
Mindsight Surrey CAMHS Improvement and Development Plan

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SCC Cabinet Response to Select Committee Recommendations from November 2017

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November Select Committee Recommendations

1. That Cabinet note the Committee's dissatisfaction with the performance of the CAMHS contract, and seek meaningful assurances from commissioner and provider as to the commitment to improve.

SABP has carried out an in-depth analysis of issues and blockages. The actions form the CAMHS Improvement and Development Programme. Current and future priorities are presented in the Improvement Examples section

2. That the Committee receives an update on the action plan in place to reduce waiting times, including key timescales and milestones for improvement, for circulation and given formal consideration at the next meeting.

SABP Programme Board and BEN Sub Group meet fortnightly. Programme is to meet milestones in March. Main activities are listed on attached Action Plan. Workforce gaps are being resolved as a priority to quantify delivery timescales.

November Select Committee Recommendations

3. That the commissioners and providers seek to incorporate the Family Voice proposals into service design and delivery (attached), and report back on how they have taken these proposals forward.

SABP has examined each of the Family Voice proposals and integrated them into the various workstreams. These are covered in the Improvement Examples section. The Choice and Partnership Approach (CAPA) will assist as well as CYP IAPT.

4. That child and family experience is embedded into the contract monitoring and processes, and that evidence is provided about how this has guided service design and delivery to the next committee meeting.

SABP has listened to these experiences as fed back through Commissioners, Select Committee hearing, Family Voice, CAMHS Youth Advisors (CYAs) and Mindsight Partners such as Eikon and Barnardo's. See Improvement Examples.

National Context

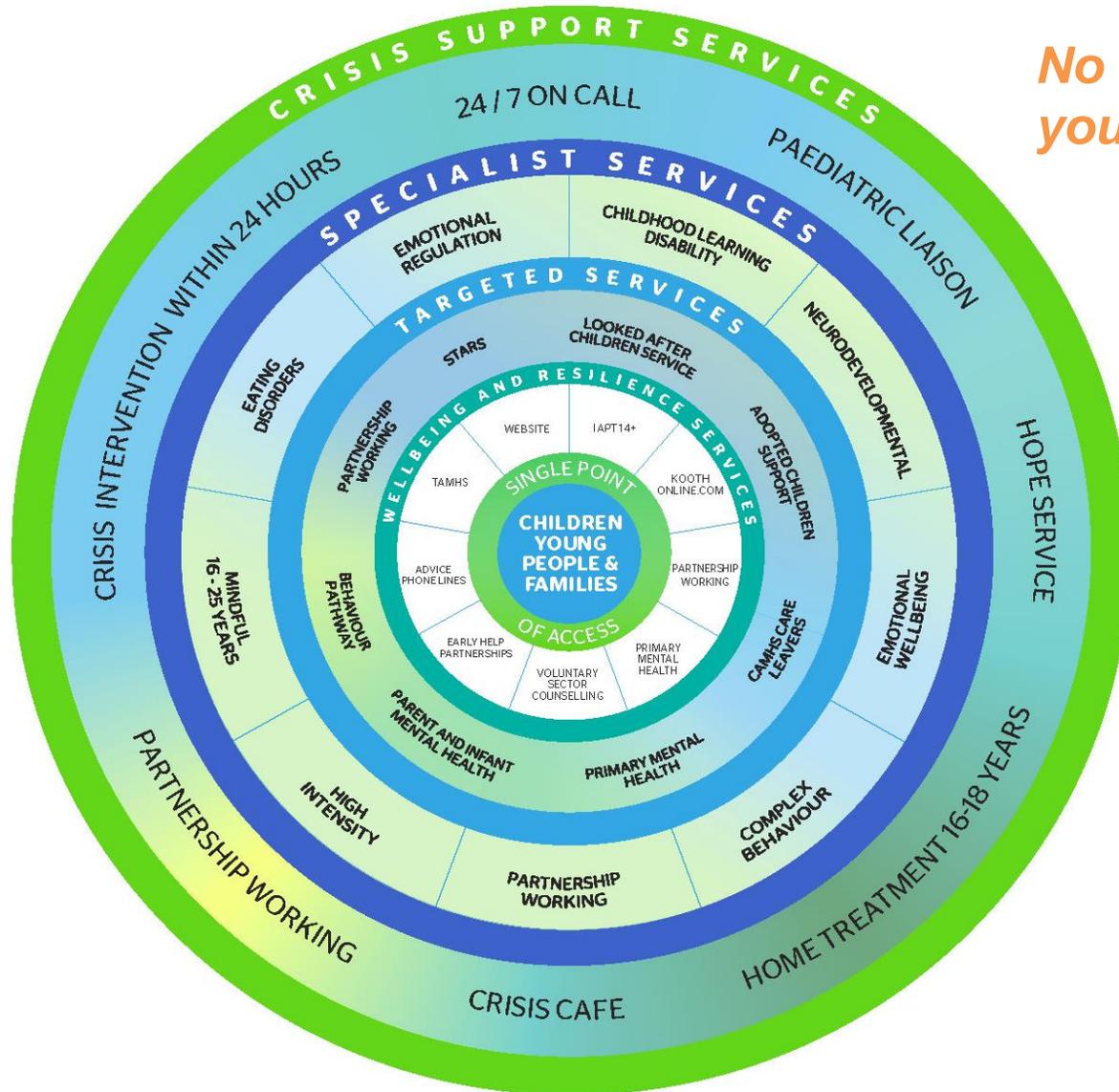
National unprecedented demand on services for children and young people

