

Westminster Health & Wellbeing Board

Date:	17 November 2016
Classification:	General Release
Title:	Children and Young People's Mental Health Transformation Plan Update and Next Steps
Report of:	Angela Caulder, CAMHS Tri-Borough Joint Commissioning Manager
Wards Involved:	All wards
Policy Context:	<p>Following a critical report from the House of Common's Health Select Committee on young people's mental health, the Children and Young People's Health and Wellbeing Taskforce was established in September 2014. The Taskforce report, '<i>Future in Mind</i>' contained 49 recommendations for improvement, and there was an undertaking from the Government to increase resources for young people's mental health by £1.25 billion over five years.</p>
Financial Summary:	<p>Central London CCG (CL CCG) invests £1,631,347 commissioning young people's mental health services. Additionally, West London CCG provides a further £607,764 to commission mental health services for young people with a GP in the Queens Park and Paddington area. Total historic CCG funding is £2,239,111.</p> <p>Following the government's publication of <i>Future in Mind</i> (Feb 2015) CL CCG was allocated £91,557¹ to establish a community eating disorder service for young people and a further £229,176² to transform Child and Adolescent Mental Health Services (CAMHS) for 2015-16, these funds arrived with CCG's in December 2015.</p> <p>For 2016-17 an uplift of 24.5%, a further £78,648 has been confirmed. This uplift is for continuing the transformation of CAMHS and for the recurrent Eating</p>

¹Recurrent funding.

²Funding for five years.

Disorders money which remains at 2015-16 levels, giving a new total for 2016-17 at £399,380. ³

Total CCG funding for 2016-17 is therefore:

Existing funding:	£2,239,111
Transformation funding:	£ 399,380
Total	£2, 638,491

Westminster City Council invests **£638,420** in young people's mental health services. The council is currently considering proposals to withdraw or re-direct this funding because of financial constraints.

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1. Executive Summary

- 1.1. An update report was provided to the Westminster Health and Wellbeing Board in March 2016 which outlined in some detail the progress since the CAMHS Task and Finish Group report (November 2014); publication of 'Future in Mind' (February 2015) and the submission of the initial Central London CCG and Westminster Young Person's Mental Health Transformation Plan (October 2015).
- 1.2. The submitted Transformation Plan resulted in additional funds being released to local Clinical Commissioning Groups (CCGs) in December 2015. NHS England have now asked for these plans to be 'refreshed' and revised plans, signed off by the Health and Wellbeing Board Chair must be re-submitted. Cllr Rachael Robathan has approved the plan, pending the agreement of the Westminster Health and Wellbeing Board at its meeting on 17 November. Successful submission of the 'refreshed' Transformation Plan unlocks the next tranche of additional NHS England funding.
- 1.3. This report summarises the achievements of the last six months and charts the next steps to be taken in Westminster to continue the momentum for improvement that has already been established.

2. Key Matters for the Board

- 2.1. The Health and Wellbeing Board is asked to note the achievements to date, the progress in implementing the Central London CCG and Westminster Young People's Mental Health Transformation Plan and the challenges ahead in realising

³ The 'transformation' funding has been included in CCG baseline resourcing so has to be found within CCG 2016-17 budgets.

local ambitions to genuinely 'transform' Westminster's mental health services for children and young people.

3. Background

3.1. As was explained in the March Health and Wellbeing Board report the direction of travel to improve mental health services for Westminster young people was established by the successful CAMHS Task and Finish Group, which reported in 2014. In March 2015 the Government published the national CAMHS Taskforce report which made 49 recommendations for improvements. Furthermore, additional resources were pledged to: a. establish a dedicated specialist community eating disorder service for young people and b. funds to support service 'transformation.'

3.2. To support the 'transformation' of services NHS England required CCG's to submit a 'Transformation Plan' in collaboration with local authorities to improve mental health services for young people. Successful submission of the Westminster Transformation Plan resulted in additional funds being released to Central and West London CCG's and the funding allocations are included in the financial summary above. Additionally, the specifics of the spending commitments for 2016-17 can be found in Appendix 1 entitled 'Annex B: Central London CCG⁴.'

3.3. The original Transformation Plan had eight priority areas⁵ and this has now been streamlined to four:

- Community Eating Disorder Service
- Service re-design
- Crisis Care
- Learning Disabilities and Neuro-developmental Disorders

3.4 Co-production with young people, improving training and embedding Future in Mind are now incorporated into the delivery of the streamlined priorities set out above. Furthermore, The Anna Freud centre who were commissioned to update the North West London needs analysis for young people's mental health are about to complete their work so this priority has been achieved.

