



CONTENTS

INDEX	PAGE
Introduction by Chair	3
Our Vision, Purpose and Strategic Values	4
Strategic and National Policy Context	5
Strategy	6
Key Priorities	7
How will we know we are making a difference?	11
Working in Partnership	11
Open and transparent about our work	11



The Scottish Government welcomes the support of Children’s Health Scotland to deliver our ambition for Scotland to be the best place in the world to grow up. There are some exciting initiatives planned within the Strategy that will make a big difference to children and young people and I look forward to working together with those in the sector to make sure children and young people get the best quality healthcare in Scotland.

Maree Todd MSP
Minister for Children and Young People



INTRODUCTION BY CHAIR

On behalf of the Trustees of Children’s Health Scotland (CHS), I have pleasure in presenting this exciting new three year strategy for the charity. It is the ambition of the Scottish Government for all children and young people to have the best possible start in life, so that they grow up happy, healthy and safe with the opportunity to fulfil their potential. Our new CHS Strategy 2020-23 supports this ambition and will help shape our work over the next three years.

The Strategy embodies our hopes and aspirations for the future and describes the role we will play in supporting children’s health in Scotland: protecting healthcare rights; delivering services; and responding to new challenges and opportunities as they emerge.

To develop our strategy, we listened to many voices and to deliver it we will work with children, young people, families and key stakeholders, joining forces whenever possible to make change and improvements which benefit everyone.

The Strategy is supported by an annual Operational Plan that sets out our detailed work plan in support of our five key Priority Areas. It describes the activities we will undertake, the outputs we plan to deliver and importantly how we will assess and measure the impact of our work. The plan will be agile and responsive to the external environment and we will continually assess our work, its relevance to the sector and the need to develop new services as the demand and external environment dictate.

The Strategy, Operational Plan and activities undertaken by our charity are regularly reviewed by the Executive Committee, which meets every six to eight weeks. We are very fortunate to have a team of Trustees who bring many years of experience in various fields of the private and public sector. They are all committed to the successful development of the charity and building on its strengths. Working very closely with the Chief Executive, the Trustees ensure that the charity is moving forward in its strategic development and I feel very privileged to be part of this team.

The targets we have set are ambitious but realistic and will be delivered by experienced and competent staff and volunteers working together to help children and young people and their families get the healthcare and treatment they need.

The next three years promise to be both exciting and challenging but with a clear direction of travel, I know we will be successful.



To develop our strategy, we listened to many voices.



Richard Olver

Professor Richard Olver
Chair, Children’s Health Scotland



OUR VISION, PURPOSE AND STRATEGIC VALUES

The aim of Children’s Health Scotland (CHS) is to make sure children and young people get the best quality healthcare.

How we do this is informed by our **Vision**, which is ‘for every child and young person in Scotland to realise their right to the best quality healthcare’ and our **Purpose**, which is ‘to make sure children and young people get the healthcare and treatment they need’. We are the only charity in Scotland dedicated to informing, promoting and campaigning on the healthcare needs and rights of all children and young people.

VISIONARY

We act as ambassadors within our sector by continually driving awareness of children’s health rights in Scotland.

FEARLESS

We exist to make sure young people get treated well and are safe and will challenge when necessary to protect their healthcare rights.

FRIENDLY

We are friendly and approachable, engaging with children and young people and our key stakeholders, encouraging collaborative networks, and creating effective partnerships with key organisations.

INFORMED

We offer expertise and information on the healthcare rights of children, young people and families.

SKILLED

We work inclusively and aim to be skilled and professional in our approach to our work.














“Our vision is to make sure children and young people get the best quality healthcare.”



STRATEGIC AND NATIONAL POLICY CONTEXT

The Scottish Government’s ambition is for “Scotland to be the best place in the world to grow up and the best place in the world to bring up children” and our Strategy is designed to support this high-level aspiration. It focuses on how this can be achieved within current national policy and strategic developments such as:

