



Clinical Commissioning Group

Scrutiny Committee

09 February 2016

Report from:

NHS Brent Clinical Commissioning Group and Brent Council

Wards affected:
ALL

Child & Adolescent Mental Health Services in Brent: Current provision and future developments

1. Introduction

- 1.1. This report provides an overview of the current Child and Adolescent Mental Health Services (CAMHS) available in Brent, and the improvements and investments identified in the CAMHS Local Transformation Plan (Appendix1, attached) as a response to 'Future in Mind'.
- 1.2. Nationally, only 25%-35% of children and young people with diagnosable mental health conditions access support. Failure to support children and young people with mental health needs costs lives and money. Mental health problems in young people can result in lower educational attainment, and are strongly associated with risk taking behaviours. Early intervention avoids young people falling into crisis, and avoids expensive, longer-term interventions in adulthood.
- 1.3. In response to the government's 'Future in Mind' initiative, the CAMHS Local Transformation Plan was developed and approved by NHS England in December 2015. Feedback indicated it to be one of the strongest submissions received. The work will be taken forward in Brent by a joint CAMHS Transformation Group chaired by the CCG and reporting to the Children's Trust.

2. Recommendation

- 2.1. The Overview and Scrutiny Committee is asked to note the content of this report and attached CAMHS Local Transformation Plan, and provide comments on taking forward the CAMHS Local Transformation Plan in Brent in 2016/17.

3. Response to Future in Mind

- 3.1. *'Future in Mind'* was published in March 2015 following work by the Government-led Children and Young People's Mental Health and Wellbeing Taskforce, across education, health and social care. This provided a moral and economic case for change.

Five key themes were:

- Promoting resilience, prevention and early intervention;
- Improving access to effective support – a system without tiers;
- Care for the most vulnerable;
- Accountability and transparency;
- Developing the workforce.

- 3.2. Guidance was published in August 2015 to help CCGs and Local Authorities develop Local Transformation Plans for Children and Young People's Mental Health and Wellbeing.

3.3. Young People's Involvement

Engagement with young people and key partners was coordinated from September 2015 by a collaboration of North West London CCGs into a mental health strategy team ('Like Minded'). The Like Minded CAMHS programme was chaired by Dr Sarah Basham (Clinical Director, NHS Brent CCG). Engagement workshops with young people were led by Rethink (the national mental health campaigning charity) to develop priorities for the plan; this included a workshop with young people in Brent. Efforts were made to seek a range of views, although records of diversity were not taken in all meetings. No young person attended a workshop without support being available from Rethink together with either teachers or clinicians. Rethink staff advocated young people's views in Like Minded meetings where draft plans were developed and reviewed.

- 3.4. Development of the CAMHS Local Transformation Plan in October 2015 was led by the NHS Brent CCG Clinical Director of Children and Mental Health, with input from Brent Council (Strategic Director of Children's Services, Director of Public Health, Director of Adult Social Care, and elected members involved in the Health and Well-being Board). Coordination and production of a combined plan across the eight boroughs in North West London was via the Like Minded team. Every borough plan and the combined plan were signed off by the respective CCG Chair and Council Leader. The Brent plan was approved by the Leader of Brent Council on 14th October 2015, and by the Chair of the NHS Brent Clinical Commissioning Group on 15th of October 2015 (see Appendices

- 3.5. Confirmation of additional funding from NHS England was received on 17th December 2015. This funding provides an additional £573,052 to NHS Brent CCG for each of the financial years 2015/16, 2016/17, 2017/18, and 2018/19.

4. Current CAMHS in Brent

4.1. Current investment in CAMHS in Brent 2015/16

NHS Brent	NHS England	Brent Council
£2,471,000	£403,629	£370,751*

* In addition to this figure, 17 schools are paying a total of £161,600 in 2015/16 for the TAMHS (Targeted Mental Health in Schools) project, with the Local Authority funding £105,000 towards this service. Public Health also gave a one off grant of £30,000 for a Mental Health in Schools Programme for 2015/16 to include training for school staff and workshops for parents.