4. Achievements and Projects 2016-17

4.1. As explained above, the Anna Freud Centre has now completed its needs assessment work and held seminars with local stakeholders to sense check their conclusions and have initial discussion about possible recommendations. Early

⁴ Central London CCG submission sent to NHS England as part of the North West London CCG's Transformation Plan.

⁵ Updating the local needs assessment, Co-production with young people, Training the workforce, Community eating disorder service, CAMHS redesign and pathways review, Learning disability and neuro-developmental services, Crisis Care including the OOH Pilot Project, Embedding Future in Mind

findings suggest that improvements are particularly needed in two areas: Transitions and Learning Disabilities and cross borough seminars are now planned to address these themes.

- 4.2 Co-production work with young people is well underway and a Young People's Mental Health Conference was held on October 29 2016. Central and North West London Mental Health Trust (CNWL) have been allocated funds to ensure collaboration with Young Champions supported by ReThink⁶.
- 4.3 Public Health's Healthy Schools co-ordinators are actively engaged with commissioners in planning training for schools in Westminster to develop school based mental health strategies. Furthermore, Tri-Borough Educational Psychology, Westminster MIND and CNWL are delivering multi-agency training for Westminster professionals and school staff.
- 4.4 In line with national expectations CNWL have developed a community eating disorder service for young people Westminster, Kensington and Chelsea, Harrow, Brent and Hillingdon. The service commenced on the 1st April 2016 and accepts self-referrals from young people, has a one week wait for urgent cases and all referrals regardless of urgency are seen within 4 weeks . The main service hub is at Vincent Square, 1 Nightingale Place, London SW10 9NG⁷.
- 4.5 A Westminster seminar to discuss the Anna Freud Centre findings and ideas for improvements and redesign was held for Westminster stakeholders in September 2016. Suggestions included adopted the 'Thrive Model' of intervention, enabling access to mental health services through 'multiple access points' and encouraging schools to have a designated 'mental wellbeing co-ordinator, similar to a SENCO⁸. The final Anna Freud reports will be available in November.
- 4.6 Improving access and waiting times into specialist CAMHS for children and young people with a learning disability and autism was a priority in 2016-17. CNWL received additional investment in to the service, £50K for CL CCG, and £30K for WL CCG.

⁶ ReThink Mental Illness is a national mental health charity which has been commissioned locally to support co-production work with Westminster young people

⁷ CNWL combined CAMHS and Adult Eating Disorders Service Hub at Chelsea and Westminster Hospital.

⁸ Special Educational Needs Co-ordinators (SENCO)

- 4.7 This has successfully increased activity levels for young people with learning disability with twice as many contacts for young people in 2016-17 than in previous years:

Learning Disabilities Patient Contacts	Central London CCG	West London CCG ⁹	Total
2014/15	12	18	30
2015/16	22	16	38
2016/17 (forecast based on M1 to M6 actuals)	30	40	70

- 4.8 There were also positive improvements in access for children and young people with autism reflected in increased contacts in 2016-17:

Neurodevelopmental patient contacts	Central London CCG	West London CCG ¹⁰	Total
2014/15	403	323	726
2015/16	516	341	857
2016/17 (forecast based on M1 to M6 actuals)	510	980	1490

- 4.9 Learning Disabilities and Autism pathways are currently under review across the Westminster, Kensington & Chelsea and Hammersmith and Fulham. The objective is to streamline assessment, reduce delays across the whole pathway for all providers including CNWL, West London Mental Health Trust¹¹, the local authorities, and Central London and Community Healthcare (CLCH) without compromising clinical input. The pathway review will also look at options for improving the current multi-agency model, strengthening psycho-social, post diagnostic and parenting support.
- 4.10 In terms of improving mental health 'out of hours' support for young people the CNWL service has been reviewed with input from young people. The evaluation demonstrated that the new service¹² has successfully met the aim of providing young people with access to a trained CAMHS professional. This improved the quality of experience for young people and has anecdotally reduced numbers of young people admitted to inpatient beds. Work continues with NHS England Specialist Commissioners to strengthen the relationship between out of hour's community support and avoiding an unnecessary admission to hospital.

⁹ 22% of this figure applies proportionately to Westminster children and young people.

¹⁰ 22% of this figure applies proportionately to Westminster children and young people.