- 1 in 10 under 18s have some form of clinically diagnosable mental health disorder (850K across England today)
- 45% of all Looked After Children have a mental health disorder
- Greater awareness of behavioural and emotional needs of children

Source: Gov.uk "Transforming children and young people's mental health provision: a green paper"

Service Model

No decision about you without you



One Team: Mindsight Surrey CAMHS



For a better life



HEADS TOGETHER

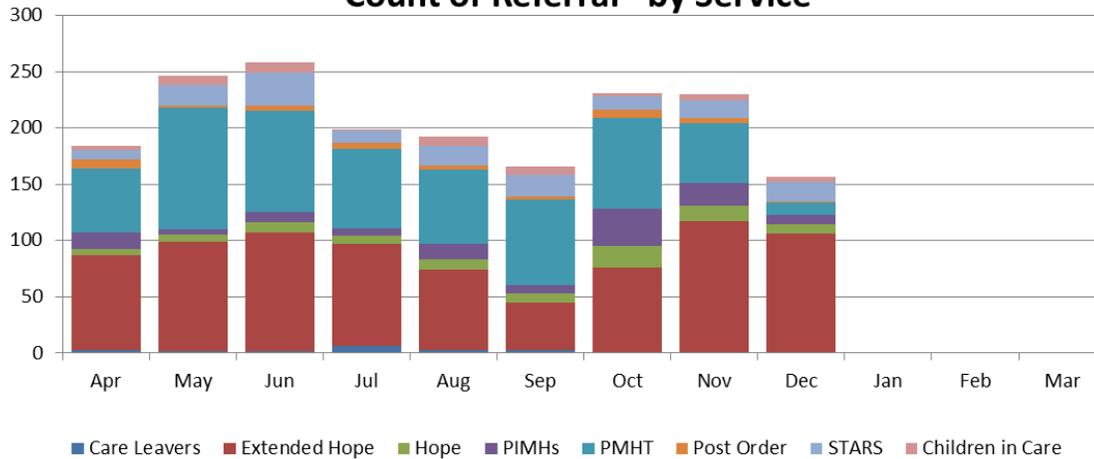
Information, support and counselling
for young people aged 14-24

Partnership Successes

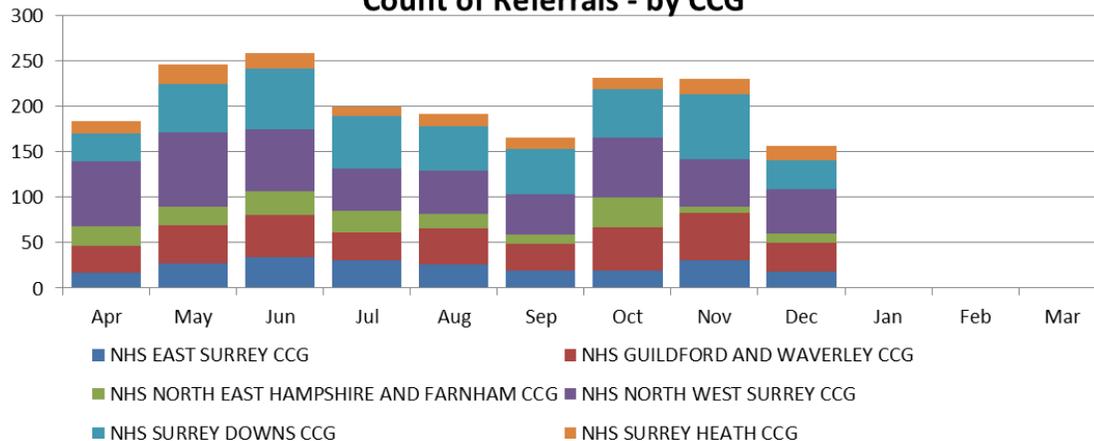
- Single point of referral for all services, triage by clinical staff
- Innovative service model with 'no wrong door' approach
- Crisis intervention work 7 days a week, operating in A&E depts.
- Crisis CAMHS assessment appointments within 24 hours
- Immediate access to key specialist services including Looked After Children, CAMHS Care Leavers, Sexual Trauma and Recovery Service
- Hope and Extended Hope services – national recognition for crisis care
- Online support for young people highly popular, positive outcomes

