

**ANNEX F: Hillingdon CCG****Local information and implementation plans for Hillingdon CCG and London Borough of Hillingdon****1.0 Hillingdon Local Needs Assessment**

Hillingdon is a diverse, prosperous borough in North West London bordered by Hertfordshire, Buckinghamshire, Hounslow, Ealing, and Harrow. Over the last few years there has been growth both in the number of births and the number of people moving into the Borough; alongside this residents are living longer. The official population estimates indicated that there were 309,300 residents in 2016, and forecasts suggest this will increase to 321,000 by 2021.

Approximately a third of the population in Hillingdon is aged 0-24 years, a greater proportion than in London or the whole of England. There are 80,300 children and young people (CYP) aged 0-19 estimated to live in Hillingdon in 2018, increasing to 92,900 by 2025, a **15.7% increase**. The largest increase will be in the 10-14 age band. There are estimated to be 15,400 children and young people aged 0-24 from Black ethnic groups in Hillingdon in 2018, increasing to 17,776 by 2025, a **15.4% increase**; it should be noted that national findings indicate that the prevalence of mental health disorders in BME CYP is relatively higher than that of White CYP. This expected growth has implications for the future demand and the planning of CYP MH and wellbeing services

The Joint Strategic needs assessment (2016) highlighted the following vulnerable groups of CYP in Hillingdon:

- Looked after Children
- Youth offenders
- Children with learning Disability
- Children not in Education or Training (NEET).

and Initial plans targeted support to these groups.

**2.0 Reducing Inequality**

Hillingdon embraced 'Thrive' a conceptual framework (figure1 below) that provides a starting point for designing services, and offers a consistent approach that aims to reduce health inequalities and to deliver the aims of 'Future in Mind'. 'Thrive' provides a way of focusing on the needs of the CYP ensuring an integrated, collaborative, and preventative approach; and responses/support focused on the needs of CYP and makes explicit the needs based offer to the family and CYP.

These principles will be used to continue to establish synergies with the Local Authority, partners and key stakeholders to deliver improved outcomes CYP in Hillingdon ensuring value for money (effective, efficient and economic) and making the best use of existing resources.

The Key deliverables of this refreshed plan are to:

- Remodel the current pathway to give easier access to low level early intervention support and further reduce waiting times to specialist treatment services by October 2019
- Develop a Single Point of Access/Referral to provide fast early intervention support By Feb 2020.
- Monitor the use of 'Kooth' (On-line counselling) and ensure it provides increased access to services for traditionally difficult to engage groups of young people e.g. BME Groups and young men by October 2019
- Monitor the performance of the community Eating Disorder, Perinatal and 24/7 crisis/intensive support services to ensure improved outcomes
- Reduce waiting times to treatment and Increase access to services by 35% of the estimated prevalence by 2020/21

### **3.0 Vision**

In Hillingdon we want all children and young people to have the opportunity to Thrive, and develop the resilience and skills to make a successful transition to adult life. We recognise that positive emotional well-being and good mental health is a vital to success in this aspiration. The challenges young people face in Hillingdon are hugely varied; from emotional well-being issues to incredibly serious and debilitating mental health long-term conditions.

The approach sits within the aims of the Hillingdon Thrive Network and the wider strategic direction of the CCG and the Local Authority, with a shift towards proactive rather than reactive care, and with greater use of community support and resources to provide earlier and timelier support to children and young people.

### **4.0 Hillingdon and North West London Transformation Plan Priorities**

Hillingdon is now in the fourth year of its five year Transformation Plan for Children and Young People's (CYP) Mental Health Services.

We have been working in collaboration with children, young people, their families and service providers to implement new models and support that address both the North West London (NW London) and Hillingdon priorities identified throughout the LTP, namely:

- Minimal Waiting Times
- Specialist Community Eating Disorder Service
- Vulnerable groups
- Redesigning the System
- Crisis and Urgent Care pathways (See Draft overarching NWL plan Appendix1)

Implementation of the transformation is supported by three enabling work streams :

- Supporting Co-production
- Workforce Development and Training
- Needs Assessment – completed 2016

Updates on the enabling work streams is included within the body of the report and a detailed investment plan attached as( Appendix 2) gives more detail of priorities and confirms financial investment .

