ANNEX : Hammersmith & Fulham CCG
Local information and implementation plans for Hammersmith & Fulham CCG and Hammersmith & Fulham London Borough Council

1. Summary 2017/18

Hammersmith and Fulham is a small, but densely populated and vibrant borough in West London. The population is unusual in that it has a large proportion of young working age residents, high levels of migration in and out the borough, and ethnic and cultural diversity. Rich and poor live side by side, creating inequalities within small geographical areas.

Approximately 34,000 children and young people (CYP) live in Hammersmith and Fulham, making up 18% of the population, and 28,000 attend schools in the Borough. 1 in 10 children, or up to 3 young people in each school class, may at some time experience poor mental health in line with national prevalence rates. Prevalence by mental health disorder is close to or at the National and London average.

Whilst many residents are very affluent, there are also residents with poorer health in the areas predominantly focused in the North of the borough. These residents experience large health inequalities compared to the rest of the borough.

32% of CYP are from a BAME background and 29% of children under-16 in Hammersmith and Fulham live in poverty where there are higher referral rates to Child and Adolescent Menal Health Services (CAMHS) from GPs and schools.[1] We face many challenges, namely, the existence of entrenched health inequalities within our communities; with higher than average levels of child poverty. Local CAMHS data shows that BAME CYP access services less, and schools often report difficulties engaging parents because of a lack of available language support.

A 2016 Anna Freud Centre report found that access to mental health services within schools is a "post code lottery". Local CAMHS referral rates reveal that BAME CYP access services less. Youth offending rates for first time entrants is 142% higher than the London average. One third of young people in the youth justice system are estimated to have a mental health problem.

Our recent Joint Strategic Needs Assessment (JSNA) into Children with Special Educational Needs and Disabilities (SEND) shows that there are 3,257 pupils in Hammersmith & Fulham schools who have a special educational need (16% of school population). 5,060 children and young people in the Hammersmith & Fulham CCG boundary (9% of 0-25 CCG population) are known to their GP to have a SEND need (a higher figure than above due to including young people up to the age of 25). There are 3,900 children aged 3 and 4 that are benefitting from funded early education in Hammersmith & Fulham. Of these, 0.7% have an EHC plan and 8.1% are receiving SEN support. There are significantly more boys than girls with an EHC plan and SEN support, in line with London and UK.[1]

HF has 125 CYP with Child Protection plans and 250 LAC.

[1] London Borough of Hammersmith and Fulham and Hammersmith and Fulham Clinical Commissioning Group, Children and Young People with SEND, Joint Strategic Needs Assessment Report, 2018.

1.2. Gaps in the current CAMHS provision

(a) Early Intervention

In order to support local CYP we need to increase provision at an earlier age and stage, particularly in regards to our support in schools and colleges. Our provision and resources are disproportionately skewed towards higher levels of provision. The British Child and Adolescent Mental Health Surveys in 1999 and 2004 found that 1 in 10 children and young people under the age of 16 had a diagnosable mental disorder, yet 70% of children and adolescents who experience mental health problems have not had appropriate interventions at a sufficiently early age. 50% of mental health problems are established by age 14, and 75% by age 24. Despite excellent examples of promotion, prevention and early intervention work, our current mild to moderate provision through Primary Mental Health Workers (PMHW's), Child Welfare Practitioners (CWP's), and Voluntary Sector Providers is variable and should be more coordinated. Total investment continues to be low relative to need.

To address these gaps H&F CGG have undertaken an evidence based review of local provision, mapped in school provision, including direct school spend on EMWH (pupil premium). H&F CCG have made the introduction or a coordinated and enhanced early intervention and prevention offer a priority for the year ahead.

(b) Vulnerable Groups

While our support and provision for vulnerable groups improved in 2017/18, and continues to do so in 2018/19, we continue to have gaps in provision. H&F CCG are working together with our partners to provide more effective support for those children and young people with Child Protection Plan's (CPP's), Looked After Children (LAC), victims of Child Sexual Abuse (CSA) and those young people in the criminal justice system. For those with autism (ASD) and/or a Learning Disability (LD), the local system needs to be more joined up and operate at an earlier age and stage to be more effective. There is a specialist behavioural support gap in the H&F system. Delivering on these goals is at the heart of the Hammersmith and Fulham Joint Autism Strategy.

