

CHILDREN AND YOUNG PEOPLE MENTAL HEALTH AND EMOTIONAL WELLBEING UPDATE

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Organisation	Hillingdon CCG (HCCG) London Borough of Hillingdon (LBH)
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Papers with report	Appendix 1: Local Transformation Implementation Plan Appendix 2: Performance Report Month 9 2017/18

1. HEADLINE INFORMATION

Summary	<p>Good progress has been made in developing the THRIVE model as part of the Hillingdon Children and Young People’s Mental Health (MH) and Emotional Wellbeing Transformation Plan. A Hillingdon Thrive Network has been established and CYP are being supported in ‘Getting Help’ and ‘Getting More Help’, through earlier and easier access to ‘specialist children and young people (CYP) mental health services (CAMHS).</p> <p>Performance Improvements have been seen for CYP in ‘Getting More Help’ and ‘Getting Risk Support’ shown in the performance data from NHS commissioned services as at M9 (December) 2017-2018. The paper also reviews the Green Paper ‘Transforming Children and Young People’s Mental Health Provision’ published on 7 December 2017.</p>
Contribution to plans and strategies	<ul style="list-style-type: none"> • Hillingdon's Health and Wellbeing Strategy • Hillingdon's Sustainability and Transformation Plan • Hillingdon CCG's Commissioning Intentions 2017/18 • Hillingdon Children and Young Persons Emotional Health & Wellbeing Transformation Plan <p>National:</p> <ul style="list-style-type: none"> • ‘Future in Mind: promoting, protecting and improving our children and young people’s mental health and wellbeing’ (2015) • The Five Year Forward View For Mental Health – report from the independent Mental Health Taskforce to the NHS in England (February 2016) • Implementing the Five Year Forward View for Mental Health (NHSE 2016) • NHS ENGLAND specialised commissioning Children & Adolescent Mental Health Services (CAMHS) case for change (NHSE August 2016)

Financial Cost	This paper does not seek approval for costs, the Board received the indicative proposals for 2018/19 in the December Board Paper.
Ward(s) affected	All

2. RECOMMENDATIONS

That the Health and Wellbeing Board notes the progress made:

1. in implementing the Local Transformation Plan (Appendix 1);
2. in developing the local offer available for CYP and families in 'Getting Advice' and 'Getting Help' (building resilience and early intervention and prevention);
3. in establishing the Hillingdon Thrive Network with the planned developments to support CYP 'Getting Help' and 'Getting More Help', through earlier and easier access to 'specialist CYP MH services (CAMHS); and
4. for CYP in 'Getting More Help' and 'Getting Risk Support' shown in the performance data from NHS commissioned services as at M9 (December).

3. INFORMATION

3.1. Hillingdon has made progress, with 14% more young people with mental health problems receiving help than last year, and more of those young people are being seen within the 18 week time frame. The most vulnerable Children and Young People and those in crisis are seen more rapidly and closer to home. Other NWL boroughs have commented positively on the Hillingdon local approach to Thrive; which is further ahead than in some areas.

3.2 New early intervention and prevention approaches are in place and will be monitored to ensure that they make the expected impact and support CYP and their families.

3.3. The work so far has demonstrated the breadth of provision in the Borough, some of which was not fully recognised as such up to now. The improvements in performance and feedback from the recent event with front line staff reinforces the desire to better co-ordinate activity, identify gaps as necessary and to continuously improve. Stronger governance will enable providers to be held to account for delivery. This incremental approach to improvement is felt more likely to succeed than a more substantial re-commissioning of services.

3.4 .Given the Board's formal adoption of the Thrive framework, the information within this report is framed within the 4 Thrive domains in order to provide an appropriate and consistent structure to the process of updating the Health and Wellbeing Board on the transformation of children's mental health and emotional health and wellbeing services and the associated work being progressed to establish the Thrive model in Hillingdon.