The local assurance arrangements that monitor progress and performance and ensure the aims outlined in the Local Transformation Plan (LTP) are met is described below including the local governance arrangements in place and uses the Thrive segments to report progress .

## 5.0 October 2018 update

### The THRIVE model Figure 1.



The Thrive domains:

**Getting Advice:** a CYP/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.

**5.1 Getting Advice** - 'Building resilience to support communities (school and family) to prevent, support and intervene in mental health issues'

In Hillingdon there is evidence of the progress that has been made through the Hillingdon Thrive network in engaging with and supporting schools with CYP MH and wellbeing initiatives including:

#### 5.1.1 Schools compendium

Building on mapping of provision and a survey completed in 2017 a task and finish group (Emotional Well-being & Mental Health Training group) has been established to design a compendium of available training materials for local schools ready for dissemination by February 2019. The compendium will provide teachers with advice and support on emotional wellbeing and mental health issues as well as a directory of what is available. The compendium will be made available on line and through the local offer 'Connect to Support'.

### **5.1.2 Mental Health Champions**

The MHWB Champions Network meeting launched at the end of the summer term with an event co facilitated by the LBH schools leads, the CCG and two local head teachers. Twenty two local schools attended, each represented by the Head, Chair of Governors and an identified Mental Health school champion. The Head Teachers and Governors of the schools are fully committed to this year long project and have allocated the role of Mental Health Champion to a senior staff member to drive forward change in practice, policy, models of working and teaching across the school. This is a significant development in engagement and commitment to the agenda from local schools, and enables partners to test the 'Mental Health Champion' model and to identify best practice and support for other schools in the Borough going forward.

### **5.1.3 Sandwell Whole School Approach**

The 'Sandwell Whole School Approach' pilot led by the Borough's Educational Psychology department and Public Health is running with a secondary School aiming to test the benefits of the approach and the potential to widen the offer to more schools. The evaluation of this pilot is due in April 2019.

### **5.1.4 Schools Wellbeing Practitioners**

The local specialist provider Central North West London has successfully bid for funding for a one year pilot project to test the role and impact of 'Well-being practitioners in schools. This posts have been recruited to and the project is now underway due to complete in 2019. These posts support the implementation of CYPT – IAPT evidence based treatments and interventions .

There is a commitment to continue with the CWP project within CNWL, 2018/19 Central North West London have received notification for 2019/20 that they have been successful in our bid and will have a further 2 CWPs in post by January 2019 .CNWL have identified funding internally to support these roles and create a B5 post that will help with diversifying our CAMHS workforce. The CWP posts are supported by a Clinical Supervisor/Service Development Lead post .

### **5.1.5 ASD support**

The LBH inclusion team have been awarded funding from the Department of Education (£200,000) to run an innovative educational model for working with children with autism spectrum disorder (ASD) and their families. The Social Communication/Emotional Regulation/Transactional Support (SCERTS) programme provides specific guidelines for helping a child become a competent and confident social communicator, while preventing problem behaviours that interfere with learning and the development of relationships. The implementation plan is currently in development and will involve 35 schools in Hillingdon.

### **5.1.6 Parent to Parent Initiative**

Hillingdon Thrive has overseen the development of a range of community based initiatives that provide early intervention and prevention as a response to specific local challenges. A Hillingdon parent, a member of the network, recently set up a group offering peer support for parents of children with ASD/ADHD. The group provides positive emotional well-being and emotional regulation for parents with children who suffer from ASD/ADHD. Feedback from group members is positive and the CCG will be

working with the group to evaluate the outcomes and benefits of the group and test the potential to roll out the model across the Borough during the remainder 2018/19.

**5.2 Getting Help** Focuses on health based interventions with clear treatment goals and set criteria to assess whether those aims had been achieved.

