

Norfolk & Waveney's transformation of mental health pathways for children & young people:

Family Voice Conference 10th March 2018

Jonathan Stanley

CAMHS Strategic Commissioner

Norfolk County Council & Clinical Commissioning Groups (CCGs)

Aims

- ▶ To outline the current MH system for children & young people in Norfolk & Waveney
- ▶ To explain the rationale for our transformation/redesign programme
- ▶ To outline our vision for mental health pathways in the future
- ▶ To identify ways in which the vision for the future will be developed further
 - ▶ Presentation
 - ▶ Time for questions/discussion
 - ▶ Your comments & contributions very welcome
- ▶ **Plug: Q&A session on CAMHS 2pm-3pm - Rebekah Muttitt and Nishi Puri (NSFT)**
 - ▶ White cards in your bags
 - ▶ Write down any question/s and return to the CAMHS stand or Reception by 1pm please

Norfolk & Suffolk County Councils, 7 Norfolk districts and Waveney, 11 parliamentary constituencies

Norfolk and Waveney System



About 1,000,000 people

1 in 4 aged 24 & under

5

CCGs

6

Children's Localities + Waveney



2 community providers



1 mental health trust



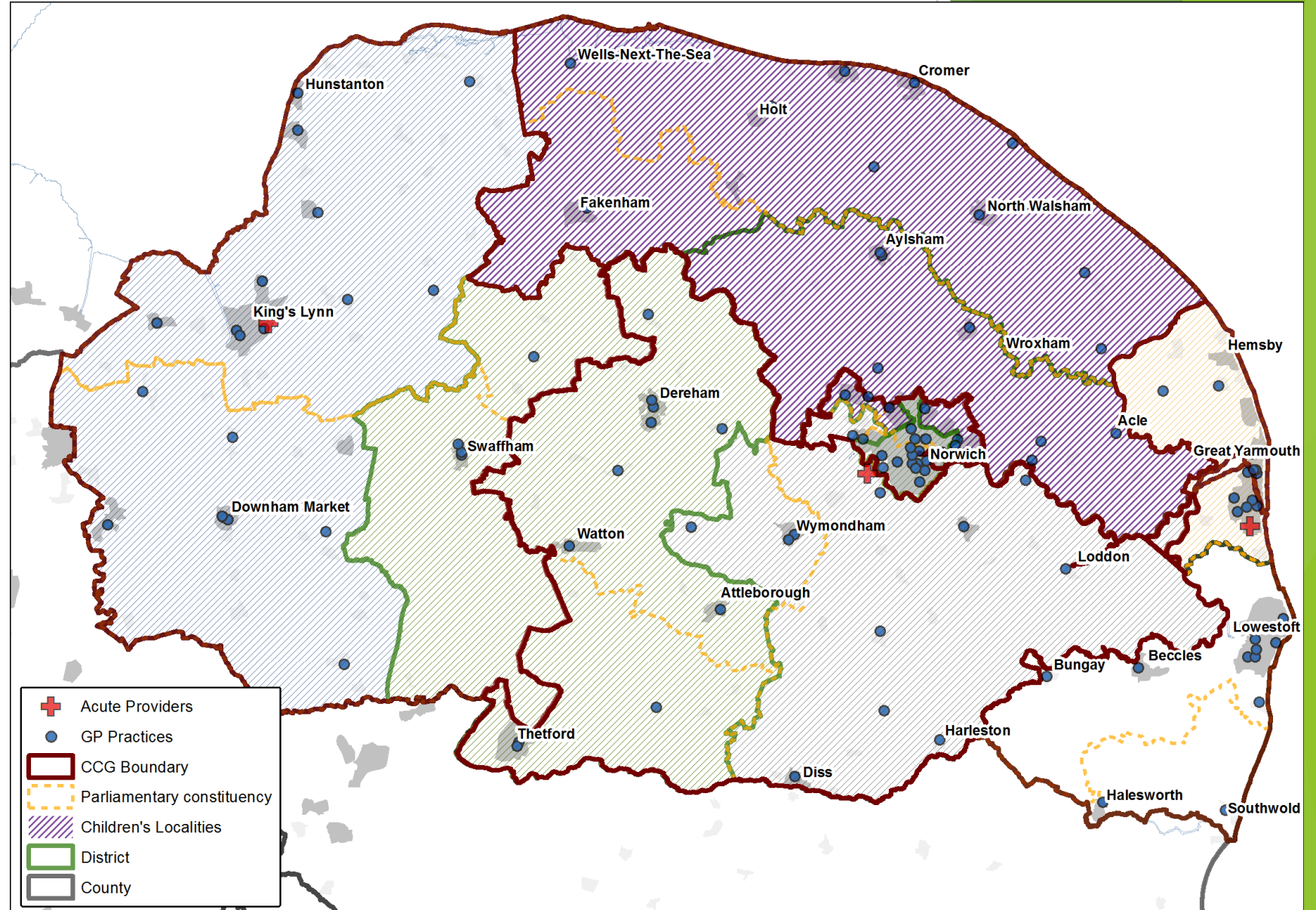
1 ambulance trust



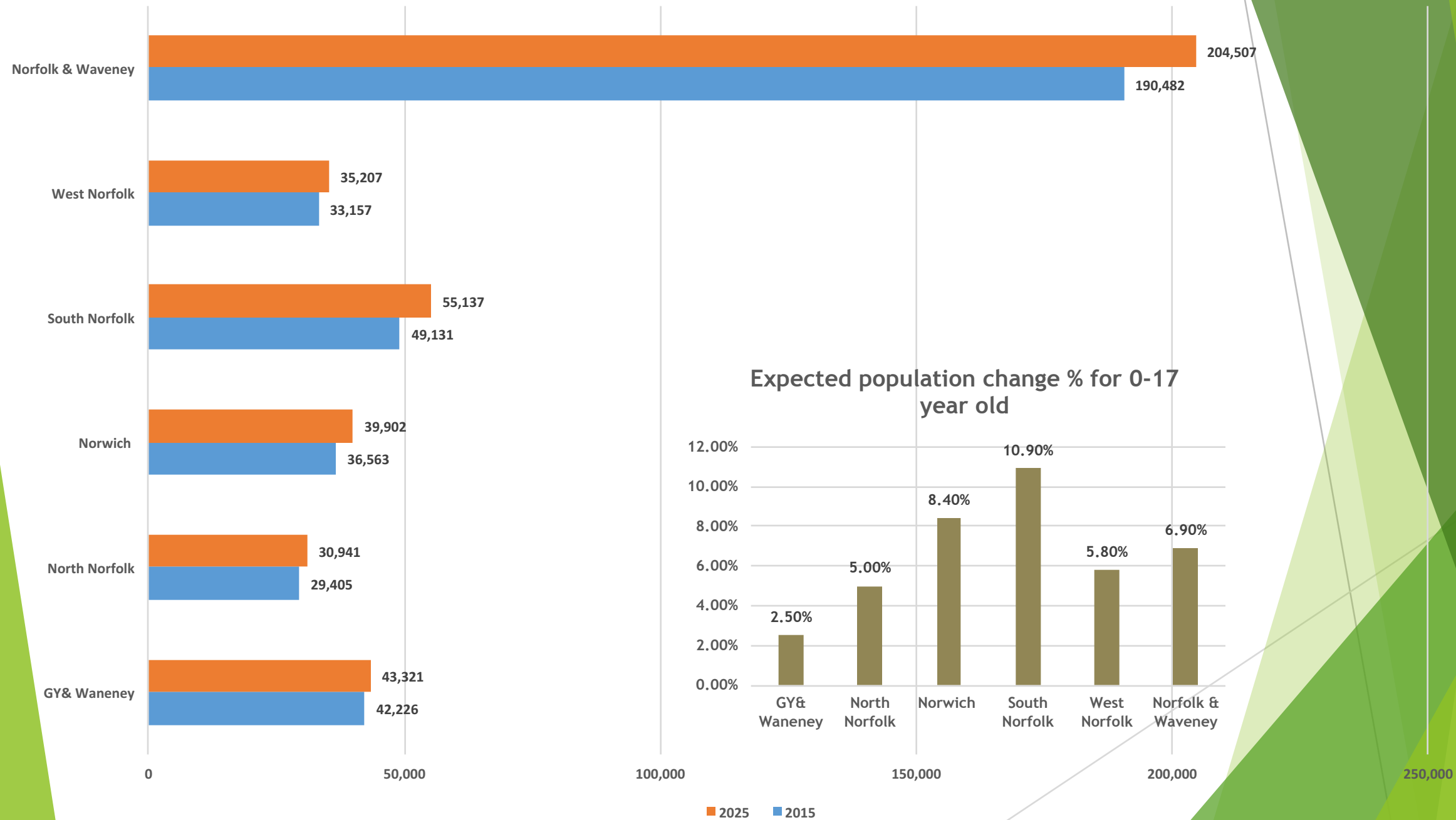
3 acute hospitals, about 1,780 G&A beds



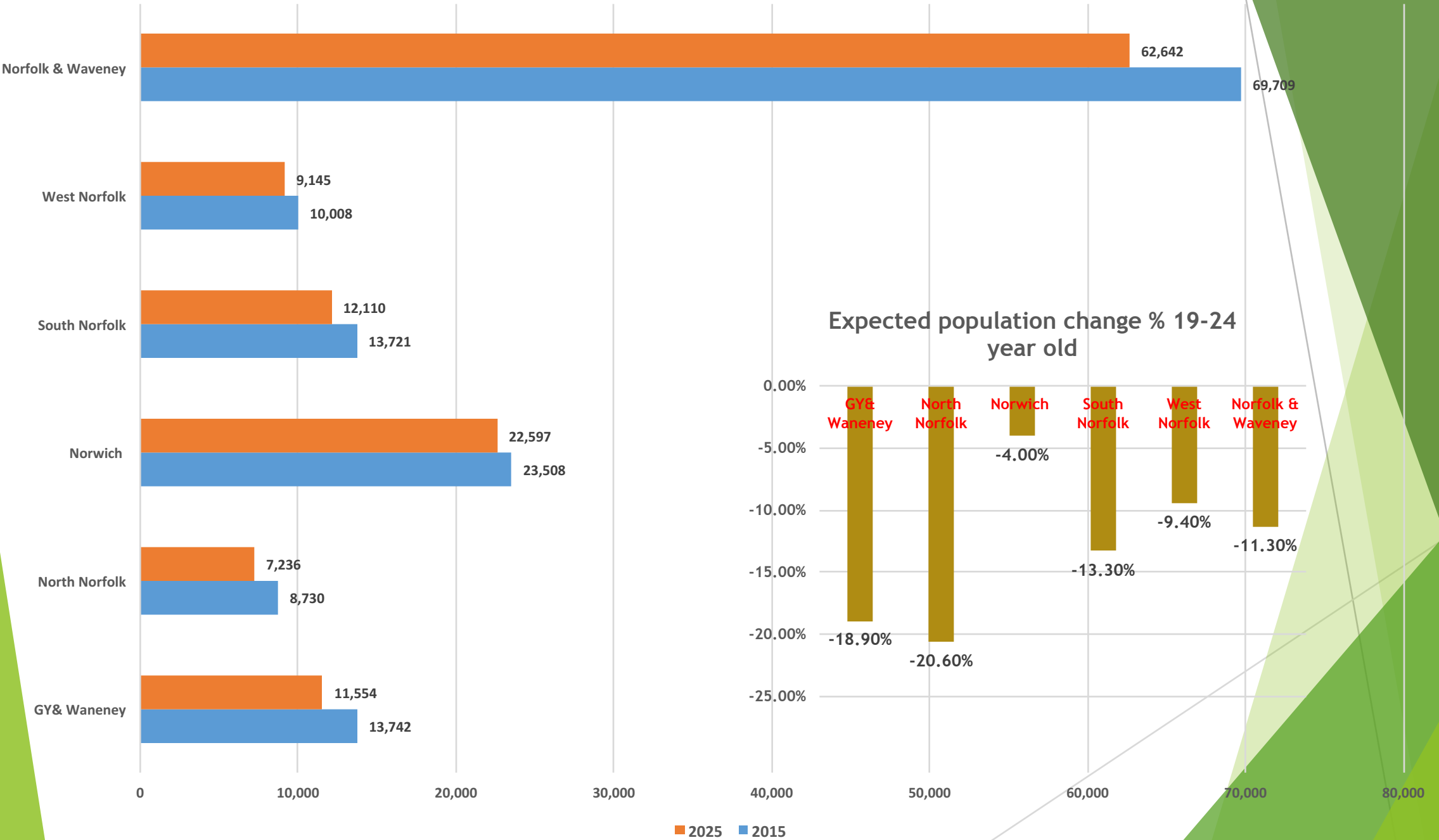
110+ GP practices



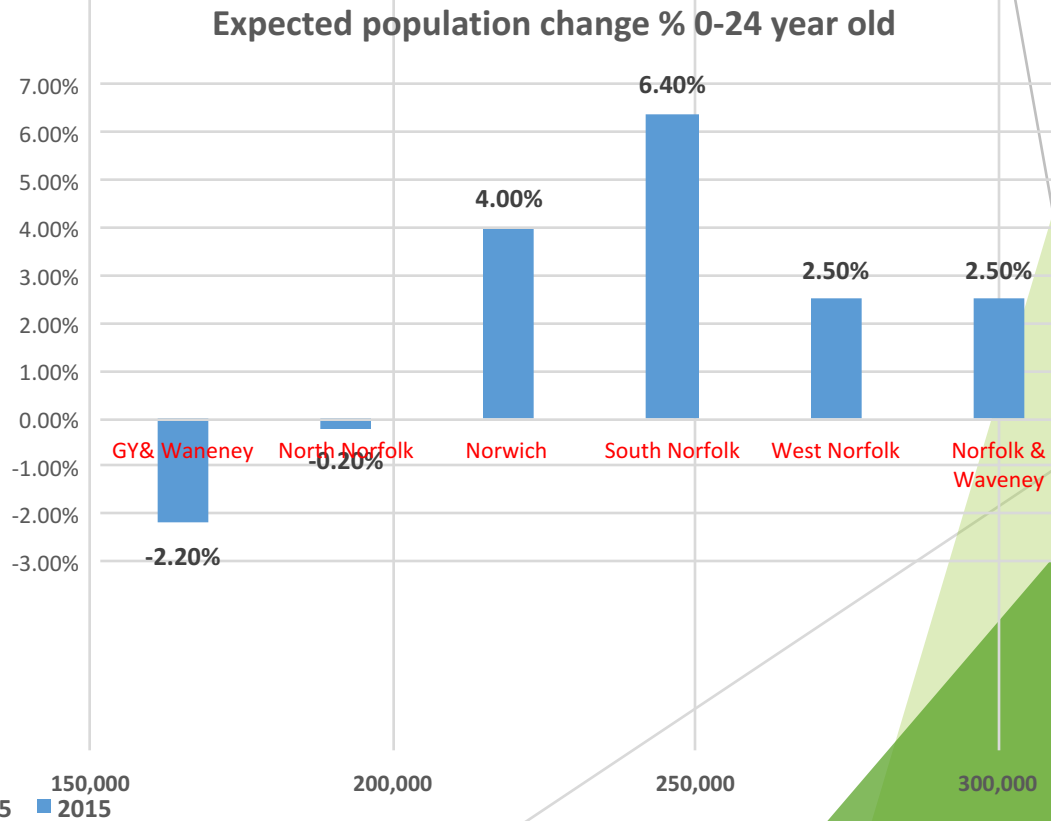
0-17 year old population by CCGs in Norfolk & Waveney

