

1. Local Vision for Transformation of Children and Young People's Mental Health Services

The ambition for this 'refreshed' Child and Adolescent Mental Health Services (CAMHS) Transformation Plan is that by 2020 local children and young people will be able to:

- access services at the **Right** time,
- be seen in the **Right** place and
- access the **Right** offer in a welcoming environment.

This means that young people's mental health transformation work for 2017-19 needs to focus on delivering patient pathways across agency boundaries, increasing access so that more young people can be seen at school or at home; waiting times for assessment and treatment are reduced and staff capacity across agencies is expanded.

Emotional wellbeing and mental health **is** everybody's business. Front line practitioners in schools, local hospitals and communities see young people with mental health problems in their everyday work. The Westminster children's workforce therefore needs access to expert help, advice and training and this refreshed Transformation Plan sets out the structure for that support.

To improve services, CCG and local authority commissioners and stakeholders need access to good data on incidence, performance and outcomes. Local health providers will be supported to improve the reporting for young people's mental health outcomes so that local and national data is accurate, transparent and timely.

Developments beyond 2020 have to be sustainable hence the plan prioritising an integrated and multi-agency approach to delivering child mental health care with schools, children centres and Early Help Services. Suggested improvements include; comprehensive reminder system, more appointments between the hours of 4-6pm, and later to investigate offering flexible appointments in the evenings or on Saturday mornings; increased use of digital tools such as on-line counselling, and continuing to embed co-production activities with young people (e.g. service reviews, staff recruitment and training).

Work is also underway to embed the Children and Families Act (2014) SEND reforms. For CAMHS this means ensuring that children and young people's mental health needs are appropriately reflected in their SEN support and Education, Health and Care Plans with systems in place to monitor outcomes and good links with school based support e.g. school nurses and SENCOS.

2. Objectives and Expected Outcomes

West London CCG covers the Royal Borough of Kensington and Chelsea and also young people registered with GPs in the Queens Park & Paddington area in Westminster. This is acknowledged by an adjustment to budgets and Westminster young people will therefore benefit from approximately 22.8% of the Transformation funding allocated to West London CCG in addition to



the funding allocated to Central London CCG.

The CL CCG young people’s mental health Transformation Plan for 2017-18 has **five objectives**:

1. To reduce **Waiting Lists** for young people’s mental health services.
2. To deliver a NICE¹ compliant **Community Eating Disorders Team**
3. To **Redesign Young People’s Mental Health Services** – increasing preventative and early intervention work, enhance access; and to implement the *Thrive Model*²
4. To focus and enhance support for young people who are particularly **Vulnerable**
5. To improve pathways and access to young people’s **24/7 Mental Health Crisis Care**

Several methods are used to assess how successful these initiatives have been. All providers are commissioned to work to a service specification agreed with CCG contact leads. The CNWL service specification has been updated for 2017-19 and key performance indicators (KPIs) track progress and compliance against targets and outcomes.

Goal Based Outcomes are used for the majority of young people accessing CNWL mental health services in Central London CCG. At the first appointment the young person and parent decide how to measure the success of the planned intervention for example: reducing symptoms, returning to school, or improving family relationships etc. These goals are then rated regularly via questionnaires to ensure the work is on track to achieve the intended impact. At the end of treatment the scores of the pre and post questionnaires are combined and reported to illustrate progress achieved. Aggregated data can then be used to inform future commissioning and service development decisions.

To improve communication and stakeholder co-ordination in the last year borough based CAMHS Partnership Groups have been re-introduced. These multi-agency forums include Young Mental Health Champions, local health providers, social care staff, the voluntary sector and parent representatives. This refreshed Transformation plan has been presented to the Westminster CAMHS Partnership Group.

With both local authorities and the NHS continuing to face challenging financial circumstances it is vital that local agencies collaborate and combine to deliver services for vulnerable young people and their families. The details that follow endeavor to set out how the Central London CCG and Westminster CAMHS Transformation Plan for 2018-19 seeks to take forward that ambition.