### **5.2.1 Kooth' On- Line Counselling Services**

Hillingdon has taken an important step in developing Early intervention and prevention services by piloting the “Kooth” on line counselling service from July 2018 initially for a year. This service is an example of the use of “Digital” innovation and provides evidence based support and fast access to low level support or CYP. The service has been successfully used in several CCG’s across the country and has been shown to support specialist CYP MH (CAMHS services) by increasing access and providing early intervention. Following mobilisation monthly performance meetings to monitor the impact of the new service are planned to inform the future commissioning plans.

The CCG will continue to promote the “NHS Go” Health App and will be reviewing its Social media outlets with Young Health Watch in October 18.

### **5.2.2 Hillingdon CCG My Health programme**

The CCG through the My Health programme has has trained thirty college tutors to deliver an experiential programme of tutorials to 750 students that promotes positive mental health awareness, personal resilience and peer support. The programme will be evaluated against through a mixture of quantitative and qualitative measures spanning college, service and mental health domains. The college will be left with the legacy of embedded capacity to continue delivering the programme and Focuses on health based interventions with clear treatment goals and set criteria to assess whether those aims had been achieved. simply responding to emerging mental health needs more effectively.

### **5.2.3 ‘The Scrapbook Initiative’**

The Scrapbook work for increasing self-esteem has now become embedded by all members of the school nursing service across the whole of Central and North West London NHS Trust (CNWL) and has been put forward for a national award.

CYP referred to the School Nursing service for support on issues such as anxiety, bullying, low mood, friendship problems, weight issues, often have low self esteem. Using the idea of creating a ‘scrap book’ the young person is encouraged to work with the nurse, friends, family and teachers and identify positive elements about themselves which is turned into a written record. This can be used as a reminder to the young person of their strengths.

### **5.2.4 Single Point of Access**

To improve the local early intervention and prevention service offer and in line with the Hillingdon Local CYP LTP approach of coproduction and integration, a workshop is being planned in September 2018, to design and develop a 'Hillingdon Single Point of Access/ Referral (SPA). Discussions have highlighted the differing views of the purpose of a SPA, e.g. the location, online or building based, choice of a local solution versus a NWL wide SPA or a merger of both. The workshop will scope the model to address these issues aiming to offer a solution that provides early identification of CYP and provide early intervention to CYP needing mental health and/or emotional wellbeing support and is an efficient use of the available resources. The expected benefits are improved waiting times and outcomes for CYP by providing a fast, timely and appropriate service that reduces unnecessary referrals to specialist services.

The workshop with the Local Authority and key stakeholders will also help to develop an integrated early intervention and prevention Hillingdon response that provides an improved offer to Hillingdon children and young people from the available resources.

### **5.2.5 Waiting Times**

The CYP MH (Core CAMHS) service 18 week waiting list target (85% of referrals receive 2 interventions in 18 weeks) has been successfully achieved and maintained during Q1 of 2018/19. (See performance report appendix 4).

A review of the performance of the Core CAMHS team also notes a trend in the reduction of cases in Hillingdon on the waiting list in 2018/19 for treatment. This is a positive development and the aim is now to reduce the waiting times and increase the capacity of the service further by the development of early intervention services in 18/19

The service is currently under review by the CCG and a new service specification will be developed by April 2019, to ensure that the service continues to improve outcomes for children and is fit for purpose.

### **5.2.6 Increasing Access**

The Five Year Forward view (DH 2016), laid out the expectation that in order to respond to the prevalence of Mental Health issues within the CYP population, the percentage of CYP seen within Community Mental Health services needs to increase from 2015/16 levels of 25% to 35% by 2020/21.

Although Hillingdon over performed against the 2016/17 target of 28% the 2017/18 target of 30% was not achieved, reaching 23% of the 4051 prevalence. This was due to a number of factors including a sudden drop in referrals in Q3& 4 to specialist CYP MH (CAMHS), that not all providers of mental health support were able to report their data to the central system and the fact that an incorrect mental health prevalence figure for Hillingdon (6071), was used by NHSE/Department of Health (DH) to calculate progress towards the access target.