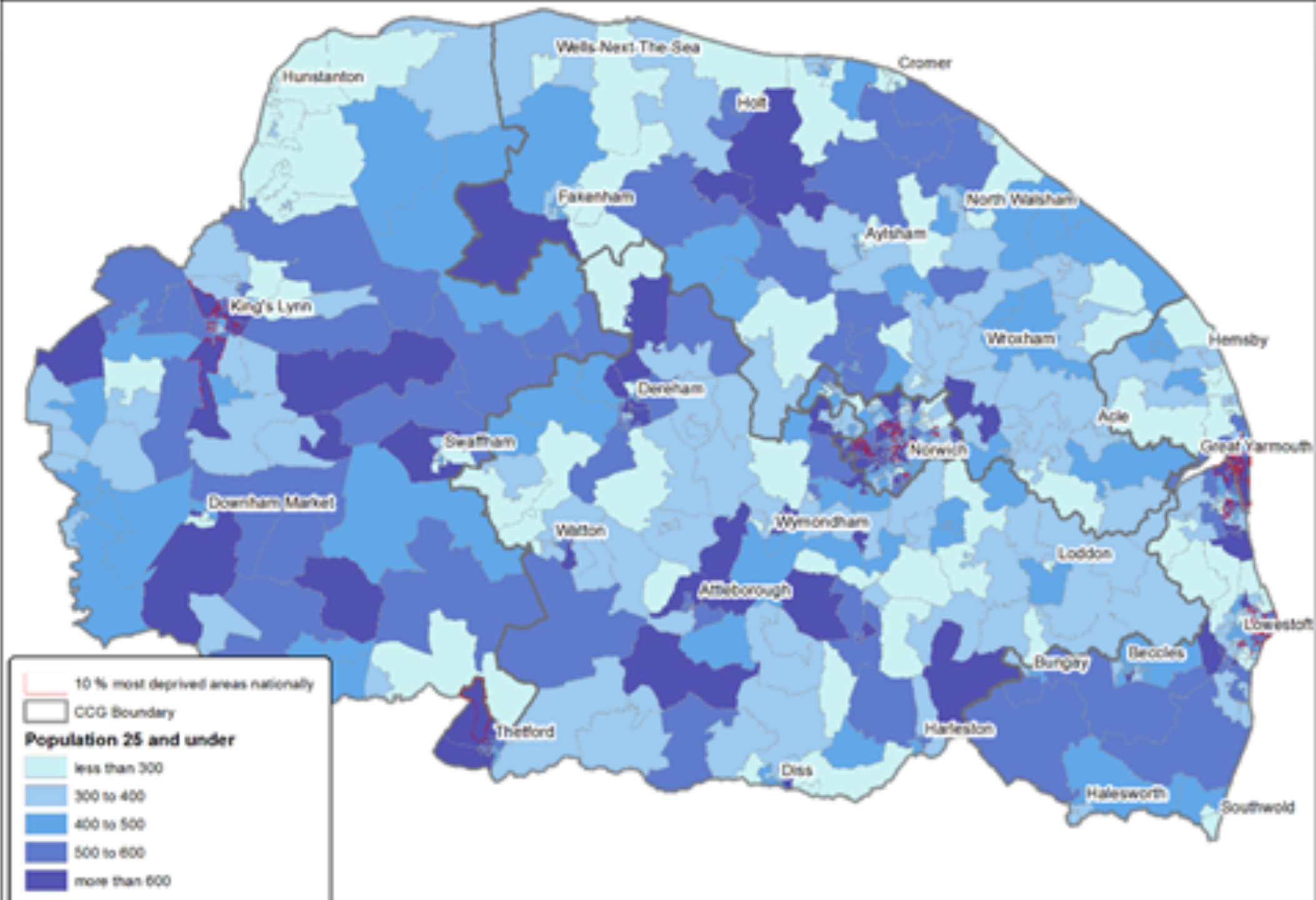


19-24 year old population by CCGs in Norfolk & Waveney



0-24 year old population by CCGs in Norfolk & Waveney





Current CYP's providers delivering a MH 'offer'

Universal incl...

- ▶ GPs ★
- ▶ Education settings
- ▶ Early Help Teams ★
- ▶ Children's Centres ★
- ▶ Promoting Alternative Thinking Strategies (PATHS) ★