(c) Health Inequalities

Access to mental health services continues to be inequitable with lower access rates for BAME residents and poor outcomes for those in areas of high deprivation. H&F CCG are monitoring access to services and provision, and have taken action in 2017/18, and in the current year, to begin to address these deep seated inequalities. Specifically, we have introduced online counselling service Kooth which has a high take-up from BAME CYP, and this year refocused our transformation funded providers on schools and colleges with high-levels of need and deprivation.

1.3. Our Vision

Our vision is that by 2020, every child and young person in Hammersmith and Fulham is effectively supported in their mental health and wellbeing by: being able to access service at the right time, be seen in the right place, and access the right offer in a welcoming environment.

To achieve this H&F CCG will:

- Put children and young people and their families and carers at the heart of our service development.
- Ensure every child and young person has access to local help and support that promotes emotional wellbeing and builds resilience.
- When mental health issues do arise, that there is effective early help and intervention in schools and local communities that can be easily accessed, building confidence and supporting self-management, and that we have an easy to navigate system in place delivered by joined up services which are multi-agency.
- Work collaboratively with the Local Authority, partner agencies and other stakeholders.
- Foster a holistic approach to intervention; enabling children and young people to access appropriate support, no matter where in the system they access care.

In 2018, public services are facing unprecedented financial challenges, and to deliver our vision it is more important than ever that we work in partnership across sectors, and that resource is invested to support more children and young people at an earlier stage before their needs escalate.

2. Key Priorities 2018/19

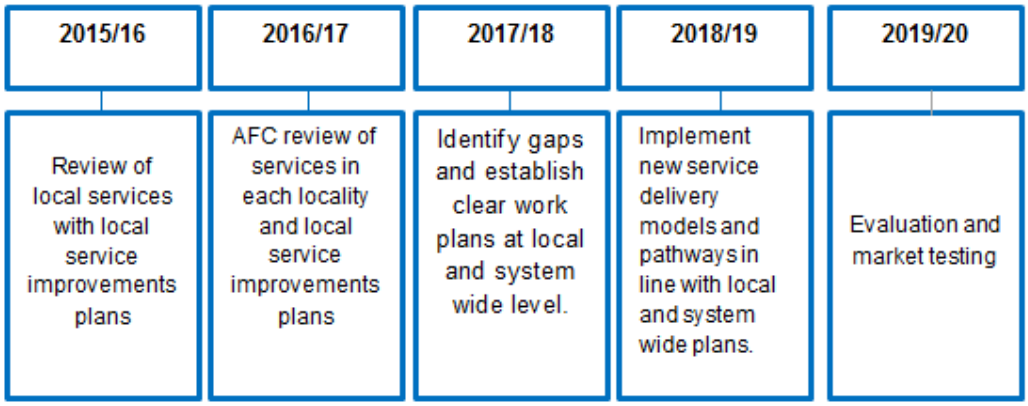
Within Hammersmith and Fulham we have 4 main areas if focus for CAMHS transformation in 2018/19 and beyond:

1. To continue tp redesign children and young people's mental health services, with a focus on enhancing our early intervention and prevention offer.
2. To focus and enhance support for young people who are particularly vulnerable.
3. To further reduce waiting times to meet the planned 4-week target.
4. To further develop our model for crisis care.

Road Map and Approach

In 2017/18, H&F CCG's focus was identifying gaps, establishing clear work plans, and piloting models of provision both individually and together as 8 CCG's as part of the North West London collaborative.

In 2018/19, H&F CCG has begun to implement new service delivery models and extend provision following the outcome of largely successful pilots and initiatives and introducing system wide approaches.



3. Transformation Funding Allocation (anticipated) 18/19

CCG	Eating Disorders 17/18	Transformation Plan 18/19
H&F	£106,000	**£421,000**

4. Total Local Investment

	Hammersmith and Fulham Clinical Commissioning Group with WLMHT	H&F Local Authority	CAMHS Transformation including Eating Disorders and waiting list initiatives	Totals
15/16	£2,010,863	£522,680	£352,918	**£2,886,461**
16/17	£2,010,863	£562,180	£428,932	**£3,092,975**
17/18	£2,010,863	£574,996	£527,000	**£3,112,859**
18/19	£2,010,863	£574,996	£527,000	**£3,112,859**
Totals	£8,043,452	£2,234,852	£1,835,850	**£12,205,154**

CAMHS transformation spending includes spending on NW London Priorities and enablers.