-  The National Outcomes of the Scottish Government National Performance Framework, with a particular focus on children, communities, health and human rights.
-  The National Improvement Framework 2019 – with a focus on the key priority of improving young people’s health and wellbeing.
-  The UN Convention on the Rights of the Child (UNCRC) – with a focus on protecting children and young people’s rights. Rights are a list of promises to children and young people to keep them safe and healthy.
-  The rights of children and young people as enshrined in the European Association for Children in Hospital (EACH) Charter.
-  The Children and Young People (Scotland) Act 2014 with particular reference to National Guidance on Part 12: Services in relation to Children at Risk of Becoming Looked After.
-  The Health and Social Care Standards that set out what we should expect when using health, social care or social work services in Scotland. They seek to provide better outcomes for everyone.
-  The Scottish Government Policy on Maternal and child health that focuses on the development of a Child and Adolescent Health and Wellbeing Action Plan which will cover both physical and mental wellbeing.
-  The Scottish Government Policy on Getting it right for every child (GIRFEC) that supports children and young people so that they can grow up feeling loved, safe and respected and can realise their full potential.
-  The Scottish Government Policy on Human rights with particular reference to children’s rights: we want to recognise, respect and promote children’s rights. These include rights to be treated fairly, to be heard and to be as healthy as possible.
-  The outcomes of the Every child, every chance: tackling child poverty delivery plan 2018-2022 with a particular focus on the Healthier, Wealthier Children approach.
-  The outcomes of the Health and Social Care Delivery Plan.



“Our strategy is focused within current national policy and strategic developments.”



STRATEGY

Our Strategy, covering the period 2020-2023, builds upon the success of our 2016-19 Strategy and sets further ambitious targets which we will aspire to achieve over the coming three-year period.

CORE OBJECTIVES

We will fulfil our Vision and Purpose through our Core Objectives which include:

1. Working with the Scottish Government, NHS and voluntary sector to ensure that health services are planned for children and young people in child-focussed environments equipped with appropriate ratios of trained staff.
2. Informing children and young people, parents and carers of their rights and responsibilities, where to access information and support and what they should expect from health service providers - empowering them to participate in decisions about their treatment and care.
3. Raising awareness and representing children and young people's health needs and concerns within government, healthcare committees and other non-governmental organisations.
4. Promoting the use of evidence-based practice to provide high quality healthcare services at home and in hospital, while working to obtain equality of services and access across Scotland.
5. Surveying, at regular intervals, Parental Access and Family Facilities for sick children and young people and their families in hospitals across Scotland, with the aim of supporting and encouraging Health Boards to use the findings to improve the experience of children and young people and their families in hospital.
6. Working to provide a network of CHS staff across Scotland to ensure local implementation of policies for sick children and young people, providing a link to consult with parents and carers, and providing a source of healthcare information.
7. Influencing the teaching, learning and practice of all staff who care for children and young people by working with colleagues responsible for education of healthcare staff to ensure that they are effectively prepared to efficiently deliver high standards of practice.
8. Working with health professionals at all levels to ensure that the specific needs of young people prior to and during their transitions from paediatric and adolescent to adult services are addressed and that services to ensure a seamless process of transition are implemented across Scotland.



KEY PRIORITIES

To achieve our Core Objectives, we have identified five key Priority Areas:



1. Expertise and Information

We provide children, young people and families with appropriate information to enable them to have equitable access to best quality health services. We are experts in our sector, offering information on the needs and rights of children and young people in hospital and in the community.

Key actions for 2020-23:

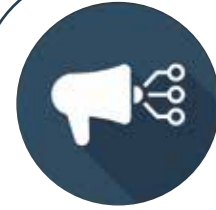
1. Raise the profile and awareness of the healthcare rights of children and young people in Scotland through all communication channels, expanding our social media presence.
2. Produce age appropriate information and specially designed resources to support knowledge about the needs and rights of children and young people in hospital and in the community.
3. Publicise and promote the Parental Access and Families Facilities Survey, reporting on its findings which impact on our campaign activities.
4. Provide information, training and support through local staff to all in their area.
5. Provide support to children, young people and families by telephone, email and when appropriate face to face.
6. Develop and launch the #myhealthmyrights campaign.
7. Develop and launch Scottish Children's Health Week and the identification of Children's Champions.
8. Develop and implement a new database for CHS in support of the Scottish Government Digital Health and Care Strategy.
9. Recruit volunteers to help raise awareness and fundraise for CHS.



“Through our expertise we provide children, young people and families with appropriate information to enable them to have equitable access to best quality health services.”



KEY PRIORITIES



2. Voice

We are the national voice for all sick children and young people, promoting the universal recognition of the healthcare needs of and rights of children and young people and their families.

