

## ANNEX D: HAMMERSMITH AND FULHAM CCG

Local information and implementation plans for Hammersmith and Fulham CCG and the London Borough of Hammersmith and Fulham

### 1. Background

In March 2015 the government published *Future in Mind*, their strategy for promoting, protecting and improving our children and young people's mental health. Additional funding was allocated with the guidance to invest in children and young people's mental health services. In order to access this funding, CCGs were tasked with developing local transformation plans which set out a vision for transformation over five years, in collaboration with partner agencies. The original plans were finalised in October 2015 and outlined a sustainable, phased approach to implementation. Across North West London the eight CCG's collaborated, with support from the Like Minded team, to deliver a single plan that defined our joint priorities.

This formal refresh aims to provide assurance, demonstrate how progress is being made, provide evidence on how services are being transformed and ensure funding is being spent as plans develop further.

Our ambition for this transformation plan is that by the end of 2020 the children and young people of North West London will see a transformed service that better suits their needs, and they will be able to access services at the right time, right place with the right offer in a welcoming environment. We want our new model to be sustainable beyond 2020 – to ensure that future children and our future workforce continue to receive and provide the best quality care we know makes a significant difference.

In the original LTP 8 priority areas were specified:-

- Priority 1: Needs Assessment
- Priority 2: Supporting Co-production
- Priority 3: Workforce Development and Training
- Priority 4: Community Eating Disorders Service
- Priority 5: Redesigning Pathways
- Priority 6: Enhanced Support for Learning Disabilities and Neurodevelopmental Disorders
- Priority 7: Crisis and Urgent Care Pathways
- Priority 8: Embedding Future in Mind Locally

From these priorities, local transformation plans in 2015-16 successfully delivered:-

- Co-production work with young people,
- Reduction of waiting times for Specialist CAMHS
- A new Out of Hours Crisis service for young people
- A new children and young people's community eating disorder service.
- Role enhancement of schools in emotional well-being services
- Mental health training to schools and partner agencies

In April 2016, to address Priority 1, the Anna Freud Centre (AFC) was commissioned to undertake a needs assessment across North West London. The aim of the exercise was to:-

- Undertake an in-depth analysis of the mental health needs of children and young people across Hammersmith and Fulham.

- Evaluate the range of services and supports that are available, including the skills and knowledge of staff working with children and young people.
- Identify the needs of Hammersmith and Fulham in relation to the provision of services offered.

Following an interim report, a strategic seminar took place for Hammersmith and Fulham partners in September 2016. The seminar aimed to facilitate identification of local priorities and promote an integrated approach to service delivery. The findings are scheduled to be delivered in a final report by the beginning of November 2016 to H & F CCG CAMHS Commissioners. As the needs assessment is almost complete, this area is no longer a priority for future years.

Continuing areas of work to progress into future years are:

- To drive forward delivery of the **CYP IAPT** programme. CNWL are already increasing the numbers of staff trained in CYP IAPT evidence based treatments;
- To invest in developing more robust **data capture and clinical systems** to enable commissioners and providers to have a joint clearer understanding of current activity and projections;

As the plans in 2016-17 progressed to address the remaining priorities, it became clear three priorities: co-production, workforce development and embedding *Future in Mind* underpinned the transformation programme as a whole. It was therefore decided at a LTP review meeting in early September to reduce the priority areas from 8 to 4, focussing on the following agreed areas:

- **Priority 1: Community Eating Disorders Service**
- **Priority 2: Transforming Pathways and Redesigning services**
- **Priority 3: Learning Disabilities and Neurodevelopmental Disorders**
- **Priority 4: Crisis and Urgent Care Pathways**

#### Other local priorities:

- For Hammersmith and Fulham, this was particularly around the School/CAMHS National Health Link Pilot which developed a Mental Health Lead in 10 schools with a CAMHS clinical link who spent weekly time at the school. The school received nationally evaluated mental health training and support. The pilot is being nationally and locally evaluated, alongside 14 other national pilot sites.