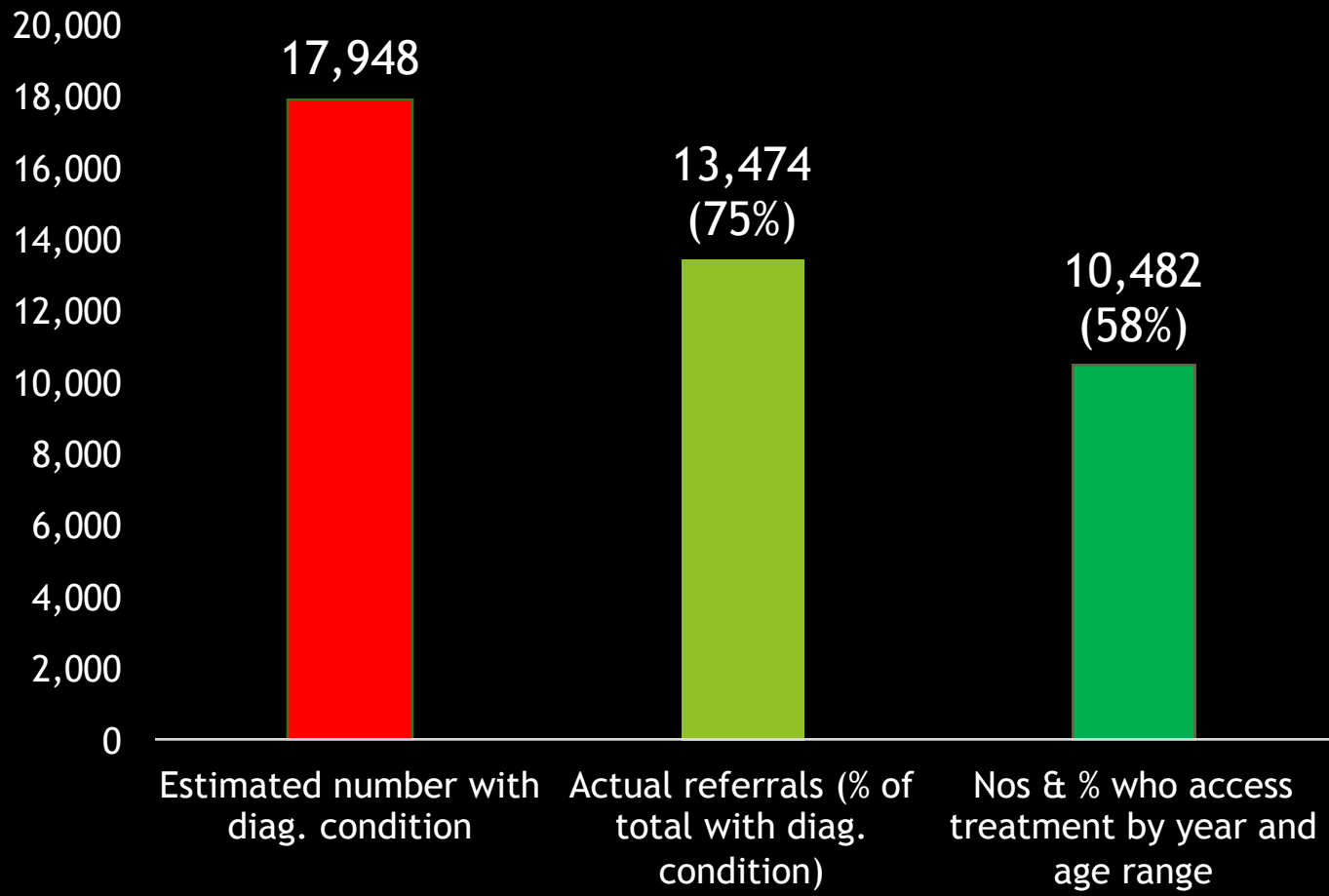
Targeted incl...

- ▶ Point 1 including new Link Work Provision ★
- ▶ Norfolk Educational Psychology and Specialist Support (EPSS) ★
- ▶ Healthy Child Programme ★
- ▶ Safer Schools Partnership
- ▶ Benjamin Foundation
- ▶ YMCA
- ▶ Nelson's Journey

