Transforming Child & Adolescent Mental Health Services (CAMHS)

Update to Children and Young People Scrutiny Panel
April 2017
Susie O’Neill, Children’s Joint Commissioner
1. Overview of the CAMHS provision in Hounslow

Child and adolescent mental health provision has traditionally been described in 4 ‘Tiers’, ranging from universal services to highly specialist inpatient services for children with the most complex needs, although there is an increasing drive to move away from this towards a more integrated model. The current landscape in Hounslow is depicted below.

‘Tier 1’ CAMHS
Universal services for children and young people including primary care, schools, health visitors, school nurses and voluntary groups.

‘Tier 2’ CAMHS
Specialist mental health input into multi-agency, community-based services for early help and targeted support
Commissioned by: London Borough of Hounslow and Hounslow CCG
Provided by: West London Mental Health NHS Trust
Base: Various community
16/17 Spend: £690,000
Staffing: 9.57WTE
Includes:
• Early Intervention Service
• Looked After Children
• Specialist Intensive Support Programme (SISP)
• Mental Health in Schools
• Challenging Behaviour
• Youth Offending Service

‘Tier 3’ CAMHS
Specialist multi-disciplinary outpatient service
Commissioned by: Hounslow CCG
Provided by: West London Mental Health NHS Trust
Base: Heart of Hounslow
16/17 Spend: £2,629,659
Staffing: 38.98WTE
Includes:
• Adolescent Team
• Child & Family Team
• Neurodevelopmental Team
• Learning Disabilities Team
• Eating Disorder Service
• Paediatric Liaison at West Middlesex Hospital
• Out of Hours Nursing
• Specialist Teachers

‘Tier 4’ CAMHS
Inpatient and highly specialist services
Commissioned by: NHS England
Provided by: Largely private sector providers e.g. Priory.
Base: Out of borough

Level of need

Single Point of Access
2. Strengths and challenges

**Strengths....**

The provision for child and adolescent mental health in Hounslow has many significant strengths, including:

- High quality **multi-disciplinary care planning**, with a range of therapeutic groups and evidence-based interventions
- Effective **collaborative working** across the system, for example joint working with education and social care for children with learning disabilities
- **Patient-centred care**, with strong positive feedback from service users and a range of opportunities for young people and parents and carers to be involved in the design and delivery of services.
- Good information resources, and an **accessible and welcoming** environment.

**...Challenges**

However, there are a number of ongoing challenges in the system, including:

- Long and increasing **waiting times** for specialist services, particularly for early help and for autism assessments, as demand continues to exceed capacity.
- **Limited resource for prevention and early intervention**, and service reductions in other parts of the system, mean that needs are more likely to escalate before they are addressed, and services can seem difficult to access.
- Pressure on crisis care services, with limited capacity for intensive community work and an ongoing **shortage of inpatient beds** for young people who require admission to hospital.
- Difficulties in **recruiting sufficient staff** with the necessary specialist skills.
3. The national context: Future in Mind

Many of the challenges identified within Hounslow, particularly rising demand for services, are echoed across the country. A national CAMHS Taskforce was launched in 2014 and its report, **Future in Mind**, was published in March 2015, making 49 recommendations to improve young people’s mental health services over the next 5 years and enable an additional 70,000 young people to be treated by 2020. The key themes identified were:

- Early intervention and prevention
  - Removing tiers and improving access
  - Developing the workforce
  - Improving care for vulnerable groups
  - Managing increasing demand
  - Ring-fenced funding to establish a specialist community eating disorder service

NHS England announced additional funding to help meet the ambitions of Future in Mind: £30m for eating disorders and £250m for 5 years for service development to deliver the other recommendations.

The publication of the **Five Year Forward View for Mental Health** has added a further mandate for local areas to increase investment in CAMHS to improve quality, increase access and reduce waiting times. Key objectives include:

- A joint-agency approach between CCGs, local authorities and community partners to intervene early and build resilience
- Significant expansion of the workforce, with joint agency plans to ensure development of staff with skills in providing high quality evidence-based treatment.
- Improved access to 24/7 crisis resolution and liaison mental health services for children and young people
4. The local context: Healthwatch & Anna Freud findings

Within Hounslow, two separate pieces of research into CAMHS were commissioned in 2016. Their recommendations are summarised below:

**Healthwatch Report, March 2016**
- The referral pathway should be simplified, with **lower thresholds** and signposting to alternative sources of support.
- **Funding should be increased** to CAMHS and other services like Youth Counselling, to reduce waiting times and enable additional services to be provided.
- More **information** should be provided to GPs, schools and other professionals about CAMHS and other services like Youth Counselling.
- **Communication** should be improved with service users and parents, with workshops and information provided in a range of formats and languages.
- Appointment reminders should be used to **reduce the DNA rate**.
- Remedial measures should be taken to **remove staff shortages**, and staff should be empathetic and build rapport with young people.
- Schools should include mental health in the curriculum and have a **whole school approach** to developing resilience.