The financial allocation for North West London, and Hammersmith and Fulham CCG specifically for 16/17 is as follows:

	Eating Disorders 16/17	Transformation Plan 16/17	Recurrent uplift
Brent	£173,000	£420,000	£593,000
Central London	£91,557	£307,823	£399,380
Ealing	£211,543	£630,997	£842,540
<b>Hammersmith and Fulham</b>	<b>£100,744</b>	<b>£328,186</b>	<b>£428,930</b>
Harrow	£121,785	£304,840	£426,625
Hillingdon	£149,760	£374,863	£524,623
Hounslow	£152,983	£382,931	£535,913
West London	£116,621	£369,509	£486,130
<b>Total</b>	<b>£1,117,993</b>	<b>£3,119,149</b>	<b>£4,237,141</b>

## 2. Our local offer

Hammersmith & Fulham young people requiring mental health services are supported by West London Mental Health Trust (WLMHT) who deliver both school focused early intervention community services and specialist CAMHS for diagnosis and treatment of mental health disorders. The WLMHT team of approximately 30 staff includes psychiatrists, psychiatric nurses, family therapists, psychotherapists and psychologists. The team actively supports between 500-600 local young people but see many more in the course of a year.

Hammersmith & Fulham Council fund mental health staff to support looked after and youth offending young people and their families and carers; and early intervention staff working in Hammersmith and Fulham schools. Current council resources are under review, and the council's Early Help services are being restructured. There are future proposals to include health services as part of a joined up children's Early Help offer. This is likely to include some CAMHS provision.

The local authority also contributes funding to young people's mental health in the borough, by directly employing Systemic Family Psychotherapists. These clinicians are embedded in the social care delivery, to support social workers involved with those children and young people and families who have active social work involvement in their lives.

In-patient psychiatric beds for young people are commissioned by NHS England's Specialist Commissioning and NHS E data indicates that 45 Hammersmith & Fulham young people were admitted in 2014-15. As part of NHSE New Models of Programme WLMHT and CNWL are working in partnership with the Priory Group to enable CYP who require access to inpatient services to be admitted locally. The programme will also look to develop community services to ensure CYP have access to home treatment programmes..

2016/17 Investment in Children and Young People's Mental Health			
	Clinical Commissioning Group	NHSE (Tier 4 CAMHS)	Local Authority
Hammersmith & Fulham	£2,010,863	£*	£362,830
<b>Total</b>		£*	


\*As NHS England has not yet provided the 2016/17 Tier 4 investment, we are unable to provide the spend. Plans will be updated upon the receipt of the information.

### 3. Children and young people's mental health transformation plan

The table below outlines the shared components of our plans, as well as local detail specific to Hammersmith and Fulham CCG.

Priority	Priority Description	Implementation Plans	2016/17 Investment
1	Community Eating Disorder Service	<p><b>North West London Common Approach:</b> A new, separate eating disorders service has been developed that has care pathway provision and seamless referral routes to ensure quick, easy access to the service. This service is already delivering the new national specification for eating disorder services, offering a 5 day service for young people aged 0-18th birthday who have a suspected or confirmed eating disorder diagnosis. It accepts referrals from any professional in the local area, and also self-referrals from young people and families.</p> <p>The aim of the service is to see all young people referred within 4 weeks of referral, with a wait of no more than one week for urgent cases. Our intention is to market test this service in 2017/18 and to investigate offering a 7 day service.</p>	<p><b>Investment: £100,744</b></p> <p>A new community eating disorders service was launched on 1 April 2016. Hammersmith and Fulham young people are seen at the WLMHT 'hub' at Ealing CAMHS in Armstrong Way for multi-disciplinary assessment, and for follow-up at the Hammersmith and Fulham 'spoke' at Glenthorne Road in Hammersmith..</p> <p>With minor amendments, the pilot is due to be adopted as business as usual from 1 April 2017 within a two year contract with the Trust.</p>
2	Redesigning Pathways – A Tier free system	<p><b>2016-2020 CAMHS Re-design:</b> We will move away from tiered services to services that meet the needs of the child/young person and the family. Broadly, our new proposed model will be based on the Thrive Model which has been recommended to us by the Anna Freud Centre in the West London CCG Interim Report.<sup>1</sup></p>	<p><b>Investment: £199,026</b> This includes: <i>£11K</i> Learn Well is a MIND 6 module psycho-educational programme which builds resilience, promotes positive practices and</p>

