



Health and Wellbeing Board

13 September 2018

Children and Young People's Mental Health and Wellbeing in Surrey

Purpose of the report: Policy Development and Review

This is a supplementary report to the Improving Children's Health and Wellbeing Update report, to specifically address children and young people's mental health and wellbeing in Surrey.

Recommendations:

1. Note progress to date on addressing performance issues through the CAMHS Interim Plan
2. Note emerging conclusions from the Joint Independent Review which will inform future commissioning options
3. Provide strategic oversight and approval of the emerging principles for the Joint Children and Young People's Mental Health and Wellbeing Strategy, including the Children and Young People's Mental Health Charter, which will be presented to the Health and Wellbeing Board in December for approval

Context

4. During 2015, Surrey Clinical Commissioning Groups and Surrey County Council engaged in a joint procurement process for Surrey CAMHS, leading the award of contracts to Surrey and Borders Partnership NHS Foundation Trust (SABP), with the Surrey Mindsight service commencing April 2016. Overall, the system has failed to meet the needs of children and young people during this time. Contract performance has been below target for the first two years of the CAMHS contract, with performance notices issued by commissioners during 2017. Referrals into CAMHS Community Services, Primary Mental Health Service and the

Behavioural, Emotional and Neuro-developmental Service have been high during the past year, resulting in some children and young people experiencing lengthy waits for routine assessments and appointments.

5. In response to these challenges, Surrey and Borders Partnership NHS Foundation Trust is working in collaboration with the NHS Clinical Commissioning Groups and Surrey County Council along with a representative from the school sector to implement an Interim Plan to ensure children and young people do not experience further delays. A joint independent review of the service has already been completed with specific recommendations.
6. Building on the Independent Review, we will move away from the notion of commissioning child and adolescent mental health services towards developing an integrated offer of emotional wellbeing and good mental health for every Surrey child. This approach will require radical transformation. As a system, we will seek to shape an integrated offer of early help, early intervention and transformation, shaped by children, young people, their families and carers. We will build on the ambitions set out in the Government's green paper on children's mental health, joining up support between health and education, providing earlier support in or near schools and colleges and a greater focus on improving access to NHS services for those who need specialist support. We will begin by jointly developing a Mental Health and Wellbeing Strategy that will inform a redesign of the whole system, focussed on outcomes and the lived experience of children, young people and their families. This will be presented at the Health and Wellbeing Board for ratification in December.

CAMHS Interim Plan

7. The CAMHS Interim Plan has been developed to address the lengthy waits currently being experienced by some children and young people. The Interim Plan started on the 4 June 2018 and will end on 21 September 2018.
8. There are five workstreams working concurrently to address these issues:
 - a) Changes to CAMHS Access criteria and support pack for professionals
 - b) Optimise access to Clinical Advice and Guidance
 - c) Improve access to Early Help
 - d) Provide alternative routes and capacity for children and young people waiting for access to mental health services for a time limited period
 - e) Review case management criteria in order to reduce caseload for clinicians to safe and manageable levels

9. The Interim Plan is monitored by a joint Project Board which is currently reviewing options for next steps. The following conclusions and recommendations in relation to the Interim Plan were drawn out as part of the Independent Review:

The Interim Plan so far...		
Workstream	Progress	Recommendations on further development of the workstreams
To review CAMHS Access criteria and develop support pack for universal professionals (schools, Social Care and GPs)	Early indication is that routine referrals are decreasing and that CYP and families are being signposted to other services	Further engagement with schools and primary care to support appropriate referrals and signposting. Workshops with GPs to discuss case examples
To optimise access to Clinical Advice and Guidance	Only 17 calls have been received on this line at time of writing	Ongoing communication to primary care about availability and benefits. Comms directly to GPs, rather than to practices.
To improve access to Early Help	Footfall is relatively low at 40 service users/families across 11 sites and six weeks	Ongoing communication and promotion to schools and primary care to raise awareness
To provide alternative routes and capacity for children & young people waiting for to access mental health services for a time limited period	Mixed progress of the delivery of assessments with a inconsistency in numbers carried out per week (100 vs 17)	Transparency of progress and continued focus on building pace and momentum of assessments
To review case management criteria in order to reduce caseload for clinicians to safe and manageable levels	No evidence that caseloads are reducing	Dialogue with SABP to understand reasons for challenge. Explore speedy implementation of shared care with practices (e.g. NW Surrey model)

