
7th April 2015

Name of Cabinet Member:

Cabinet Member (Children and Young People) – Councillor Ruane

Director Approving Submission of the report:

Executive Director, People

Ward(s) affected:

Title:

Child and Adolescent Mental Health Services (CAMHS) Redesign Process Update

Is this a key decision?

No

Executive Summary:

The purpose of this report is to provide an update on the CAMHS redesign process.

Five commissioning organisations from Coventry and Warwickshire have formed a 'CAMHS Redesign Project' to develop a sustainable CAMHS model. National organisation, and expert champions, Young Minds, have been commissioned to engage local stakeholders in the development of a new model. In their interim report, Young Minds have identified six key themes arising from the engagement work to date, including the benefits of a more joined up system and more mental health promotion (mirroring the 'Future in Mind' report - Department of Health and NHS England, March 2015). Based on the key themes, Young Minds have developed an outcomes framework to convey a draft version of a potential future model. Young Minds are developing their initial findings through undertaking a prioritisation process that considers their recommendations in the context of the resources available.

Recommendations:

Cabinet Member is recommended to:

- 1) Note the findings from the engagement work with stakeholders undertaken to date.
- 2) Support the progression of the initial findings in the development of a final model to be developed and delivered within available resources.

List of Appendices included:

None.

Other useful background papers:

Department of Health (2015) Future in Mind: Promoting, protecting and improving our children and young people's mental health.

Has it been or will it be considered by Scrutiny?

Yes

Health and Social Care (5) and Education and Children's Services (2) Scrutiny Boards on 7th January 2015.

Education and Children's Services Scrutiny Board (2) on 12th February 2015.

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

Report title: Child and Adolescent Mental Health Services (CAMHS) Redesign Process Update

1. Context and Background

- 1.1 The purpose of this report is to provide an update on the CAMHS redesign process.
- 1.2 On the 17th March 2015 NHS England and the Department of Health published the report 'Future in Mind: Promoting, protecting and improving our children and young people's mental health'. This report presented the conclusion of a taskforce established to consider issues in the delivery of CAMHS services.
- 1.3 The Department of Health 'Future in Mind' report published on 17th March 2015 calls for change nationally in the way CAMHS services are delivered and commissioned, it proposes:
- A five year programme to develop a comprehensive set of access and waiting times standards.
 - Joining up services locally through collaborative commissioning approaches between CCG's and Local Authorities.
 - CCG's and Local Authorities to publish their annual investment and needs of the local population.
 - Investing in evidence-based treatments.
 - Every area having a 'one stop shop' which provides support and advice.
 - Integrating mental health professionals directly in to schools and GP practices.
 - Improved public awareness.
 - Implementing clear home treatment pathways to avoid admission to inpatient care.
 - Improving the information available to inform commissioning and delivery of services.
- 1.4 Progress in Coventry complements the proposals set out in the NHS England and Department of Health 'Future in Mind' proposals.
- 1.5 The Coventry CAMHS service was subject to a Peer Review of quality in July 2014 which identified a number of issues. This review was considered by Scrutiny Boards 2 and 5.
- 1.6 A range of services make up the Coventry CAMHS provision and are commissioned covering four tiers. These services are described in (table 1) below.

Table 1. Coventry CAMHS

Tier	Description	Service & Provider	Funded by	Annual Value
Tier 1: Universal Services	Primary mental health support to address low level issues.	Integrated Primary Mental Health Service (managed by the LA)	LA, CCG and Dedicated Schools Grant	£280k
Tier 2: Targeted	Targeted early intervention services to prevent emerging issues from escalating.	Reach & Journeys services (Mind in partnership with Relate)	LA	£297k
Tier 3: Specialist	Specialist services to address moderate to severe mental health needs.	Specialist CAMHS (CWPT)	CCG (to cover Coventry and Rugby)	£3.5 million

Tier 4: In-patient	In-patient admissions for the most severe presenting needs.	Various	NHS England	-
-----------------------	---	---------	----------------	---

1.7 Locally there are two key work streams progressing to deliver improvement in services:

- 1) Drive improvement in the current services.
- 2) Redesign CAMHS Services.