3.5. This paper updates on progress made since the last Health and Wellbeing Board Meeting on the implementation of the Hillingdon Children and Young People's Emotional and Mental Health Wellbeing Local Transformation Plan including planned developments in Getting Help/Getting More Help, further information on 'Getting Advice' and 'Getting Help' (resilience/early intervention and prevention) components of the model, new developments

planned for and performance data from 'Getting More Help' and 'Getting Risk Support' via NHS commissioned services as at M9 (December) 2017-2018.

4. The THRIVE model



The Thrive domains:

Getting Advice: a CYP/F family have issues and need advice and support

Getting Help: the CYP/Family have a Mental Health issue that is likely to be helped with a goal focused intervention working with a professional

Getting More Help: the support required is a multi-agency intervention

Risk Support: CYP with a high risk but for various reasons there is not a goal focused intervention that is thought likely to help but the CYP needs to be kept safe.

4.1. Progress has been made against the four domains of the THRIVE model and as agreed in the Local Transformation Plan (Appendix 1). Achievements of note are:

5.1 Thrive Components - Getting Advice and Getting Help

5.2 Our recent 'Thrive' event identified and validated existing local services working within the Thrive framework 'Getting Advice' and 'Getting Help' segments. The list of preventative services below illustrates the range of services in existence belonging in the getting advice and getting help components of the Thrive model:

- **Child and Family Development Services:** providing a range of mental health and emotional health and well-being related early learning, childcare and family development services delivered through early years centres and children's centres.
- **Health Visiting Services:** Supporting families before new babies arrive, in the early weeks following birth and during the early years by providing a range of services including antenatal visits, health reviews, parenting support and child health drop-in clinics.
- **School Nursing Services:** School health nurses work in partnership with parents, school staff, GPs, health visitors, and other agencies to protect children from serious disease, through screening and immunisation, reduce childhood obesity by promoting healthy eating and physical activity and identify health issues early, so support can be provided in a timely manner.
- **Targeted Programmes:** Meeting the needs of families by securing and providing targeted programmes of developmental activity that enable family members to develop and use enhanced personal and social capabilities in their lives, to support their progression and attainment and reduce their risk of experiencing negative outcomes. Services include the Link adolescent counselling service and targeted programmes to address risks associated with unsafe sex and alcohol and substance misuse.
- **Key-working Services:** Meeting the needs of families by providing integrated 1-1 support and challenge to enable them to overcome problems. The service provides case workers

who work with individual children and their families by consent and following assessment have a plan which is delivered and reviewed for progress against identified child and family vulnerabilities. The plan is delivered in the home, school or wider community settings. The Early Help Assessment and Team around the Family are delivered through the Key Working Service.

- **SEND Early Support Services:** providing a range of services based in the home that work in partnership with parent/carers in order to build strength and resilience and to increase the chances that disabled children, young people and their families are able to live 'ordinary' lives.
- **The Educational Psychology Services:** Supporting schools and early years settings for children and young people with severe and complex educational needs. Providing advice on the needs of children and young people who are undergoing statutory assessment in relation to severe and complex educational difficulties and working to ensure that the continuing needs of children and young people with an Education, Health and Care Plan or statement of special educational needs are met.

5.3 Work continues in order to further understand the range of services in the system that contribute, including wider voluntary and community sector providers and faith groups.

5.4 This work includes improving the specification and coordination of these services within the overall context of the Thrive model. It will also enable the strengthening of the Thrive model by enhanced specification of preventative services or informed commissioning to address gaps. Plans in place to address gaps identified in the 2017 LTP are described below

2018/19 Developments - Digitally based support

5.5 Hillingdon Link provides a highly valued face to face counselling service for young people that is easily accessed (self and other referral into the service). The service is particularly important for those whose needs indicated that direct contact with a counsellor would best meet their needs.

5.6 To complement the work of Link, and other counselling available through the schools community, based on the experience and information from other boroughs we are piloting an online counselling, support and advice service for 11-19 year olds to “test the concept” 2018-19 for one year.

