

Decision Maker: HEALTH AND WELLBEING BOARD

Date: 27th September 2018

Title: LOCAL CHILD AND ADOLESCENT MENTAL HEALTH SERVICE (CAMHS) TRANSFORMATION PLAN : 2018/19 REFRESH

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Ward: Borough-wide

1. Summary

- 1.1 There is a requirement for the Bromley Clinical Commissioning Group (BCCG) and its partners to complete a Local CAMHS Transformation Plan refresh for 2018/19 for submission for assurance purposes to NHS England. This refresh must be endorsed by Bromley's Health and Wellbeing Board prior to submission to NHS England.
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2. Reason for Report going to Health and Wellbeing Board

- 2.1 The allocation of additional resources for the delivery of the CAMHS Transformation Plan in 2018/2019 are dependent on the Health and Wellbeing Board's endorsement of this year's refreshed Plan; however as the submission date to NHS England for the Local CAMHS Transformation Plan 2018/19 is on 31st October 2018, the Executive Summary is submitted for review and comment. (appendix 1). The draft plan will be circulated before submission. The final plan will be approved through a Chair's action on the provision that the Transformation Plan 2018 has been considered in full by the Health and Wellbeing Board members.
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3. **SPECIFIC ACTION REQUIRED BY HEALTH AND WELLBEING BOARD AND ITS CONSTITUENT PARTNER ORGANISATIONS**

- 3.1 The Health and Wellbeing Board is requested to review and comment on the Executive Summary and later endorse the Transformation Plan which will be circulated before the NHSE submission date.

Health & Wellbeing Strategy

1. Related priority: Anxiety and Depression Children with Mental and Emotional Health Problems

Financial

1. Cost of proposal: Not Applicable:

2. Ongoing costs: Not Applicable:

3. Total savings: Not Applicable:

4. Budget host organisation: Bromley Clinical Commissioning Group

5. Source of funding: NHS England

6. Beneficiary/beneficiaries of any savings: Not Applicable

Supporting Public Health Outcome Indicator(s)

Yes

4. COMMENTARY

- 4.1 There is a requirement for the Bromley Clinical Commissioning Group (BCCG) and its partners to complete a Local CAMHS Transformation Plan refresh for 2018/19 for submission for assurance purposes to NHS England. This refresh must be endorsed by Bromley's Health and Wellbeing Board prior to submission to NHS England.
- 4.2 Health and Wellbeing Board members are asked to consider and comment upon the Plan Refresh in order to comply with this assurance process.
- 4.3 The CAMHS Transformation Plans refresh must be completed and submitted to NHS England by 31st October 2018. This refreshed Plan for Bromley proposes a continuation of the key transformation aims and vision as set out in the initial Local CAMHS Transformation Plan [2015] and confirmed in the subsequent Plan refresh [October 2017]. There are no major changes to the vision or the road map to transformation in the 2018 plan which continues to build on the focus on:
- a) Increasing capacity across the system to cope with increasing demand;
 - b) Improving accessibility to services;
 - c) Improving the quality of the service offer across early intervention and specialist community CAMHS; and,
 - d) A commitment to co-producing the future system and referral and care pathway design.
- 4.4 The initial Local CAMHS Transformation Plans [2015/2016] were jointly developed with the local authority and with delivery and sector partners. The subsequently published refreshed Local Transformation Plans [2017, 2018] set out the change and improvements that have been achieved to date in transforming local emotional wellbeing and mental health services. The 2018 refreshed Plans also incorporate further evidence of the impact that the allocations of Transformation Plan investments have had on the system to date, providing oversight on improved outcomes and learning.
- 4.5 This year refresh plan is a continuation from previous and new National strategies includes the following:
- a) Outcomes and achievements from last year's investment. Bromley has exceeded the National target of 30% for CYP access in mental health services.
 - b) Progression on co production and co design of the new CAMHS system, this includes risk and mitigation. Over the past 12 months, a robust framework has been developed from which to start reshaping the CAMHS system. The project is now moving beyond co-production to the co-design phase.
 - c) Improvements and work streams at STP (Sustainability & Transformation Partnership): there are a number of wider aligned regional (STP) and national schemes and drivers that have an impact on the local Plans. These are reflected in the most recent refresh and include commitments to improve crisis care and deliver care closer to home and to seek closer working across the STP footprint.
 - d) Bromley CCG is working with South East London (SEL) CCGs, Local Authorities and NHS England Specialised Commissioning as part of the SEL Transforming Care Partnership (TCP). The vision of the Partnership is for people with learning disabilities and or autism to achieve equality of life chances, live as independently as possible and to have the right support from mainstream health and care services.
 - e) A strong focus on schools, following the Government's response to this Green Paper in July 2018 NHS England are inviting a limited number of CCGs to form the first wave of

'trailblazer' areas. The trailblazers will be the first to implement and test the delivery model for the Mental Health Support Teams (MHSTs), and in some areas the 4-week waiting time for access. Additional support and resources are available to facilitate this and learning from the trailblazers will inform future roll-out of the proposals. Bromley has been pre-selected to submit EOI. Bromley has exceeded its access targets for children and young people's mental health across the STP (Sustainable Transforming Partnership) therefore, placing it in a prime position to submit the EOI.