Hillingdon CCG have submitted a proposal to have the prevalence figure corrected (to 4051). This proposal has now been agreed. It is therefore projected based on Q1 2018/19, activity that Hillingdon will achieve only 28.3% the 32% access target for 2018/19. As it has a robust recovery plan in place Additional activity commissioned via Kooth online counselling service and the inclusion of LBH counselling activity will increase access by a further 4% to achieve the 32% access target for 18/19.

**5.4 Getting More Help** Emphasis on intensive and extensive longer-term health based treatment.

As outlined in the NWL Transformation Plan Hillingdon recognised the need to expand the groups considered under the 'Vulnerable Groups' scope and focus on those with additional risk factors for poor mental health and emotional wellbeing including:

- Those in or at risk of contact with the Criminal Justice System
- Young carers
- Children who have been abused or neglected
- Children presenting in Crisis and admitted to Tier 4 Facility

#### 5.4.1 Liaison & Diversion service - Health and Justice

The NHSE Health and Justice Collaborative Commissioning project aims to facilitate better integration between Children's and Young Peoples Mental Health and Emotional Wellbeing and the Youth Justice Service. Following the local needs assessment a CYP liaison and diversion officer was recruited and has been co-located at the YOS since April 2018. As a result, all young people arrested by the police are now screened for a range of potential issues including emotional wellbeing. Where potential needs are identified the CYP is being referred or sign posted to appropriate agencies. Based on the local needs assessment resources were also made available to provide training support to the YOS team around trauma, cognitive self-Change, Motivational Training, Mental Health and Autism awareness training. The needs assessment also identified a need for speech and language (SLT) training and support for the wider YOS team. A speech and language therapist (0.2wte) is co-located and working with the YOS team to improve the communication skills of this group of children which will contribute to reducing the potential for offensive behaviour. This work will be evaluated in February 2019.

Data for Q1 2018/19 confirmed:

<b>CYP Liaison Apr-Jul 2018</b>	
Number of CYP seen	55
Number of CYP screened (referred to other services)	37 (8%)
LD/education needs	50-60%

Hillingdon receives quarterly reports regarding re-offending rates and **our FTE** (in full) rates from the Youth Justice Board. The Youth Justice Plan objective currently is to achieve a general reduction in both areas. The CYP Project lead and Youth Justice Lead will be agreeing a target for reduction in Q4 based on nine months performance of the service.

### 5.4.2 Child Sexual Abuse Support Hubs

A NSPCC review of LTP published in September 2017 highlighted that many Transformation Plans overlooked the needs of children and young people who have been abused or neglected and by focusing primarily on acute interventions rather than prevention or early intervention missed an opportunity to improve their life chances. Hillingdon is including this group in our priorities and in our collaborative and integrated approach to early intervention going forward.

Hillingdon CCG is the NW London lead for the implementation of this NHS programme and the project lead is mobilising Child Sexual Abuse Support hubs on the behalf on the 8 boroughs in the North West London STP area. Funding has been provided to Hillingdon CCG by NHSE following a successful bid to implement both emotional wellbeing and medical hubs to ensure that there is accessible and specialist service for young people who have been victims of abuse.

The CSA Hub service will aim to improve the short and long-term emotional and mental health outcomes for children, young people and their families following disclosure of child sexual abuse (CSA) through offering assessment, brief intervention, case management and early emotional support at the time CSA medical examination. Included in this offer will be:

- Support to children, young people and their families, being seen for CSA medical examination by the CSA Hub, without the requirement for a mental health diagnosis.
- 6-8 sessions of support including trauma-informed therapeutic support, advocacy, case management, symptom management with safe and appropriate onward referral when necessary.
- Signposting to local specialist services, where available, for immediate or later support or/and urgent referral to CYP MH specialist services (CAMHS) where required.
- The practitioner will also be expected to have extensive knowledge of local family support services across the eight boroughs.

The three year commissioned service launched in August 2018 and sees all CYP who are referred to the service via local Safeguarding and MASH teams. The service will align with the medical assessment hubs that are being established across NW London.

Emotional Wellbeing practitioners will work closely with the medical team to ensure a multi-agency response to disclosure of abuse. Hub team members are forming close relationships with social care teams and the police to further streamline support and processes.

