

## HEALTH AND WELLBEING BOARD

17 APRIL 2018

### MEDWAY YOUNG PERSONS' WELLBEING SERVICE MOBILISATION AND TRANSITION UPDATE

Report from: Helen Jones, Assistant Director – Commissioning,  
Business and Intelligence

Author: Brid Johnson, Integrated Service Director, NELFT  
Graham Tanner, Partnership Commissioning  
Programme Lead – Targeted Services

#### Summary

This report provides an update to the Health and Wellbeing Board concerning the mobilisation of the Medway Young Persons' Wellbeing Service which NELFT has provided in Medway since 1 September 2017.

The report provides an update on the implementation of the new service and delivery model and key service transformation objectives / milestones for the next 12 months from 1 April 2018.

#### 1. Budget and Policy Framework

- 1.1 The Medway Council Plan 2016/17 to 2020/21 includes the target that children and young people have the best start in life in Medway, including the commitment to work with partners to ensure the most vulnerable children and young people are safe.
- 1.2 The Joint Health and Wellbeing Strategy for Medway 2012-2017 sets out five strategic themes, including working together to give every child a good start (theme 1) and improving physical and mental health and wellbeing (theme 4).
- 1.3 Additional priorities in relation to the health and wellbeing of children and young people are set out in the Medway Improvement Plan, Early Help Strategy, the Looked After Children Strategy (2015/18) and Medway Clinical Commissioning Group Operational Plan (2017/18 and 2018/19).
- 1.4 The Medway Local Transformation Plan (LTP) 2015/16 to 2020/21 sets out the CCG's and Council's shared commitment and priorities towards achieving a brighter future for children and young people's emotional and mental health and wellbeing, regardless of their circumstances. The updated 2017/18 plan describes progress made against the overarching objectives as well as setting out plans for the next 12 months, linked to the launch of the Medway Young Person's Wellbeing Service.

- 1.5 The Medway LTP Project Board has oversight of the Medway Local Transformation Plan. The Board reports through established CCG and Council governance routes to the Medway Health and Wellbeing Board and Medway Safeguarding Children's Board. The Medway Health and Wellbeing Board approved the original plan in September 2015 and receives annual updates (the last being presented on 12 September 2017).
- 1.6 The Medway Young Persons' Wellbeing Service Contract was set at £17,500,000 based on the five year contract and two year extension. This equates to an annual contract value of £2,500,000 (subject any to nationally agreed annual uplifts for NHS provider services, achievement of agreed CQUINs<sup>1</sup> and Payment By Results components which commence from 1 April 2019).
- 1.7 Based on agreement at Joint Commissioning Management Group (JCMG) on 23 June 2016 and as ratified by Medway Council Cabinet and NHS Medway CCG Governing Body, the financial share between the two Commissioners is as follows:
- NHS Medway CCG £1,911,655 pa (including £673,192 of 'Future in Mind' Transformation monies secured through the LTP) and
  - Medway Council £588,345 pa

## 2. Background

- 2.1 In late 2015, NHS Medway CCG and the Council agreed not to participate in the 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 In April 2017, following a 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 encompasses 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 flexible clinical pathways for Mood and Anxiety, Behaviour and Conduct, LD and Neurodevelopmental, Substance Misuse and Sexual Trauma, Complex and Recovery. An augmented Crisis and Home Treatment team will operate across Medway and Kent, recognising the interface between acute hospitals, shared S136/Place of Safety provision and the proportionately high usage of

---

<sup>1</sup> CQUIN stands for **commissioning for quality and innovation**. The system was introduced in 2009 to make a proportion of healthcare providers' income conditional on demonstrating improvements in quality and innovation in specified areas of patient care. This means that a proportion of the MYPWS contract value depends on achieving quality improvement and innovation goals, agreed between NELFT and commissioners. The key aim of the CQUIN framework is to secure improvements in the quality of services and better outcomes for patients

the pre-existing Kent and Medway service by Medway children and young people.