5. Local Implementation of North West London Priorities

This is spending by NW London priority and does not include spending on enablers (co-production and workforce development).

Priority	Achievements 2017/18	Next Steps
Eating Disorders	**Total Investment 2017/18 : £106,000** The West London Mental Health Trust (WLMHT) CAMHS Community Eating Disorders Service for children and young people was launched on 1st April 2016. The service has 8.8 Full Time Equivalent (FTE) staff. Young people can self-refer and will be seen within 1 week if urgent, and within 24 hours in an emergency. In 2017/18, there were 115 accepted referrals (Up from 85 in 16/17).	**Total Investment 2018/19 : £100,744** H&F CCG monitor and review the service to ensure that our providers are delivering the best possible service to the children and young people of Hammersmith and Fulham.
Waiting Times and Redesigning the System[2]	**Total Investment 2017/18 : £234,437** **Waiting Times** • H&F CCG have undertaken a review of local CAMHS staffing, activity and productivity. • Over the last two years, waiting times for specialist CAMHS have fallen through considerable work by WLMHT and supported by CCG funding from transformation. This has enabled WLMHT to consistently meet the access target and 18 week target for referral to treatment. We still have too many CYP waiting between 5-11 weeks and over 11 weeks for treatment.	**Total Investment 2018/19 : £224,000** **Waiting Times** H&F CCG have a multi-pronged plan to reducing waits further and increasing access to Specialist (Tier 3) CAMHS. Our goal is to consistently and sustainably achieve the 4-week waits target through: • Supporting productivity measures and CAPA informed working within H&F CAMHS • Implementing a CAMHS Early Intervention Strategy which will redirect need to earlier age and stage services, refocus Community CAMHS on casework within school, and work in partnership with referrers to enable them to make appropriate and timely referrals.

Average Wait for first and Follow Up Appointments	Fiscal Year	Tier 2 (days)	Tier 2 (weeks)	Tier 3 (Excl. NDS days)	Tier 3 (Excl. NDS weeks)
REF TO 1ST FTF	2017/18	37.22	5.32	38.06	5.44
REF TO 2ND FTF	2017/18	63.60	9.09	79.03	11.29

- H&F CCG have expressed an interest with WLMHT in participating in the 4-week waiting times pilot and being a Trailblazer site.
- Continued funding and increased capacity for CAMHS NDS Team and new Transitions Practitioner post (Please see 'Vulnerable Groups' section for more details on funding commitment).
- As a result of Rethink Mental Illness' CAMHS accessibility report, **WLMHT proposing introduce text reminders for CAMHS appointments during 18/19** which should reduce DNA rates.
- H&F CCG commissioned a Service User Participation and Co-production Manager to work in H&F CAMHS to enable the service to better understand and meet the needs of Children and Young People.
- In 2018/19, WLMHT are to continue the work initiated in 17/18 and increase the number of psychiatrists and psychologists in the borough. This will help reduce the waiting times for specialist assessments and treatments for CYP with LD and ND.

[2] These two priorities have been combined as each depends in large part on the other.

	Redesigning the System We have continued to place meeting the needs of CYP at the centre of our service design and provision and to move away from tiered services. To this end we have adopted the **Thrive** Model which was recommended to us by the Anna Freud Centre in their Hammersmith and Fulham CCG Final Needs Analysis Report.[3] We have continued to foster a culture of collaborative working with the Local Authority, across agencies and stakeholders to reduce fragmentation in commissioning and service delivery. Our key mechanisms have been: • Hammersmith and Fulham Stakeholder Alliance Meetings, which have been enhanced through issue and service focussed meetings; • Regular consultation and co-production with Parentsactive, a support network for families of disabled children (0-25) living in the London Borough of Hammersmith and Fulham; • On-going co-production with CYP, their families, and other stakeholders on transformation plans, service reviews and needs assessments through Rethink Mental Illness and their Young Mental Health Champions. In 2017/18, we engaged 101 local CYP, 35 parents and carers, and 213 professionals in Hammersmith and Fulham. The diagram in Appendix 1 shows our **co-production**	**Redesigning the System** • We have established a joint commissioning Board between the CCG and the newly sovereign Local Authority in order to improve our joint planning and service delivery. • **Providing an effective early intervention and prevention service is a joint CCG and LA priority.** We are currently in discussion with the LA, CAMHS and voluntary sector partners about enhancing, refocusing and coordinating EWMH support in schools and the community. We plan to have a new more coordinated and equitable offer agreed by the end of the current financial year. • **During 2018/19, we plan to re-specify the Community CAMHS service** to provide more effective and equitable support in schools. • We have refocused the low-moderate interventions in schools, provided by our voluntary sector provider MIND onto schools in areas of high-need in the North of the borough. • Our plans and approach will be significantly informed by the outcome of our **Trailblazer application for a Mental Health Support Team (MHST) in H&F** to work directly in schools and colleges, and outreach to vulnerable groups of pupils. • H&F CCG have re-focussed Health Education Partnership to identify, support and train **Senior Mental**