**Anna Freud Centre Report, October 2016**
- To promote **Thriving**: enhance interagency prevention and promotion by mainstream services.
- To promote **Advice and Signposting**: use existing multi-agency teams to deliver advice, support and formalised links with CAMHS.
- To promote **Getting Help**: develop a ‘needs-led’ integrated pathway, including tapered transitions, out of hours care, and accessible services.
- To promote **Getting risk support**: bring together multi-agency teams to deliver new approaches for key groups of children and young people at risk whose needs cannot be met by CAMHS services alone.
- To achieve **integrated practice**: consider increasing opportunities for joint training, colocation and environments that support collaboration.
- To promote **effective and transparent practice**: draw on evidence and collect data on outcomes.
5. The Local Transformation Plan

A CAMHS Transformation Plan for North West London 2015-20 was developed by the CCGs with local partners and stakeholders to outline how we would deliver against our local priorities and the recommendations of *Future in Mind*. The plan was originally submitted in October 2015 and it was refreshed in October 2016. The priorities are:

- Establishing a **specialist eating disorder service** for children and young people
- Improving **early help and access**, with a ‘tier-free’ system
- Improving **crisis and urgent care pathways**
- Enhancing **support for young people with learning disabilities and neurodevelopmental disorders**

Hounslow was allocated £152,983 for Eating Disorders and £382,930 for other service developments to deliver this work. Since January 2016, four workstreams have been established to take forward these priorities, some of which are specific to Hounslow, and others are being delivered in partnership with our neighbouring boroughs. An update on implementation of each of these workstreams is included over the next 2 slides.
6. Early Help & Access

This workstream includes several key strands of work to improve prevention, early support in universal settings, and access to specialist mental health services for those who need it:

**Mental Health in Schools**

A Mental Health in Schools pilot is underway in 8 schools across the borough to embed CAMHS link workers in schools and test a range of evidence based approaches including training, mentoring and reflective supervision for staff, and resilience and exam stress groups for pupils. The evaluation is due in the summer-term, and a basic core offer to all schools will be commissioned from September 2017. Mental Health First Aid training for Youth is also being rolled out to school nurses, and plans to embed mental health awareness in PHSE lessons are being developed in partnership with Mind.

**Developing the wider workforce**

Training in motivational interviewing and solution-focussed brief therapy has been rolled out to children’s social workers to improve the emotional wellbeing support provided to children and families in their care, and training is planned for GPs to support their understanding of child mental health and local referral pathways.

**Working with the voluntary sector**

In partnership with Hounslow Community Network, investment has been made to train more volunteers and increase capacity in voluntary sector services that support child mental health including Hounslow Youth Counselling Service and Homestart.

**Simplifying access to CAMHS**

A Single Point of Access to CAMHS was launched in November 2016, which means that there is now one referral form and one set of contact details to access CAMHS, and the child/young person/family will be directed to the most appropriate team straight away, rather than bouncing around the system.
# 7. Eating Disorders, Crisis Care, and LD/ND Pathways

### Specialist eating disorder service for young people

A specialist Eating Disorder Service for young people was established in April 2016, provided by West London Mental Health Trust across Hounslow, Ealing and Hammersmith & Fulham. The service provides young people with access to specialist staff and NICE compliant care for eating disorders within the new NHS Access and Waiting Time Standards – 1 week for urgent care and 4 weeks for routine care. Features include; home treatment intensive support, multi-family therapy, extension of evidence based treatments, Tier 1/2 training, and development of pathways with local acute services for intensive monitoring of acutely unwell patients on paediatric wards. Access to the service is via CAMHS.

### Care for young people in crisis

A CAMHS Out of Hours service is now in operation to ensure that young people in crisis can access support from a trained CAMHS professional at any time including overnight and at weekends. There is also a paediatric liaison service in operation at West Middlesex Hospital to ensure timely assessments and onward transition for young people who present at the hospital in crisis during the daytime. These developments are part of a wider piece of work to develop a comprehensive 24/7 pathway for young people with urgent mental health needs. The future model will include 24/7 telephone advice and triage, 24/7 emergency assessments for young people who present at hospital, and some capacity for intensive community outreach to de-escalate crises.

### Learning disabilities and neurodevelopmental disorders

Work is underway to improve provision for children and young people with learning disabilities and neurodevelopmental disorders, as demand for these services (and consequently waiting times) continues to increase. Some additional investment has been made to increase capacity in this service, and support for families pre- and post-diagnosis is being developed through work with Homestart and the roll-out of Earlybird training. Further work is required to develop integrated care pathways for this cohort across health, education and social care, including support in crisis to reduce the need for residential provision (linked to the Transforming Care Programme).
8. Risks and governance

There are a number of challenges associated with delivery of this ambitious plan:

- **Managing stakeholder expectations**: The investment will mean additional capacity for frontline services but in a lot of areas demand will continue to exceed capacity, so new ways of working are required to meet this challenge, and open, transparent communication with stakeholders will be required to manage expectations.

- **Recruiting specialist staff**: Delivery of the transformation plan relies on the recruitment of additional staff with the necessary skills, and with existing shortages of specialist staff in some disciplines (e.g. CAMHS nurses) and competition generated by all areas recruiting at once, recruitment of staff will be a challenge. Plans will need to include long-term aims to develop the existing workforce and trainees in order to address this.

- **Threats to existing investment**: In many areas, including Hounslow, local authorities are reviewing their future investment in Tier 2 CAMHS and associated services in light of the enormous financial pressures, which will mean that in some areas the new investment will only serve to replace the funding that has been taken out of the system. The local authority are involved as a key partner in the delivery of the CAMHS Transformation plan in Hounslow to mitigate this risk.

The workstreams in Hounslow are overseen by the CAMHS Partnership Group, which reports into the multi-agency Children’s Delivery Group and ultimately the Health and Wellbeing Board.

The full North West London CAMHS Transformation Plan is published online at:


And more information about Hounslow CAMHS is available at:

http://www.westlondoncamhs.nhs.uk/

https://www.youtube.com/watch?v=T0MwYwUN_JM