

Health and Wellbeing Board: Scrutiny

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Title	Child and Adolescent Mental Health Services Overview & Position Statement - LLR.
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CAMHS Service Overview

The Child and Adolescent Mental Health Service (CAMHS), within Leicestershire Partnership NHS Trust (LPT)'s Families Young People and Children's directorate (FYPC), provides specialist mental health services for all children and young people up to the age of 18 years who are experiencing moderate to severe mental ill health, providing they reside and are registered with a GP in Leicester, Leicestershire and Rutland.

Operating Budget 2016/17:

	<i>WTE budget</i>	<i>Payroll Annual Budget</i>	<i>Non-Payroll Annual Budget</i>	<i>Total Expenditure Budget</i>
<i>CAMHS City OP Team</i>	12.07	669,705	12,825	682,530
<i>CAMHS Young Peoples Team</i>	11.31	600,267	18,263	618,530
<i>CAMHS Primary Mental Health Team</i>	12.09	562,128	22,580	584,708
<i>CAMHS Learning Disabilities</i>	8.81	576,367	15,367	591,734
<i>CAMHS LD Outreach</i>	8.40	297,832	19,132	316,964
<i>CAMHS In-patient Service</i>	28.32	1,175,864	38,056	1,213,920
<i>CAMHS Eating Disorders</i>	7.86	572,348		572,348
<i>Paediatric Psychology</i>	7.50	421,542	4,155	425,697
<i>Total Pay Expenditure</i>	96.36	4,876,053	130,378	5,006,431

CAMHS Outpatient Service:

The primary function of the service is to assess and treat children and young people aged 0-18 with severe, significant or enduring mental health or developmental disorders through the provision of evidence based treatment and interventions. The Specialist CAMHS Outpatient Teams provide children and families with a range of services to facilitate the assessment and treatment of significant mental health problems and disorders, including:

- Psychotic disorders
- Severe/moderate depression
- Eating disorders
- Severe/moderate Obsessive disorders
- Severe/moderate Anxiety disorders
- Complex ADHD (as part of the agreed ADHD multi agency care pathway)
- Complex autism (as part of the ASD pathway)
- Traumatized or abused children with severe impact on mental health

There are two generic Outpatient Teams: **Leicester City: and Leicestershire and Rutland County**. The City team is based at **Westcotes House**. The County Team is based at the **Valentine Centre** with outlying bases.

CAMHS Young Persons Team:

Within the service, the multi-disciplinary Young People's Team work with groups of children and young people deemed to be at high risk of emotional development and mental health problems. These groups include looked after children, adopted children, young offenders and homeless young people. The Young

People's Team focuses on minimizing disruption in the continuity of care, especially when these children and young people move placements. The team also provides advice; training and liaison to other professionals working with looked after children.

CAMHS Primary Mental Health Teams:

From 1st June our new service offer ensures that; each locality across City and County will have a named primary mental health worker based in the locality to work closely with our FYPC Family Service Managers to facilitate multi-agency working in neighbourhoods. The refocus of the team will ensure that early help is made available where needed and that the appropriate support networks are in place when cases are de-escalated. Their roles will evolve according to the needs within the locality. They will receive referrals via the access model.

Primary Mental Health Teams will compile mental health related content for our Health for Kids (www.healthforkids.co.uk) and Health for Teens (www.healthforteens.co.uk) websites. This will be central to a campaign around de-stigmatisation of mental health issues.

CAMHS Professional Advisory Service:

The Professional Advisory Service (PAS) is available for any professional working with a child or young person who needs advice about a specific case, or further information about referral criteria. This telephone service is the 'first port of call', and is widely used by GPs, but there is currently little take-up/awareness of the service by other health professionals. ***It operates 9-3pm 5 days a week.***

CAMHS Eating Disorders Service:

The Eating Disorders Team has been operational across Leicester, Leicestershire and Rutland since 2007 when it was staffed at 2.5 whole time equivalent (WTE). The service worked with commissioners to secure additional funding, and £440,000 from 2016/17 which has meant the service – based at **Mawson House** in Braunstone, Leicester – has been able to expand to take on additional clinical staff. Following recruitment, the service is now at 11 WTE with a view to recruit 17 WTE as the expansion of the service is commissioned (an expectation of NHS England by 2020).