“**We influence the development of policy at a national and local level.**”



Key actions for 2020-23:

1. Advocate for children and young people's healthcare rights in everything that we do.
2. Provide opportunities for children and young people to participate through planning, contributing to reviewing and evaluation across the range of our work.
3. Continue to be the voice of and raise awareness of the EACH Charter in Scotland.
4. Take forward Article 42 of the UNCRC with a focus on healthcare so that children and young people are aware that they *'have the right to know your healthcare rights'*.
5. Influence the development of policy at a national and local level.
6. Establish direct contact with opinion leaders and key stakeholders in order to strengthen our national voice.
7. Work with NHS Boards to enshrine the rights agenda in all areas of their work.
8. Engage with our staff and stakeholders to embed an improved approach to quality improvement and self-evaluation from which we can clearly evaluate the impact of our work.
9. Embody strong collaboration and effective communication by working in partnership across all services, with children, young people, families, parents, carers, communities, employers and key stakeholders to strengthen the healthcare rights of children and young people at all levels and improve outcomes for all.
10. Recruit CHS Ambassadors to help promote universal recognition of the healthcare needs and rights of children and young people.
11. Arrange conferences to explore current issues and showcase best practice.



KEY PRIORITIES



3. Improving Life Experiences

We work with parents, carers and professionals to ensure the best possible healthcare is received for children and young people to improve their life experiences.



“**CHS will campaign to ensure that mental health and wellbeing has the same importance as physical health for children and young people.**”

Key actions for 2020-23:

1. Develop and deliver our children and young people's services in Scotland. These include our:
 - a. Self-Management Service (Lothian)
 - b. National Hard to Reach Service
 - c. Children and Young People In and Leaving Care Service
 - d. Children's Health and Wellbeing Service (Greater Glasgow and Clyde; Tayside)
2. Work with parents and carers to develop an increase in confidence in supporting their child/young person:
 - a. at times of illness.
 - b. during transition through childhood, adolescence and into adulthood.
 - c. to cope with experiences of hospitalisation, medical or dental treatment.
3. Focus on the development of the Self-Management Service in Scotland to support children and young people with long-term conditions to cope better.
4. Campaign to ensure that mental health and wellbeing has the same importance as physical health for children and young people.
5. Undertake work to highlight a range of issues around age appropriate service provision.
6. Continue to gather, identify and analyse new and emerging needs to improve the healthcare experience of children and young people.
7. Secure funding to undertake pilot work across Scotland to develop and demonstrate the value and impact of new healthcare related service activity.



KEY PRIORITIES



4. Training and Resources

We provide a range of training and resources to ensure that children, young people and their families are empowered to identify the needs of children during illness and access appropriate services.

Key actions for 2020-2023:

1. Further develop Rights Information Packs for parents/carers including those from under-represented or harder to reach groups and professionals.
2. Deliver workshops and presentations to parents/carers and key stakeholders.
3. Expand the development of training, including online training for professionals.
4. Explore the provision of new training courses with accreditation.
5. Embed person and community-centred approaches into training, including increased involvement of people with lived experience, carers and volunteers and more exposure to community settings.

We will explore the provision of new training courses with accreditation.



5. Health-Related Play

We advocate for health-related play for all children, either in hospital or at home. More than just a chance to have fun, play is serious business when it comes to a child's health and health-related play can help children physically, mentally and emotionally.

Key actions for 2020-2023

1. Launch a *Prescription for Health Play* to advocate for health-related play for all children, either in hospital or at home.
2. Be the champion for children's health-related play.
3. Develop the Health Play Box resource which will be used to inform children about health, dentists, hospitals or treatments.
4. Promote the work of Health Play Specialists.

We are a champion for children's health-related play.



HOW WILL WE KNOW WE ARE MAKING A DIFFERENCE?



We're committed to measuring and understanding our impact, making the most of our resources and achieving outcomes that matter. We use Logic Models to show the link between activities and outcomes, and various methods of collating information to measure impact. This enables us to learn lessons for continual improvement. It also allows us to evidence the high quality, collective impact of our work to demonstrate how we make a difference. How good is our third sector organisation (HGIOTSO) is another self-evaluation resource that we use, created to support the third sector to evaluate performance and identify priorities for action.

WORKING IN PARTNERSHIP

At Children's Health Scotland we never forget that our work is only possible thanks to the generosity of supporters, volunteers, trusts and foundations. To achieve our ambition this support is still really necessary and we will continue to work in partnership to ensure every child and young person receives the healthcare and treatment they need.

OPEN AND TRANSPARENT ABOUT OUR WORK

We remain committed to being open and transparent about our work and how we raise and spend our money so that everyone can be confident that we act responsibly and invest our resources wisely in our efforts to make sure children and young people get the healthcare and treatment they need.

We use Logic Models to show the link between activities and outcomes.



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