The proposed model includes offers:

- An online “drop-in” service
- Sign posting and advice for emotional health
- Peer support
- 1:1 online counselling for 6-8 online sessions provided by recognised British credited Counsellors
- Liaison and integrated working with the local specialist service, MASH and other relevant services for crisis and safeguarding issues
- Working closely with local children and young people’s emotional and mental health services to enable smooth transfer to other services as required.

5.7 This service will be “tested” for outcomes and collect performance indicators, including:

- Safety and impact on other services of the pilot
- Value for money (effective, efficient, economic)

- Improved health outcomes
- Gender
- Age

5.8 There are 4,500 Hillingdon 16 to 19 year old residents attending Uxbridge and Harrow College as well as 2,500 young people from Harrow. The College is keen to work together to provide online service for their CYP and have made an internal bid for funding. The London Borough of Harrow has confirmed that they will financially contribute to the service, which will enable all students to benefit.

5.9 In line with NH S governance and procurement processes the aim is for the service to be operational during Q1 (April-June) 2018.

5.10 The current 'CYP MH Green Paper' Consultation recognises the current challenges faced by health, care and education system and is seeking views on proposed developments including increased support to Schools via new 'Mental Health Support Teams,' piloting a waiting time target of 4 weeks and management and funding arrangements for joint teams. The consultation is expected to report in September 2018. Funding for the proposals is dependent on the Spending Review.

5.11 As a stepped approach and until funding becomes available we are providing training for schools to begin to develop expertise/champions. Linked with the telephone help line and MDT Webinar we aim to increase knowledge and skills.

Mental Health First Aid Training to schools

5.12 Two schools have been identified as "host" schools for the training. The training is taking place in the Summer Term 2018.

Young MINDs Practitioner Training

5.13 'Young Minds' Practitioner training events for schools, based on advice from Schools Leads, are booked to take place in the Summer Term 2018. There are five all day events providing:

- awareness of emotional health for 25 leads,

Building resilience and supporting children and young people. Two sessions for early years for 50 leads and two sessions for secondary level for 50 leads

6. Thrive Component - Getting More Help update

6.1 When considering services within this segment of the Thrive model, it is important to note that the service functions in question may not be exclusively related to children and young people's mental health and emotional health wellbeing but instead contribute to the securing of good emotional health and wellbeing outcomes. These include services such as Health Visiting and wider 0-5 / early years services in general whereby practitioners promote and enable emotional health and wellbeing as part of their core child and family development work.

6.2. As set out in the Transformation Plan, an event was organised for 31 January to explore the role of existing CYP services. It concluded that many straddle the different Thrive

segments. The event also enabled a fuller understanding of the nature and volume of preventative services in the system including those that play a preventative role in a manner that may not be defined as a 'CAMHS' service but nonetheless make an important contribution to the overall pathway and Thrive model. A number of services within 'Getting Help' and 'Getting More Help' segment of the model are described below. They include proposed new developments as well as services already in place. The transformation process will continue to identify the full range of services within this component. They will be validated as part of the Thrive framework and provision coordinated through the newly created Thrive network. The network will also provide the opportunity to keep partners updated about the new services and ensure they are embedded and aligned alongside existing services.

Child Wellbeing Workers

6.3 CNWL has secured investment for 2 whole time equivalent (wte) Child Well-Being Workers to "test" the optimum model of providing support to schools and the wider community. These two posts are for one year and recruitment is underway. At this point we do not have a start date but managers are aiming for them to be in post by May 2018. In order to maximise the roles and to raise awareness the local team are identifying the localities (schools and primary care) who use services to ensure the post holders can be targeted and improve local knowledge and optimise support to get best value for Hillingdon residents.

The Gateway (single point of referral)

6.4 The 'CNWL Gateway' is being rolled out in the local specialist CYP MH services from mid-January, once fully operational it will provide a centralised administration hub for referrals to specialist core CYP Mental Health Service. This was put in place to improve productivity and throughput because it was recognised that some clinical interpretations of criteria resulted in inconsistency for children and families.

6.5 As part of the Gateway we are testing the potential to introduce a telephone help line for schools and GPs to access advice. Planning is at an early stage and is technology dependent.