¹¹ Mental Health provider in Hammersmith & Fulham, Hounslow and Ealing

¹² CAMHS trained Psychiatric Nurses working at night, weekends and bank holidays to support young people presenting and A&E in crisis

- 4.11 Finally, as part of embedding *Future in Mind*, a CNWL pilot project based in a local children's centre, aims to work with parents and young children (0-5 years), offering consultation, assessment and six sessions of mother and child attachment work. This early intervention pilot seeks to address attachment issues for parents which if not addressed, have been highlighted in research as possible indicators of future mental health issues for young people.

5. Future Plans 2017-20

- 5.1. The outcome, discussion and conclusions that can be drawn from both the Anna Freud Centre's needs analysis and service redesign work will have an important impact on the longer term transformation funding priorities for local mental health services for young people.
- 5.2. Looking in more detail at the four stream lined priority areas:

Community Eating Disorder Service

- 5.3. CNWL established a community eating disorder service for Westminster young people in January 2016 in line with national standards¹³. The service has been developed in collaboration with West London, Brent, Harrow and Hillingdon CCGs. The community eating disorder service operates with a base at Chelsea and Westminster Hospital.
- 5.4. The service offers five day a week support, diagnosis and treatment for young people with:
- anorexia nervosa
 - bulimia nervosa
 - binge eating disorder
 - atypical anorexia and bulimic eating disorder

The service has been operational since February 2016 and currently supports approximately 25 young people with a West or Central London CCG GP. Approximately 62 appointment slots are provided each month with young people on average being seen three times in that period.

- 5.5 Eating disorder referrals have doubled from previous financial years, on track to receive 100 referrals in 2016-17 across the North West London CCG collaborative. Further investigation into why this has occurred will be undertaken; but it is likely that the wide reaching marketing exercise undertaken for the launch of the service in April 2016, increased the knowledge of GP's and multi-agency partners about the new service:

¹³ One week wait for first appointments and provision for self-referrals from young people.

Eating Disorders Referrals Accepted	Central London CCG	West London CCG	Total
2014/2015	17	8	25
2015/2016	7	16	23
2016/17	18	22	40

5.6 The service will be formally evaluated in 2017 with input from young people.

Service Redesign

5.7 The service redesign aspects of the Westminster transformation plan are core to driving change and ideas based on discussions with the Anna Freud Centre and local stakeholders and young people include:

- adopting the 'Thrive Model' - an alternative to the current tiered system
- looking at establishing a defined number of Points of Access
- encouraging schools to have Mental Health Co-ordinators (MHCOs)
- considering options for integrating with local authority Early Help services
- strengthening learning disability support through improved multi-agency collaborations
- exploring how the voluntary sector can play a larger role
- developing a 'tapered approach' to transitions

5.8 Thrive Model



- Developed by AFC and Tavistock and Portman NHS Trust
- Distinguishes treatment vs. risk management as primary focus
- Focuses on individuals/communities strengths- assets approach
- Input not determined by diagnosis or severity; rather agreed by process of shared decision making whereby children young people and families agree with those seeking to help them which of 5 needs based groupings most relevant
- Noted that only 38% of children clearly in a position to receive NICE guideline focussed work (Wolpert M et al 2015: *Child and Adolescent Mental Health Services Payment System Project: Final Report*. London: <http://pbrcamhs.org/final-report/>)
- Need to recognise limits of treatment and be explicit about this with those accessing help
- Emphasises role of all sectors
- Moves away from care pathways to systems of help where people from range of sectors all continue to be involved

Crisis Care

- 5.8 CCGs across North West London have improved out of hours crisis care by increasing investment to fund waking psychiatric nursing staff who work from 4.30pm to 7.30 am (weekdays), weekends and bank holidays. These nurses see young people presenting at emergency departments with a view to providing safe alternatives to admission.
- 5.9 This new service has been running for almost nine months and has recently been evaluated with input from young people. The evaluation found the service to be

well received by young people but with significant down time after 2.00 am. As a result the current model is being reshaped to enable stronger links with mental health day staff and hospital based psychiatric liaison services.

- 5.10 CCGs are also waiting for the promised publication of an updated version of the Crisis Care Concordat which is rumoured to include additional requirements and standards for emergency support, both in and out of hours.
- 5.11 CCGs, CNWL, West London Mental Health Trust and the Priory Group¹⁴ continue to work closely with NHS England as part of the 'New Models of Care Programme' to improve the support provided to young people who are admitted to psychiatric units. Current discussions foresee the commissioning of beds for young people moving from NHS England to local mental health providers with the ambition of developing community home treatment or crisis teams (supported possibly by short term beds).