3. Previous Transformation Funding Allocation

CCG	Eating Disorders 15/16	Transformation Plan 15/16	Eating Disorders 16/17	Transformation Plan 16/17	Waiting List additional funds 2016-17	Totals
Central London	£91,557	£320,732	£101,000	£483,000	£84,000	£1,080,289

¹ National Institute for Health and Care Excellence

² Wolpert, M., Harris, R., Hodges, S., Fuggle, P., James, R., Wiener, A., Fonagy, P. (2015). THRIVE Elaborated. London: CAMHS Press <http://www.annafreud.org/media/3214/thrive-elaborated-2nd-edition29042016.pdf>

Hammersmith and Fulham	£100,744	£352,918	£106,000	£488,280	£44,500	£1,092,442
West London	£116,621	£408,534	£123,000	£588,129	£102,000	£1,338,284
Totals	£308,922	£1,082,184	£330,000	£1,559,409	£230,500	£3,511,015

4. Transformation Funding Allocation (anticipated) 17/18

CCG	Eating Disorders 17/18	Transformation Plan 17/18
Central London	£101,000	£446,085
Hammersmith and Fulham	£106,000	£421,528
West London	£123,000	£486,130
Total	£330,000	£1,353,743

5. Our local offer

Westminster young people requiring mental health services are supported by the main provider in the Borough, Central and North West London Mental Health Trust (CNWL).

There are a number of CAMHS services in the borough/CCG:

- SPECIALIST CAMHS:** Based at 7a Woodfield Road, W9 2NW, for moderate-severe mental health problems. The CNWL team of approximately 30 staff includes psychiatrists, nurses, family therapists, psychotherapists, and psychologists. The team actively supports between 500-600 local young people but see many more in the course of a year.
- PRIMARY MENTAL HEALTH WORKER TEAM:** is a jointly funded local authority and CCG early intervention service with approximately 7 staff working in schools and offering home visits.
- EATING DISORDER CAMHS:** Based at Chelsea and Westminster Hospital³
- CRISIS AND OUT OF HOURS CAMHS:** Based at St Mary's and Chelsea and Westminster Hospitals⁴

The Local Authority also fund a Looked After Children CAMHS team, co-located with the social workers; psychiatry input for the Youth Offending Service; and a full-time Specialist Nurse who works with young people with learning disabilities and mental health problems.

The Local Authority also contributes funding to young people's mental health support in the borough, by directly employing Clinical Psychologists and Systemic Family Psychotherapists. These clinical staff support social workers working with looked after children and staff assisting

³ St Vincent's Square, 1 Nightingale Place, Kensington & Chelsea, London, SW10 9NG. 020 3315 2711

⁴ camhsnurses.cnwl@nhs.net 07834 147047



vulnerable families. Local Authority Early Help teams also provide emotional wellbeing support to children and young people in the borough, offering one-to-one emotional support and parenting interventions.

6. Total Local Investment

	West London Clinical Commissioning Group with CNWL	RBKC Local Authority	CAMHS Transformation including Eating Disorders and waiting list initiatives	Totals
15/16	£3,490,377	£356,385	£525,155	£4,371,917
16/17	£3,490,377	£426,824	£813,129	£4,730,330
17/18	£3,490,377	£415,881	£609,130 ⁵	£4,515,388
Totals	£10,471,131	£1,199,090	£1,947,414	£13,617,635

⁵ No detail from NHS E regarding additional waiting list money or uplift for 2017-18.



1. Children and young people’s mental health transformation plan

The table below outlines the local transformation Plans specific to CL CCG.