Currently, following referral, patients will receive a telephone triage contact within five days. Urgent cases are then seen within a week, while routine screening assessments are done within a month. Currently 100 cases per year are referred to the service.

CAMHS LD Out-patient and Outreach Service:

The CAMHS Learning Disabilities Service will work with young people and their families / carers in a variety of settings including the outpatient clinics, home, school and community placements or support systems. As part of mental health assessment, diagnostic work and treatment, the team will undertake behavioural assessments and management of challenging behaviour in close collaboration with our colleagues in health, social services, education and the voluntary sector. If outpatient work is not sufficient to bring about change in challenging behaviour, the team will provide additional work into the family home using the Learning Disability Outreach Service.

The treatment approaches used within out-patients and outreach will include

- Psychiatric medical (pharmacological)
- Family therapy
- Verbal and non-verbal psychological therapies
- Modified CBT
- Applied Behavioural Analysis

- Behavioural, sleep and communication assessment and intervention strategies
- Psycho educational
- Group and individual therapies

CAMHS LD Behavioural Inclusion Service:

The Behavioural Inclusion Service works collaboratively with voluntary groups / services / short break providers who require specific training and support regarding an understanding of challenging behaviours, learning disability, Autistic Spectrum Disorder, Attention Deficit Hyperactivity Disorder, Attachment Disorders and mental health problems to enable safe delivery of short break provision.

The Behavioural Inclusion Service will deliver an agreed package of training to staff from the identified short break services, groups, respite carers, etc. The aim of the training is to equip staff/carers with the skills and knowledge required to understand and manage challenging behaviours and how a child's specific diverse needs may impact upon these. The behavioural inclusion service also offer the training to parent and sibling groups in a modified format to meet their needs and enable success in managing their child's challenging behaviours within the family home.

*The CAMHS LD teams operates **Monday to Friday 9am to 5pm**, with some flexibility according to patient needs, in a variety of settings, including Rothesay, special schools, Westcotes, Orchard resource centre, Hawthorn Centre, Community hospitals, home visits.*

CAMHS Inpatients Service– Ward 3:

Ward 3 is a Tier 4 10 bedded CAMHS unit based at the Coalville Community Hospital site. The Inpatient service provides assessment, planning and treatment to adolescents aged from 11 – 18 years presenting with acute and complex, or suspected, mental illness. The service is commissioned by NHS England on a regional basis.

Current Performance Context

Number of patients within CAMHS Portfolio: 3473

Number of referrals to CAMHS within 2015/16: 5351 (4137 accepted referrals)

Increase in referrals annually (for last 4 years): 10% annual average increase in demand

CAMHS Community Performance - referral to first contact target: 13 week (routine)

Over 13 week: 43 children /young people across LLR (all with booked appointments to end of June)

0-26 week waiting list: 725 children/young people on the waiting list in total

Projected 13 week position: 0 waiters over 13 weeks by 31st June 2016 (communicated and agreed by commissioners and supported by locum support ahead of the launch of the access transformation, discussed in the next section).

*****Comparative context - Over 13 week position at November 2015: 250+ over 13 weeks**

CAMHS Community Performance - referral to first contact target: 4 weeks (urgent)

Over 4 weeks – 0

100% compliance with target

CAMHS Inpatient Performance – Average Length of stay

49 days (2015/16)

CAMHS Inpatient Performance – Bed occupancy

Bed occupancy 92% (2015/16)

Transformational Change Initiatives

With the publication of the government's *Future in Mind* document in 2015, there is a national spotlight on CAMHS, with a focus very much on ensuring early intervention, trying to build resilience in young people and working towards de-stigmatisation across the sector. This means a move away from the previous tiered model of service delivery, which has created barriers that make it harder for children and families to access services.

Introducing a whole new way to access our CAMHS services...

