

# Children's Services Overview and Scrutiny Committee



Report subject	<b>CAMHS Transformation Update Report</b>
Meeting date	22 September 2020
Status	Public Report
Executive summary	The purpose of this report is to provide information to the Children's Overview and Scrutiny Committee about the progress of transformation in children and young people's mental health care including waiting times and mental health in schools.
Recommendations	<b>It is RECOMMENDED that:</b>  <b>Children's Overview and Scrutiny Committee notes the report and supports the progress of the transformation programme.</b>
Reason for recommendations	To ensure Committee has the opportunity to review and comment on the progress of transformation and to contribute to the development of the plans.
Portfolio Holder(s):	Councillor Sandra Moore, Portfolio Holder for Children and Families
Corporate Director	Elaine Redding, Interim Corporate Director, Children's Services
Contributors	Elaine Hurl - Principal Programme Lead Mental Health Stuart Lynch - CAMHS Service Manager
Wards	Council Wide
Classification	For Recommendation/Update and Information

## Background

1. The purpose of this paper is to inform the Children's Overview and Scrutiny Committee about the ongoing transformation of Children and Young Peoples (CYP) mental health (MH) services across Dorset and to allow the committee to contribute to the development of the plans.
2. The NHS long term plan introduced last year introduces or builds on ambition in the Five-year Forward View for Mental Health. The Long-Term Plan includes:

- (a) Increasing access to 100% of children who have a diagnosable mental health condition
  - (b) Extend CAMHS up to age 25 (currently CYP MH services up to age 18)
  - (c) Develop all age psychiatric liaison services (MH support and treatment in acute hospital settings)
  - (d) Eating disorders service
  - (e) Ensure that the area is working as a system through integrated approaches
  - (f) Develop a 24-hour crisis response for under 18s
  - (g) Four week waiting for CYP from referral to treatment
  - (h) Reduce the number of specialist mental health hospital admissions for CYP
3. Nationally NHS Children and Young Peoples (CYP) Mental Health (MH) services are only commissioned for up to 35% of the prevalent population (NHSE 20/21 targets). Prevalent population means the number of young people who are likely to have a diagnosable mental health condition in the population.
  4. In Dorset there are approximately 15,000 CYP who are likely to have a mental health condition. The CCG is commissioning for up to 35% (20/21 NHSE target) of those young people. It means that CYP MH services are only able to work with approximately 5,240. The Bournemouth and Poole CAMHS teams are the busiest and under the most pressure.
  5. Dorset CCG working with system partners including Dorset HealthCare NHS Foundation Trust and both Local Authorities want to ensure that all CYP who have a diagnosable mental health condition are able to access the right service to meet their needs.
  6. To ensure the delivery of the CYP MH Transformation there is governance in place through a CYP MH Steering Group that reports to the MH Integrated Programme Board which has oversight of all MH Programmes across Dorset. The Integrated Programme Board report into the Integrated Community and Primary Care Service Portfolio Board (ICPCS). BCP children's representatives are core members of the steering group along with Public Health Dorset and Dorset Council.
  7. Dorset has a CYP MH Local Transformation Plan (LTP). It was first written in October 2016. This is an NHSE requirement and each year it is updated in line with developing national priorities. The LTP was developed by all the partners represented on the CYP MH Steering Group.
  8. Usually the LTP is refreshed every year. However, for 2020 the intention is to reframe this plan into a local CYP MH Strategy alongside an implementation plan that seeks to address the achievement of the Long-Term Plan aspirations. The reasons for this approach are described through this report.
  9. As part of the Local Transformation Plan services have been developed and improved. There has been:

- (a) The introduction of the Discovery Project which is similar to Dorset Recovery Education Centre for adults but redesigned with children and young people. The project works in schools with children and young people
- (b) The commissioning of Kooth on-line counselling service to assess whether on line counselling is something that would be used and helpful to some CYP. There is a three-year test of concept in place.
- (c) Introduced the Connection Service which is Dorset's 24-hour Mental Health Crisis Line which is all age and available to anyone experiencing crisis in Dorset including children and young people.

### **Current CYP MH Service**

10. The services currently in place that are NHS funded and delivered are:

- (a) Six Community CYP MH teams across the county
- (b) Two Intellectual Difficulties CAMHS Teams (formerly LD CAMHS)
- (c) Inpatient unit – Pebble Lodge (NHSE Commissioned)
- (d) CYP Community Eating Disorders Service
- (e) Early Intervention Service
- (f) Looked After Children Nurse Service
- (g) Psychology for Youth Offending Service
- (h) Three Mental Health Support Teams in Schools operating in approximately 54 schools in Dorset and 18 specific schools in Dorset. The teams will be fully operational by January 2021.
- (i) Children in Care Psychology
- (j) Forensic CAMHS
- (k) Discovery Project being trialled which is a CYP equivalent of recovery education for adults who have mental health needs.