Joint Independent Review

10. Surrey County Council, Surrey and Borders Partnership Trust and the Surrey Clinical Commissioning Groups commissioned an independent review of Mindsight Surrey CAMHS. The Review aimed to identify challenges impacting on the service, within the context of the wider system, and propose solutions. The review will be used to inform decisions on how services are delivered following the period covered by the Interim Plan, to agree improvement activity and inform future commissioning options.
11. **Strategy**
- Commissioning of CAMHS is fragmented and not aligned to wider services that support children
 - Demand for the CAMHS service has been greater than that projected by commissioners and the provider
 - The actual demand is in line with national benchmarks
12. **Service**
- Service is strong in parts (for example, Hope, Extended Hope and Eating Disorder Service) but under significant pressures in others (Behavioural Neuro-developmental Disorder Pathway – BEN)
 - Mindsight Surrey was configured to manage too few referrals, especially for BEN
 - Capacity is too low for the number of referrals experienced in the One Stop singular triage function commissioned by SABP
 - Timeliness of the triage function has been below expectations

- Slow mobilisation and communication of the Mindsight Surrey service model, lack of clear pathways, poor integration with wider agencies and provider partners, lack of operational data and non-medical clinical leadership have contributed to the underperformance of the service and the high waits, backlogs and case loads

13. Resources

- Funding is on par with the national average when benchmarked against other services in England
- Workforce issues, particularly recruitment and retention are contributing to service issues noted above
- Poor data is inhibiting the ability of managers and commissioners to fully understand the service and the outcomes it is delivering
- Lack of capacity and capability to record and report in a way that allows the provider to manage the business and evidence that children are safe

Emotional Wellbeing and Mental Health Strategy

14. Surrey County Council and Surrey Clinical Commissioning Groups will introduce a new approach to Emotional Wellbeing and Mental Health (EWMH) in Surrey. This approach will be informed by the views of children, young people and their families to ensure response to their needs are timely and effective. This insight will be used to formulate a new Children and Young People's Mental Health Charter and a joint commissioning strategy. Analysis will be undertaken to produce a series of journey maps highlighting children's experiences through the system to feed into a whole system redesign of our mental health and wellbeing model and future commissioning. The emerging themes are described below.

Key Challenges

15. Based on feedback from children, young people, their families and professionals¹ we know that there are some key challenges that we need to address in Surrey.

Poor access and long waits for support, including specialist mental health care

On-going difficulties experienced by CYP with safeguarding needs such as children in care and care leavers

Early interventions are not consistently available to new and expectant mothers or to younger children

The growing impact of social media usage, including cyberbullying

The unmet needs of CYP who face disadvantage, such as poverty

CYP that come from BME, LGBTQI+, Gypsy and Roma Traveller backgrounds

The lack of support associated with increased identification of those with multiple and complex needs such as autism or behavioural disorders

DRAFT Surrey's Children and Young People's Mental Health Charter

16. This Charter is being developed with input from children and young people across Surrey who participated in engagement events. To date, we have engaged around 60 children and young people from the following cohorts:
- a) CAMHS Youth Advisors (CYA)
 - b) SEND Youth Advisors in Surrey (SYAS)
 - c) Youth Council
 - d) Care Council
 - e) Surrey Young Carers
17. Following the summer break, we will engage with children and young people on the draft Charter for final publication with the strategy in December 2019. Surrey County Council and

¹ Engagement events with stakeholders were conducted and analysed which informed Surrey's Joint Strategic Needs Assessment

Surrey's Clinical Commissioning Groups will promote the Charter across Surrey, encourage partners to sign up and establish a mechanism to implement and monitor progress.