Following a successful pilot, we are now implementing a radically different and innovative model of service delivery, including improved access and new care pathways. From 1 June, following a GP referral, there will be a single point of access (SPA). This means that families or carers will receive a telephone contact from a clinician within three weeks of the original referral. Following the call they will either:

- be redirected to other support via our care navigators (whose role is to facilitate and co-ordinate access for families to appropriate services across the sector)
- be allocated early help provision
- be given a face-to-face appointment or a telephone triage with a member of the primary mental health team
- be referred straight to our specialist teams (currently 'Tier 3').

Within a further eight weeks, they will be advised of their further treatment options and be placed within one of five care pathways. This new service delivery model will enable a more collaborative and targeted approach to working with social care, universal health and voluntary sector provision, from the point of access. Dedicated care navigation systems in both the City and the County will ensure that children and young people with mental ill health are able to receive timely and appropriate care from the right agencies. Historically, CAMHS has not

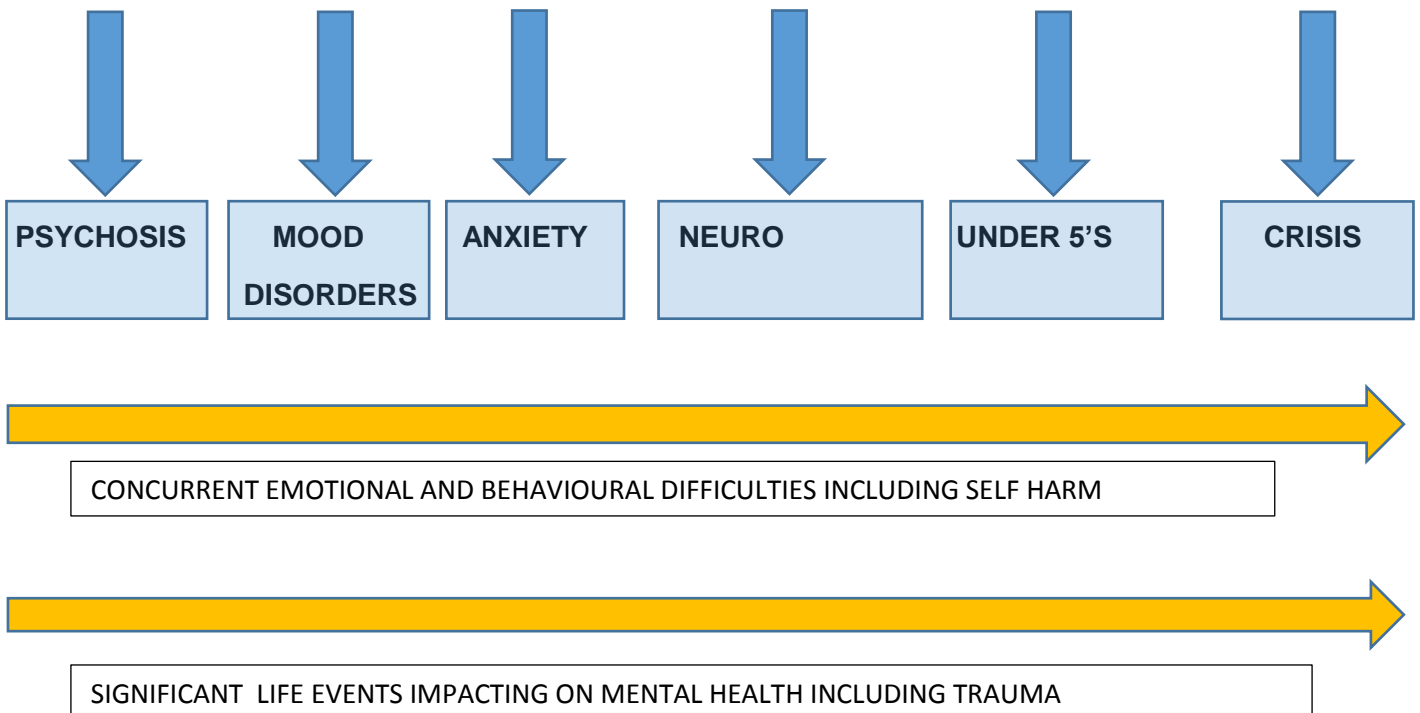
met the 13 week access target. However, it is anticipated that the new model of service delivery will mean it is met routinely and consistently

Developing evidenced based and consistent Pathways of care....

