

Children and young people's strategy





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Our core belief

Moorfields Eye Hospital's five year strategy '**Our vision of excellence 2017–2022**' brings together clinical care, research and education within a core belief that 'people's sight matters'.

Our children and young people's strategy builds on our core belief and recognises the unique needs of our young patients, and their families and carers. Every family, child and young person is unique and we want to put their needs at the centre of everything that we do with and for them.¹

"Good vision is essential during the first few years of life to ensure that children have the opportunity to achieve their full visual, educational and social potential".²

In the UK, **two** in every **1,000** children and young people up to the age of 25 have visual impairment.³

At Moorfields, young people under the age of 18 account for over **63,000** of our appointments every year, **11%** of all appointments across our network of sites.⁴ The majority of our young patients, and families and carers, travel from within London but many also travel from across or outside of the UK to access our specialist services.

Our children and young people's strategy recognises the unique clinical, social and emotional needs of young patients, their families and carers. Optimising visual development and eye health in children and young people is essential to ensure they realise their full potential.

Context

We have identified the most important considerations specific to the care of children and young people.

They are:

Children and young people differ physically, physiologically and emotionally to adults.

The needs of children and young people change during their development.

Children and young people are not seen and treated in isolation from their families and carers. We need to consider the needs of an individual child or young person alongside the needs of their family and carers.

Children and young people require tailored approaches to meet their specific needs.

Services for children and young people should be shaped by the latest research involving children and young people, to provide access to innovative eye care and treatment.

As they grow older, young people may require ongoing care from adult services; their experience of transitioning from children and young people's services is important.

Safeguarding and promoting the welfare of children and young people must be integral to the care provided.

Services for children and young people should be of a consistent high quality across our network.



Children and young people differ physically, physiologically and emotionally to adults.

Children and young people have a developing visual system and often have different eye conditions to those seen in adults. This means the care they require is also distinct, with bespoke environments and equipment.

We will work with stakeholders across the network to ensure the environment in which we care for children and young people is safe and appropriate, allowing children and young people to have the opportunity to play and express themselves as they grow up and their requirements and needs change.

Children and young people have individual and often complex needs. Taking these needs into consideration is important to ensure young patients receive appropriate emotional support alongside any medical care.

The needs of children and young people change during their development.

Children and young people are a broad group of patients with differing needs. A child is commonly recognised as someone under the age of 18 years within legal,⁵ safeguarding and child protection legislation.⁶ A young person with special education needs or disabilities may receive further support up to the age of 25 years.⁷

Children and young people of all ages should be appropriately involved in their own care. This will need to be tailored to the individuals, according to their level of maturity and understanding. Our approach to engaging with children, young people and their families should be creative and continuously adapt to their changing needs and preferences at different stages of their development. This will include how we share information to support their decision-making and how we involve them in improving our services.

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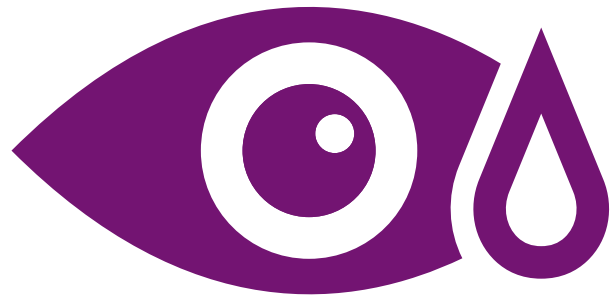
Families can be made up of many different people and relationships including parents, carers and legal guardians. It is important to recognise the importance of a child or young person's family context in shaping their development as well as their health and care needs.

Supporting a child or young person in the way that best suits them within their home and school environments will help the whole family to better prepare for their care, as well as manage and maintain health and wellbeing.

Children and young people require tailored approaches to meet their specific needs.

Communication with children and young people should be tailored to their age and be specific to their individual needs. Our patients, families and staff recognise the importance of communication and tell us that face-to-face communication is the most important for them.

Professionals working with children and young people must be experienced, hold appropriate qualifications and understand child development. Young people should be listened to and be able to express their views so that healthcare professionals can meet their individual requirements and provide a platform for improving our services.



Services for children and young people should be shaped by the latest research involving children and young people, to provide access to innovative eye care and treatments.

Including children and young people in developing innovative approaches to the prevention, diagnosis and safe treatment of eye disease is a priority. Some eye conditions only affect children; others are common in adults, but rare in children. High quality research tailored specifically to children is needed to achieve evidence-based approaches to future care.

Our services will be shaped by the latest research so that we are providing children and young people with an excellent experience and exceptional clinical outcomes.

Young people may continue to require care from adult services; their experience of transitioning from children and young people's services is important.

For a young person who has spent all of his or her life in children's services, moving to an adult service can be daunting. We will be sensitive to the impact that transitioning from one service to another might have on a young person. Any transition should be coordinated and planned so that a young person feels prepared, supported and empowered during the change.⁸

Supporting all young people who are transitioning to adult services is important, whether they are moving within our trust or transferring from other trusts. Wherever possible, young people transitioning within our trust will remain under the care of the same medical team.

Services for children and young people should be of a consistent high quality across the Moorfields network.

Moorfields provides services across a network of over 30 sites. Regardless of which site they attend, we want every child and young person to be provided with the same excellent care which is focused on their individual needs.

Safeguarding and promoting the welfare of children and young people must be integral to the care provided.

We will continue to embed safeguarding across our services, recognising the need to identify and support children and young people at risk of harm. We remain committed to working collaboratively with partner agencies to improve the social, educational and health outcomes for children and young people. Working together, we will be responsive to the changing safeguarding agenda.⁹



Our purpose

Working together to discover, develop and deliver the best eye care.