11. In addition to the NHS services the CCG /Public Health allocates funding for the Local Authorities and this enables the LA to plan and deliver some CYP MH provision or service. This includes programmes such as:

- (a) The whole schools approach to assessing MH need in schools which is an academic resilience programme.
- (b) 'I can problem solve' which is an evidence and strengths-based programme that builds resilience
- (c) Public Health fund another whole schools approach programme for Physical Education in schools and School Nursing that has a focus on emotional health and wellbeing
- (d) Chat Health Text Messaging Service

### **Local CYP MH Service Challenges**

12. The following indicates the challenges across the CYP MH System currently:

- (a) Service are under significant pressure – specifically in the BCP conurbation

- (b) Referral numbers remained at the same level for a long time and lower numbers than some other areas.
- (c) Covid impacted on referral numbers (c50% reduction) but the number of contacts with CYP increased and
- (d) The complexity of staff caseloads increased
- (e) The view on the above is that the seriousness (acuity) of young people's MH conditions has increased which means that they often need more intensive support and treatment, and this takes longer which is reflected in the referral rates and capacity challenges.
- (f) Bournemouth and Poole that have high numbers of referral and in consequence longer waiting times too
- (g) Waiting times for CBT are long and if there were more CBT practitioners waiting times could go down.
- (h) Pebble lodge admissions that are longer than necessary because young people are often waiting for the right placement or care package.
- (i) Historically CYP MH Services have not been funded adequately to meet the need for example not enough CBT practitioners and therapists.

## **Forward planning and continued transformation**

13. The ongoing transformation is a mix of business as usual such as supporting improvement and best practice and ensuring that all the services provide the best possible access within the resources available. There are also developments that have to be done over the next year because the NHS have mandated it. It is likely that there will also be locally driven developments based on local need.
14. "Must do" items include increasing access for up to 100% of the prevalent population over the term of the Long-term Plan. Dorset CCG had already committed to looking at how to increase access and what the likely costs would be. This proposal was then supported in the NHS Long Term Plan. The Gateway, assessment and brief intervention service is one of the key developments in terms of increasing access.
15. **Extending CAMHS up to age 25 CYP MH Programme** - The proposals will be developed through 2020 and form part of the ongoing transformation planning.
16. **Development of all age Psychiatric Liaison Service** which means that CYP attending or admitted to the acute hospitals can access mental health assessment and treatment when needed.
17. **Crisis Home Treatment Teams** - to be developed as a genuine alternative to hospital. There will be a team in the BCP area and a team for Dorset. The teams will be able to visit children or young people up to three times a day in order to prevent the need for hospital admissions (which are often out of area). The funding for this is through NHSE because it is they who commission hospital inpatient services.
18. **Mental Health Teams in Schools** - Dorset is part of the trailblazers for MH Support in schools. There will be three teams initially as part of the pilot. The BCP Team, North Dorset team and Weymouth and Portland.

19. The teams have 8 people in them and each team will work differently to support a group of up to 18 schools. The expectation is for some face to face work with CYP but most of the work will be group work or work that the cluster of schools think will meet a collective need. For example, in Weymouth and Portland the schools thought that a MH Induction Course would be useful for all staff to have. This means that the team will help to develop that.
20. There are 18 schools in the BCP area linked to a Mental Health Team for schools. The schools are a mix of primary, secondary and includes the college. Schools included can be seen in the table below.

Queens Park Academy
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Kings Park Academy
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Bayside Academy
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Kinson Academy
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Manorside Academy
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Somerford Primary School
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Kingsleigh Primary
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Bourne Academy
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St Aldhelms
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Oak Academy
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LeAF Studio
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Poole High School
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Grange High School
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Longspee
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Tregonwell
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Nigel Bowes
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BCP Virtual School
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Bournemouth and Poole College
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21. The team in BCP will be working into all of the schools from January 2021 and the type of work will vary dependent on the schools need. For example, some schools want MH

information in the induction, other schools need direct intervention with pupil or support for staff.

22. The schools' teams will eventually be rolled out fully across Dorset. The CCG is already considering how this will be done and how it could be funded. Although it is technically a pilot the notion of up scaling is already being considered.

### **Locally driven developments**

23. In order to achieve the increase in access and address the waiting times for CYP it has been agreed that a test of concept would be developed and that will take an assessment and brief intervention approach. The Gateway has been developed as part of the CAMHS services and is intended to be the entrance for all referrals to CAMHS.
24. The purpose of this development is to ensure that CPY are not held on waiting lists beyond four weeks. This is also likely to be an NHS target area in the future.
25. Once a referral has been made to CAMHS, the child or young person will be assessed and be able to access some form of brief intervention over four weeks.
26. This approach will mean that CYP will have four week's support/intervention at which point they will be able to be discharged. It will also mean that CYP who require more intensive support will be able to access it more swiftly.
27. This will be the most effective way of managing demand for the services and making sure that children and young people get the help they require when they require it.
28. The Gateway will be operational in the BCP area from 14 September 2020, evaluated and then rolled out across Dorset if the test of concept is a success. Other areas that have tried this have found that it is effective in terms of waiting times and access and reduction in the need for more intervention types of intervention.