Trailblazer Model includes:

- To incentivise and support all schools to identify and train a Designated Senior Lead for Mental Health with a new offer of training to help leads and staff to deliver whole school approaches to promoting better mental health;
- To fund new Mental Health Support Teams (MHSTs), supervised by NHS CYP mental health staff, to provide specific extra capacity for early intervention and ongoing help within a school and college setting; and as the new Support Teams are rolled out, NHS England will trial a four week waiting time for access to specialist NHS CYP mental health service.

4.6 Our local strategic ambitions continue from previous years:

- To co-design and co-produce children and young people's emotional wellbeing and mental health referral and care pathways to respond to need.
- To exceed the national target of 35% of those with mental health needs to be accessing, or having accessed, appropriate evidence based treatment and support at the right time and in the right place.
- To improve the quality of outcomes that children and young people can expect as a result of their contact with services
- To ensure that waiting times (referral to treatment) are kept within clinically appropriate time frames (four weeks)
- That communities are supported to keep well
- To collaborate with schools, the voluntary sector and health providers to prevent need
- That individual treatment gains and the step change in services are sustainable
- That fewer children present to services in crisis and fewer children and young people are admitted to inpatient units
- That more children have their needs met closer to home
- That services are co-designed and co-produced with children, young people, communities, faith groups and professionals
- To develop a workforce capable of delivering the new services

5. IMPACT ON VULNERABLE PEOPLE AND CHILDREN

5.1 Children and young peoples emotional wellbeing and mental health affects all vulnerable groups across health, socialcare and education system.

Non-Applicable Sections:	Financial and Legal Implications, Implications for other Governance Arrangements, Boards and Partnership Arrangements, including any Policy and Financial Changes required to Process the Item, Comment from the Director of Author Organisation.
Background Documents: (Access via Contact Officer)	N/A

EXECUTIVE SUMMARY

Introduction & Executive Summary

In presenting the refreshed CAMHS Transformation Plan 2018, NHS Bromley CCG would like to acknowledge all the contributions of ideas, innovation and hard work local, regional and national partners and colleagues have made to making change a reality for children and young people on the ground over the course of this last year. Partners have really “grasped the nettle” and responded positively to the challenges of delivering transformation.

The refreshed CAMHS Transformation Plan [2018] provides an update on the progress made against the priorities and ambitions set out in the first Local Transformation Plan [October 2015].

The CAMHS system both nationally and locally is under intense pressure with increasing number of children and young people accessing the system and complexity of need rising. It is only through collaborative working with all stakeholders that the challenge to deliver system change can be achieved. This requires collaboration, innovation and challenging attitudes, mindsets and behaviours to reform Bromley CAMHS provision, ensuring that views and voices of children and young people are at the centre of the reforms and that the care pathways are significantly improved.

ACHIEVEMENTS

Bromley's Achievements 2017-2018

- a) The national target for access to assessment and treatment for CYP mental health is 30%. Bromley has exceeded this target, achieving a figure of 30.8% . This is an exceptional outcome and places Bromley ahead of many other local areas. This has been achieved through embedding joint commissioning arrangements between CCG and the Local authority which has enabled resources to be deployed efficiently and effectively.
- b) At the start of the transformation process Bromley had a fragmented CAMHS system with strong focus on specialist services. Strategic leaders have built, and are continuing to build strong relationships to successfully deliver a joint CAMH's system, with single point of access and specialist CAMHs services working towards mitigating the current challenges and pressures.
- c) Bromley Co production and co design journey is now embedded in our transformation process. Approximately 2300 children, young people and parents have been involved in the insight phase of the project to test and prioritise outcomes and that mattered to them Over the past 12 months, a robust framework, Dynamic of well being, has been developed from which to start reshaping the CAMHS system. The project is now moving beyond co-production to the co-design phase which will inform commissioning optional appraisal.
- d) Transformation funding has continued to support key service developments, including:
 - School responder and consultation service providing a crisis response service, enabling school staff to manage and support specific issues for individual children & young people within schools in a timely way

- Mental health first aid Training: accredited training to ‘Train the Trainer’ facilitators across the system so that front line staff from all agencies who work with children and young people can be trained in the basic identification of emotional wellbeing.
- Increased capacity for Children’s wellbeing practitioners at the single point of access. (Children’s Wellbeing Practitioners) are an essential part of the government’s future investment in mental health and this plan is aligned with the national vision to (i) provide earlier intervention and (ii) to develop a sustainable workforce for the future)
- Embedding CYP IAPT (improving Access to psychological treatments) this is a quality initiative to deliver an evidence based intervention
- Eating disorders: establishing a telephone self- referral and GP referral consultation for eating disorders

e) Health and Justice –An extensive study was commissioned to review health needs and health provision for children and young people in the youth justice system. The outcomes produced nine recommendations to improve the service provision which will be prioritised in 2018 -2019.

