



ANNEX H: West London Clinical Commissioning Group (CCG)

Local information and implementation plans for the Royal Borough of Kensington and Chelsea and West London CCG including Queens Park and Paddington

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 Kensington and Chelsea schools, local hospitals and communities see young people with mental health problems in their everyday work. The Kensington and Chelsea 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. The published information on the borough's 'Local Offer' web page sign posts residents and professionals to local CAMHS support.

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; a comprehensive appointment reminder system, more appointments between the hours of 4-6pm, and later to develop 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's 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.

This year has been challenging for Kensington and Chelsea residents with the Grenfell Tower Fire generating a need for additional mental health support across the community. As well as direct services for individuals and families, support has been offered to pupils and staff in local schools. NHS England has commissioned additional NHS mental health services from the borough's main provider, Central and North West London NHS Foundation Trust (CNWL). Responding to

requests for mental health support in schools, youth clubs and the community has been co-ordinated by the

council, working closely with West London CCG. The Kensington and Chelsea CAMHS Transformation Plan has been flexed to assist in funding these additional mental health services for example engaging MIND and the Octavia Foundation. The support required within the community and the impact this will have on wider provision is still emerging and is likely to have a significant impact on current delivery approaches and priorities. Please see the attached Information Sheet¹ which provides an overview of activity currently underway and ambitions for a wider Health and Wellbeing strategy for the area.

2. Objectives and Expected Outcomes

West London CCG's area includes the Royal Borough of Kensington and Chelsea and young people registered with GPs in the Queens Park & Paddington districts of Westminster. This is acknowledged by a 22.8% adjustment to budgets so that Queens Park and Paddington young people are supported by the West London CCG Transformation funds.

The Kensington and Chelsea and West London CCG young people's mental health Transformation Plan 2017-18 and also 2018-19 has **five objectives**:

1. To reduce **Waiting Lists** for young people's mental health services.
2. To deliver a NICE² compliant **Community Eating Disorders Service**
3. To **Redesign Young People's Mental Health Services**: increasing preventative and early intervention work, enhance access and to implement the *Thrive Model*³ of care
4. To enhance support for **Vulnerable Young People**
5. To improve access and pathways for young people to **Mental Health Crisis Care (24/7)**

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 Kensington and Chelsea (and Queen Park & Paddington). 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 from the pre and post questionnaires are combined and reported to assess progress made. 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

¹ Grenfell Tower Fire Mental Health Support, RBKC, 2017

² National Institute for Health and Care Excellence

³ 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>

representatives. This refreshed Transformation plan has been presented to the Kensington and Chelsea 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 set out how the West London CCG and Kensington & Chelsea CAMHS Transformation Plan for 2018-19 will 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
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

Kensington and Chelsea 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 the *Parkside Clinic*⁴ and offering support to young people with moderate-severe mental health problems. The CNWL team of approximately 25 staff includes psychiatrists, nurses, family therapists, psychotherapists, and psychologists. The team actively supports between 600 - 700 local young people but see many more in the course of a year.

⁴ "Parkside", 63-65 Lancaster Road, London W11 1QG. Telephone number: 020 8383 6123.



2. BEHAVIOUR AND FAMILY SUPPORT TEAM: based at Kensington Town Hall, this jointly funded service supports young people with learning disabilities, autism and behavioural problems at school and at home. The work of this team joins is a key component of the published *Local Offer* for disabled children⁵ and links to other SEND services

3. EATING DISORDER CAMHS: based at Chelsea and Westminster Hospital⁶

4. CRISIS AND OUT OF HOURS CAMHS: based at St Mary's Hospital⁷

The Royal Borough of Kensington and Chelsea contributes to young people's mental health support in the borough, by funding clinicians working in special schools and employing Clinical Psychologists and Systemic Family Psychotherapists, embedded in the social care. These clinical staff support social workers working with looked after children and staff assisting 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
2015/16	£3,490,377	£356,385	£525,155	£4,371,917
2016/17	£3,490,377	£426,824	£813,129	£4,730,330
2017/18	£3,490,377	£415,881	£609,130 ⁸	£4,515,388
Totals	£10,471,131	£1,199,090	£1,947,414	£13,617,635

⁵ <https://www.rbkc.gov.uk/kb5/rbkc/fis/localoffer.page?localofferchannel=0>

⁶ St Vincent's Square, 1 Nightingale Place, Kensington & Chelsea, London, SW10 9NG. 020 3315 2711

⁷ Camhsnurses.cnwl@nhs.uk 07834 147047

⁸ No detail from NHS E regarding additional waiting list money or uplift for 2017-18.