This paper addresses the process to redesign services.

1.8 Redesigning CAMHS Services

1.9 The purpose of this work stream is to develop a long-term sustainable solution to improved CAMHS services across all the agencies commissioning these services.

1.10 In the context of current and predicted demand, resource constraints relevant across health and social care, and the national policy, commissioners have recognised the need to redesign CAMHS services across all the tiers and agencies. To do this, organisations must work together, recognising that it is not within the gift of one agency to improve mental health, and that mental health is ‘everyone’s business’ (No Health Without Mental Health, 2011).

1.11 Therefore, five commissioning organisations who commission CAMHS services across Coventry and Warwickshire came together in February 2014 to form a ‘CAMHS Redesign Project’. The organisations driving the project are: Coventry and Rugby CCG, South Warwickshire CCG, Warwickshire North CCG, Coventry City Council and Warwickshire County Council. The Project Board is chaired by South Warwickshire CCG.

1.12 The key progress to date has been developing a potential outcomes framework which sets out the key outcomes to be commissioned, and what is required in terms of prevention, early help and specialist support.

1.13 The focus of the redesign has been co-producing a new model with stakeholders. Leading national mental health charity and expert champions, Young Minds, were commissioned to deliver the coproduction work with stakeholders to influence the new model. A key challenge for the re-design team is to balance the demand for support and recommendations on how the service can be improved with the resources available to deliver the services.

2. Options considered and recommended proposal

2.1 The issues previously reported to Scrutiny Board 2 and 5 present in the CAMHS system have been addressed through additional funding to increase capacity, a plan to address issues arising from the 2014 Peer Review findings and developing new operational pathways. While commissioners could seek to continue managing through this action on an on-going basis, the fundamental challenge of increasing demand, changing needs, and complex commissioning arrangements would still exist. Therefore Cabinet Member is recommended to:

- 1) Note the findings from the engagement work with stakeholders undertaken to date.
- 2) Support the progression of the initial findings in the development of a final model to be developed and delivered within available resources.

3. Results of consultation undertaken

- 3.1 To date the following activity, led by Young Minds, has taken place:
- Young people's workshops - 35 participants
 - Parent/ carer workshops - 21 participants
 - Workshops with referrers and professionals - 66 participants
 - On line survey - 151 responses
 - Co-production workshops consisting of a mix of young people, parents/carers, referrers and providers
- 3.2 Young Minds have reported six key themes arising from the stakeholder groups as summarised below:
- 3.3 **System** – The experience of young people and parents suggests a fragmented system with poor communication between services and with service users. The importance of services working together better and at an earlier stage was stressed by all groups. Transition and information sharing issues suggest the need for a 0-25 pathway approach.
- 3.4 **Mental health promotion** – Whatever the age and at whatever stage in a pathway, better promotion of mental health including information, identification and early support was seen as a priority. A greater role and input from universal services and particularly schools was commonly requested.
- 3.5 **Navigator role** – Having a mental health problem and needing help from the system is often a confusing and daunting experience. The number of services and therefore people involved in children's lives, and the changing staff within any one service, is an issue. Parents and young people want help to understand, access, challenge and manage their support. They would like this from one consistent person who sticks with them for as long as needed.
- 3.6 **Resilience** – Many of the outcomes identified come under a 'resilience' umbrella e.g. being able to cope; learn; aspire; manage feelings; have healthy relationships; sense of control; solve problems; navigate to resources; etc. All groups including professionals and service providers wanted to see a system-wide, resilience-focused approach across the tiers and age range.
- 3.7 **Integrating service delivery e.g. Hub style provision** – Professionals suggested models for providing more than one service in one location which can make access to a range of services easier such as service hubs. This kind of model was well received by young people and parents as they talked about the need for more bespoke, flexible provision based closer to the community and able to provide age-appropriate responses. The geography of some areas may require an adaptation based on the principle of integrated operations e.g. a 'virtual hub' for rural areas.
- 3.8 **Outcomes** - Outcomes which are important to young people and parents have been developed. The framework of outcomes suggested is broad and includes individual and social outcomes which are not entirely within the sole 'influence' of services i.e. some are also impacted through family, community, school and other resources. Some are public mental health outcomes and will be impacted through a broad range of contextual and situational factors and inputs.
- 3.9 In concluding their work, Young Minds are refining the draft outcomes framework through prioritising the outcomes and key requirements with stakeholders, so the outcomes and requirements of young people that matter the most can be met within the available resources.