[3] Final Report Children and Young People's mental health and well-being system review , Anna Freud National Centre for Children and Families, October 2016.

	activity for Hammersmith and Fulham against the Thrive framework of need. • H&F CCG have re-commissioned the **digital counselling service Kooth**, following its successful pilot. It is now available to all secondary school children in Hammersmith and Fulham. Kooth is used by 75% of CYP outside standard hours (9am-5pm). Further the service helps us address health and access inequalities as 64% of users are from BAME communities; against just 16% who access specialist CAMHS. We have also piloted providing Kooth in another area (through non-transformation funding) to care leavers and our evaluation revealed strong take up. Kooth will now be available to Care Leavers in H&F. • In 2017/18 the Community CAMHS team established **a named clinician for all schools in the Borough.** • H&F CCG extended and enhanced provision for early intervention and prevention through voluntary provider Mind in local schools and colleges. **Mind's 'Be Kind to Your Mind' team delivered services in 15 schools locally** with strong outcome measures across all areas. The integrated programme is comprised of Learn Well psychoeducation, wellbeing advice, mentoring, and creative psychotherapy. Additionally, MIND provided Mental Health First Aid Youth workforce	**Health Leads in local schools** in preparation for the national rollout of measures in the Green Paper. Training will include Mental Health First Aid Youth as well as effective triaging and referrals. • Further schools in high-need areas will be targeted to receive the initial HEP 'Bronze award' **setting a minimum standard of EWMH capacity and capability for local area education settings.** • **H&F CCG are planning for a long-term CAMHS role in GP hubs,** and elsewhere in the community, building upon the experience of our pilot alongside the Connecting Care for Children programme (CC4C) elsewehere in the tri-borough. • We have re-commissioned the **digital counselling service Kooth for a further year two years. We plan to materially improve access and usage of the service** through a concerted campaign with the provider Xenzone and local partners and have established a robust shared communications plan to deliver. H&F CCG are also in discussion with Xenzone about **directly integrating the online service with CAMHS and voluntary sector providers** to provide more effective support to Hammersmith and Fulham children and young people, in what would be a ground-breaking partnership. • We appointed a Service User Participation and Co-production Manager to make local CAMHS more responsive to meet the needs of Children and Young People.

	training. • To enhance our early intervention and prevention offer in schools, H&F CCG commissioned the Educational Psychology service to train 24 Teaching Assistants in schools to become Emotional Literacy Support Assistants (ELSA's), roughly twice as many as had been trained in the previous year. H&F Local Authority are now providing mainstream funding for ELSA training. • The CCG continued up-skilling and directly supporting early years settings, schools and colleges through the Health Education Partnership. This has included schools establishing EWMH policies and appointing mental health leads.	

Vulnerable Groups	Total Investment 2017/18: £179,000	Total Investment 2018/19: £130,000

CYP with neurodevelopmental disorders	• HF CCG has invested in additional capacity for Learning Disability with mental health and autism assessments and treatment. WLMHT have received additional funds for young people in this cohort. This has been successful in reducing the majority of waiting times to NHS national guidance of 18 weeks.
	
	• In 2017/18, H&F ran a successful pilot for a Transitions Practitioner who supported CYP aged 14-25 with autism and or LD known to CAMHS in transition to adult services. The post was hosted by H&F Mencap and operated on an outreach basis, with a person centred approach.
	
	• We commissioned the Westminster Special Schools Outreach team to deliver a number of trainings and conferences to support children with neurodevelopmental disorders in 2017/18 in 2018/19 as follows:
	  ○ Supporting emotional wellbeing of CYP with sensory loss (during transition)
	  ○ Providing 'Mind Up', a mindful awareness programme for schools in Hammersmith and Fulham.
	  ○ Supporting emotional engagement of CYP with PMLD and ASD through creative arts
	  ○ SEND Conference- Neurodiversity and Emotional Wellbeing
		• In 18/19, H&F CCG have extended funding for the Transitions Practitioner role based with H&F Mencap.
		