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

The table below outlines the local Transformation Plans specific to Kensington and Chelsea and WL CCG (including Queens Park and Paddington).

Priority	Current Position of West London (& QPP) CCG & Royal Borough of Kensington and Chelsea:	West London 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>Further work needs to be undertaken to reduce waits and CNWL will receive additional funds to continue reducing waiting times in 2017-18, particularly for young people with learning disabilities, autism and coexisting mental health difficulties. Furthermore, a new Behavioural Analyst post and a Transitions worker for young people with LD and ASD should contribute to reducing waiting times for assessment and follow-up support.</p> <p>Please see ‘Vulnerable Groups’ section (page 8-9) 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 local service is accessed at Chelsea & Westminster Hospital. Young people can self refer and will be seen within 24 hours for an emergency or within one week if urgent.</p>	<p>2017-18 Investment: £123,000</p>

<p>Redesigning the System</p>	<p>2017-2020 CAMHS Re-design:</p> <p>The aim is to move from a traditional tiered service, to support being based on meeting the needs of the child/young person wherever they present. Broadly, the new approach is working towards compliance with the Thrive Model as recommended by the Anna Freud Centre in the West London CCG Final Needs Analysis Report⁹.</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. • School based Mental Health Leads are 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. • Nurseries and Children’s Centre’s are offered training, action planning, and signposting on mental health and emotional wellbeing, from ‘Healthy Early Years’. 	<p>Further work in 2017-20 will include:</p> <ul style="list-style-type: none"> • Implementing a multi-agency risk management approach with CNWL, to work with high risk, hard to engage young people. • A Tapered Transition Model is being developed for young people 14-20 years for future years. There are developing plans to start a pilot with the voluntary sector for those 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 its 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 into 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. • Kensington and Chelsea schools to be invited to a cross borough Schools Mental Health Conference to be held locally on 7 March 2018. • Kensington and Chelsea nurseries and Children’s Centres to be invited to a cross
--------------------------------------	---	---

⁹ North West London CCG’s Children and Young People’s mental health and well-being system review, Final Report, Kensington and Chelsea, Anna Freud National Centre for Children and Families, October 2016

	<ul style="list-style-type: none"> • School baseline data on mental health and emotional wellbeing collected by 'Healthy Schools' via a pupil survey. 2,300 questionnaires were returned since September 2016, across Westminster, Kensington and Chelsea and Hammersmith and Fulham. • A Tapered Transition Model is being developed. In West London CCG, young people 16+ now have a choice of accessing services from either young people or adult mental health services. • The Kensington and Chelsea CAMHS Partnership Group re-launched in early 2017. Its aim is to spread responsibility and knowledge of young people's mental health across agencies, and to give helpful challenge to 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. • Named CAMHS Link – excellent progress has been made and every Kensington & Chelsea school now has a named clinician. 	<p>borough Early Years Mental Health Conference to be held locally on 21 March 2018.</p> <ul style="list-style-type: none"> • 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: £91,630</p>
--	--	---

**Vulnerable
Groups**

The priorities for 2017-19 are young people with learning disabilities and neurodevelopmental disorders, young offenders and those affected by the Grenfell Tower Fire.

The **Grenfell Tower Fire** has led to requests for additional mental health support in the local community. For young people's mental health, this has included pupils and staff in local schools. The CCG has worked closely with the council to ensure that the CAMHS Transformation Plan has been flexed at a cost of **£40,000** to assist in funding these additional mental health services for schools and youth clubs delivered by voluntary sector CAMHS providers, such as MIND and The Octavia Foundation.

Work is underway to align the CAMHS NICE guidance and the adult **learning disability** programme across North West London, assisted by Healthy London Partnership, to ensure consistency of care, and smooth transitions. Mapping of local learning disability and **autism** services has been completed.

