

**London Borough of Hammersmith & Fulham**

**Health and Wellbeing Board**

**14 November 2016**



**Children and Young People's Mental Health Transformation – Update Report**

**Report of:**

Janet Cree – Managing Director of Hammersmith & Fulham Clinical Commissioning Group

Rachael Wright-Turner – Director of Children's Commissioning

**Open Report**

**Classification:** For Information

**Key Decision:** No

**Wards Affected:** All

**Accountable Executive Director:**

Janet Cree – Managing Director Hammersmith & Fulham Clinical Commissioning Group

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**1. EXECUTIVE SUMMARY**

- 1.1. Reports updating Hammersmith and Fulham councillors on transforming mental health services for young people have been tabled at the Children and Education Policy and Accountability Committee (June 2016) and the more recent Adult Social Care and Social Inclusion Committee (October 2016).

1.2. These reports outlined in progress since:

- Publication of the national Child and Adolescent Mental Health (CAMHS) Taskforce report, 'Future in Mind'<sup>1</sup> (February 2015);
- Submission of the initial Hammersmith and Fulham 'Children and Young People's Mental Health Transformation Plan (October 2015) and
- The report of the Hammersmith and Fulham CAMHS Taskforce<sup>2</sup> led by Cllr Alan De'Ath (Spring 2016.)

1.3. The CAMHS Transformation Plan resulted in additional funds being released to Hammersmith and Fulham Commissioning Group (CCG's) in December 2015. NHS England have now asked for these plans to be 'refreshed' and revised plans have been submitted on the 31<sup>st</sup> October 2016, signed off by the Cllr Lukey, Health and Wellbeing Board Chair.

1.4. Successful submission of the 'refreshed' Transformation Plan, once assured by NHS England, will release the next wave of additional NHS England funds.

1.5. Today's report summarises the achievements of the last twelve months and charts the next steps to be taken in Hammersmith and Fulham to continue the local improvements that have already been achieved.

## **2. RECOMMENDATIONS**

2.1 The Hammersmith and Fulham Health and Wellbeing Board is asked to note and support the continued progress being made in improving mental health services for local young people and summarised in the work of the local CAMHS Taskforce and the Transformation Plan.

2.2 The HWBB is asked to support the work of the new Young People's Mental Health Alliance.

2.3 The HWBB is also asked to acknowledge that whilst progress is being made, several challenges remain in ensuring that local services meet the needs of vulnerable Hammersmith and Fulham young people.

## **3. REASONS FOR DECISION**

3.1. The recommendations above acknowledge that work is well underway in implementing Hammersmith and Fulham's transformation plan to improve mental health services for young people in line with the expectations of '*Future in Mind*'.

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<sup>1</sup> Published report of the national Child and Adolescent Mental Health Services (CAMHS) Taskforce 2015

<sup>2</sup> Appendix 1 - Hammersmith and Fulham CAMHS Taskforce Report 2016

- 3.2. Further work is planned over the years ahead to tackle the national priorities laid out in *Future in Mind* as well as local priorities identified by the Hammersmith and Fulham CAMHS Taskforce.

#### **4. INTRODUCTION AND BACKGROUND**

- 4.1. In March 2015 the Government published the CAMHS National Taskforce Report, *Future in Mind* which made 49 recommendations for improvements. Additional resources were promised to CCG's to:
- a. establish a dedicated specialist community eating disorders team for young people; and
  - b. funds to support service 'transformation'.
- 4.2. As mentioned above, to support 'transformation' NHS England required CCG's to submit a 'Transformation Plan' in collaboration with local authorities to improve mental health services for young people. Hammersmith and Fulham CCG has approached this task in collaboration with the seven other North West London CCGs, supported by the 'Like Minded' mental health strategy team.
- 4.3. The original Transformation Plan had eight priorities<sup>3</sup> and this has now been streamlined to four:
- Eating Disorder Service
  - Service Re-design
  - Learning Disabilities and Neuro-Development Disorders
  - Crisis Care
- 4.4. The other initial four priorities: needs assessment, co-production, workforce development and embedding Future in Mind have been consolidated as principles underpinning the four main Transformation Plan projects. Additionally, the Anna Freud Centre who have been commissioned to update the North West London needs analysis for young people's mental health are about to conclude their work therefore completing this priority objective.
- 4.5. Embarking on the transformation of young people's mental health services in Hammersmith and Fulham has been significantly informed by the work of local CAMHS Taskforce, led by Cllr Alan De'Ath. The taskforce held five workshops in 2015 and reported in the Spring of 2016. This laid the foundation for change which was then shaped by the CAMHS Transformation plans through engagement of multi-agency partners, young people, parents and providers over the following eighteen months.