4.2. Child and adolescent mental health services (CAMHS) range from universal services for every child and family, to highly specialised services for small numbers of children. In Brent CAMHS includes the following:

Access to psychiatric inpatient services for under 18s	<i>Commissioned by NHS England on a national basis Provided outside Brent by various providers</i>
Out-of-hours psychiatric assessment services	<i>Commissioned by NHS Brent CCG Provided by Central and North West London NHS Foundation Trust (CNWL)</i>
Specialist community CAMHS	<i>Commissioned by NHS Brent CCG Provided by CNWL</i>
<ul style="list-style-type: none"> Targeted Mental Health in Schools 	<i>Commissioned by Brent Council Provided by CNWL</i>
<ul style="list-style-type: none"> Additional psychotherapy input 	<i>Commissioned by NHS Brent CCG Provided by Brent Centre for Young People</i>
Services for children Looked After by the Local Authority	<i>Commissioned by Brent Council Provided by West London Mental Health NHS Trust</i>
Special Educational Needs and Disability support for children and families	<i>Commissioned by Brent Council and NHS Brent CCG Provided by CNWL and West London Mental Health NHS Trust</i>
Clinical Input to the Inclusion & Support team	<i>Commissioned by Brent Council Provided by Anna Freud Centre</i>

In addition, all professionals working with children have a duty to support mental health and wellbeing through the Working Together statutory guidance 2015.

4.3. In-patient Services

Concerns about timely access to general CAMHS inpatient services continue, with older children from Brent occasionally being admitted temporarily to adult wards, being reported as a Serious Incident. In addition, there have been instances in the past year of families refusing to give consent to a young person being placed outside of London. Risk Management Plans to support the family at home are used, but are limited given the current configuration of services.

Since April 2015, there have been four occasions when a Brent child in crisis was unable to access a CAMHS inpatient bed:

- One child was admitted to an adult psychiatric ward for 10 days before being transferred to a CAMHS inpatient service;
- One child was admitted to an adult psychiatric ward for one night before being transferred to a CAMHS inpatient service;
- One child was admitted to an adult learning disability facility for four weeks before being discharged home;
- One child was admitted to an adult psychiatric ward for one night before being discharged home.

4.3.a CAMHS inpatient services have, since April 2013, been commissioned directly by NHS England. The majority of these services admit young people aged 13-18 years with a range of mental health problems. A 2014 review of this service by NHS England identified demand was higher than the commissioned number of beds, and that demand was often due to a lack of alternative community CAMHS resources, particularly out-of-hours. Delayed discharges were most commonly due to social care issues or a lack of alternative provision.

<https://www.england.nhs.uk/wp-content/uploads/2014/07/camhs-tier-4-rep.pdf>

4.3.b CNWL monitor the number of children unable to be placed in CAMHS inpatient beds, and reports these as part of the contract monitoring arrangements with NHS Brent CCG. NHS England is working on ways to improve timely access to CAMHS inpatient beds. The CAMHS Local Transformation Plan seeks to improve out-of-hours alternatives to inpatient admission, and increase the options and resources available to local CAMHS.

4.4. **Out of Hours Services**

A CAMHS out-of-hours pilot is currently underway, following initial recruitment delays. The evaluation will inform further crisis pathway developments, as part of the CAMHS Local Transformation Plan. The pilot has been commissioned by NHS Brent CCG (in collaboration with other CCGs in North West London) and provided by CNWL. This delivers:

- CAMHS Specialist Registrars in hospitals, with consultant psychiatrist advice;
- Psychiatric nurse community-based assessments 16:00-09:00;
- Psychiatric nurse community-based assessments and treatment on weekends.

4.4.a The CAMHS Local Transformation Plan will create a better link between adult mental health crisis care pathways and CAMHS out-of-hours care.

4.5. **Caseload and Demand**

The specialist community CAMHS caseload in January 2016 was 802. This service was extended in 2014/15 to accept children with learning disabilities and children Looked After by the Local Authority, following changes to the Brent Council funded service.

4.5.a. Demographic data and demand, capacity, and waiting time data are given in the CAMHS Local Transformation Plan (appendices 1 to 3).