Integrated clinics

6.6 Based on learning from general paediatrics we will "introduce" regular Multi-Disciplinary face to face seminars / webinars for schools and GP's, to enhance shared learning and to build a network across the Borough. The MDT will be advertised to schools and GPs and followed up by more targeted approaches to schools and practices through routine training and networks. The frequency of the webinars will be determined based on the learning from the paediatric MDT. To be operational from June 2018, technology dependent.

7. Thrive component: 'Getting Risk Support' and 'Getting More Help' Performance update

7.1 There have been achievements in supporting and treating the most vulnerable Hillingdon Children and Young People and those in crisis; earlier and closer to home through the introduction of North West London services (Community Eating Disorder, Crisis and Liaison Service) and Local services (Learning Disability, Out of Hours and Complex Case Team) and the remodelling of specialist CAMHS community capacity.

7.2 The 18 week waiting list target (85% of referrals receive 2 interventions in 18 weeks) was achieved in M8, November and M9, December 2017 (Slides 2&3). Achieving this target with a 14% increase in referrals proved challenging.

7.3 Reviewing the available data and prevalence of Mental Health issues it is expected that activity will continue to increase through the remainder of 2017/18 and forward to 2020/21. Discussions are taking place about the changes needed within the CNWL service and the wider system to sustain the target going forward.

7.4 Routine recording of the outcome of treatment dipped to 50% in M9, December 2017. The dip in performance was due to a combination of staff sickness, annual leave and family holidays. A review of the cases that chose not to attend follow up appointments is underway to identify the reasons and determine any actions that need to be considered going forward. Managers anecdotally report an improvement in M10.

7.5 Hillingdon Children and Young People continue to utilise the new North West London specialist services (Appendix 2 - Slides 2, 5 & 6).

7.6 Future in Mind laid out the expectation that in order to respond to the prevalence of Mental Health issues within the CYP population, the percentage CYP seen within Community Mental Health services needs to increase from 25% to 35% by 2020/21. Only those CYP in receipt of NHS funded services can be included within the numbers. The 2016/17 % increase target for achieved and the recently reported quarter 2 2017/18 position is being validated.

8. Thrive component: 'Getting Risk Support'

NHSE commissioned services

8.0 The introduction of specialist community based services (Community Eating Disorder Crisis and Liaison/ out of hours services) has supported the reduction in length of stay in NHSE (tier 4) bed based services (slide 9 Appendix 1). This reduction this has produced an NHSE saving of £1m across the North West London footprint. These savings are being reinvested by NHS England in the Crisis and Liaison services which go live on 1 April 2018 will operate 24/7; providing short term interventions and support. This service will have a hub situated in Hillingdon. The new specialist community services straddle the Getting More Help and Getting Risk Support segments.

CYP Liaison and Diversion & Child Sex Abuse Hub Development

8.1 Two new 'Getting Risk Support' services, Young offenders CYP Liaison and Diversion and a NWL Child Sex Abuse Hub (CSA Hub) are being set up. Performance data is expected to be available from the CYP Liaison and Diversion service by the end of 2018/19, the timeline for the CSA Data is not yet confirmed.

8.2. Good progress has been made with both services, an additional full time 'CAMHS' (1wte) post is being recruited to by CNWL and will be based in the Youth Offending Service (YOS) team to establish the CYP Liaison and Diversion Service. Specialist training needs for the wider YOS team identified by the needs assessment are being sourced and include: Trauma, Cognitive Self Change Motivational Training, Mental Health and Autism awareness training.

8.3. Hillingdon is leading on the development of a NWL Child Sex Abuse Hub. The service model introduces a central location for clinical examination and specially trained Case Workers to provide emotional one to one support for the child/young person and their families/carers. The Case Worker will support the child and family/carers in the community, at a place chosen by the child, young person and family

8.4 Procurement is underway for the Case Worker training Programme and the Hub is expected to be operational in September 2018.

9. Mobilising Hillingdon Thrive

9.1 The Hillingdon THRIVE event (31 January) brought together a range of service providers and service users, establishing a network of delivery services and explored how their services “fit” within the framework.