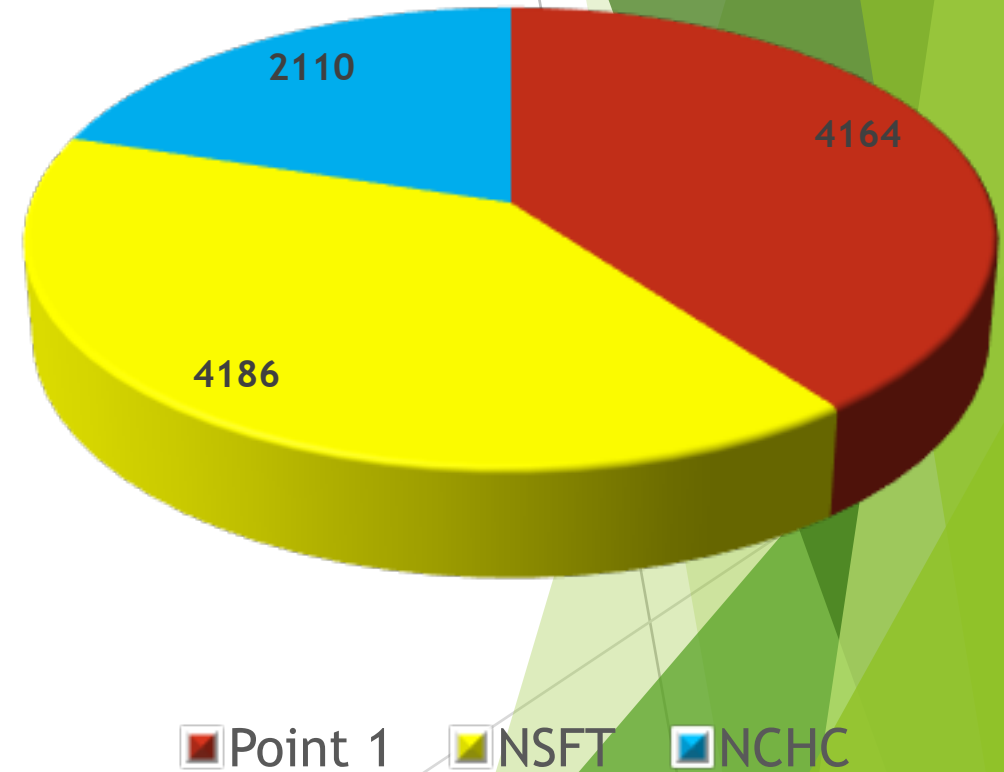
Specialist incl...

- ▶ Norfolk and Suffolk NHS Foundation Trust (NSFT) ★
- ▶ Compass Schools (SSSfN) ★
- ▶ Compass Outreach ★
- ▶ Integrated Community Paediatric Services ★
- ▶ Norfolk Community Health + Care (NCH+C) ★
- ▶ James Paget University Hospital (JPUH) ★

CYP 0-17 year olds 2016/17)



Nos of CYP accessed treatment in 2016/17 by provider



Local innovations, recent developments

- ▶ PATHS programme - over 120 primary schools, 20,000 + pupils
- ▶ Compass Schools - x50 places - education & therapy
- ▶ Bespoke offer to Looked After Children & edge of care CYP - Compass outreach & PIMHAT
- ▶ Specialist MH Trust offer to 18-24 yr olds - Youth MH teams
- ▶ LTP funded developments incl...
 - ▶ Increased capacity - CAMHS ED & Targeted CAMH Service (Point 1)
 - ▶ Link Work offer to Universal Settings
 - ▶ Harmful Sexual Behaviours project - YOT & specialist MH Trust
 - ▶ Crisis CAMHS Pathway enhanced

Transformation/Redesign Programme: Background

- ▶ Current pathways not adequately meeting need
- ▶ In 2015 only 36% of children and young people with a mental health problem were seen - 58% by 2016/17
 - ▶ **NB** Govt target (5YFV) for 2021 = see/reach 35%
- ▶ Uncoordinated system - further work needed to ensure joined up provision and commissioning and early support.
- ▶ Gaps in provision
- ▶ Not fully taking advantage of efficiencies of working at scale
- ▶ Incremental developments rather than system wide improvement
- ▶ CAMHS redesign approved - 2016/17 refreshed LTP

CAMHS system re-design - Givens

- ▶ Norfolk & Waveney footprint
 - ▶ 5 CCGs, NCC and SCC
- ▶ 190k CYP aged 0-17
 - ▶ Circa 70k +18-24 yr olds
- ▶ Must address
 - ▶ Statutory duties
 - ▶ National targets & policy for NHS & CS - **Green Paper, (Evidence Based Pathways, W/T stds)**
 - ▶ Childrens Services Improvement Plan
- ▶ All levels of need - Universal, Targeted, Specialist
- ▶ Integration - provision and particularly joint commissioning/governance

Project structure & progress

- ▶ Redesign Steering Group
- ▶ Project Initiation Document in place
 - ▶ Needs assessment
 - ▶ Mapping existing provision, contracts and resources
 - ▶ **Developing the future service model for Norfolk & Waveney**
- ▶ External advice - incl CYP IAPT, East of England Clinical Network
- ▶ Engagement activity
 - ▶ Focus groups with CYP (incl Youth Advisory Boards, In Care Council, Dragons), family members/carers, partners, referrers
 - ▶ Online consultation, open to all - Aug-Nov 2017 - 285 responses
 - ▶ With professionals - schools, WN Community Engagement Forum, NCC Service Development Groups - LAC/Leaving Care, Fostering Advisory Partnership, CAMHS Strategic Partnership
 - ▶ CAMHS staff - online consultation Dec 2017-31st Jan 2018 and x3 face to face engagement sessions
 - ▶ Testing our early thinking about the scope & potential future service models
 - ▶ Our engagement work continues

Parent Infant MH
provision

Those who
access provision
generally get a
good service

Success with
recruitment

What works well?