The CAMHS pathways will utilise a stepped care model of service delivery for specific clinical presentations and should be seen as a clinical tool. The development of this process will necessarily include the clinical presentations that are not considered 'common' or may require specialist provision from within a clear evidence and practice base.

The provision of a Care Pathway identifies the evidence based and suggested clinical route of expected provision. However, Future in Mind (2015) identifies that there is a requirement for local commissioning agencies to declare their current investment, as well as the needs of the local population with regards the full range of provision for children and young people's mental health and wellbeing.

CARE PATHWAYS



Specialist CAMHS will operate between the moderate to severe range of presentation (please see table above). The treatment package will be based upon a comprehensive assessment and formulation of the young person's difficulties within their own unique context. **These Pathways are agreed in principle and will be rolled out into operational delivery from September 2016.**

CAMHS Leading the way in service-user co-design....

CAMHS services have commissioned the launch of a Young Advisers Network ('Evolving Minds') made up of local young people aged 13 – 21 who have either had direct experience of CAMHS themselves, or who have

helped a sibling or friend struggling with mental health problems. The Network has consulted on the development of a crisis service business case, and continue to work with us to help make our provision more 'young person friendly.' 'Evolving Minds', want to represent the voices of young people in the region, helping to tackle stigma around children and young people's mental health.

During 2016/17 Evolving Minds will be developing a training package for all CAMHS Practitioners around communicating effectively with young people as well as leading the development of the digital CAMHS offer in conjunction with Clinical and management leads.

CAMHS working with commissioners and partners to develop a more responsive emotional, mental health system in LLR.....

We are a key partner in the Emotional Mental Health and Wellbeing sub-group of Better Care Together (LLR) currently working on the following service offers;

- **Designing a Crisis Resolution and Home Treatment Service for Children and young people**
- **Joining up health, voluntary sector and Early Help offers across City, County and Rutland to intervene early for children and young people with emotional and mental health problems.**
- **Design a training initiatives around emotional mental health for the LLR health and care system staff in relation to**
- **Digital solutions for self-care, information, advice and sign posting for those children, young people and their families**

Service Risks, Issues & Mitigations

Risk	Mitigation	Owner	RAG Status
<p>There is a risk that the concerns raised from the CQC have not been fully addressed;</p> <ul style="list-style-type: none"> • Risk Assessment Process • Environmental Risk Assessments • Capacity to Consent • Supervision recording 	<ul style="list-style-type: none"> • Consistent risk assessment documentation & SOP rolled out in CAMHS from January 2016 • Environmental Risk assessments and extra security features rolled out (at Westcotes House). Ligature audits completed and reviewed • Consent proforma developed, trailed and rolled out from January 2016 • EPR rolled out to all teams in CAMHS 	<p>Service Group Manager & Clinical Professional Leads (CAMHS)</p>	

	<ul style="list-style-type: none"> • Clinical Leads formulating assurance process from June 2016 to ensure changes have been embedded into clinical practice. • Supervision performance management initiated with significantly improved results December – March 2016 		
<p>There is a risk that the Access model will produce a hidden waiting list whilst the Pathways are in the final stage of development.</p>	<p>Sustained effort, through PTLs, to move towards pathway work and the performance management of throughput via new operational management posts.</p>	<p>Service Group Manager & Team Leads (CAMHS)</p>	
<p>There is a risk that the teams do not fully embrace new ways of working and performance is compromised.</p>	<p>Clinical and operational leads to provide demonstrable leadership – holding teams to account for changes in practice via regular reviews and participation in new QDR process.</p>	<p>Service Group Manager & Clinical Professional Leads (CAMHS)</p>	