4.5.b. The current caseload is divided as follows:

CNWL specialist community CAMHS element	Caseload as a proportion of the overall service
Child and Family Team	59%
Targeted Mental Health in Schools	13%
Adolescent Team	11%
Challenging behaviour	9%
Developmental Progress Team (including support for Autistic Spectrum Disorders)	5%
Looked After Children – Brent Council	2%
Looked After Children – Other Local Authorities	1%

4.5.c. Targeted Mental Health in Schools is used by 17 schools in Brent. In addition, Brent Centre for Young People have reported providing some support directly to schools, although this is not part of the service commissioned by Brent Council or NHS Brent CCG.

4.5.d. Known areas for improvement in specialist community CAMHS are as follows:

Conduct disorders	<p>Currently accepted if comorbidity present.</p> <p>Planned improvements are training in Multi-Systemic Therapy. This would support work with some gang members, and would offer more intensive parenting support.</p>
Emerging personality disorders	<p>Currently referred to services outside Brent.</p> <p>Plan to explore development of Dialectical Behaviour Therapy. This would support work with victims of abuse.</p>

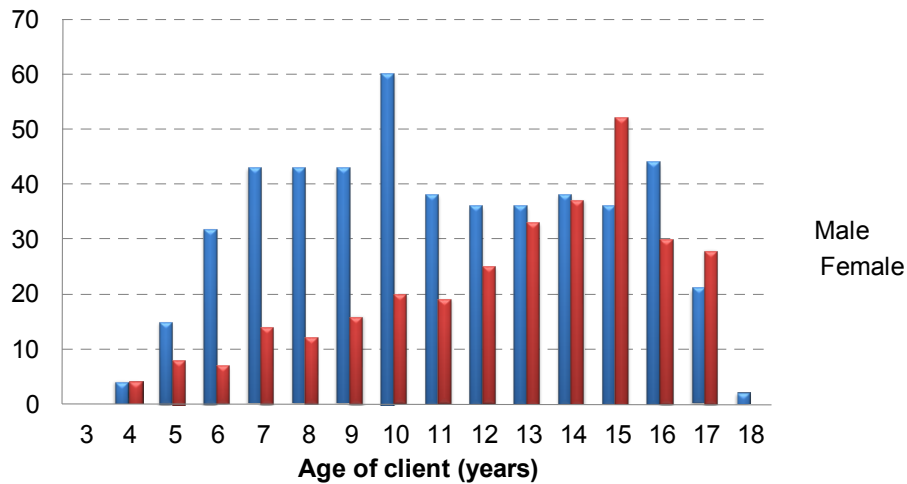
4.5.e. The current specialist community CAMHS caseload demographic data is highlighted as follows:

- Current Age profiles (see below) show a common pattern for CAMHS,

with more boys being referred at a young age compared to girls.

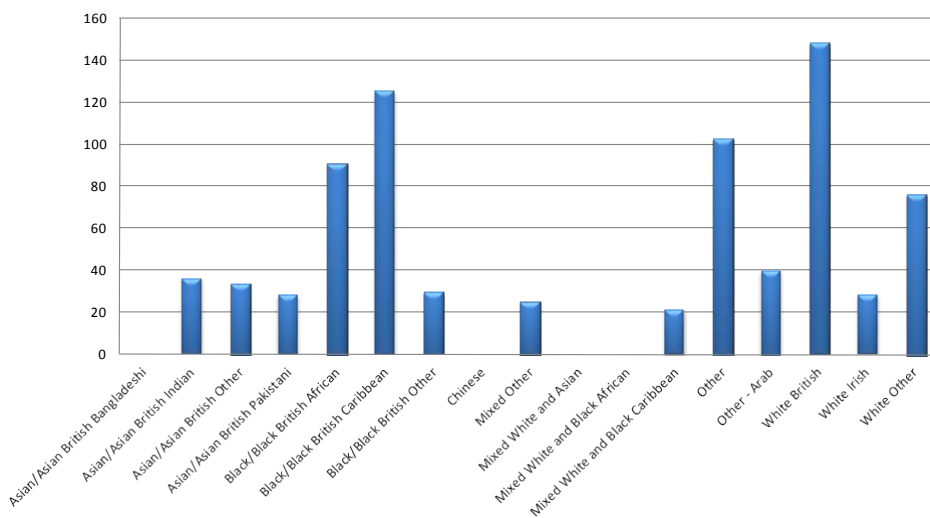
- Current ethnicity monitoring (see below) shows the largest ethnic group receiving a service is white British, followed by Black/Black British Caribbean, and Black/Black British African.
- Hyperkinetic disorders (such as attention deficit hyperactivity disorder) and pervasive developmental disorders (such as autism spectrum disorders) are the most common diagnoses in the current caseload.