**5.5 Getting Risk Support** Often resource intensive and requiring considerable input, this level of support targets those children and young people for whom traditional health based care does not currently meet their needs.

### 5.5.1 Community Eating Disorders

The Eating Disorder service has performed exceptionally well in 18/19 and continues to meet the national Access and Waiting time targets for urgent and routine referrals. The total of 153 external referrals to the Eating Disorder service between 01/07/2016 and 30/06/2018. 40 were for Hillingdon CCG patients = 29%.

The service is well on track to achieve the national access and waiting time targets by 2020/1.

### 5.5.2 Urgent /Crisis 24/7 care

The new crisis support service was renamed the 'urgent care service' at the request of young people using the service. It became fully operational in January 2018 and extended the out of hours offer to provides 24/7 access to assessment and short term intensive support for CYP in Crisis.

The NW London pathway was reviewed by the Healthy London Partnershi in July 2018, and the service hub in Hillingdon was positively referenced:

*'The Hillingdon CAMHS hub offer increased weekly appointments for young people and their families to support risk/crisis in attempt to avoid admission, and have worked with young people intensively to avoid admission'*

*'They empower families to share the responsibility with staff in keeping the young person safe at home and managing risk. The team have developed strategies and bespoke care plans that families can follow in the community. If an admission is needed the team work very closely with the Tier 4 service'*

These new services continue to support the reduction in length of stay in NHSE (tier 4) bed based services and CYP being care for closer to home. Specialised Commissioning are reinvested savings in the NW London urgent care services to ensure CYP can return home quickly with appropriate support and then transfer safely to the local Specialist or Core CAMHS team .

### 5.5.3 New Models of Care (NMOC)

The NMOC partnership has enabled the system to make significant quality improvements; reducing LOS, bringing CYP closer to home and reducing the number of acute admissions; the savings will be reinvested into the 24/7 crisis service (renamed urgent care by CYP) increasing access to short term intensive support closer to home. The partnership has also increased the number of beds in London for CYP with MH issues, general adolescent beds are to open in November18, and LD beds in May 2019. These developments and the impact on community services will be discussed at the Thrive network meetings.

New Models of Care is a two year programme funded by NHSE. This is funded diverting funds from Specialised Commissioning to local provider organisations in a two year pilot. Longer term funding plans have not yet been specified by NHSE therefore substantive plans are difficult to determine at this stage.

### **5.5.4 Early Intervention Service**

The Early Intervention Service (EIS) within the London Boroughs of Harrow and Hillingdon(H&H) works within the Community Mental Health services in Central and North West London NHS Foundation Trust (CNWL). It is a service that provides early detection, assessment and intervention for 14-35 year olds who are experiencing a first episode of psychosis. Its aim is to provide world class, evidence based treatments in order to reduce the impact of the disorder for the individual and their families.

The EIS will work closely with many services and agencies including Primary Care, Community Mental Health Teams (CMHT), Children & Adolescent Mental Health Services (CAMHS), Inpatient wards, Schools, Colleges and Universities to encourage early referral to ensure an early assessment of needs by the team.

The service works closely with the Core CAMHS team and children and young people are assessed by the CAMHS Consultant and referred directly to H&H EIS. CAMHS clients are monitored weekly during the H&H EIS MDT which is held weekly (every Wednesday). There are currently 11 Hillingdon CAMHS clients on the H&H EIS caseload at present.

The service is NICE compliant and meeting the national access and waiting time targets .

## **6.0 CYP MH and wellbeing Local Transformation Plan Implementation 2018/19.**

As local system leaders the CCG and LBH continue to encourage collaboration and where appropriate integration across different sectors and services to support a 'holistic' approach to mental health and wellbeing and recognise and respond to the specific and additional mental health and emotional wellbeing support needs of particular groups of CYP.

In August 2018 Hillingdon Thrive Network reviewed and agreed the NW London priorities and identified particular areas to focus on over the next 12 months. These are incorporated in the implementation plan attached as Appendix 3 and include key milestones timescales. The plan contains a risk assessment, mitigation and sustainability plan.

