

HEALTH AND WELLBEING BOARD

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PROPOSED SERVICE MODEL FOR CHILDREN AND YOUNG PEOPLE'S MENTAL HEALTH AND WELLBEING SERVICES IN MEDWAY

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Summary

This report provides a progress update to Health and Wellbeing Board in relation to the development of a Draft Service Model for Children and Young People's Mental Health and Wellbeing Services in Medway and plans for stakeholder and public consultation during April to June/July 2016.

The Board is invited to:

- (i) Review the Draft Service Model (Appendix 1) developed by commissioners in response to consultation and feedback received during the development of Medway's Children and Young people's Emotional Health and Wellbeing Strategy and Local Transformation Plan in 2015 and
- (ii) Provide comment and feedback to inform potential refinements in advance of formal consultation

1. Background

- 1.1 Further to previous reports to Health and Wellbeing Board on 15 September 2015 and 3 November 2015 detailing the background to and development of a Local Transformation Plan (LTP) for Children and Young People's Mental Health and Wellbeing, this report provides a progress update in relation to the development of a Draft Service Model for the purposes of stakeholder and public consultation during April to June/July 2016.
- 1.2 This follows a recommendation by NHS Medway CCG and endorsed by the Children and Young People Overview and Scrutiny Committee on 3 March 2016 that proposed changes represent a substantial variation to healthcare. Regulation 23 of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 requires relevant NHS bodies

and health service providers (“responsible persons”) to consult a local authority about any proposal which they have under consideration for a substantial development of or variation in the provision of health services in the local authority’s area.

- 1.3 Based on this recommendation, a 90 day consultation period is proposed, commencing on Monday 11 April, following consideration by Cabinet.
- 1.4 This consultation will include:
 - Service provider engagement (including clinical perspectives)
 - Market engagement
 - Wider stakeholder engagement
 - Focus groups with children, young people and families
- 1.5 Analysis of this consultation will support further refinement of the proposed service model and will be reported back to this Board in July/August 2016, prior to finalising Service Specifications and initiating the formal procurement process in the early Autumn.
- 1.6 The current procurement timeline plans for a new service to be in place from 1 September 2017. Current joint contract arrangements with Kent County Council and the seven Kent CCGs will be extended to 31 March 2017 to facilitate Kent’s parallel procurement process. This will necessitate negotiation with Sussex Partnership NHS Foundation Trust (SPFT), the incumbent provider, to ensure service continuity for the 5 month period between 1 April 2016 and 31 August 2016. Dialogue with other localities who have undertaken similar procurements and service transformations have highlighted the importance of adequate mobilisation time, following contract award. Initial discussions with SPFT have proved positive and work is already underway to begin to disaggregate the Medway Tier 3 service which currently has close operational ties with Swale.
- 1.7 In line with Medway's Children and Young People's Emotional Health and Wellbeing Strategy and Local Transformation Plan (2015), future Emotional Wellbeing and Mental Health support services will be designed to:
 - Promote good mental health and emotional wellbeing in ante-natal services, pre-school settings and schools and colleges
 - Establish Early Help and ensure clear pathways to that help are known about by the people who need it
 - Ensure there is accessible information and support that is easier to find by children, young people, families and others in regular contact with children and young people
 - Ensure all schools and services take a "Whole Family" approach in working with children and young people, also having regard to the impact on parents, siblings and family life
 - Work closely with staff in primary and community health services, and wider children's services including schools and children's social work teams to ensure effective and holistic multi-agency team working for Children and Young People using the Service, including those that are Looked After or adopted

- Support and sometimes take the lead in specialist or 'contract' fostering placement schemes to maintain and support the child or young person within a family placement and within area where possible, and to achieve better outcomes for those children and young people
 - Provide effective support for recovery following treatment; the development of the resilience skills of every child and young person, and stronger attention given to effective transition at key life stages (e.g. from primary to secondary school; from school to college; and from children to adult health services where these are used)
- 1.8 The support services described in the Draft Service Model will be part of a whole-system pathway designed to meet the emotional wellbeing and mental health needs of children and young people within the context of their family. To this end, parallel work is progressing in relation to Universal and Early Help provision i.e. open and direct access support services which sit underneath 'core' CAMHS. This work involves close working with schools and academy clusters concerning potential co-commissioning and co-production arrangements. It is vitally important to bring about whole system improvements and clarity of pathways to ensure that more children and young people with emerging emotional and mental wellbeing issues are supported appropriately supported at this level. Evidence clearly shows that prevention and early intervention is key to avoiding escalation of mental health problems and effective support at this level will also help to avoid ongoing issues around inappropriate referrals and ensure that capacity within core/specialist CAMHS is maintained for those children and young people most in need.
- 1.9 It is proposed that the service provides a Single Point of Access (SPA) co-located within and matrix managed through the Medway Council Integrated Family Support Service locality teams and the Children's Advice and Duty Service (CADS), providing specialist mental health support as part of a multi-disciplinary, team around the family approach. The SPA would provide a single point of contact and an "open front door" to Medway's Emotional Wellbeing and Mental Health Service, through which families and professionals who are concerned about the emotional wellbeing and mental health of a child or young person can refer and seek advice. This provision has already been established and will be embedded over the next 12 to 18 months. The precise role of a new service provider in the delivery of this component will need to be determined through market engagement and dialogue.
- 1.10 Fundamental to the Draft Service Model is an augmented Primary Mental Health Service which would, in most instances, be the first line of response, delivering interventions to support emerging mental health problems that are becoming problematic for Children and Young People and their families alongside creating capacity and up skilling universal staff in community settings. In line with the objective to support transition to adult services and best meet the needs of young people with differing levels of need, it is proposed that the services be provided to young people up to the age of 21 for first time contact and to age 25 for continued support if needed.
- 1.11 It is proposed that specialist services would comprise a multi-disciplinary team of mental health professionals providing a range of therapeutic interventions for Children and Young People who have complex, severe or persistent mental health needs. Condition specific pathways would be

developed to meet needs based on local prevalence rates and existing provision within Medway e.g. specific pathways for ASD, ADHD, Eating Disorders, Learning Difficulties, Specific Crisis pathways, Intensive Community Outreach teams and specialist support for Adopted and Looked After Children.