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<sup>3</sup> Updating the local needs assessment; Co-production with young people; Training the Workforce; Community eating disorders service; CAMHS redesign and pathways review; Learning disabilities and Neuro-developmental disorders; Crisis care including the OOH Project; Embedding Future in Mind.

## 5. Projects and Achievements

5.1 The Hammersmith & Fulham CAMHS Taskforce recommendations were across five areas:

- Access to services, information and support
- Strengthening training
- Transition
- Hammersmith & Fulham Transformation Plans
- Mental Health Challenge

5.2 The Children and Education PAC the Health, Adult Social Care and Social Inclusion committees jointly commissioned the CAMHS Taskforce and endorsed the recommendations at their respective meetings earlier in the year. Looking at each recommendation briefly:

5.3 **Access, Information and Support:** included several ideas already being considered by the council: delivering council Early Help and health provision in a new Integrated Family Support Service and seeking opportunities to access support through young people friendly provision, e.g. leisure or activity centres.

A commitment was also made to develop a guide to emotional and mental health services with young people and to use this work as the foundation for a clear 'local offer', and discussion with schools about mental health stigma. This work is in hand and on-line access to a guide will commence in the New Year.

These strands of work will be overseen by the re-launched Hammersmith & Fulham Young People's Mental Health Alliance. The first meeting of the YPMH Alliance is scheduled for November 2016.

5.4 **Training:** training opportunities for schools, allied health staff (health visitors and school nurses) and the voluntary sector have been expanded with a view to establishing a sustainable local framework. This is a priority in the Hammersmith & Fulham Transformation Plan which is explained further later in this report.

5.5 **Transition:** the Taskforce report calls on mental health providers (West London Mental Health Trust) to take steps to be compliant with the recently published NICE Guidance on Transitions for young people.

5.6 **Transformation Plan:** links the Taskforce report and recommendations between the work of West London Mental Health Trust and the Hammersmith and Fulham Transformation Plan.

5.7 **Mental Health Challenge:** the Mental Health Challenge commits councils to identifying an elected member as the 'mental health champion' with a corresponding 'lead council officer.' Together these roles are tasked to strengthen and improve local services and maximise support and opportunities for residents facing mental ill health. Cllr. Lukey has agreed to take on this role

for Hammersmith and Fulham elected members and when a suitable 'lead council officer' is identified the mental Health Challenge can be formally adopted.

### **Transformation Plan Progress 2015-16**

- 5.8 The initial Hammersmith & Fulham 'Transformation Plan' was submitted to NHS England in October 2015 and the Hammersmith & Fulham CCG has subsequently been allocated £100,744 to establish a young people's community eating disorder service and a further £252,173 to 'transform' mental health services for young people.
- 5.9 The allocation was for 2015-16 and funds arrived with CCGs in December 2015. An uplift of 19% for CAMHS transformation funds, amounting to £68,530 has been confirmed for 2016-17. The recurrent community eating disorders resource remains at 2015-16 levels, giving a new total of £421,530 for 2016-17.
- 5.10 Funding was set against the original 8 priority areas and there are clear common elements with the priorities identified in the local Fulham CAMHS Taskforce report e.g. improving training, working with young people and co-production.
- 5.11 Given the late arrival of funding, resources were largely committed to short term projects or to provide immediate improvements and delivered by West London Mental Health Trust (WLMHT). This included tackling waiting lists and support for high needs placements.

### **6. Next Steps 2016 – 2020**

- 6.1 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. The 'next steps' summarised below should be viewed within the context of the four refocused priorities and the transformation redesign work which is about to be undertaken.