Learning Disabilities, Neuro-Developmental Disorders and Autism

- 5.12 The multi-agency service pathways for young people with learning disabilities and autism require urgent review and this is currently underway with workshops planned to take place for mapping and exploring several different good practice clinical models of delivery.
- 5.13 Short term additional commissioning resource has been agreed to support the CAMHS transformation programme across Central, West London and Hammersmith & Fulham CCGs with a particular focus on learning disabilities and autism, commissioning co-production and the implications of service redesign.

National Issues

- 5.14 The provision of inpatient beds for young people, commissioned by NHS England, continues to cause considerable concern. Following the publication of a Tier 4¹⁵ Review carried out by NHS England two years ago, it has been apparent that there is an insufficient bed supply. To begin to address this issue NHS England plan to commission additional beds through in 2017-18.
- 5.15 Furthermore, a joint proposal by CNWL¹⁶ and WLMHT to develop a new model of care to commission London beds for young people has been approved by NHS England. The first meeting of a new NW London Implementation Board with NHS England has recently been held.
- 5.16 The Westminster Partnership/Alliance will be launched in early 2017. This will bring together the young people's mental health providers, commissioners, social

¹⁴ Private hospital group which provides psychiatric beds for young people at its facilities in Roehampton and North London. These units are frequently used by young people from West London.

¹⁵ Mental health inpatient provision for young people

¹⁶ Central and North West London Mental Health Trust

care, early help and the voluntary sector agencies, with young people and parents, to work together on the delivery, ambitions and challenges ahead for the transformation of child and adolescent mental health in Westminster.

6 Ambitions and Challenges

- 6.1 A Tapered Transition Model will be developed for all young people from 14-25 years in future years. This approach would allow greater flexibility over transition for young people and their families allowing young people to choose when they transition to adult services, with some vulnerable young people remaining in children’s services beyond their 18th birthday.
- 6.2 Local ambitions also include addressing tightening local authority and NHS budgets, rising demand and expectations, ensuring that services work together to ensure the right young people are matched with the right services and resources is crucial.
- 6.3 With this objective in mind CCG and LA staff will be exploring where local authority and currently CCG funded services can work together, aligning or integrating their efforts to provide support to families, GPs, primary care and schools. This will include evaluating where there are opportunities for mental health services to be delivered through school sites in combination with Early Help staff or from a young person’s service hub.
- 6.4 The table below shows expected number of additional CYP treated by 2021 based on prevalence data:

		Expected percentage of CYP treated					
		2016/17	2017/18	2018/19	2019/20	2020/21	
Borough	Estimated prevalence (2014)		28%	30%	32%	34%	34%
K&C	1440		403	432	461	489.6	490
Westminster	2417		677	725	773	822	822

7 Options

Option 1

- 7.1 The Westminster Health and Wellbeing Board to note and support the work being undertaken in relation to transforming mental health services for young people.

Option 2

- 7.2 The Westminster Health and Wellbeing Board does not support the young people's mental health service Transformation work as summarised above.
- 7.3 It is recommended that the Westminster Health and Wellbeing Board supports Option1.

8 Legal Implications

- 8.2 There are no legal implications for Westminster City Council in this report.

9 Financial Implications

- 9.1 The transformation funding for 2017-18 will be released to CCGs subject to NHS England assurance processes following sign off from the Westminster Health and Wellbeing Board Chair. CCGs have been informed that the transformation funding committed for five years has been added to baseline allocations from 2016-17.
- 9.2 Westminster City Council funding for young people's mental health services is being reviewed as part of Westminster austerity and efficiency plans. Proposals are being considered to curtail or redirect the current invest from 1 April 2017.
- 9.3 The Health and Wellbeing Board is asked to note the current expenditure available from the CL CCG and WCC, which may be subject to change, depending on as yet to be defined, future service delivery possibilities.

If you have any queries about this Report or wish to inspect any of the Background Papers please contact:

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APPENDICES:

Appendix 1 - Annex B: Central London CCG Local information and implementation plans for Central London CCG and Westminster City Council. October 2016.

Appendix 2 – Central London CCG Transformation Plan Refresh Overview

BACKGROUND PAPERS:

North West London Transformation Plan Refresh (Main Business Case) Document