Referrals on Targeted Services (to Dec 2017)

Count of Referral - by Service



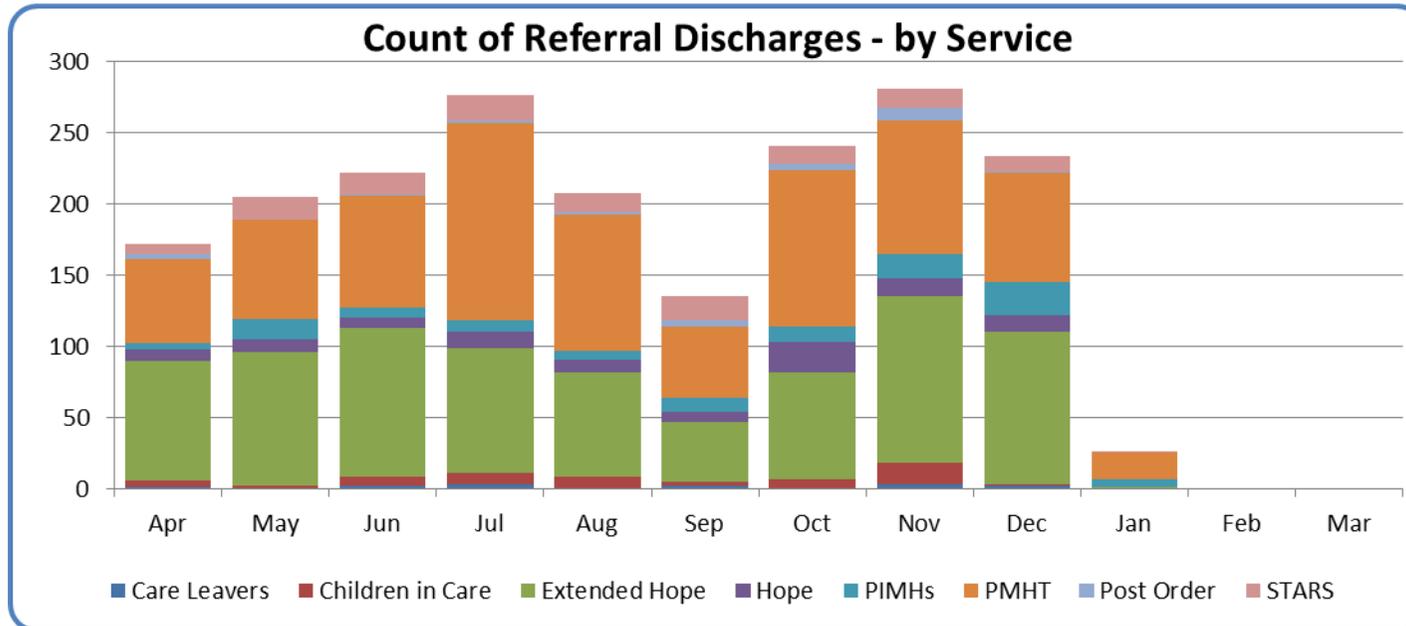
Count of Referrals - by CCG



- 2,309 referrals received 1 April – 31 Dec 2017
- Contracted for 2,229 referrals 2017/18
- Forecast referrals at year end 3,079
- NB - All figures for Targeted Services excluding BEN Pathway



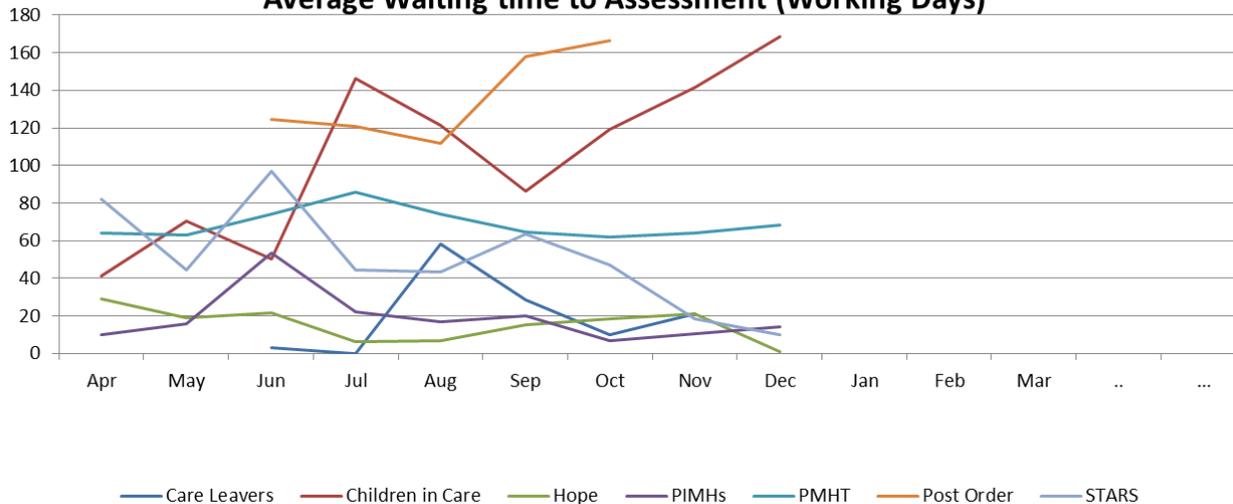
Discharges



- A steady increase in discharges from April to July 2017 is now being sustained in data from Q3
- YTD: 787 Extended Hope; 792 PMHT. [Data excludes BEN – see later]