STP Achievements 2017/18

In 2017, the three NHS mental health trusts in South London (Oxleas, SLAM, South West London and St George’s) formed the South London Partnership (SLP). In October 2017, the CAMHS New Care Model took over from NHSE the responsibility for commissioning and delivering in Tier 4 CAMHS services

The aim of the New Care Model is to provide young people with complex, severe and acute needs, with high quality specialist care and evidence based interventions within their communities which will help them to recover and in so doing, to minimise disruption to their lives by reducing the need for inpatient care. It is anticipated that by reducing admissions and length of stay, investments can be made in community services in order to improve young people’s access to specialist care and in so doing, improve their outcomes.

The SLP has established an Integrated Bed Management Hub which has delivered rapid improvements for young people admitted to CAMHS inpatient settings. For Bromley this means that more young people are now accessing inpatient beds in South London rather than being placed at some considerable distance from home. In 2016/17 (pre New Care Model) 43% of inpatient admissions of Bromley young people were out of area. This meant that they were likely to stay longer, their families found it harder to visit and education, family life and friendships were disrupted. During 2017/18 this reduced to 29% and in 2018/19 (YTD) there has been a further reduction to 10%.

Transforming Care

Bromley CCG is working with South East London (SEL) CCGs, Local Authorities and NHS England Specialised Commissioning as part of the SEL Transforming Care Partnership (TCP). The vision of the Partnership is for people with learning disabilities and/ or autism to achieve equality of life chances, live as independently as possible and to have the right support from mainstream health and care services.

RISK AND CHALLENGES FOR 2018 – 2019 and BEYOND

Transforming and implementing the new emotional wellbeing and mental health system (0-25)

The scale of transforming Bromley's CAMHS system is highly ambitious and subsequently will present some significant challenges. This will require detailed planning and whole scale commitment across the CYP landscape. This will entail:

- Transition from current to new system – parallel planning to ensure no child is lost.
- Realistic timescales for Mobilisation
- Move away from traditional tier based model
- Behaviours/ workforce / culture
- Outcomes based commissioning
- Procurement strategy options to be investigated.
- Involving young people on a equal platform
- Maximising using community provision – voluntary
- Increasing demand static resources
- Need to develop 0-25 system, disaggregating funding from adult's contracts
- Greater emphasis on early intervention/ prevention whilst managing the rise in crisis presentation at specialist service.

The 2018 JSNA has highlighted significant needs rising in Bromley population for example gangs, violence, knife crime, drug and alcohol. These multiple needs subsequently affect the rising in CYP mental health in Bromley. These issues have not been previously identified as areas where potential significant resources will be required to meet emerging needs, nor has consideration been given to fully equip the workforce in responding to these challenges. There is appetite for Bromley to use the STP a vehicle to gather evidence for an appropriate response to transform services.

There is an increase in numbers of CYP with mental health needs co morbid with other needs for example those with Autistic spectrum disorders with severer mental health needs.

The challenge remains in meeting national CYP access targets of 35%

There is focus in reducing A and E presentations and mitigating waiting times for specialist CAMHS provision. In 2017 -2018 there has been 297 children and young people presented to A&E in Bromley with a mental health crisis. 2018/19 data shows a projected annual increase of 35% and a projected 5 year increase of 212%. Around 50% of these young people are not known to Specialist CAMHS.

Mobilising Trailblazer MHST (Mental health support teams) and 4 week waiting pilot innovation if successful. The timescales for mobilising the scheme are expected to deliver simultaneously with the new emotional well- being and mental health system.

AMBITION FOR THE FUTURE

Implementation of the new co-produced and co designed emotional wellbeing and mental health system. Bromley will focus on schools for CYP mental health.

Bromley has been pre-selected for trailblazer funding bids. If successful the innovation would enhance the current offer, enhance resources, enable greater voluntary sector involvement and expertise in service delivery and build on the existing workforce expertise in schools. Bromley is ambitious to get it “right” and has made solid steps in the right direction over the course of the last two years. Emergent data confirms our expectations that transformation in community based approaches and referral and care pathways is possible and is starting to have a positive impact at critical points in the current pathways. But there is still much to do.

As such this refreshed Plan should be read with reference to the CAMHs Transformation Plan published in October 2017

<http://www.bromleyccg.nhs.uk/news/new-tranformation-plan-to-support-support-the-emotional-wellbeing-and-mental-health-of-children-and-young-people-in-bromley/17622>,

<https://www.england.nhs.uk/wp-content/uploads/2016/02/Mental-Health-Taskforce-FYFV-final.pdf>

<https://www.gov.uk/government/consultations/transforming-children-and-young-peoples-mental-health-provision-a-green-paper>