Working Draft Charter Statements

By 2022:

- 1) **The stigma surrounding mental health will be reduced by raising awareness and promoting positive mental health, resilience and wellbeing in children, young people and their families**
- 2) **Children and their families will be helped to become more resilient so that they can manage future life challenges independently**
- 3) **Children and young people will have opportunities to participate and inform decisions, including having a say in their care**
- 4) **Children, young people, families and professionals will have access to high quality advice and information about mental health and wellbeing**
- 5) **There will be a greater focus on the prevention of emerging or escalating mental health problems**
- 6) **Poor wellbeing and mental health will be identified earlier and interventions will be timely**
- 7) **Children and young people will have access to suitable, timely and age-appropriate support that leads to improved outcomes**
- 8) **Joined up care will be provided to children and young people with multiple or complex needs**
- 9) **Children and young people with urgent needs or experiencing crisis will have rapid access to support based in the community**
- 10) **There will be smooth transitions between services and between child and adult mental health and wellbeing services**
- 11) **Professionals working with children, young people and families will be equipped with the right knowledge and skills and feel confident in dealing with mental health problems**

Our Principles

18. We want to develop a shared vision across the various agencies working with children and young people in Surrey to ensure mental health and wellbeing is **'Everybody's Business'**. This requires a whole system approach that works well together where children and young people's needs are met at lower levels.
19. Our principles are guided by the national framework and initiatives set out in the Government's Children and Young People's Mental Health Green Paper (2018), Future in Mind (2015) paper and by the NHS Five Year Forward View for Mental Health (2016).
20. **Emerging Principles**
1. **Promoting resilience, prevention and early intervention**
 - Across the system we want to do more to promote positive mental health and to help children, young people and their families build resilience so that they are better equipped to manage and overcome adversity
 - We want to enhance our early help offer so that the needs of children and young people with emerging problems are identified earlier and met more effectively. We will take a life course approach working with families from birth through to transitions into adulthood.
 2. **Improving access to effective support**
 - We will increase the use of evidence based interventions and programmes to help improve the quality of care and outcomes for children and young people.
 - We will ensure services are in place that are both responsive and flexible, including the greater use of outreach and digital technologies.
 - Children and young people, their families and professionals will have access to good quality advice and information about mental health and wellbeing, including what support is available locally.
 3. **Care for the most vulnerable**
 - Ensure vulnerable children, young people and families receive the support and services they need, recognising that this is often through mental health services working alongside education, social care, voluntary and community based provisions.
 4. **Accountability and transparency**
 - Improve the quality and use of data to deliver adequate and high quality support to children and young people. As part of this, we will ensure data collection is purposeful and accurate and embed the use of routine outcomes measures.

- We will use our governance arrangements to review and challenge implementation progress, spending and impact of our transformation ambitions.

5. Children and young people at the heart of whole system change

- The views of children, young people and their families will be integral to the planning and delivery of a radically different new model of care.
- We will work as a whole system to co-design, plan and deliver services, including integrating and collaborating with key local commissioners and providers.
- Using rich insight from children and young people, their families and professionals, we will shift towards a model of mental health and wellbeing support that is led by needs and choice and not by tiers of provision.

6. Developing the workforce

- Surrey Clinical Commissioning Groups and Surrey County Council have recently developed a comprehensive long-term Workforce Strategy that provides innovative and creative solutions to bridge the workforce gaps identified locally.

Next steps:

A full Emotional Wellbeing and Mental Health Strategy will be presented at the Health and Wellbeing Board in December 2019, for approval.

Stage	May	June	July	August	September	October	November	December
Development	Planning and needs analysis completed 		Independent review of CAMHS due + Govt' white paper on CYP MH 					
Engagement and consultation		Engagement with CYP 		Consultation via Surrey Says 				
			Journey mapping and pen portraits developed 					
		Engagement with stakeholders 						
Commissioning and procurement		Committee in Common – decision re contract extension 	Establish a Recommissioning /Procurement Board 	Finalise options paper and sign off 	Committee in Common – decision re longer term 			
Sign off and Publication					Review and amend strategy 			Sign off by HWB 

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