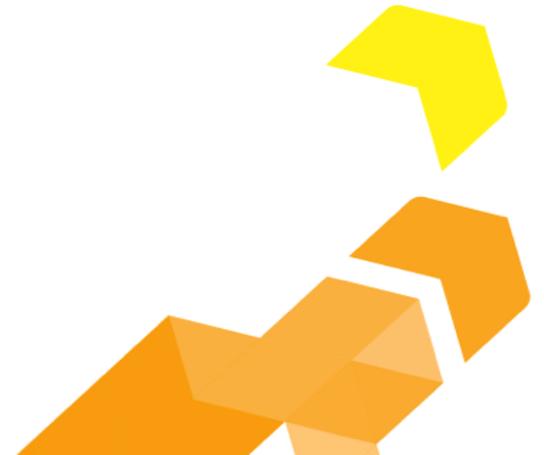
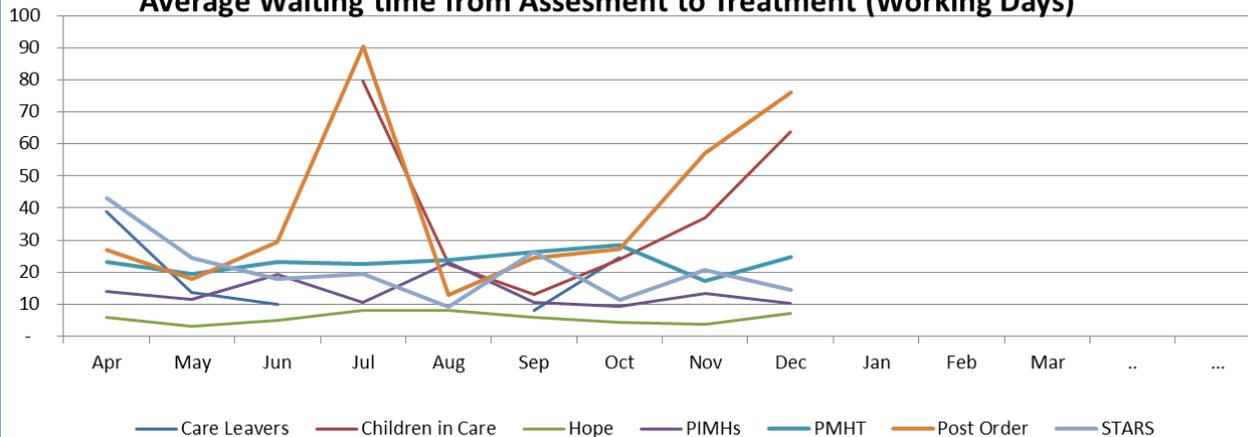
Improved Waiting Times: Assessment/Treatment

Average Waiting time to Assessment (Working Days)



Children and Young People are being assessed earlier across some of our Targeted Services

Average Waiting time from Assessment to Treatment (Working Days)



What We've Heard...

- ▶ Oct 2017 Quality Review using NHSE quality profiling methodology by Guildford and Waverly CCG on behalf of:
 - Surrey CCGs and North East Hampshire and Farnham CCG
 - Surrey County Council
 - Care Quality Commission
 - Patient representative groups (Healthwatch, Family Voice, CYA)
- ▶ Following concerns were identified:
 - Patient flow including waits
 - Patient information systems and reporting
 - Engaging in effective partnership working
 - Achieving future CQUINS and cost improvement plans
- ▶ In November the Children's and Education Select Committee for Surrey County Council requested assurance of improvements at pace

Contributing Factors

A review of services by SABP in August 2017 identified the following:

➤ Leadership and Culture

- Limited engagement with partner organisations that represent children, young people and their families

➤ Governance, Systems & Processes

- Challenges in integrating the Electronic Patient Record, EPR (SystemOne) with clinical care
- Delay in providing performance data and information to inform contract KPI and quality indicators
- Children and young people are staying on caseloads for longer than expected

➤ Resources

- Financial challenge – limited options for delivering efficiencies
- Challenge of implementing new model, managing demand consequences and system expectations