Collaborative
ventures - e.g.
Compass Outreach

Joint bids &
innovations

Some meaningful
activity,
performance &
outcome data

Multiple routes
into services.
Hard to navigate

Uncoordinated
pathways

IT systems
that can't
talk to each
other

Providers working to
different contracts,
KPIs and producing
different
performance and
outcome data

Where is improvement needed?

Geographic
variation in
services

Variations in
services
across age
ranges

Front line staff,
management &
commissioners
not working
cohesively

Insufficient focus
on system wide
relationships

Governance/
decision making
arrangements
not fully
integrated

Quality &
patient
safety
concerns

Waiting
times too
long

Capacity not
aligned to
demand

Bespoke pathways/
service offers for
populations with
particular or
additional needs

Friendly
drop ins

A single
waiting
times
standard

A single,
trusted, easy
to understand/
access CAMHS
system

Reach the
unreached:
more than 58%
by 2020/21

What are the design opportunities?

Services aligned
across the whole
N & W footprint

Collaboration
not
competition

Using online &
smartphone &
other technology

Common
core offer
for all

A common age
range
supported by
all services

A single
point of
contact for
all CYP MH
provision

Proactive,
approaches to
minimise DNAs

Our vision for the future

- ▶ Footprint = Norfolk & Waveney
- ▶ Age range = 0-25 yr olds
- ▶ Increasing no's CYP accessing advice, support, treatment
- ▶ Single entry/contact point for CYP with MH needs
 - ▶ One name, website, phone number - whether delivered by several organisations or one
 - ▶ Providing advice, support, triage of referrals, support to universal settings and signposting
- ▶ An offer for all who want help - graduated, from validated self-help/online support through to 1:1 or group face to face support/treatment
- ▶ Service model delivered in line with the Thrive model & its 5 core principles
 - ▶ Participation, evidence based practice, rigorous outcome monitoring, improved access, awareness raising
- ▶ A single performance framework, consistently managed - 1 set of KPIs, quality standards, client satisfaction and outcome reporting
- ▶ Compliance with national standards, targets & NICE guidance

The Thrive Model



Some headlines from staff engagement (online & face:face)

- ▶ Strengthen advice & support through/in education settings
 - ▶ More link workers to deliver brief interventions, consultation support & to sign post - cluster model?
- ▶ Concern about reductions in universal and targeted (non-MH) community services - e.g. Youth Service, Connexions.
- ▶ Strong support for greater integration - 'One Service' & to simplify access routes
- ▶ Change the 'balance' to better match targeted & specialist capacity to anticipated need
- ▶ Workforce - 'sort out' recruitment/retention challenge & 'grow our own'
- ▶ Improve/simplify waiting time standards - transparency re. secondary waits - dedicated support while waiting
- ▶ Improved web-based information, self-help and 'chat' facilities
- ▶ Enable IT client records/management systems to talk to other systems - Primary Care, Children's Services, other key providers
- ▶ General strong support that the age range for CAMHS should be 0-25
- ▶ Address perceived boundaries between teams within organisations as well as those across organisations

Any Questions?



Relevant background documents - references & web addresses

Thrive Model (2016) <https://www.annafreud.org/what-we-do/improving-help/improving-help-for-professionals/service-redevelopment/thrive/>

Green Paper, (2017) <https://www.gov.uk/government/consultations/transforming-children-and-young-peoples-mental-health-provision-a-green-paper>

Five Year forward View (2014), <https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf>

Children's Commissioner's Briefing: Children's Mental Healthcare in England (2017), <https://www.childrenscommissioner.gov.uk/publication/briefing-childrens-mental-healthcare-in-england/>

Norfolk & Waveney Local Transformation Plan, <https://www.norfolk.gov.uk/care-support-and-health/health-and-wellbeing/childrens-health-and-wellbeing/mental-health-camhs/professionals>