4. Timetable for implementing this decision

- 4.1 The commissioning proposal and new specifications will be drafted by the end of May 2015. Due to the level of spend, proposals will require approval from cabinet and from CCG Governing bodies in summer 2015 with a view to new services being in place from April 2016.

5. Comments from Executive Director, Resources

Financial implications

- 5.1 Funding for the Local Authority element of the CAMHS service for 2015/16 is £607k. This is made up of £528k core funding, £50k Dedicated Schools Grant funding and a £29k contribution from the Clinical Commissioning Group.
- 5.2 Coventry and Rugby CCG contribute approximately £3.6m annually and have committed additional funding on a non-recurrent basis in 14/15 and 15/16.
- 5.3 By 2016 Coventry City Council will have had its government funding cut by nearly half since 2010 and further reductions of approximately £50million in the years 2015/16 to 2017/18. The health economy faces similar pressures – by 2021 there will be an estimated £30billion funding gap in the NHS due to increased demand for services. Each CCG must find efficiencies to meet the budget gap.
- 5.4 In the Chancellors recent budget statement (18th March 2015) it was announced that there will be £1.25bn of fresh funding nationally over 5 years to treat 110,000 children with mental health issues in England. This will provide an additional £250m a year from 2015/16. As yet, details have not been released as to how this funding will be allocated but any additional resource will be included within the funding envelope for future commissioning of services.
- 5.5 Although there is significant pressure on CAMHS services, detailed in national reports, any future commissioning proposals will need to be delivered within the available resources and any requests for increased funding levels will need to be considered by the appropriate organisations in the context of its overall budget plan.

5.6 Legal implications

Where tendering is required as a result of the review, the process will need to be managed within the context of the Public Contracts Regulations 2015.

6 Other implications

- 6.1 **How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?**

Supporting vulnerable young people is a priority of Coventry City Council. The work detailed will enable young people with mental health to be better supported.

- 6.2 **How is risk being managed?**

Risk and performance of Specialist CAMHS is overseen by the Coventry and Rugby CCG Clinical Quality Review Group and Contract Operational Meeting. These groups formally

address and monitor issues or concerns arising. Early intervention services are overseen by the Local Authority, while NHS England commission tier 4 provision.

6.3 What is the impact on the organisation?

None.

6.4 Equalities / EIA

An Equality and Consultation Analysis will be completed to accompany the final proposals. However the whole ethos of co-producing the model through the work led by Young Minds is to ensure that stakeholders have contributed to designing a model that is accessible and meets the specific needs of children and young people with mental health or emotional wellbeing needs.

6.5 Implications for (or impact on) the environment

None.

6.6 Implications for partner organisations?

The key partner organisations impacted on are Coventry and Rugby CCG as lead commissioner for specialist mental health services and Providers such as Coventry and Warwickshire Partnership Trust who provide the Specialist CAMHS service. Targeted services in table 1, such as Journeys and Reach are also in scope of the review.

Report author(s):

Name and job title:

Alan Butler – Joint Commissioning Manager

Directorate:

People

Tel and email contact:

024 7683 3577

alan.butler@coventry.gov.uk

Enquiries should be directed to the above person.

Contributor/approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Other members				
Names of approvers for submission: (officers and members)				
Finance: Richard Adams	Lead Accountant	Resources	19.03.15	25.03.15
Legal: Rosalyn Lilley	Senior Solicitor	Resources	25.03.15	25.03.15
Director: Peter Fahy	Assistant Director	People	18.03.15	20.03.15

Members: Name				

This report is published on the council's website:

www.coventry.gov.uk/councilmeetings

Say redesign led by Coventry and Warwickshire CCG