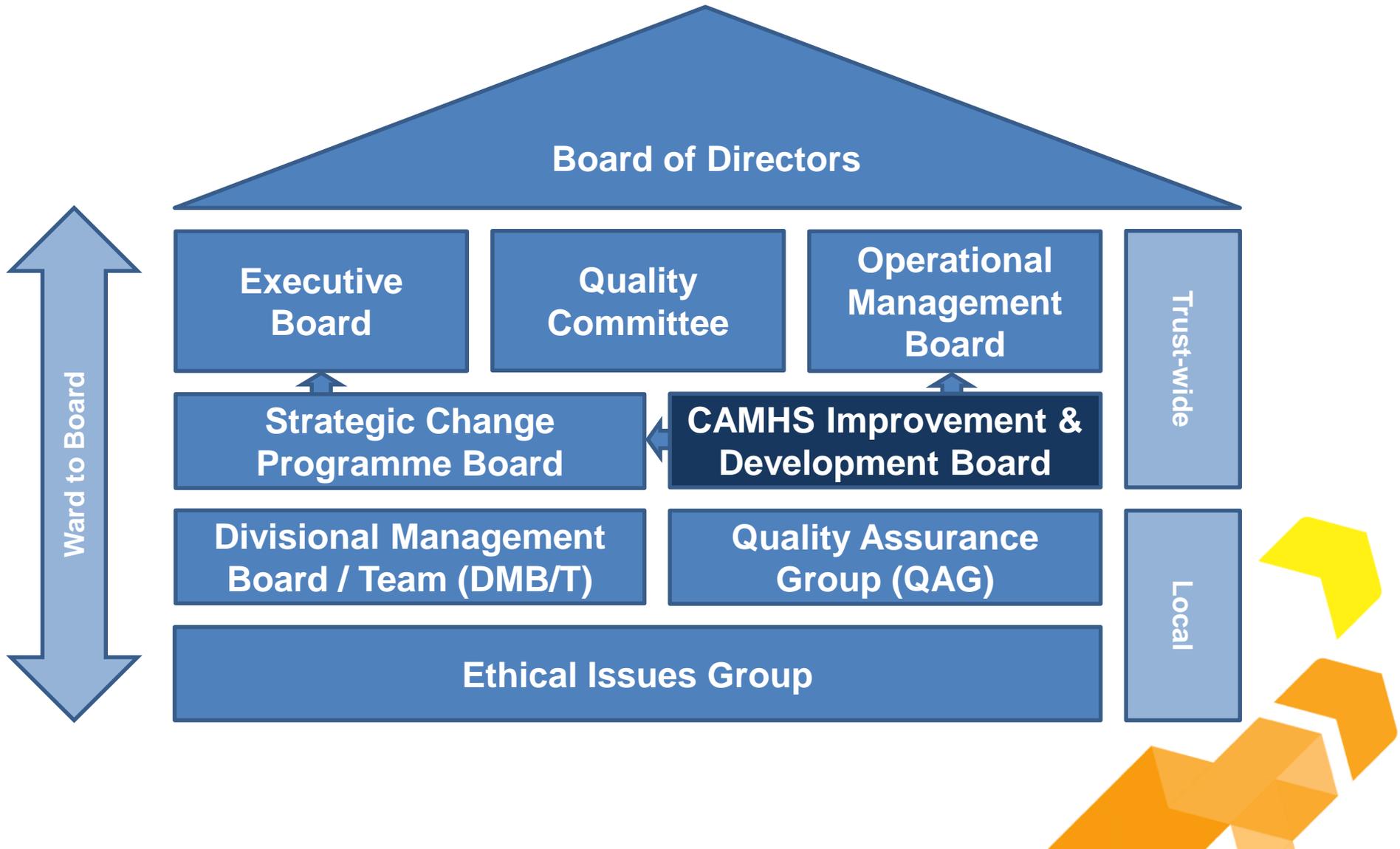
➤ Additional pressure of services taken on by SABP on behalf of system including community paediatric services, CAMHS Tier 4 commissioning

Improvement and Development Work

Priorities:

- Consistently report good outcomes for children and young people in line with contract expectations
- Emphasis on our CAMHS Community Teams and Behavioural, Emotional and Neuro-developmental (BEN) service
- Focus on reduction in waiting times
- Identify and address the root causes of service specific and system wide challenges in partnership with commissioners

Governance Structure



Improvement Example: BEN

Desired Outcome: “children and young people (CYP) referred to the BEN pathway will receive timely diagnosis and support”