		• H&F CCG has commissioned Rethink Mental Illness to deliver mental health training to parents of children with LD and ND. The training will seek to equip parents with a better understanding of mental health strategies and local area information for supporting their children. The training has been developed co-productively together with the Westminster Parent Participation Group as a Tri-Borough initiative.
		
		• During 2018/19, WLMHT are redesigning their NDS referral to treatment pathway with anticipated introduction of electronic screening tools and the introduction of skill mix to improve efficiencies.
		
		• In 2018/19, H&F CCG are working together with the Local Authority and CAMHS to explore an enhanced specialist therapeutic team for LD-ND that addresses the identified behavioural support gaps and high levels of school exclusion. This enhanced specialist therapeutic team is planned to be in place in 2019/20.
		
		• In 2018/19, WLMHT are to continue the work initiated in 17/18 and increase the number of psychiatrists and psychologists in the borough. This will help reduce the waiting times for specialist assessments and treatments for CYP with LD and ND.

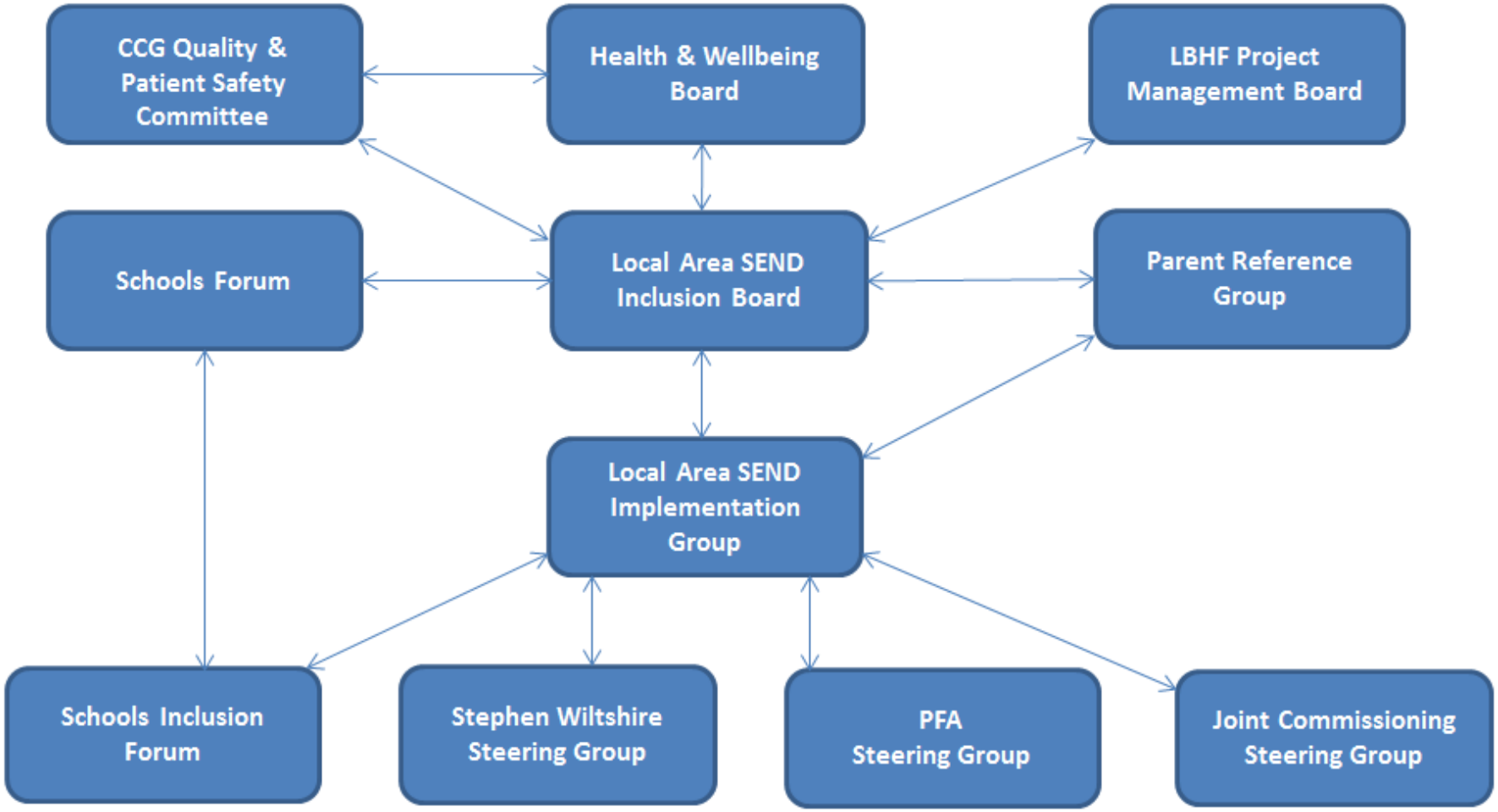
CSA		

	• A CSA Emotional Wellbeing Hub has been developed on a NW London basis, led by Hillingdon CCG, with EWMH support being provided by Barnados.	• We will continue to work with Hillingdon CCG on the model for the Emotional Wellbeing Hub and its implementation. We will specifically bring together our key local stakeholders (Local Authority Safeguarding, Social Care and MASH leads) who will refer into the service to ensure that the pathway is effective and supportive for these vulnerable children and young people.
CYP in the Youth Justice System	• H&F CCG have commissioned Rethink Mental Illness (RMI) to carry out a review of the effectiveness of the Children and Adolescent Mental Health Services (CAMHS) worker role in the Youth Offending Team (YOT) with CYP, YOT staff and other professionals. While overall this review demonstrated a strong level of support from all three stakeholder groups that the CAMHS worker role in the YOT is an effective way to provide rapid access to CAMHS support for young people, we found that outcome measures needed to become further embedded into the service and that communication between the CAMHS worker and the rest of the service could improve.	