CNWL specialist CAMHS in Brent
January 2016 caseload demographics
Age



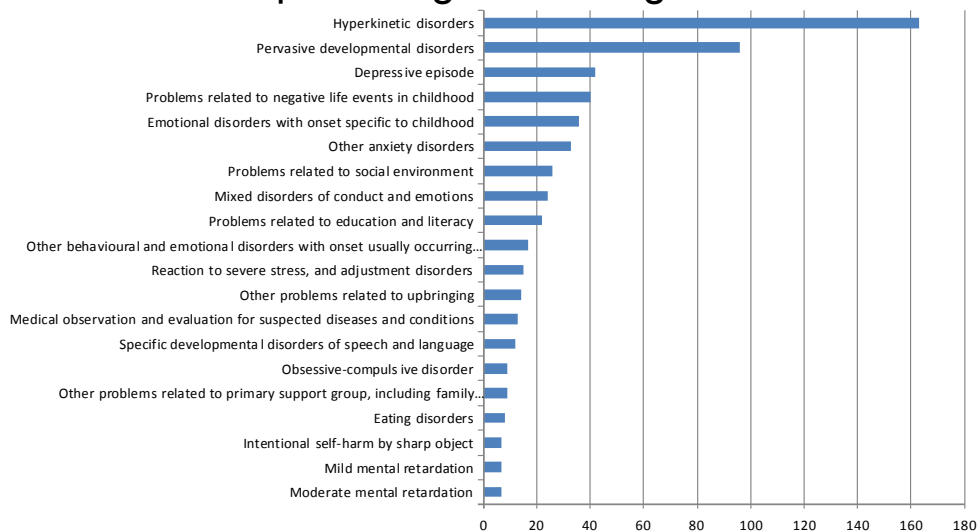
Indicative data from CNWL

CNWL specialist CAMHS in Brent
January 2016 caseload demographics
Ethnicity



Indicative data from CNWL

CNWL specialist CAMHS in Brent January 2016 caseload Top 20 Diagnosis categories



Indicative data from CNWL

4.5.f. Service-User Feedback

Feedback from young people and families is gathered using structured tools (including the Commission for Health Improvement – Evaluation of Service Quality, CHI-ESQ). General feedback has been very positive. 75% of children felt listened to, 75% felt treated very well. Over 90% of parents felt they could talk easily to staff, and over 80% felt their worries were taken seriously. Areas for improvement have been identified around high thresholds for access, long waiting times, recent staff turnover, and lack of evening and weekend appointments. Only 30% of children and around 50% of parents thought appointments were at a convenient time. Thresholds for accessing different types of service, and seven-day working will be a key area of pathway redesign in the CAMHS Local Transformation Plan. Waiting times will be addressed in the initial phase of implementing the CAMHS Local Transformation Plan.

4.5.g. Inspection of CAMHS services

In June 2015, the Care Quality Commission inspected Central and North West London NHS Foundation Trust (the report is available publicly online, <http://www.cqc.org.uk/provider/RV3>). The inspection identified a number of areas of good practice with the Brent CAMHS service. There were no areas highlighted for improvement as 'must dos'. There was recognition of limited resources, and how demand for the service was managed with the following identified as key points:

- The CNWL targeted mental health in schools (TaMHS) programme provided 17 schools with advice and consultation from a CAMHS professional.

- Incident reporting and learning from incidents was apparent across teams. This is done through local and service line wide Care Quality and Clinical Effectiveness Groups.
- Young people referred to teams were seen by a service that enabled the delivery of effective, accessible and holistic evidence-based care.
- Staff were found to clearly demonstrate their commitment to high quality, proactive care.
- Service users actively participated in service development and staff recruitment for all levels of clinical and non clinical staff.
- Crisis planning was robust, and details of the out-of-hours crisis line and service were provided to all service users and families.

