

HEALTH AND WELLBEING BOARD

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MEDWAY YOUNG PERSONS' WELLBEING SERVICE MOBILISATION AND ANNUAL LOCAL TRANSFORMATION PLAN REFRESH

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Summary

This report provides an update to Health and Wellbeing Board concerning the mobilisation of the Medway Young Persons' Wellbeing Service which NELFT will be providing in Medway from 1 September 2017.

The report also describes the timetable for implementation of the new service and delivery model.

In line with national assurance requirements from NHS England, a refreshed Local Transformation Plan for Children and Young People's Mental Health and Wellbeing is provided in Appendix 1 for review and consideration by Health and Wellbeing Board.

Nationally, Health and Wellbeing Boards are required to have oversight of Local Transformation Plans and to offer endorsement, prior to their publication and submission to NHS England.

1. Budget and Policy Framework

- 1.1 Medway, along with all other CCGs and Local Authority partners in England, is required to refresh and republish its Local Transformation Plan annually as part of ongoing assurance to NHS England. Part of that assurance requirement includes local Health and Wellbeing Boards having oversight of the document and the opportunity to comment and feedback.

2. Background

- 2.1 In late 2015, NHS Medway CCG and the Council agreed not to participate in a joint re-procurement of existing specialist (Tier 3) CAMHS with Kent County Council and the 7 Kent CCGs. Instead, the decision was taken to pursue a Medway service model, reflecting the need for a tighter continuum of support for children and young people's emotional health and wellbeing and providing opportunities for a more flexible and agile service that can evolve alongside

Medway's changing health and social care infrastructure and be fully accountable to Medway residents and representatives.

2.2 The decision to pursue a Medway service model was based on:

- A complex and fragmented service structure for CAMHS, leading to some poor outcomes and lengthy waiting times for assessment and treatment.
- Specific performance issues relating to Medway, which commissioners were unable to satisfactorily address under joint contractual arrangements.
- The knowledge that CAMHS are most effective when delivered as part of a tighter continuum of support for children and young people's emotional health and wellbeing including universal services, schools, early help and targeted and specialist services.
- The fact that Medway is well placed to achieve this through better alignment of coterminous Local Authority and health services.

2.3 In April 2017, following a rigorous competitive tender process, NHS Medway CCG and Medway Council awarded a contract to deliver the Medway Young Persons' Wellbeing Service to NELFT (formerly known as North East London NHS Foundation Trust). In line with the service model previously considered by the Health and Wellbeing Board in September 2016, the new service will encompass Tier 2 and Tier 3 CAMHS previously provided by Medway Council and Sussex Partnership NHS Foundation Trust (SPFT) respectively, together with young people's substance misuse services and pathways of support for Looked After Children/Care Leavers and post abuse/post sexual abuse.

2.4 Following a four month mobilisation period, NELFT take over the service on 1 September 2017. The contract will run for five years with an option to extend for a further two years. NHS Medway CCG is the lead commissioner for the contract with Medway Council as associate commissioner under the terms of a clearly defined Collaboration Agreement.

2.5 NELFT has also been successful in securing the contract to deliver the parallel Kent Children and Young People's Mental Health service and a Kent and Medway All-Age Eating Disorder service. This outcome means that Medway will enjoy the benefits of an autonomous Medway service, with greater opportunity to develop and flex the services to meet the needs of Medway children and young people and their families/carers, whilst maintaining important strategic links with the Kent CCGs, Kent County Council and other partner agencies on strategic issues.

2.6 The new services represent the culmination of service transformation work initiated in the autumn of 2015 following the publication of the Government's 'Future in Mind' document and the announcement of additional funding for locally commissioned services. Medway's Local Transformation Plan for Children and Young People's Mental Health and Wellbeing, published in October 2015, set out plans for service transformation in Medway and provided the necessary assurance to NHS England to secure the additional funding.

3. Medway Young Persons' Wellbeing Service Mobilisation

3.1 NELFT is a large, multi-faceted NHS Foundation Trust providing children and young people's emotional wellbeing and mental health services in a number of northeast London boroughs, as well as across Essex.

3.2 Tender evaluators were particularly impressed about the following aspects of NELFT's submission:

- Clearly enthusiastic and energised about Medway with strong buy-in at the most senior level within the organization.
- Transformational approach, with strong emphasis on early intervention and support.
- Strongly committed to working within evolving Medway structures (health and social care) and a flexible approach to service delivery.
- Fully integrated service model, collapsing traditional tiered approaches and focusing on more fluid Care Pathways.
- Less of a medicalised approach with interventions based around presenting needs, rather than diagnosis specific.
- Focus on service throughput i.e. time limited interventions with goals based outcomes and a clear step-up / step-down approach.
- Technology fully embedded within service delivery, creating opportunities for a modern, agile and responsive workforce – less reliant on traditional clinic based approaches.
- Strong patient facing Apps, websites and social media presence, clearly appealing to children and young people's focus group.
- Fully compliant with national CYP IAPT programme and associated workforce training and development.
- Good assurance around mobilisation and transition having recently taken on the Essex contract.
- Full assurance around viability of the model within the budget envelope.
- Strong references from commissioners in other localities.