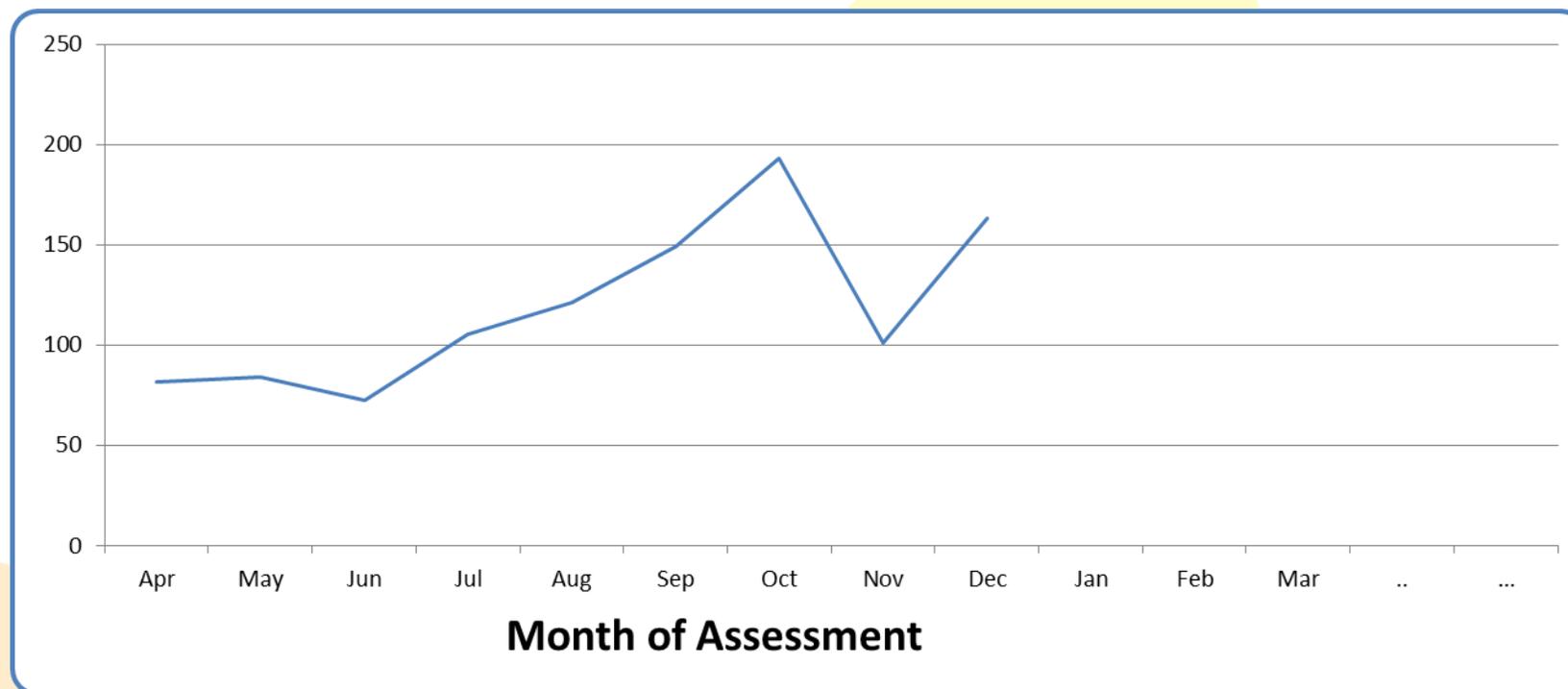
Actions to achieve outcome:	Why are these the right actions in response to Family Voice feedback?
Review the pathway and related operating procedures	To ensure that families access opportunities for support and that diagnosis is provided.
Undertake significant data cleansing	To ensure that all CYP are allocated to the right clinician and that communication has taken place with the family
Enhance engagement with National Autistic Society and Barnardo's	Families/parents can access treatment support and information ahead of diagnosis, while waiting and going forward
Introduce out of hours clinics	Greater choice, availability and number of appointments minimises delays
Undertake a workforce review and increase the skill mix	Getting the right clinician to see the young person and increasing the number of clinicians able to see young people