- 1.12 The Draft Service Model also clearly indicates service areas where commissioners will need to work with prospective provider(s) to secure innovative solutions to specific requirements e.g. those service components (under existing contractual arrangements) which operate on a Kent and Medway footprint e.g. Section 136 Place of Safety and specialist service components such as the Home Treatment Team (crisis response), liaison psychiatry, learning disability teams and the requirement for a specialist community based Eating Disorder Service (EDS) in line with national guidance. EDS provision, for example, is likely to require delivery on a population footprint greater than Medway's (national guidance stipulates an all-age population of 500,000). Medway commissioners are liaising closely with colleagues in Kent to ensure effective cross-border integration of services where it is appropriate and expeditious to do so.
- 1.13 In order to increase the breadth and potential value of this contract and thereby increase its attraction to the wider market place, it is proposed that a range of other relevant services be brought together under a lead provider model. This includes a range of separately commissioned provision for Looked After Children and post-abuse support services and, most significantly, the inclusion of young person's substance misuse services. Many children and young people who misuse drugs and alcohol have multiple related and co-morbid mental health problems and disorders. There are also striking similarities between the risk and protective factors of mental disorders and substance misuse, in the neurobiological basis of addictions and mental illness, and in response to treatment. Many young people misusing substances also share genetic factors linked with the emergence of mental health problems.
- 1.14 Whilst initial soft market testing in relation to the proposed service model has been positive and generated interest, more detailed market testing and engagement throughout the pending consultation period will bring much greater clarity and help to identify any necessary amendments to the suggested structure and, potentially, to inform the approach to procurement e.g. the scope for a competitive dialogue process to further engage providers in innovative approaches to specified outcomes.
- 1.15 The involvement of children, young people and their families is seen as vitally important in further development and refinement of the model. This follows extensive engagement in 2015 in the development of the Children and Young People's Emotional Health and Wellbeing Strategy and Local Transformation Plan. Partnership Commissioning and CCG Communications and Engagement colleagues will be working closely together throughout the consultation and procurement process to ensure active participation and involvement. The project steering group will take learning from the recent Short Breaks framework tender where children, young people and families were integral both to service design and also evaluation, contract award and mobilization. A focus group of children and young people (service users and

non-service users) from a range of backgrounds will be established to work closely with commissioners throughout the process.

2. Financial and Legal implications

Finance

- 2.1 The current core CAMHS service cost in Medway is approximately £1.8 million per annum across CCG and council. This includes the SPFT contract and joint funding for the Tier 2 'in-house' service.
- 2.2 Medway's Local Transformation Plan (LTP) for Children and Young People's Emotional Health and Wellbeing was submitted and fully assured by NHS England in October 2015. This has secured an additional £516,000 per annum recurrent for 5 years from 2015/16 (subject to ongoing performance). This funding is currently being invested in interim capacity but will be available to commissioners in scoping a new service.
- 2.3 Other additional funding has been agreed through both CCG and Council to support interim investment in Tier 2 services and specific support (e.g. psychology services and post abuse support) for Looked After Children.
- 2.4 Taking into account existing investment, additional LTP monies and the potential integration of other related contracts, for example young person's substance misuse services, commissioners estimate that the likely financial envelope for a new service model will be approximately £3,000,000 per annum. This doesn't include additional monies available to schools and academies through the pupil premium to support low level and emerging emotional health and wellbeing issues. Opportunities for improved coordination and co-commissioning of support at this level are being actively explored.
- 2.5 There will inevitably be some loss of economies of scale in delivering a comprehensive Children and Young People's Emotional Health and Wellbeing support service on a Medway only footprint. However commissioners are confident that collaboration through market testing and dialogue will enable the development of innovative solutions and partnerships to address these challenges. The emphasis of the new service model will include significant focus and investment in universal and early help 'preventative' services, reducing the overall burden on specialist services and ensuring the right help is available, in the right place and at the right time. Particular attention has been paid to the Solihull commissioning model, where a new service was procured in 2014 and based on a very similar population size, with links to provision in Birmingham and other parts of the West Midlands as appropriate.

Legal

- 2.6 Provision for health scrutiny is made in the Local Authority (Public Health, Health and wellbeing Boards and Health Scrutiny) Regulations 2013 together with a requirement on relevant NHS bodies and health service providers to consult with local authorities about any proposal which they have under consideration for a substantial development of or variation in the provision of health services in the local authority's area.

3. Recommendations

3.1 The Board is invited to:

- (i) Review the Draft Service Model (Appendix 1) developed by commissioners in response to consultation and feedback received during the development of Medway's Children and Young people's Emotional Health and Wellbeing Strategy and Local Transformation Plan in 2015 and
- (ii) Provide comment and feedback to inform potential refinements in advance of formal consultation

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Appendices

Appendix 1 – Draft Service Model

Background papers

Child and Adolescent Mental Health Services Local Transformation Plan – Health and Wellbeing Board, 15 September 2015 and 3 November 2015