### **6.1 Minimal Waiting Times**

The CCG and LBH continue to monitor this objective via contract meetings and through wider system and stakeholder discussions. The planned remodelling of the current pathway, and extended access to online support and streamlining access to services will support the achievement of this priority area.

### **6.2 Community Eating Disorder Service**

The performance of this service is outlined in the overarching NWL plan and will continue to be monitored to ensure improved outcomes for children and young people working with local practitioners to ensure they are able to identify CYP at risk.

### 6.3 Vulnerable groups

To ensure that vulnerable CYP receive the enhanced support they need performance of the following services will also be closely monitored and review of the service specifications will take place in 18/19.

- CYP MH specialist Learning Disability Service
- Urgent Care 24/7 support Service
- Liaison and Diversion Service – YOS Health and Justice
- NW London Child Sexual Abuse Hubs
- Core CAMHS
- Kooth – On line Counselling service

### 6.4 Redesigning the local pathways/System

The Hillingdon Thrive Network was established in January 2018 and has representatives from a range of local stakeholders including NHS providers, commissioners, Early Years, School Nursing, Specialist MH services, School inclusion team, schools, voluntary sector, parents and children and young people, and has been used in since its inception to identify strengths and weaknesses in the local system and support improvement.

The whole system of Emotional Well-being and mental Health care system in Hillingdon is represented by stakeholders across Health, Education, Local Authority and the Voluntary sector. In Hillingdon we have a range of services that contribute to meeting emotional and mental health and well-being of children and young people .

In relation to the Thrive model, these are services that are in the getting advice / getting help segments). Health visiting, school nursing, therapeutic work undertaken in early years (Five to Thrive), and voluntary sector provision targeted at providing early help and support for children and parents with suspected or diagnosed ASD. There are also targeted services for children with mild to moderate emotional disorders

The network noted the progress during 18/19, supported the proposed priorities and suggested particular areas to focus on in delivering the priorities:

- Develop local offer to schools in the deprived areas and have a target of an extra 10-15 schools supported by the wellbeing and mental health network by the end of the summer term 2019
- Co-ordination of 0- 5 services need to be enhanced in Hillingdon around attachment

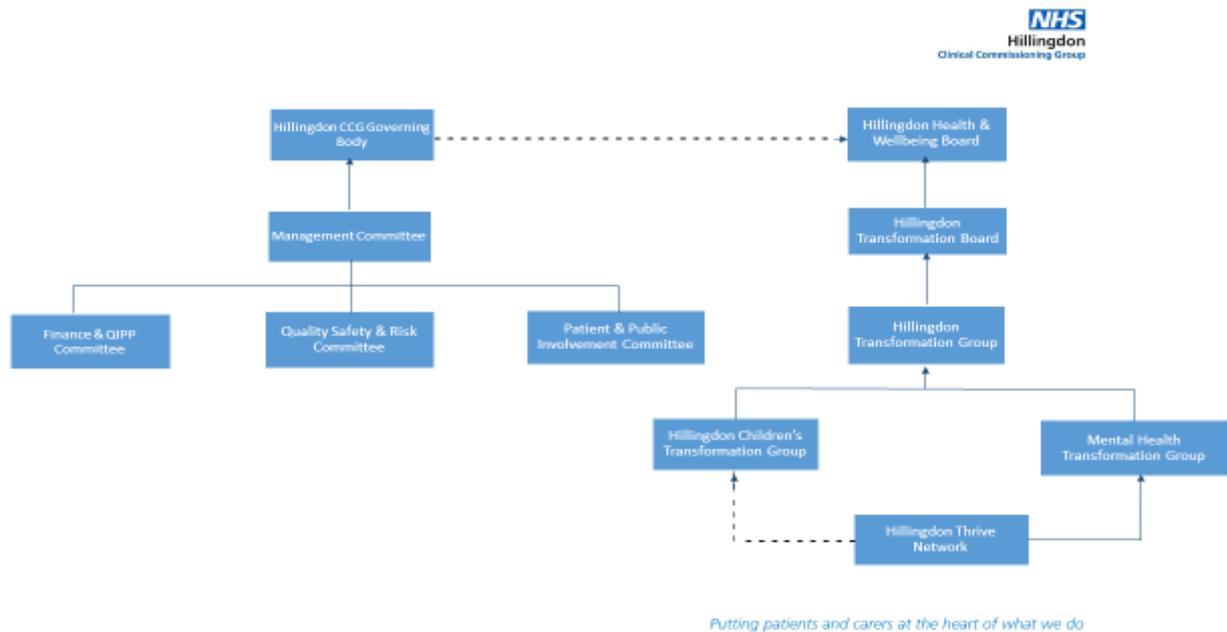
Additionally the CCG and Local Authority are reviewing Specialist CAMHS services with involvement of a group of children, young people and parents with experience of the services to discuss their ideas and priorities for how this intensive element fits within a proposed model of service that is fit for purpose in Hillingdon.