• Following the recent co-produced (with Young Mental Health Champions) YOT CAMHS review, a longer-term vision for 2018-19 is for data on first time entrants and re-offending rates to be shared and cross referenced with the CYP engaged with mental health support from CAMHS. We are further embedding outcome measures into the CAMHS workers approach. • Hammersmith and Fulham CCG is exploring how we can further support the EWMH needs of CYP as part of a more joined up delivery model for YOS services with CAMHS, prison services, Liaison and Diversion and transition to adult services. • If we are successful in our trailblazer bid, our new Mental Health Support Team will work with YOS to provide targeted support for young offenders in our local schools.
LAC, Care Leavers and CYP with CPP's	• We piloted providing Kooth (non-transformation funding) to care leavers with strong take-up.	• We are undertaking a review of the pathways for LAC, Care Leavers and CYP with CPP's to understand how we can better meet the EWMH needs of these vulnerable children and young

		people. Review will conclude in 18/19 and new plans in place during 19/20. • As part of our initial evaluation for our Trailblazer Bid for Hammersmith and Fulham CCG, we have identified in-school support for those with CPP's as a priority early intervention. • We will encourage and make available Kooth to LAC, Care Leavers and CYP with CPP's
Crisis & Urgent Care	**Total Investment 2017/18 : £145,000** The crisis and urgent care model is a NW London initiative provided by CNWL and WLMHT. Additional funding was allocated in April 2017 to provide a fully integrated 24/7 CYP Crisis Service across NW London.	**Total Investment 2018/19: £145,000** H&F CCG plan to move away from providing care in A&E by assessing and reviewing CYP in more appropriate locations. To ensure current and future service delivery is seamless, the crisis pathway links to other NW London initiatives such as the New Models of Care Programme and the Crisis Concordat. There is a commitment by WLMHT to invest the savings from the New Models of Care programme into Crisis provision. To this end, commissioners and providers are currently evaluating a NWL wide-crisis triage line in order to effectively provide more crisis support and avoid unnecessary presentations at A&E.