5. CAMHS Services commissioned by the Local Authority

- 5.1. Services for disabled children and children Looked After by the Local Authority have been delivered since July 2014 by the West London Mental Health Trust (WLMHT).
- 5.2 The focus of the service is to provide support to social work practitioners who work with children and young people with emotional and behavioural difficulties and/or disabilities.
- 5.3 Negotiation is currently taking place with Adult Social Care Services regarding the extension of this provision to include those young people aged 14 to 18 who receive a service from the Transitions' Team.
- 5.4 WLMHT provide advice, guidance and consultation to build the confidence and skills of practitioners, foster carers and adopters (pre-adoption) to provide low level interventions for children and young people at risk of escalating problems. This includes regular surgeries, advice, guidance and consultation for practitioners and bespoke training programmes.
 - For children Looked After by the Local Authority, all work is undertaken with the carer or social worker with the intention to improve the stability of placements.
 - Direct behaviour management and therapeutic work is provided by the CAMHS service with disabled children and young people and their families working with the Disabled Children's Team. The primary purpose is to ensure parents can appropriately manage their children with complex and at times extremely challenging behaviour within their families and thereby remain in the community.
 - In the quarter September to December 2015, the team had 100 contacts either with service users, or their carers/social workers, with a caseload varying from 35 to 40 at any one time. Feedback from the Disabled Children's social work team regarding the contribution of the CAMHS team is highly positive.

5.5 The local authority also commissions a service from the Anna Freud Centre to provide clinical input into the multidisciplinary Inclusion Support Team which supports pupils (and their families) at risk of exclusion from school. Interventions and support take place within schools, alternative provisions/PRUs, family homes and community based children's centres. The Inclusion and Alternative Education team who commission the Anna Freud Centre have had a lot of very positive feedback from schools and families about this specialised service. Positive outcomes of the Inclusion Support team are demonstrated with regards to reducing schools exclusions; during the previous academic year only 3 pupils referred to the panel for support were subsequently permanently excluded.

5.6 Public Health in Brent commissions a young peoples integrated service called Adaption Evolve. This service covers all aspects of young people's health including sexual health, substance misuse, gang involvement and low level mental health interventions.

6. CAMHS improvement challenges – Future in Mind

6.1. Implications for statutory agencies of Future in Mind's recommendations were to move away from thinking about mental health in a purely clinical manner and to challenge any barriers in the system that prevented change.

6.1. Challenge to schools:

a.

- Develop knowledge about mental health, identify issues when they arise and offer early support;
- Encourage more and better use of counselling in schools;
- Improve access to specialist support for children who need it.

6.1. Challenge to social care:

b.

- Adopt a whole child and whole family approach, where we are promoting good mental health from the earliest ages, and preventing mental ill health;
- Make it much easier for a child or young person to seek help and support in non-stigmatised settings, particularly those who are most vulnerable (for example children who have been sexually exploited; children at risk from deprivation, disability, or due to parental vulnerability).

6.1. Challenge to health:

c.

- Recognise that need is rising and investment and services haven't kept up;
- Steer a middle course of improvement between having too narrow a focus on clinical matters (leading to over-medicalising our children), and lacking sufficient focus to set clear priorities.
- Bid to make best use of additional funding made available by NHS England.

6.2. The CAMHS Local Transformation Plan priorities to address these challenges were agreed with input from young people. Actions for each priority are given in the CAMHS Local Transformation Plan (appendices 1 to 3).



6.3. Future in Mind and CAMHS Transformation is one of the priorities of Like Minded – the wider NWL CCGs strategy for Mental Health and Wellbeing. Brent Health and Well-being Board members contributed to the development of the plan, and have formally recognised the need to make mental health (all ages) an area of focus. Brent Children's Trust has agreed to establish a new sub-group for CAMHS to deliver the Local Transformation Plan. A revised commissioning framework has been agreed.

6.3.a.