Our purpose describes the role we want to play in today's world in response to our core belief and our context. Moorfields' purpose, as defined in our five-year strategy 'Our vision of excellence 2017–22' is working together to discover, develop and deliver the best eye care. Our focus in this strategy is on children and young people.

Working together means we will collaborate with children, young people, their families and carers, as well as other organisations with relevant interest in either eye care or supporting children and young people.

DISCOVER

the best eye care means we will focus on setting the agenda, being at the forefront for others to follow.

DEVELOP

the best eye care means we will practically apply our discoveries to benefit children and young people, our staff and the services we provide.

DELIVER

the best eye care means we will consistently provide an excellent, globally recognised service.



Objectives and priorities

Our objectives and priorities describe what we need to become and what we need to do to realise our purpose. They are deliberately ambitious because we want to challenge ourselves, so that we deliver the best we can for children and young people.

To make the implementation of our strategy focused and measurable, our trust board and children's board will use these objectives to track progress over the next five years.

A children and young people's steering group including staff and patients will oversee the development of implementation plans for these objectives.

1

We will pioneer patient and family-centred care, with exceptional clinical outcomes and excellent patient experience.

We will ensure that the services we deliver are tailored to the needs of children, young people, their families and carers.

We will continuously work to better understand the needs of young patients, their families and carers, to ensure we deliver the best clinical outcomes and an excellent personal experience which is respectful and responsive to individual perspectives and needs.

Together we will:

- Continue to work in partnership with children, young people, their families and carers to understand their individual needs and to advocate on their behalf to improve the care that we provide.
- Establish a young people's forum to ensure the voice of children and young people is heard in Moorfields, helping patients and staff connect, sharing knowledge and learning from each other to create new ways to care.
- Define new experience measures and develop a standardised methodology for collecting the views and experience of children, young people and their families in ways that take account of their diverse abilities and enables them to help us shape our services.
- Collect and analyse clinical and patient-focused outcomes to ensure we provide the highest quality care.
- Address the safeguarding of children and young people's agenda in line with legislation and statutory guidance.





2

We will be at the leading edge of research, making new discoveries with our partners and patients and providing innovative services.

We will engage with and involve children, young people, their families and carers in the design of research, so that it is acceptable to everyone.

Our results will be more reliable and relevant when more families take part both in shaping and in carrying out research.

We will continue to develop the best infrastructure to support research studies, making us an attractive and viable place for researching with children and young people.

We will ask children and young people for their opinion and invite them to decide whether to take part in research, alongside consent given by their parents and carers in line with regulatory standards.¹⁰

Together we will:

- Support children and young people to direct our research priorities and become involved in our research studies.
- Share research driven knowledge and use this to deliver new forms of clinical care.

3

We will innovate by sharing our knowledge and developing tomorrow's experts.

We will collaborate with children, young people and their families to ensure we provide appropriate information to support their decision-making and involvement in their care.

We will work with our staff, other providers and professional bodies to develop extended roles that support the needs of our children and young people. We will help our children, young people, families, carers, staff and partners to connect in order to share their knowledge and learn from each other.

Together we will:

- Collaborate to provide accessible information to staff and families to enable self-management of young people's eye disease in the context of their wider health needs.
- Work with our staff and professional bodies to develop innovative staff roles in the children and young people's service.

4

We will collaborate to shape national policy with reference to vision screening and children and young people's eye care.

We will continue to work with others to influence national and international policy and to champion the voice of young people in eye health.

Together we will:

- Collaborate with key partners across all networks including research, clinical, charity and voluntary sectors to provide expert eye health advice.
- Share our research and innovation to influence policy and drive improvements in children and young people's eye care at a national level.
- Support the implementation of new national guidance for vision screening.

5

We will attract, retain and develop great people.

We will continue to support staff to have the skills and knowledge to deliver a high quality service that meets the needs of children and young people.

Together we will:

- Train and develop our own staff and external colleagues in eye care and the holistic care of children and young people.
- Ensure staff are local champions of quality and safety.

6

We will have an infrastructure and culture that supports quality and innovation.

We will ensure that there is consistent high quality care, processes, staffing and outcomes across all our sites delivering care to children and young people.

Together we will:

- Collect, review and respond to experience measures across our network of sites to ensure that we provide an equitable experience and service across all our sites.
- Establish a children and young person's steering group, creating and bringing together lead professionals with accountability across our organisation.
- Compare outcomes across all our sites and ensure they meet the highest standards.

7

We will have a sustainable financial model.

We will regularly report on and share the necessary information to better understand and manage the financial sustainability of our service. Where possible we will improve efficiency and reduce costs to better support and sustain the level of care we aspire to deliver.

Together we will:

- Regularly report on activity involving children and young people across the Moorfields network to better understand the needs of our patients.
- Work in new and innovative ways to meet the increasing demands on the service and provide high quality care to our patients.
- Innovate to bring income into our service.



8

We will ensure a smooth transition and excellent personal experience for young people moving from children and young people’s services to adult services.

We will work in partnership to strengthen and improve how we support a young person to move smoothly from children’s services to adult services.

Together we will:

- Embed a standardised philosophy on transition across the Moorfields network, centred on the needs of the individual.
- Develop better information about transition, designed in collaboration with young people.
- Explore new care models for older children and young people to prepare them gradually for transitioning to adult services.
- Work with our partner trusts to ensure better transition into Moorfields’ adult services.
- Work with adult services to share learning and best practice, including patient-centred care.

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