6. Governance

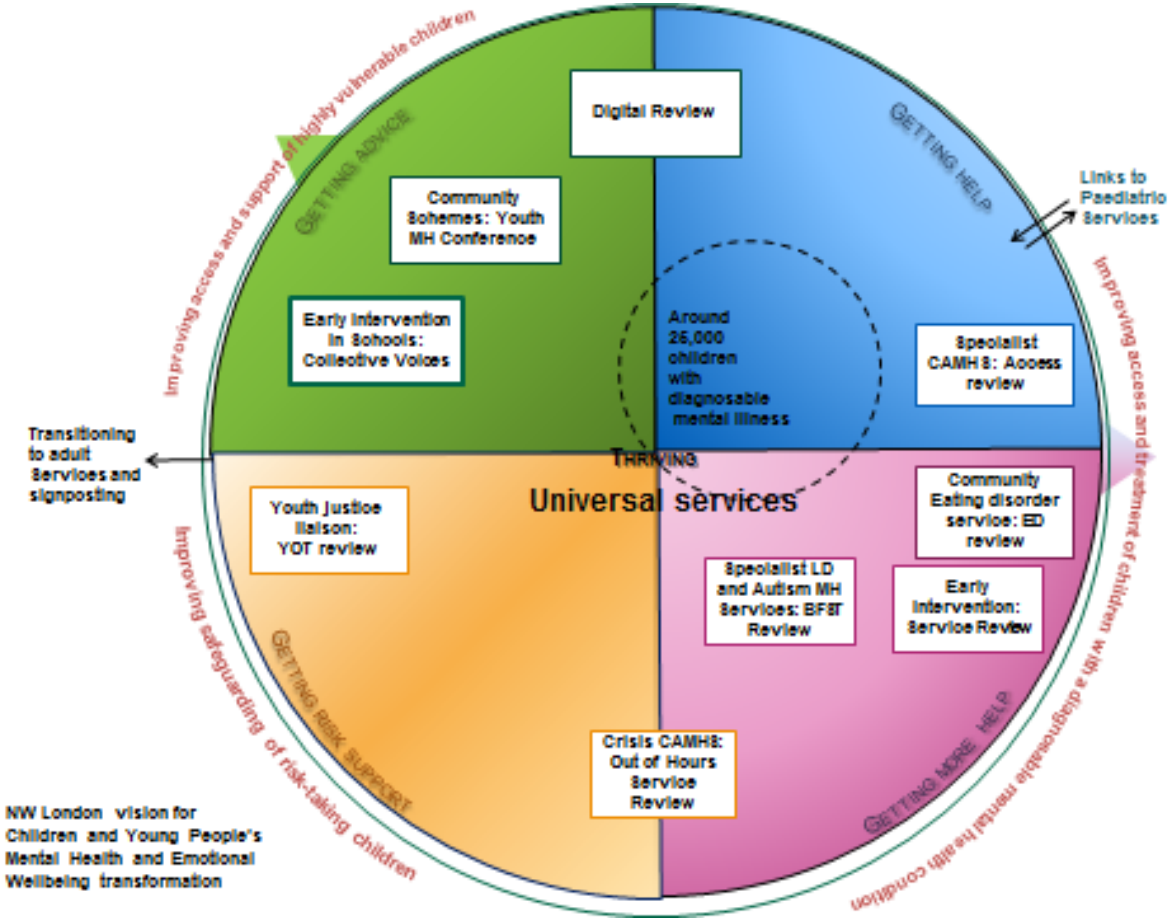
The diagram below shows our local governance structure.



7. Glossary & Terminology

Please use the glossary below for any common acronyms and terminology referred to in this paper. It is organised alphabetically to help you find terminology more easily.

Term	Definition	Term	Definition
ADHD	Attention Deficit Hyperactivity Disorder	**LAC**	Looked After Children- children under the care of the local authority
ASD	Autism Spectrum Disorder	**LBHF**	London Borough of Hammersmith and Fulham
BAU	Business as Usual	**LD**	Learning Disability
CAMHS / CYPMHS	Child and Adolescent Mental Health Services/ Children and Young People's Mental Health Services	**LTP**	Local Transformation Plan
CCG	Clinical Commissioning Group	**MH**	Mental Health
CPP	Child Protection Plan	**ND**	Neurodevelopmental
CSA	Child Sexual Abuse	**NHSE**	NHS England
CWP	Child Wellbeing Practitioner	**NW London**	North West London- an alliance of CCGs working together to deliver better services
CYP	Children & Young People	**PMHW**	Primary Mental Health Worker
EHCP	Education, Health & Care Plan	**PRU**	Pupil Referral Unit
FTE	Full Time Equivalent	**SEND**	Special Educational Needs and Disabilities
Governance	A framework through which NHS organisations are accountable for continuously improving the quality of their services and safeguarding high standards of care		

8. Appendix

The diagram below shows our co-production work with Rethink Mental Illness mapped against the Thrive framework.