- **Community Eating Disorder Service**

- 6.2 WL MHT established a community eating disorder service for Hammersmith and Fulham young people in February 2016 in line with national standards<sup>4</sup>. The service has been developed in collaboration with Hounslow and Ealing CCG's. The community eating disorder service operates a hub and spoke structure with a base in Ealing and local clinics in Hammersmith.
- 6.3 The service will be formally evaluated in 2017 with input from young people.

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<sup>4</sup> One week wait for urgent appointments, and no more than 4 week for all other referrals. Additionally, provision for self-referral from young people.

- **Service Redesign**

6.4 A sustainable training programme will be available for 2017-18. Local authority, voluntary sector and Public Health will provide input, aimed at improving prevention and early intervention. This is a key Future in Mind recommendation.

6.5 The CAMHS School Link Pilot Project which involves 10 Hammersmith and Fulham schools working with WL MHT has been extended until March 2017. An additional four schools have been identified to join the project for six months due to sustained interest in the project from Head Teachers. Hammersmith and Fulham MIND have also been delivering support to young people in several local schools focusing on transition to work or college, mentoring and group work.

6.6 Suggestions for service changes include:

- a. delivering more emotional wellbeing and mental health services through schools
- b. integrating early intervention mental health support and local authority Early Help and School Nursing services
- c. increasing the involvement of the voluntary sector.

- **Crisis Care**

6.7 So far crisis care improvements have focused on strengthening out of hours support for young people presenting at emergency departments in the evening or at weekends. As a result psychiatric nurses are now working in the evening and at weekends to support young people. The ambition however is to review and improve the response to young people in crisis across the board. In practice this means looking at the emergency response during the day, how young people might be supported as an alternative to admission to hospital and building on the opportunities presented by established psychiatric liaison services.

6.8 A recent evaluation of the new out of hour's arrangements confirmed early indications were that the pilot scheme has strengthened out of hours support and follow up for young people. The pilot is extended until March 2017 and Hammersmith and Fulham young people are being seen at Chelsea and Westminster Emergency Departments by staff from Central and North West London Mental Health trust (CNWL).

6.9 It is anticipated that advances in this area will also link to NHS England's initiative to return commissioning of in-patient psychiatric beds for young people to local control (See below for more details).

- **Learning Disabilities and Neuro-Developmental Disorders**

- 6.10 The multi-agency service pathways for young people with learning disabilities and autism require review and this is currently underway with workshops planned to take place for mapping and exploring good practice clinical models for joining up services across the local authority, health and voluntary sector.
- 6.11 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.
- 6.12 A multi-agency Learning Disability/ Neuro-Development Disability workshop is being held on the 4<sup>th</sup> November to map services access, treatment and transition pathways with view improving alignment.

- **Co-production**

- 6.13 Co-production with young people is now integrated into the four priorities summarised above. Examples of current co-production activities include:
- **A Young People’s Mental Health Conference** was held on **29<sup>th</sup> October 2016**. Hammersmith and Fulham young people attended this successful conference run by Young Mental Health Champions supported by ReThink Mental Illness. This will be repeated in 2017.
  - **Training** of school staff by young champions supported by ReThink is continuing in 2016-17.
  - A new project with young champions has recently begun to produce **A Guide to Young People’s Emotional Wellbeing and Mental Health Services**.
  - The **Hammersmith and Fulham Young People’s Mental Health Alliance** will be re-launched in December 2016.