### **Future Local transformation planning**

29. Currently the CCG and Partners are continuing to develop the CYP MH Strategy and implementation plan This relies on several workstreams coming together: The programme is happening in the following stages:
  1. **Needs analysis** – to help the system to understand demand, need, activity, gaps and capacity
  2. **View Seeking** – to understand staff and other stakeholders' views about what works well, what works less well and where the gaps are.
  3. **Dorset CYP Mental Health Strategy Development** – this will replace the local transformation plan discussed earlier. The strategy will be developed by all the partners and based on mandated work and upon what people said in the view seeking.
  4. **Implementation** will underpin the Strategy and will be planned in priority order to best meet the CYP population.

30. The following table describes the various work streams in more detail.

Workstream	What's included
<b>Needs analysis</b>	<ul style="list-style-type: none"> <li>• Demand and activity information</li> <li>• Dorset (including BCP) population CYP MH Needs</li> <li>• Identification of gaps in provision based on need</li> <li>• Issues that impact on MH such as poverty and deprivation and adverse childhood experiences</li> </ul>
<b>View seeking</b>	<ul style="list-style-type: none"> <li>• All staff working in CAMHS services being asked their views about how services can be developed, where the pressures are, how their work can be made more effective etc.</li> <li>• Wider stakeholders, including children, families, GPs, social care staff, schools etc. all to be asked for their views about what works well and what works less well</li> <li>• We will also be asking where, how and their preferences in terms of finding information/advice/support for day to day MH needs</li> <li>• We will also be asking the same questions in relation to times of crisis.</li> </ul>
<b>Strategy Development</b>	<ul style="list-style-type: none"> <li>• The CYP Local Transformation Plan will be developed into the CYP MH Strategy and it will show the strategic ambition for children's emotional and mental health</li> <li>• The strategy document will provide young people and their families with information i.e. everything they need to know about mental health support in Dorset.</li> <li>• The business case will highlight for Dorset CCG the investment required to ensure access for 100% of CYP who require some form of MH support/treatment</li> <li>• Both will be informed by the view seeking and by understanding the local need and demand for services</li> <li>• The business case will be presented to Dorset CCG in May/June 2020 and will outline the plan and the associated costs</li> </ul>
<b>Implementation plan</b>	<ul style="list-style-type: none"> <li>• The plan will consist of immediate changes and staged changes dependent on evaluation etc. For example, the Gateway, if the evaluation is good in terms of reducing waiting times and increasing access then it will be upscaled across the whole of Dorset.</li> </ul>

## High level Timetable

31. The proposed timetable for the above programme of work is described in the table below.

High Level Timetable		
<b>Implement MHST in Schools</b>	Schools teams in the pilot areas to be fully operational by January 2021	September – January 2021
<b>Crisis Home treatment teams</b>	Developed and fully implemented This team will be an alternative to admission and work with up to 13 young people at any time. This number was calculated based on the out of area placements needed over the last couple of years.	Early 2021
<b>All age Psychiatric Liaison</b>	Developed and fully Implemented by 2021	April 2021
<b>Need analysis</b>	Fully developed need analysis to be completed	Sept 2020
<b>View seeking</b>	<p>Carried out in two stages and evaluated by Bournemouth University.</p> <p>Stages</p> <ol style="list-style-type: none"> <li>1. All staff working in CAMHS settings</li> <li>2. Public and other stakeholders including children, young people</li> <li>3. View seeking report completed August 2020 – report published end August</li> </ol>	<b>Completed</b> End March 2020 (just before lockdown)
<b>Strategy and implementation plan</b>	Completed and approved by all parties including investment and any joint commissioning intentions.	Sept - Dec 2020
<b>Implementation</b>	Once approved an implementation plan will be developed to get services up and running over an agreed period of times and in priority order	From April 2021



## **Conclusion**

32. The programme of work described in this document is ambitious and exciting. It provides the opportunity to make sure that all children living in Dorset are able to access the right support at the right time to meet their needs in different and creative ways.
33. These proposals will ensure that staff with skills and abilities in relation to treatment and evidence-based interventions are able to focus on that work because young people will be able to get help sooner, in schools and through the Assessment and Brief Intervention approach.
34. Although this paper focuses in on CYP MH it is the intention to ensure that this programme of work overlaps with and supports and complements all the other Children and Young people's work. This includes looked after children, children in the criminal justice system, children who have physical health issues and children who have learning difficulties and Autistic Spectrum Conditions.
35. It is hoped that this document is easy to read and provides a real sense of clarity in relation to Dorset's future CYP MH service development and a sense of excitement about the possibilities of improving things for young people who live anywhere in Dorset.