shared aims, and will work effectively as a multi-professional team to support continuous improvement.

AMBITION 2.4:

Promote wellbeing opportunities to keep our staff healthy and well

Our staff have challenging jobs. Being as healthy and resilient as possible enables them to work at their best and to be positive role models for the children and young people they care for. We care for our staff and want them to feel supported in the workplace and able to make healthy choices that positively impact all aspects of their lives, with the ability to access more specialist support where needed.

We will keep staff wellbeing as a core consideration through annual wellbeing conversations at staff appraisals and will provide options to support a better work-life balance. Staff development and wellbeing will focus on improving health inequalities, and offering a range of support to staff as appropriate, including psychological support and treatment. Creating a physically healthy work environment will be a key element of new hospital design plans including ensuring we have a space designed to meet the needs of children and young people we care for and will ensure access to play in all our clinical areas.





PRIORITY THREE

COLLABORATING WITH OUR PARTNERS

1. Collaborate to achieve seamless patient pathways both at place and system level
2. Embrace our role as an anchor institution, working together for the best outcomes
3. Be an effective partner to achieve both our ambitions and our partner's ambitions

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PRIORITY THREE COLLABORATING WITH OUR PARTNERS

AMBITION 3.1:

Collaborate to achieve seamless patient pathways both at place and system level

In Norfolk we have three acute Trusts, and a broad range of local and specialist providers with our services also collaborating with tertiary experts around the care of the child. In order to ensure the care of our children and young people is safe and seamless, we will continue to collaborate with other healthcare providers, which mean that each provider is either working in the same way or in a complementary way around the needs of the patient.

We will continually review clinical pathways with our partners to ensure best practice for the children and young people we serve and for the health system as a whole. We are developing a shared acute Clinical Strategy for the three acute Trusts in Norfolk and Waveney, and are working towards integrated pathways across key services. The objective will be to establish consistent, aligned and complementary services across the three acute Trusts, including shared caseloads and shared risks. This will be supported by digital developments in how services are delivered, as well as the benefits of place-based care, working with local partners close to the patient's home around discharge and community support.



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PRIORITY THREE COLLABORATING WITH OUR PARTNERS

AMBITION 3.2:

Embrace our role as an anchor institution, working together for the best outcomes

As the biggest employer in Great Yarmouth, we have a responsibility to be part of and support local communities. This includes but goes beyond provision of place-based care. By investing in the health and wellbeing of children and young people now, we can help more people later as our children develop into healthier adults. We need to inspire young people, whether that's to work in healthcare, innovate on tech projects or seek out other exciting opportunities.

We will implement broad outreach programmes, with clinicians going into schools to share their knowledge and inspire young minds. We will work to maximise our preventative role through a whole pathway approach with local providers. We will seek out other opportunities to support and partner with local companies and organisations, such as developing a next zero carbon site or sourcing good locally.

AMBITION 3.3:

Be an effective partner to achieve both our ambition and our partner's ambitions

Through the development of Integrated Care Systems (ICS) it is clear that we will have much greater success in achieving shared outcomes through working together, so we need to seek new ways to think collaboratively with our system partners. Partnership working will also necessitate us working closely and effectively in the Great Yarmouth and Waveney area. Every organisation has its own goals and aspirations, with strategies like this one aimed at improving the services they provide. We are committed to working together to achieve them.

We will take a lead role in developing innovative solutions in Great Yarmouth and Waveney, utilising the Place Board to its full potential for the benefits of the population. In addition we will engage proactively with our service users, their families, relatives, and the public, in addition to all other partners and in our ICS to seek collaborative ways to improve care, as well as together with the other acute Trusts as part of the Norfolk and Waveney University Hospitals Group.



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PRIORITY FOUR

ENHANCING OUR PERFORMANCE

1. Improve the environment care is delivered in
2. Lead the way towards achieving Net Zero Carbon
3. Deliver efficiency to meet increasing demand within existing resources
4. Improve services through digital transformation, research and new models of care



PRIORITY FOUR ENHANCING OUR PERFORMANCE



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AMBITION 4.1:

Improve the environment care is delivered in

The children's team have a voice in the planning for the new hospital and will ensure that the space meets the requirements for all of the children and young people we serve.

We will optimise the space available to ensure that our clinical areas provide a welcoming environment for our service users and families. Our ward area was updated in 2025, and our staff continue to ensure that the clinical space provides a reassuring space at what is often the most worrying time for families. We will ensure that we develop our clinical spaces to provide opportunities for play to reduce the impact of the clinical environment on children and young people.

AMBITION 4.2:

Lead the way towards achieving Net Zero Carbon

Our new hospital will be expected to be as close to carbon neutral as possible. We have a Green Plan which looks at what we can do now to improve things, and what opportunities there will be in the future, to ensure that net zero initiatives are embedded into the Trust's models of delivery and capital development programme.

We will give our Sustainability Project Group the resources it needs to raise the profile of net zero carbon and Green Plan requirements across the Trust, and to deliver projects to further these goals. This will include moving away from fossil fuels, reducing reliance on plastics, less carbon intensive prescribing practices, travel plans, and development of biodiverse green spaces on site. We will also roll out a range of digital solutions that reduce travel requirements and reliance on paper.



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PRIORITY FOUR ENHANCING OUR PERFORMANCE



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AMBITION 4.3:

Deliver efficiency to meet increasing demand within existing resources

Our staff are increasingly aware of the need to ensure that we minimize waste and use our resources effectively. To support this, we continually review our clinical pathways to ensure that patients are seen and assessed as quickly as possible, and that we minimize the number of times children attend appointments. This will ensure that the management of the child's health condition is as least disruptive to their education as possible.

We will use technology wherever possible including in the management of health conditions such as Diabetes, and in the assessment and onward management of ADHD.

AMBITION 4.4:

Improve services through digital transformation, research and new models of care

How we provide care is constantly changing. Technology provides a broad range of opportunities, such as the rise in video appointments now available for outpatients and will provide access to a wider range of information for families. Digital transformation is the platform from which further research into new ways of working can be delivered.

We will develop a digital-first culture, which prioritises digital solutions that work together across the Trust and with our partners in the wider health system. This will enable high quality care provision, enhancing patient experience and improving the working lives of our staff. Digital developments will be supported by 'digital ambassadors' within each of our specialisms, who will be supported to help drive innovation.







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