With the expansion of the integrated care system to include low level support the CCG is working with LBH to remodel and align early intervention and support .Redesign of

services in Hillingdon will aim to be in line with the broader NW London and local priorities and a workshop event is planned to progress this work in November 2018.

### 7.0 Governance

Improving CYPMH and emotional wellbeing is a priority of the Health & wellbeing Board, the Borough and the CCG. The HWB receives a quarterly update report outlining challenges and progress against key indicators and have welcomed the establishment of the Hillingdon Thrive Network as a mechanism for engaging with and supporting stakeholders working with CYP and implementing the local LTP. The CCG Chair and Managing Director are represented on the HWB along with local councillors. Within the CCGs performance is monitored via contract mechanisms and the quality, Safety, Risk committee receiving monthly programme updates. Management committee and governing body receive annual updates and endorse the annual refreshed plan.



## 8.0 Finance

### 8.1 Transformation Funding Allocation

Hillingdon approved the CYPMH Transformation funding plan shown below in 2015:

AREA	15/16	16/17	17/18	18/19	19/20
Training needs	30	10	10	10	10
Co-production	25	25	25	25	25
Community eating disorder	149700	149700	149700	149700	149700
Waiting times / early intervention	120000	140000	140000	140000	140000
LD autism	100000	100000	100000	100000	10000
Self-harm	100000	100000	100000	100000	10000
<b>Total</b>	<b>504760</b>	<b>524760</b>	<b>524760</b>	<b>524760</b>	<b>524760</b>
NHSe W List funding ***		64000	4000		
<b>Total</b>		<b>588760</b>	<b>588760</b>		

### 8.2 Total Local Investment

Year	HCCG £	LBH £	total
2015/16	1.8m	0.667m	2.467m
16/17	2.2m	0.668m	2.868m
17/18	2.2m	0.678m	2.878m
18/19	2.4m	0.698m	3.098m

The CCG has received additional investment for specific projects during the programme (table2)

AREA	16/17	17/18	18/19	19/20	20/21
NHSe W List funding	64000	64000			
CYP Liaison & Diversion		73000	75,000	73000	
CSA Hubs		125.600	*125,600	*120,800	*120,800

**Table 2**

\*NB. Monies for the CSA hubs have only been received by the CCG for 17/18. The monies allocated by NHSE for the next 3 years 2018-2021, have not yet been received by the CCG although NHSE have provided written confirmation of funding.

### 8.3 Allocation 18/19

CCG	Eating Disorders 18/19	Transformation Plan 18/19
Hillingdon	£149,760	£374,863

The LTP refresh shows the annual investment in CYP mental health and wellbeing services from both the NHS and the Local Authority for the last four years. Services such as school nursing, health visiting, and schools offer emotional support within their core offer; this is not included within the investment

#### Hillingdon 2015- 2020 Transformation plan

In Hillingdon our plan is that CYP MH and wellbeing services will be part of an integrated care system which supports all CYP and their families, there will be easy early access to low level support which reduces demand on specialist Core camhs practitioners. This supports a reduction in treatment waiting times and increases access in venues wherever CYP wish to be seen.