9.2 As ‘tweeted’ by someone attending the session ‘Hillingdon Thrive is Live’ and the picture below gives a flavour of what is happening.



9.3 Going forward the network will:

- Operationalise the transformation of children and young people’s emotional, mental health services
- Be a mechanism to improve co-ordination of services and service responses e.g. SMART transition between services.
- improve communication between and about organisations and teams
- provide opportunities for learning and skilling the workforce

9.4 Improving outcomes for CYP and their families as well as support professionals in the work they do with CYP and families.

9.5. The event highlighted that as expected there is a high number of services provided at the preventative and early intervention level (Getting Advice, Getting Help), than at a high more complex level (Getting More Help, Getting Risk support) and confirmed that the services being procured will complement existing provision.

9.6. The Hillingdon Thrive network will meet bi-monthly and have a wide membership including local parent/family support groups to ensure that the voice of Hillingdon CYP and their families are embedded and that work continues to be co-produced.

10. GOVERNANCE

10.1 To support the approach set out in the Transformation Plan the proposed governance arrangements are:

- **A Hillingdon THRIVE** network leading the operational implementation of the framework with membership from the range of commissioned service providers and the system commissioners. The network improves communication, integrates and co-ordinates provision and supports innovative approaches
- **A Strategic Commissioning Group** with membership from the Council, CCG and Schools. This will utilise incidence prevalence data, plan, commission and monitor performance. Reports to:
- **The Children Strategic Transformation Group which** has a joint membership from the Council, CCG, Healthwatch Hillingdon, and wider membership relating to CYP services. This group reports to the Hillingdon Transformation Board and upwards to the Health and Wellbeing Board.

10.2. To drive the agenda forward and to continue a dedicated focus the CCG is recruiting a Children and Young People Mental Health & Emotional Wellbeing Programme Lead for a two year fixed term period (4 days a week). The recruitment process timetable starts at the end of January, this timeline sees someone in post during May 2018. The CCG will continue to employ an interim to maintain the dedicated work until May 2018.

10.3 The Hillingdon Thrive network and strategic commissioning group replaces the functions of the current CAMHS steering group.

11. GREEN PAPER CONSULTATION

11.1 The Government has signalled the potential of additional investment via the autumn spending review to improve Children and Young People Mental Health and Emotional Wellbeing particularly the early intervention and prevention support available within schools and colleges. The Green Paper was published on the 7 December 2017 and seeks views by 2 March 2018 on the proposals. These focus on increasing support to tackle early signs of mental health issues through schools and colleges by:

- Incentivising every school and college to identify a Designated Senior Lead to oversee mental health and wellbeing to provide rapid advice, consultation and signposting.
- Funding new Mental Health Support Teams jointly managed by NHS Schools and Colleges; supervised by NHS staff. The teams will enhance capacity for early intervention and ongoing help for mild to moderate needs.
- As Support Teams are rolled out pilot areas will “test” a four week waiting target aiming to reduce waiting times by 2022/23

11.2. Local discussions to date on this have supported the approach as the gap in this area is recognised locally and across the North West London Footprint. Concerns have been raised as to how a joint managed arrangement across the complex education system would work effectively. The consultation encourages individuals as well as organisations to respond.

12. FINANCIAL IMPLICATIONS

This paper does not seek approval for costs. The Board noted the indicative funding for Hillingdon's Children and Young People Mental Health and Emotional Wellbeing Local Transformation Funding at the December 2017 meeting.

13. EFFECTS ON RESIDENTS, SERVICE USERS & COMMUNITIES

The effects of the plan. The transformation of services that provide emotional health and wellbeing and mental health services relate to the total child and young people population and their families/carers in Hillingdon. They also impact on the wider community.

Consultation has been presented in previous papers and will be referred to as relevant throughout this paper.

14. BACKGROUND PAPERS

Previous papers to the Board
Appendix 1: Local Transformation Plan
Appendix 2: M 9 Performance Report