Priority	Current Position of Central London CCG & Westminster City Council:	2017-18 Investment and Implementation Plans
Waiting Times	<p>CNWL received additional CAMHS Transformation funds in 2016-17 to reduce waiting times for treatment for young people in their specialist CAMHS team.</p> <p>Waiting times for treatment have been reduced to meet the national standard of eighteen weeks. In many cases families are seen significantly sooner usually between 8-11 weeks for second appointments.</p> <p>The additional NHS England waiting time funds received in 2016 and 2017 are being used by CNWL in their Child Development Psychology Team to reduce waits for autism assessments.</p>	<p>There is more work to do and CNWL will receive further funds to continue these efforts in 2017-18, particularly for those young people with learning disabilities, autism and coexisting mental health difficulties. The new Behavioural Analyst post and the Transitions worker for this cohort should also reduce waiting times for assessment and follow-up appointments.</p> <p>Please see ‘Vulnerable Groups’ section (page 7-8) for more details and funding commitment.</p>
Community Eating Disorder Service	<p>A Community Eating Disorder Service for Young People has been established by CNWL and supports local young people as well as those in neighbouring authorities across North West London.</p> <p>The service for Westminster young people can be accessed at Chelsea and Westminster hospital. Young people can self refer and will be seen within 24 hours in an emergency or within one week where urgent.</p>	<p>2017-18 Investment: £101,000</p>

<p style="color: blue; font-weight: bold;">Redesigning the System</p>	<p>2017-2020 CAMHS Re-design:</p> <p>The aim is to move away from tiered services to services that are based on meeting the needs of the child/young person, wherever they present. Broadly, the new model is working towards compliance with the Thrive Model which has been recommended to by the Anna Freud Centre in the Central London CCG Final Needs Analysis Report⁶.</p> <p>This plan is well underway and includes:</p> <ul style="list-style-type: none"> • Evidence based treatments delivered by all CAMHS services in additional locations such as schools and children’s centres. • Preventative and Early Intervention: the CAMHS offer is strengthened by the involvement of Early Help, Educational Psychology and the voluntary sector. A specialist CAMHS Attachment Project for Under-Fives is also operating in two local children’s centres breaking new ground. • The Primary Mental Health CAMHS Team now has a named clinical link for each of the Early Help teams in the Borough. • School based Mental Health Leads being trained by ‘Healthy Schools’ to develop a whole school approach to emotional wellbeing and resilience. This includes action planning for bronze, silver and gold awards, and in-depth support. 	<p>Further work in 2017-20 will include:</p> <ul style="list-style-type: none"> • Implementation of a multi-agency risk management approach with CNWL, to work with high risk, hard to engage young people. • A Tapered Transition Model will be further developed for young people 14 -20 years. • There are plans to start a pilot with the voluntary sector for young people who have a learning disability or autism, and mental health problems. • Joint work with GP hubs has begun but needs to be more robust in delivery. A 12 month pilot to offer CAMHS consultation and input to multi-agency GP hubs in 2018-19 is planned with work this year to design the pilot. • Investigation in to CNWL offering additional appointments between 4-6pm, and implementing a comprehensive reminder system for 2018-19; and for later years leading to local Saturday morning or evening clinics. • New Service Specification for the Primary Mental Health Worker Team which is jointly funded by the CCG and Local Authority has been drafted and out to consultation with the Trust. Plans include developing named CAMHS links for all secondary schools.
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⁶ North West London CCG’s Children and Young People’s mental health and well-being system review, Final Report, Westminster, Anna Freud National Centre for Children and Families, October 2016