Work in Progress: BEN

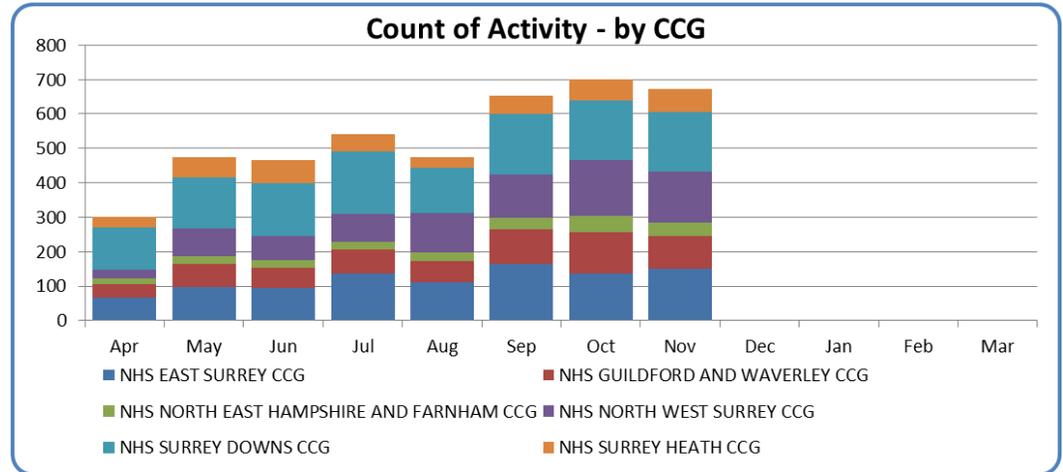
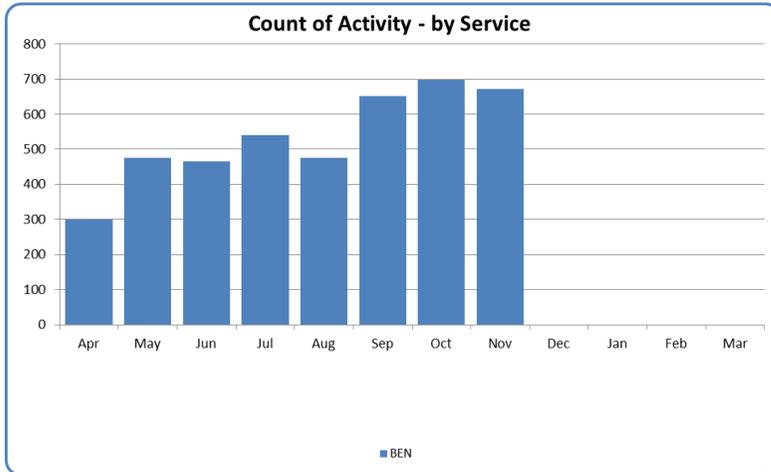
- ✓ Review of pathway and standard operating procedures
- ✓ Significant data cleansing
- ✓ Warm transfer for those on ADHD waiting list to ASD list
- ✓ National Autistic Society introducing regular drop in clinics Jan 2018
- ✓ Non medical prescriber in place
- ✓ Barnardo's reconnecting with families on the BEN pathway to attend Parenting Support Groups
- ✓ Autism Diagnostic Observation Schedule (ADOS) training completed on the 3 Jan 2018 with community staff to increase capacity

Outcome: Reduced BEN waiting times

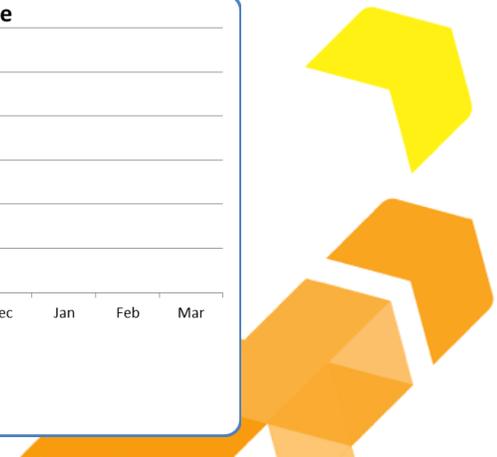
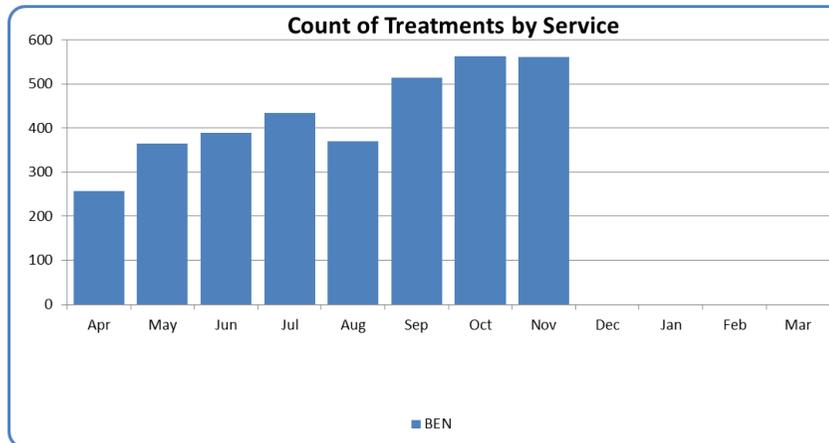
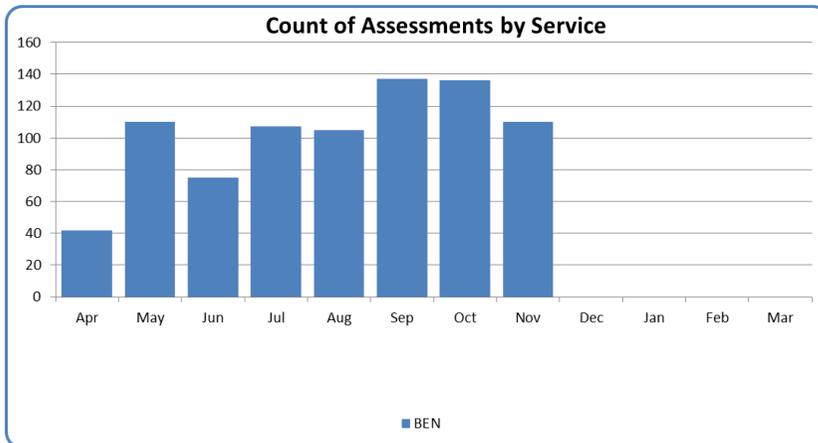
- Average waiting time for BEN assessment (working days)