WL CCG has invested in additional capacity for Learning Disability and Autism pathways by adopting a 'Positive Behavioural Support' approach. A full-time '**Behavioural Analyst**' is new in post for 2017, and is working with schools, paediatrics and social care colleagues, to identify and offer families specialist support.

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.

The **Youth Offending Service (YOS)** in RBKC has a CAMHS post embedded within the team and the post is

Further work planned for 2017-20 will include:

- **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.
- **Transition.** Transitioning to adult services is particularly challenging for young people with learning disabilities or/and autism and mental health problems. These young people 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.

	<p>funded by the block CCG contract with CNWL. Because of complex employment issues, this post has been vacant for several months. The objective this year has been to resolve these recruitment issues and secure a substantive post-holder to offer youth offenders CAMHS support aligned with the YOS.</p> <p>Kensington & Chelsea YOS also have an existing Liaison and Diversion scheme in place.</p> <p>This year, under the CAMHS Transformation plans 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: £143,000</p> <p>Please see 'supporting co-production' section (page 51) for more details of co-production work and finance to support this.</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 (p44).</p> <p>The Out of Hours Crisis Service has been in place since 2016 enabling access to specialist CAMHS support. This is now being extended to 24/7.</p> <p>In addition to this work WL CCG funds a psychiatric nursing post providing in-hours crisis assessments for self-harm at St Mary's Hospital. Recruitment started in 2015-16, and the post holder began work in early 2016-17.</p>	<p>2017-18 investment: £130,000</p>

8. Emerging National and Local Initiatives

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

Emerging National and Local Initiatives	Current Position of West London (& QPP) CCG & Royal Borough of Kensington and Chelsea:	West London 2017-18 Investment and Implementation Plans
Out of Area Placement	West London CCG currently supports ten young people in specialist placements outside of the borough and this includes two young people with Autism Spectrum Disorder (ASD). These are collaborative arrangements with Education and Children's Social Care and care is taken to ensure that placements are as close as possible to family members and sources of future support.	WL CCG invests approximately £143,000 per annum to support these twelve placements for young people with mental health and/or ASD needs. All placements are subject to regular review.

9. Key Enablers

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

Enabler	Current Position	2017-18 Investment and Implementation Plans
Co-production	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	For 2017-20, the CCG plans to build on this successful co-production work , increasing the numbers of Young Champions to deliver further

	<p>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>Rethink also organised a successful Young People's Mental Health Conference which took place in Kensington, and which had highly positive reports from young people who attended.</p>	<p>service reviews of CAMHS; host an annual Young People's Mental Health conference (2nd December 2017); and to undertake a digital project looking at mental health Apps available on the market.</p> <p>2017-18 investment: £41,500</p>
<p>Workforce Development</p>	<p>The CAMHS training programme was published online in April 2016, for local professionals across the boroughs of Kensington and Chelsea, Hammersmith and Fulham and Westminster, for a range of child mental health training events.</p> <p>A bespoke training offer is available to all staff in schools in Kensington and Chelsea for inset day and twilight sessions, as well as mentoring training for older pupils in a school to support their 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 supervision options to 'top up' learning.</p> <p>GP's have received on-line training from the MinDed¹⁰site; and some GP's and Paediatricians in the</p>	<p>For 2017-20, there are plans to widen the local CAMHS programme to include training parents to deliver training to other parents. This idea is supported by the 'Full of Life' parents group who are keen to pilot this in Kensington and Chelsea for those families with complex needs, including learning disabilities and autism.</p> <p>A key training objective identified by staff at our local 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: £80,000</p>

¹⁰www.minded.org.uk

	<p>borough have received jointly delivered child mental health training from CNWL and the Charlie Waller organisation.¹¹</p> <p>A new CYP IAPT programme¹² to train up lower grade CAMHS staff has been launched. RBKC Specialist CAMHS is part of this new initiative and have four new posts which are planned to 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 qualified CAMHS staff with NICE guidance evidence based treatment programmes, is well supported in Kensington and Chelsea CAMHS who are part of the Reading 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>	
--	---	--

Angela Caulder
CAMHS Joint Commissioning Manager
27 September 2017

¹¹cwi@reading.ac.uk

¹² Children and Young People's Increasing Access to Psychological Therapies NHS England supported training programme for CAMHS clinicians.