	<ul style="list-style-type: none"> • Nurseries and Children’s Centres offered training, action planning, and signposting on mental health and emotional wellbeing, from ‘Healthy Early Years’. • School baseline data on mental health and emotional wellbeing collected by ‘Healthy Schools’ via a pupil survey. 2300 questionnaires returned since September 2016 across Westminster, Kensington and Chelsea and Hammersmith and Fulham. • The Westminster CAMHS Partnership Group re-launched early in 2017. Its aim is to spread responsibility and knowledge of young people’s mental health across agencies, and to give helpful challenge to our CAMHS providers. • Digital solutions, planning App review and development by young people began in the summer of 2017. • Young people from secondary schools are able to access on-line Counselling, and text messaging with Kooth via their phones from 11am until 10pm. This is a pilot that began in September 2017. 	<ul style="list-style-type: none"> • Further integration for the Primary Mental Health Team with Early Help, to include joint assessments, co-location, informal and formal consultation and training in the new Local Authority Family Hubs. • Westminster schools to be invited to cross borough Schools Mental Health Conference to be held locally on 7 March 2018. • Westminster Nurseries and Children’s Centres to be invited to cross borough Early Years Mental Health Conference to be held locally on 21 March 2018. • More robust engagement by CNWL and commissioners will be made with local Community Champions to engage with parents from hard to reach groups and tackle mental health stigma. <p>2017-18 Investment: £90,000</p>
<p>Vulnerable Groups</p>	<p>In CL CCG the priorities in 2017-19 for vulnerable groups are those with learning disabilities and neurodevelopmental disorders, young offenders, looked after children and care leavers, and those involved with gang related risk activities.</p> <p>Funding for the Specialist CAMHS worker for the Integrated Gangs Unit continues in 2017-18, ensuring that this group of vulnerable young people can access mental health</p>	<p>Further work planned for 2017-20 will include:</p> <ul style="list-style-type: none"> • Agreed multi-agency care pathways - a multi-agency mapping exercise has taken place, and work is now underway with additional CCG resource to lead on negotiating and publishing multi-agency care pathways for Learning Disabilities, autism and ADHD.

	<p>support in a non-stigmatising way.</p> <p>Work is underway in the CCG to align the CAMHS NICE guidance and the adult learning disability programme across North West London, with the assistance of Healthy London Partnership to ensure consistency of care, and smooth transitions. The mapping of local learning disability and autism services has been completed.</p> <p>CL CCG has invested in additional capacity for LD and autism pathways by adopting a 'Positive Behavioural Support' approach. A part time 'Behavioural Analyst' is new in post, and is working with schools, paediatrics and social care colleagues, to identify and offer families specialist support in this area, given the success of this post, funds have been made available in 2017-18 for CNWL to recruit a full time worker.</p> <p>CNWL have received additional funds to reduce waiting times for assessment and treatment of young people with learning disabilities and autism. This has been successful in reducing the waits to national waiting times of 18 weeks. There is more work to do and CNWL will receive further funds to continue this work.</p> <p>Earlier in the year a needs assessment was completed which looked at the local health needs of young offenders across Hammersmith & Fulham, Kensington and Chelsea and Westminster.</p> <p>The Youth Offending Service (YOS) in Westminster has a CAMHS post embedded within the team in place now for several years. This post is funded by the block contract the CCG has with CNWL.</p>	<ul style="list-style-type: none"> • Transition. Transitioning to adult services is particularly challenging for this group of young people who often do not meet the criteria for adult services. Plans are in place to pilot a Transitions Worker to help families navigate the multi-agency systems and services, and to offer individual support to those aged 14-20 years. • Support to Special Schools - mapping of the CAMHS support received by the special schools in the CCG area will be undertaken in 2017-18. Consultation with these schools and CAMHS will be undertaken to ensure the staff in these schools have the right advice, and support to ensure pupils receive appropriate mental health and behavioural interventions. • Additional non-recurrent targeted funding from NHS England has been badged against up-skilling YOS staff to identify speech and language needs and simple intervention strategies for young offenders. • New funding from NHS England (£47,710) for Central London CCG is being used to establish a Liaison and Diversion Scheme for Westminster YOS. • Redesign of the Looked After CAMHS team, funded by the Local Authority, is underway, to increase the age seen to 20th birthday, and include care leavers in its cohort.
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	<p>This year, the CCG commissioned a multi-agency co-production review of the CAMHS delivery in YOS. Rethink Mental Illness and their team of Young Champions (Experts by Experience) have recently completed this co-productive review of the services together with the key stakeholders.</p>	<p>2017-18 investment: £185,000</p>
<p>Crisis and Urgent Care</p>	<p>This is delivered across all 8 North West London CCG's and outlined in the overarching transformation plan (page 44).</p> <p>The Westminster Out of Hours Crisis Service has been in place since January 2016 enabling access to specialist CAMHS support. This is now being extended to 24/7.</p>	<p>2017-18 investment: £66,000</p>

2. Emerging National and local Initiatives

The table below outlines our progress against emerging National and Local Initiatives.