Our aim is that by 2020 that we have done enough to reduce the demand for high cost and specialist interventions so that the current levels of funding can be reduced in these areas and re-diverted into sustaining the preventative and early intervention services that have been introduced. So that we continue to maximise the potential of children and young people.

Hillingdon Road Map  
2015- 2020 Transformation plan



By 2020 we aim to have the following arrangements in place

- CYP MH and wellbeing services will be part of an integrated care system which supports all CYP and their families, there will be easy early access to low level support which reduces demand on specialist Core camhs practitioners. This supports a reduction in treatment waiting times and increases access in venues wherever CYP wish to be seen
- Increased Access for CYP of 35% to meet 35% national target by 2020.
- Improved care pathways for vulnerable children evidenced by reduced waiting times and an integrated single point of access.
- Children, young people and their families will receive a rapid response to their needs, have access to information and advice that is high quality and evidenced based. The support they receive will be flexible, person centred, convenient and promotes their recovery.
- Eating Disorder service in line with National Access and waiting Time Targets
- 24/7 urgent care service .
- Mental Health Champions in 50 Hillingdon Schools (25%). The schools mental health champion role is supporting policy and practice developments in schools supporting by HWB workers and specialist practitioners through the use of webinars, as well as face to face support.
- Inpatient stays for children and young people will be a last resort and will be as close to home as possible and will have the minimum possible length of
- The ASD pathway is fully implemented and the 'at risk of admission register' is embedded providing the opportunity for services to work together to reduce crisis and emergency admissions.
- The Hillingdon Thrive network is leading system discussions about health and wellbeing and facilitating learning across systems and organisations with a strong local CYP and family voice reflected in the developments.

## Collaborative Commissioning

Hillingdon CCG through the NWL Commissioning Collaborative will work closely with Specialised Commissioning to determine how we put the following in place .

- Access to appropriate beds locally thus not having to travel long distances, face long waiting times, or disconnect from family and their local community
- Availability of services out of hours
- Support for young people when they return home after Specialised CAMHS admission
- Children's services to map neatly onto adult services affecting transition
- Consistent commissioning arrangements between community and Specialised CAMHS
- More multiagency support to help children and young people with mental health problems to stay in community and prevent hospital admission

The NWL local Sustainability and Transformation Partnership (STP) sets out a strong focus on keeping people well acknowledging that a local approach works best. Our NWL plans also include addressing the mental health of children and young people in Hillingdon. The STP will help drive a sustainable transformation in health and care outcomes between 2016 and 2021 for Hillingdon.

Our work in NWL on children's mental health improvements is supported by the strengthening of local relationships through the STP development and the shared understanding of priorities and action plans, and we have been able to align this local transformation plan with the broader ambition for NWL as set out by our STP.

## Five Year Forward View

The 2018 Hillingdon transformation plan refresh continues to be updated to reflect new national priorities and in collaboration with NWL CCG's supports the key targets and deliverables arising from key NHS England policy guidance including Implementing the Five Year Forward View – One Year on:

To expand access to high-quality mental health evidenced-based treatments for at least 70,000 children and young people by 2020/21.

To increase access to at least 35% for those with diagnosable mental health conditions by 2020.

- To provide 24/7 urgent care
- To ensure that the Eating Disorder Service meets the national access and waiting time targets .
- To avoid inappropriate in-patient admissions, ensuring admissions are closer to home;
- Eliminate the admission of young people on adult wards and commission beds at a STP footprint.

This should also include a substantial reduction in the use of specialist in-patient beds for children and young people with eating disorders.

### **Place based commissioning**

The Five year Forward view (DOH 2016) outlines that providers of services should work together to improve health and care for the populations they serve. This means organisations collaborating to manage the common resources available to them rather than each organisation adopting a 'fortress mentality' in which it acts to secure its own future regardless of the impact on others. Hillingdon has developed a local Thrive network as the mechanism to collaboratively manage local resources under the governance and leadership of the CCG Governing Board and the local Health and Well-being Board .

The Hillingdon plan will be published on the NWL Healthy Partnership website within the overarching NWL plan on 31/10/18. The plan will also be in an accessible format on the CCG and Local Authority websites on the 31/10/18

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