<sup>1</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>

		 <p>This includes:</p> <ul style="list-style-type: none"> <li>• <b>Evidence based treatments</b> delivered by all CAMHS services.</li> <li>• <b>A Multiple Access Point model (MAP)</b> to connect schools, GP's, the local authority and the voluntary sector with a Mental Health Lead in the area.</li> </ul>	<p>adaptive coping skills to reduce stress and increase confidence in YP.</p> <p><b>£4K</b> Training programme delivered by Educational Psychology for 30 support assistants in schools to become Emotional Literacy Support Workers to improve learning.</p> <p><b>£16K Schools and £13K Nurseries</b> Public Health Healthy Schools Programme which supports early years and schools to make improvements to health and wellbeing.</p> <p><b>£32K</b> Rethink co-production recruitment and supervision to support 15 young champions.</p> <p><b>£46K</b> 'Schools/CAMHS pilot'. Mental Health named Leads in schools linking with WLMHT clinicians who offer each school 2 hours input each week. This offer has been extended to a further four schools and all 14 schools involved will increase input until March 2017.</p> <p><b>£10K</b> MIND Educational support offered to YP aged 14 to 25 who are transitioning in their lives. Email, telephone and 1:1 sessions can be accessed via self-referral.</p>
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3	Learning Disabilities and Neuro Development Disorders	<p><b>North West London Common Approach:</b> Work is underway across NW London to align to the adult learning disability programme workstream to ensure smooth transition and consistency of care.</p> <p><b>Hammersmith and Fulham CCG and Local Authority Local</b></p>	<p><b>2016-17 Investment: £89,160</b> Hammersmith and Fulham is working in partnership with the Local authority to develop a high quality integrated model which pools resources and ensures access to the right intervention at the right time.</p>



	<p>Learning Disabilities and Neuro Development Disorders</p>	<p><b>Approach:</b> H &amp; F CCG will invest in additional capacity across the whole system for LD and ND pathways. This will be in collaboration with WLMHT, the Local Authority Children with Disability and Learning Disability teams; child development service and voluntary sector providers.</p> <ul style="list-style-type: none"> <li>▪ <b>Map local care pathways</b> and reconfigure services</li> <li>▪ Develop an <b>effective strategic link</b> between CAMHS Learning Disabilities/Neurodevelopmental (LD/ND) services and special educational needs (SEN) departments.</li> <li>▪ <b>Enhance the capacity of CAMHS</b> to meet the increasing demand for ASD and ADHD assessments.</li> <li>▪ <b>Provide advice and support to special schools and specialist units</b></li> <li>▪ Connect with <b>local voluntary sector services</b> and support groups for young people with LD/ND and their families (e.g. parent-run ASD support group).</li> </ul>	<p>£30,000 CCG staffing – project manager to review LD and ND pathways across 3 CCG’s with partner agencies. To produce options paper leading to recommendations for commissioners.</p> <p>£58,800 WLMHT project to reduce internal waiting times for follow up appointments, and smooth out pathways between agencies.</p>
<p>4</p>	<p>Crisis and Urgent Care Pathways</p>	<p><b>North West London Common Approach:</b> We aim to ensure that our local offer of support and intervention for young people reflects the Mental Health Crisis Care Concordat. We will also implement clear, evidence-based pathways for community-based care, including where resources allow, home treatment teams and crisis response services to ensure that unnecessary admissions to inpatient care are avoided. As part of NHSE New Models of Programme WLMHT and CNWL are working in partnership with the Priory Group to ensure CYP who require access to bedded services can be admitted locally. The programme will also look to develop community services to ensure CYP have access intensive treatment programmes which deliver high quality effective care at home.</p>	<p><b>2016-17 Investment: £32,600</b></p> <p>An out of hour’s crisis pilot service was implemented in February 2016. The service was initially provided by WLMHT and scheduled to run until February 2017. Review of the pilot has been undertaken and an interim amended model has been agreed. The reconfigured model will become business as usual in early January 2017 and will run until April 2018 after which formal evaluation will occur.</p>

	<p>Crisis and Urgent Care Pathways</p>	<p><b>Hammersmith and Fulham CCG and Local Authority Local Approach:</b></p> <p>The implementation of an out of hours crisis pilot was initiated in January 2016 by CNWL across Westminster, Kensington and Chelsea, Hillingdon, Harrow and Brent. This was not funded by transformation monies but by each of the eight CCG's separately.</p> <p>For future years a new service will comprise crisis response and home treatment services and will build on existing work to develop a complete urgent care pathway. We will also work with colleagues in locality authority, public health, and schools to ensure that the prevention of self-harm and crisis avoidance via good mental health promotion forms part of this pathway. Where possible, we will look to work with existing home treatment teams to incorporate CAMHS skills and training into existing services.</p>	<p>Due to young people presenting at Chelsea and Westminster Hospital from 1 November 2016 the service will be commissioned through CNWL. £32K has been reserved to pay for this newly commissioned model until March 2017.</p>
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