- **Transitions**

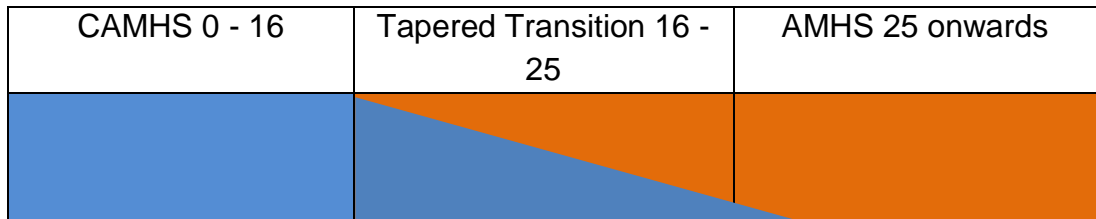
- 6.14 There have been some helpful improvements in relation to transition planning for young people from CAMHS to adult mental health services.
- 6.15 Earlier this summer the Anna Freud Centre led a seminar for Hammersmith and Fulham stakeholders which looked at their initial conclusions from the needs analysis and considered ideas to re-design services. This included developing a number of clear access points for young people’s mental health services; integrating with council early help provision; adopting the ‘Thrive model’<sup>5</sup> (an alternative to the current ‘tiered’ system) and encouraging ‘mental

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<sup>5</sup> 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>

health lead' roles for schools. Developing a 'tapered' approach to transition planning was also endorsed.

- 6.16 The 'Tapered Transition' model ensures that from age 16 years young people would have a choice of accessing services from either CAMHS or adult mental health services. Young people already receiving a service could decide when to transition to adult mental health services. This approach would allow greater flexibility over transition for young people and their families.



- 6.17 The 'tapered transitions' pathway will be within the re-design work for the LD/ND pathway. This will be inclusive of transitions within a pathway (for example when a child or young person moves school), as well as tapering transitions between child and adult services (from 16 – 25). This re-design work is already underway.

### National Issues

- 6.18 The provision of inpatient beds for young people, commissioned by NHS England, continues to cause considerable concern. Following the publication of Tier 4<sup>6</sup> Review carried out by NHS England two year ago, it has been apparent that there is an insufficient bed supply.
- 6.19 To begin to address this issue NHS England plan to commission additional beds through a procurement exercise in 2017-18.
- 6.20 Furthermore, a joint proposal by CNWL<sup>7</sup> and WLMHT to develop a new model of care to commission London beds for young people has been approved by NHS England. Regular meetings of the new NW London Implementation Board with NHS England are being held with input from local commissioners.

## 7. CONSULTATION

- 7.1 Both the developing CAMHS Transformation Plan and the earlier Hammersmith and Fulham Taskforce Report have involved extensive discussion and consultation with input from young people, schools, the voluntary sector, service providers and partner agencies. The Anna Freud Centre has also provided the vehicle to support this collaborative process of consultation.

<sup>6</sup> Mental health inpatient provision for young people

<sup>7</sup> Central and North West London Mental Health Trust



## **8. EQUALITY IMPLICATIONS**

8.1 An equality impact assessment was completed as part of the original Transformation Plan submission to NHS England. Young people with mental health and emotional problems can face discrimination and inequitable opportunities. The improvements set out in the Hammersmith and Fulham Transformation Plan specifically aim to improve support for vulnerable young people and reduce the stigma associated with mental health. This was a central focus for the recent Young People's Mental Health Conference .

## **9. LEGAL IMPLICATIONS**

9.1 There are no legal implications.

## **10. FINANCIAL AND RESOURCES IMPLICATIONS**

10.1 There are no financial implications arising from this CAMHS update report.

## **11. IMPLICATIONS FOR BUSINESS**

11.1 There are no business implications arising from this CAMHS transformation update report.

## **12. RISK MANAGEMENT**

12.1 There are no risk management issues arising from the Hammersmith and Fulham CAMHS Taskforce report or the young people's mental health Transformation update.

## **13. PROCUREMENT IMPLICATIONS**

13.1 There are no procurement implications at this time.

## **14. IT STRATEGY IMPLICATIONS**

14.1 There are no IT Strategy implications at this time.

### **LOCAL GOVERNMENT ACT 2000** **LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

<b>No.</b>	<b>Description of Background Papers</b>	<b>Name/Ext of holder of file/copy</b>	<b>Department/ Location</b>
	None.		

**LIST OF APPENDICES:**

**Appendix 1** - Hammersmith and Fulham CAMHS Taskforce Report 2016

**Appendix 2** - Annex D: Hammersmith and Fulham CCG - Local Information and Implementation plans for Hammersmith and Fulham CCG and the London Borough of Hammersmith and Fulham (2016).