3.3 The service specification for the new service includes the following key changes:

- *A dedicated Medway service* – tailored to integrate effectively with aligned services and partner agencies and flexible and responsive to the needs of Medway's children and young people and their families.
- *0-25 extended age-range* – to enable more supportive transition to adult services for vulnerable children and young people where clinically appropriate. This supports the delivery of the SEND agenda.
- *Early intervention and prevention* – including more effective partnerships with schools, early help and other frontline services.
- *Integrated service model with a Single Point of Access* – a no wrong door approach to prevent multiple referrals and children and young people having to re-tell their story to multiple professionals. Self-referrals will be actively encouraged as well as alternative methods of engagement.
- *Service user participation* – NELFT will actively engage with children and young people and their families/carers in the design and delivery of services.
- *Performance focus on outcomes, rather than volumes* – NELFT will be required to report on service user outcomes, rather than simply volumes and access and waiting times. There will be an increased focus on evidence based and goal focused interventions.

- *Mobile and agile workforces* – NELFT will work to make their services accessible in a variety of locations, rather than just clinical hubs so that young people and their families can choose venues that they feel most comfortable with.
- 3.4 The key priorities during service mobilisation have been:
- The safe transfer of children and young people and their clinical records to NELFT together with effective continuity of care and communication.
 - TUPE transfer of a large number of professional and administrative staff from SPFT.
 - Securing the necessary estate and IT hardware to enable the service to be delivered as ‘business as usual’ from 1 September 2017.
- 3.5 Later in September, NELFT will initiate an extensive internal consultation around the proposed delivery model and staffing structure. In line with statutory requirements this process will last for 90 days, following which staff will have the opportunity to apply for new roles within that structure. For this reason it is not expected that the new service model will be fully operational before 1 April 2018. It is important, therefore, that expectations are managed in terms of any fundamental changes to the service delivery model from 1 September 2017. There will, however, be clear expectations around performance management in respect of activity and quality.
- 3.6 The same timescales apply to the roll out of the Eating Disorder service which will encompass staff teams and services currently provided by both SPFT and KMPT.
- 3.7 The Medway Single Point of Access, phone-number and referral pathways will be effective from 1 September 2017 and the service will benefit from management oversight from the NELFT clinical team. Children and Young People will also be able to benefit from some additional online resources, for example Big White Wall and MyMind. New communication material will be issued to all current children and young people, families and referrers from the end of August 2017. NELFT will then be engaging widely during the transformation phase in 2018/19 to ensure the service meets their needs.
- 3.8 NELFT is also actively engaging with the ‘New Care Models’ work programme led by NHS England to ensure that the pathway to specialist inpatient care is streamlined. The programme aims to:
- Prevent avoidable psychiatric hospital admissions.
 - Admit young people closer to home.
 - Reduce length of stay for young people admitted to ‘Tier 4’ beds.
 - Eliminate clinically inappropriate out of area placements.
 - Reinvest savings in improved community services for young people.
- 3.9 The wholesale transformation of services for Children and Young People’s Emotional Wellbeing and Mental Health services in Medway is a significant undertaking. The service procurement and identification of a strategic partner

to work with Medway to deliver that transformation over a sustained period is a key step in that process. Commissioners and NELFT will continue to be transparent and accountable to Health and Wellbeing Board and other governance channels throughout this process.

4. Local Transformation Plan Refresh 2017

- 4.1 Medway, along with all other CCGs and Local Authority partners in England, is required to refresh and republish its Local Transformation Plan annually as part of ongoing assurance to NHS England. Part of that assurance requirement includes local Health and Wellbeing Boards having oversight of the document and the opportunity to comment and feedback.
- 4.2 The original 2015 plan was written as a five year plan and therefore the draft 2017 refreshed version (Appendix 1) has been developed around the key format and principles of the original document, setting out the progress made over the last 2 years. The refreshed version does, however, enable service transformation plans and the ultimate vision for the new Medway Young Persons' Wellbeing Service to be articulated in more detail. The plans have also been subject to an audit process identifying key areas for improvement. NELFT are also included within the Plan as a strategic partner.

5. Financial and Legal implications

- 5.1 There are no specific financial and legal implications associated with this report.

6. Recommendations

- 6.1 Health and Wellbeing Board are asked to:
- i. Note this report and the significant progress made in relation to the procurement and mobilisation of the Medway Young Persons' Wellbeing Service.
 - ii. Provide comment and feedback on the refreshed Local Transformation Plan for Children and Young People's Mental Health and Wellbeing, prior to publication and submission to NHS England for assurance purposes.

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Appendices

- Appendix 1 Local Transformation Plan for Children and Young People's Mental Health and Wellbeing Year 1 Delivery Plan Update

Background Papers

None.