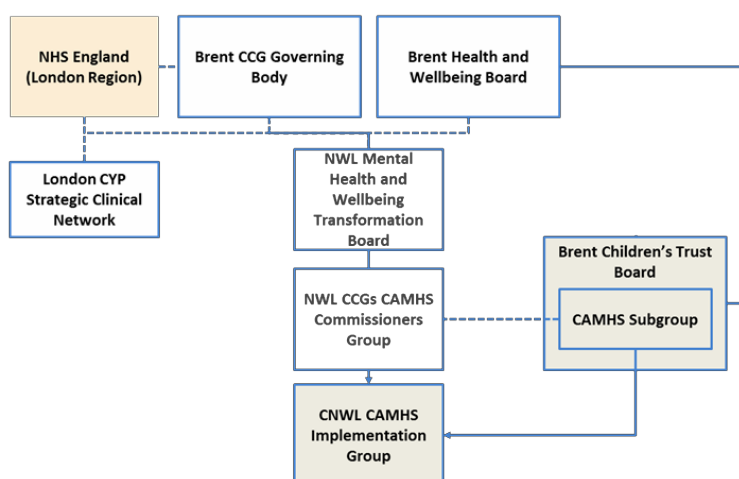


Diagram of governance arrangements for the CAMHS subgroup of the Brent Children's Trust Board.

Governance arrangements were put in place to allow the Brent CAMHS Local Transformation Plan to align with the work streams in Brent Children's Trust,

and the common work streams across the eight borough and CCGs in North West London.

6.4. Immediate next steps, (January to March 2016):

- Appointment of a Joint CAMHS Strategy Manager, development of detailed implementation plans including consideration of alignment spending and structures to achieve this;
- Formation of the Brent Children's Trust Board CAMHS Subgroup, confirmation of standing and invited members, and on-going support from the Like Minded team;
- Award a contract following procurement of support for the detailed needs analysis;
- Plan on-going engagement activities with support from Brent HealthWatch;
- Begin phased delivery of a community CAMHS eating disorder service from existing specialist CAMHS providers.
- New investment into CAMHS will see the recruitment of a dedicated mental health worker to support local Youth Offending Services. Recruitment will take place in this period with the worker being based from the 1st April in the YOS.

7. Financial implications

- 7.1. There are no plans to disinvest in CAMHS in Brent. The CAMHS Local Transformation Plan will review existing arrangements with the intention of reshaping and improving the use of resources. Existing investment from schools, Brent Council, NHS Brent CCG, and NHS England is around £3.4m in 2015/16.
- 7.2. NHS England has supported the CAMHS Local Transformation Plan funding provides an additional £573,052 to NHS Brent CCG for each of the financial years 2015/16, 2016/17, 2017/18, and 2018/19.

8. Legal implications

- 8.1. The delivery of individual statutory duties of Brent Council, NHS Brent CCG and other statutory partners in regard to children's mental health and well-being are coordinated through the Brent Children's Trust, including links to the Brent Children's Safeguarding Board.

9. Diversity implications

- 9.1. The CAMHS Local Transformation Plan recognises the vulnerability of children at risk of mental illness. As a group at risk of inequality, the CAMHS Local Transformation Plan includes provision for on-going engagement with children,

young people and families.

- A revised version of the plan will be produced aimed at children, young people and families.
- A detailed 'asset-based' needs analysis involving communities in across Brent will be undertaken as part of the CAMHS Local Transformation Plan. Data across the eight boroughs and CCGs will be shared to gain greater insights into areas of similar concern, and to coordinate responses to less common conditions.
- Brent HealthWatch has been invited to be involved relevant aspects of engagement.
- Brent Children's Trust has developed guidance for best practice engagement with children who are Looked After, as well as those with special educational needs and disabilities.
- NHS Brent CCG has worked with Brent Council to establish a more robust approach to engagement to inform commissioning and service development.

10. Infrastructure implications

- 10.1. CNWL is developing proposals for non-recurrent infrastructure improvements. A multi-agency training needs analysis will be undertaken as part of the CAMHS Local Transformation Plan.

Appendices

Appendix 1 - CAMHS Local Transformation Plan

Appendix 2 – Brent annex to CAMHS Local Transformation Plan

Appendix 3 – Supplementary plan information

Named leads

Brent Council: Gail Tolley, Director of Children's Services

NHS Brent: Dr Sarah Basham, Clinical Director and Vice Chair