Increased BEN Activities



- Increase in the number of **activities** on the BEN Pathway in September and October tracking close to, or in excess of, contracted levels (840 to 900/month)
- Increased number of **assessments** undertaken to reflect increase in referrals (750 BEN referrals in period May to Aug, average 190/month)
- Steady increase in number of **treatments** (April 260, Jul 430, Oct 560)



Improvement Example: Communications & Engagement

Desired Outcome: “system partners and referrers have a comprehensive understanding of Mindsight Surrey CAMHS, will experience good communication, will feel listened to, engaged with and supported”

Actions to achieve outcome:	Why are these the right actions in response to Family Voice feedback?
Continuation and refresh of our engagement with CAMHS Youth Advisors, Family Voice Surrey and Healthwatch	Ongoing engagement with partners will ensure a genuine insight into the experience of CYP and their families and target the areas proposed by Family Voice. Open and confident relations will ensure these are identified and addressed at the earliest possible opportunity.
Development of a Communication Strategy to include regular newsletters, partnership engagement opportunities, a refresh of brand ‘Mindsight Surrey CAMHS’, identification of school ‘link workers’	Regular communications and emphasis on branding will reinforce understanding of Mindsight Surrey CAMHS partners and the services available across the whole system inc. parents. Identification of ‘link workers’ in schools will better support access to appropriate care. Engagement of partners in improvement activities so that outcomes are effectively addressing concerns.

Work in Progress: Comms & Engagement

- ✓ Attendance at Family Voice Surrey AGM, Family Voice representation and input at workshops
- ✓ Continuation of quarterly meetings with Healthwatch Surrey
- ✓ Healthwatch to undertake audit on people's experiences
- ✓ Continued involvement of CAMHS Youth Advisors who inform service developments, input into interviews and carry out audits
- ✓ Updates to GPs and schools on waiting times with details of immediately available support
- ✓ Standardise branding for all Mindsight Surrey CAMHS partners
- ✓ Reviewed service offer with each partner to see where services can be enhanced and extended

Improvement Example: Performance Reporting

Desired Outcome: “children and young people will experience evidence based, consistent care that supports the best possible outcomes. System partners will understand the quality, effectiveness and efficiency of services through the receipt of monthly performance reports”

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Actions to achieve outcome:	Why are these the right actions in response to Family Voice feedback?
Development of a strategy to improve our referral processes across the division	Children and young people will experience seamless care, fewer transitions, improved transfers, better crisis handling. This will minimise delays and gaps cited in (re)referrals.
Development of a bespoke CYPS service module within the electronic patient record	Staff will be able to clearly navigate and input data within a Mindsight Surrey CAMHS specific electronic context. Performance reporting will be clearer and more accurate.
To provide evidence-based treatment with routine outcome measures through the introduction of the Choice and Partnership Approach (CAPA) and CYP Improving Access to Psychological Therapies (IAPT)	The experiences of children and young people will be improved by involving them and their families in shared decision making on triage, assessment and treatment. Our clinical model will respond to demand, capacity, activity and routinely report on outcome measures. The right skills mix in our teams will enable us to demonstrate effective use of commissioned resources.

Work in Progress: Performance Reporting

- ✓ Task and finish workstream explored quality of data in referral processes, specifically looking at waiting lists, exploration phase completed Dec 2017
- ✓ Development of a business case to support the scoping and development of a bespoke CAMHS Electronic Patient Record
- ✓ Significant data cleansing activity to improve the accuracy of reporting
- ✓ CAPA* workshop held on 8 Dec with clinical leaders
- ✓ CYP IAPT* refresh planned for Jan 2018 following launch in Sept 2017, monthly Board meetings to progress implementation and action plans in place for each community service

(*CAPA: Choice and Partnership Approach. IAPT: Improved Access to Psychological Therapies)

Summary

- Demand for services persists
- Mindsight Surrey CAMHS is pioneering in its approach to managing full range of emotional wellbeing, developmental and mental health needs of children and young people in Surrey
- Improvement and development work improving the throughput
- Discharges from services is exceeding contract expectation
- We continue, in partnership with system leaders, to review and strengthen our Mindsight Surrey CAMHS provision to meet demand going forward

Questions

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Children and Young
People's Services

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