Emerging National and local Initiatives	Current Position of Central London CCG & Westminster City Council:	2017-18 Investment and Implementation Plans
<p>Out of Area Placement</p>	<p>Central London CCG currently has four young people in specialist placements outside of the borough who receive CAMHS provision. This includes one young person who has a diagnosis of Autistic Spectrum Disorder (ASD).</p> <p>These are collaborative arrangements with Education and Children's Social Care, and care is taken to ensure that</p>	<p>The CCG invests £77,000 per annum supporting these four young people who receive CAMHS provision as part of their out of area placement. A further £6,500 supports a young person placed out of area with ASD.</p> <p>All placements are regularly reviewed.</p>

	placements are as close as possible to family members and sources of future support.	
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3. Key Enablers

The table below outlines how key enablers will support transformation specific to CL CCG.

Enabler	Current Position	2017-18 Investment and Implementation Plans
<p>Co-production</p>	<p>Over the past two years, the CCG has funded Rethink to recruit, train and support young people to become ‘Young Mental Health Champions’ (experts by experience) to review CAMHS services’; develop CAMHS co-produced service specifications; and to plan and deliver a training programme, ‘<i>Collective Voices</i>’ jointly with CNWL to local schools.</p> <p>2015-16 was spent planning this work, and 2016-17 began delivery of the training, reviews of CNWL new services by users. Rethink also organised the first cross borough Young People’s Mental Health Conference which took place locally, and which had highly positive feedback from young people who attended.</p>	<p>For 2017-20, the CCG plans to build on this successful co-production work, increasing the numbers of Young Champions to deliver further service reviews of CAMHS; hosting the annual Young People’s Mental Health conference (2nd Dec 2017); and undertaking a digital project to look at mental health Apps available on the market.</p> <p>2017-18 investment: £30,000</p>
<p>Workforce Development</p>	<p>The CAMHS training programme was published online in April 2016, for local professionals across the boroughs of Westminster, Kensington and Chelsea, and Hammersmith and Fulham, for a range of child mental health training events.</p>	<p>For 2017-20, there are plans to widen the local CAMHS programme to include training parents to deliver training to other parents.</p> <p>A key training objective identified by staff at our local</p>

	<p>A bespoke training offer is available to all staff in schools in Westminster for inset days and twilight sessions, as well as mentoring training for older pupils in school to support younger peers.</p> <p>There are a variety of providers in the voluntary, independent and statutory sectors working together and individually to deliver these programmes which are in the main sustainable through 'train the trainer' initiatives and options to 'top up' learning.</p> <p>GP's have received on-line training from the MinDed⁷ site; and some GP's and Paediatricians in the borough have received jointly delivered child mental health training from CNWL and the Charlie Waller organisation.⁸</p> <p>A new CYP IAPT⁹ programme to train up lower grade CAMHS staff has been launched. Westminster Specialist CAMHS is part of this new initiative and have four new posts which will be co-located with schools and Early Help teams. This pilot project will need funding from commissioners for future years.</p> <p>The existing CYP IAPT programme to train up existing CAMHS staff with NICE guidance evidence based treatment programmes is well supported in Westminster CAMHS who are part of the London collaborative and who have been involved in many events run by the collaborative. The CAMHS commissioner has also attended some of these training events and conferences over the past two years.</p>	<p>hospitals is multi-agency learning on 'Fabricated or Induced Illness'. There are key mental health components within this work. Commissioners will work with staff across agencies to assist with collaborative training work during 2017-19.</p> <p>2017-18 investment: £75,000</p>
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⁷ www.minded.org.uk

⁸ cwi@reading.ac.uk

⁹ Children and Young People's Increasing Access to Psychological Therapies NHS England supported training programme for CAMHS clinicians.

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