- 2.3 Following a four month mobilisation period, NELFT formally took 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.
- 2.4 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.
- 2.5 The new services represent a key step on the transformation journey 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.
- 2.6 Following commencement of the contract on 1 September 2017, NELFT inherited approximately 300 staff under TUPE and 7000 patients across Kent and Medway. This included approximately 50 staff with a proportion of their time allocated to Medway and 1,200 Medway patients. The focus of the intervening period has been very much on assuring the safe transfer of patients to the new service, including additional clinical review and assurance to address any irregularities or inconsistencies in patient records and a formal 90 day consultation, with transferring staff, on what is quite a radically different service delivery model. NELFT has been seeking, where possible, to minimise disruption and ensure 'business as usual' during this period. These important processes are now largely complete and the service will formally commence under the new delivery model from 1 April 2018.

### **3. Medway Young Persons' Wellbeing Service Mobilisation**

- 3.1 NELFT has been working hard over the last 6 months implementing the mobilisation plan submitted as part of the tender process. Key areas of progress include the following:

#### **Operational**

- ✓ Issuing staff with mobile devices to enable agile working.
- ✓ Training all staff on the use of RiO; an electronic patient record to offer care in a variety of locations.
- ✓ Setup of a dedicated Medway only Single Point of Access (SPA), including acceptance of self-referrals.
- ✓ Initiating a change in focus and emphasis to early intervention and support and a more holistic support offer for emotional wellbeing.
- ✓ Creation of a single referral process rather than the traditional tiered levels.

- ✓ Consultation with all staff to create a single workforce for Medway with a single Medway Team Manager and Senior Clinical Leads (Final interviews for senior staff appointments were completed by the end of March 2018).
- ✓ In-depth review of all patient records transferring from Sussex Partnership NHS Foundation Trust to provide full clinical assurance around care and treatment plans.
- ✓ Establishment of formal sub-contract arrangements with Open Road (Young Persons' Substance Misuse provider) and regular contract meetings in place.
- ✓ Consolidation of estates, including plans to vacate the Holcombe Grammar School site from 1 April 2018 and establishment of a fully integrated Medway team (including SPA) at The Courtyard, Gillingham Business Park. In tandem with this, NELFT are actively pursuing opportunities for hot-desking and shared clinical/contact space at Children and Families hubs and other suitable locations. NELFT are fully committed to plans for a mobile and agile workforce.
- ✓ Early engagement with Medway young people through established networks.
- ✓ Collaboration with KMPT in relation to improved transition pathways, including evidencing outcomes against the national transition 'CQUIN'.
- ✓ Availability of 'Big White Wall' digital/on-line support licenses available via schools.
- ✓ Active engagement with the 'New Care Models' work programme led by NHS England to ensure that the Tier 4 pathway to specialist inpatient care is streamlined.
- ✓ Submission of a bid to the Department of Health's 'Beyond Places of Safety' scheme in collaboration with Kent and Medway commissioners. (Current operational arrangements in relation to S136 and Place of Safety remain in place with KMPT).

### **Strategic Partnership Engagement:**

- ✓ Building relationships with key partners including schools, KMPT, Medway Community Healthcare (MCH) and the Medway Safeguarding Children's Board.
- ✓ Active membership of the Kent and Medway STP Mental Health and Digital sub-groups.
- ✓ Engagement with the Kent and Medway STP Workforce Planning group.
- ✓ Presentation at the Medway and Kent event 'Better Together - A Collective Conversation Transforming Mental Health and Wellbeing' Conference on 13 March 2018.
- ✓ Stakeholder briefings issued quarterly (next is due at the beginning of April 2018).
- ✓ Engagement with the CCG to improve unplanned care pathways.
- ✓ Attendance at the Medway Acute Paediatric meeting with the commitment to attend further quarterly meetings to ensure a collaborative and partnership approach.
- ✓ Participation in a network of providers of emotional support across Medway. The purpose of the network is to raise mutual awareness of each others' work and to enable NELFT to make good referrals. Commissioners are also likely to explore the potential for a platform for providers which would make it easier for schools to commission services – and have greater confidence about what they are purchasing. Most of the network members are from small, voluntary

sector organisations and commissioners are working with NELFT to actively grow it

#### 4. Transformation

4.1 The next phase which will begin late April/May 2018 is the transformation phase, key milestones include:

- Establishment of a dedicated Medway Young Persons' Wellbeing service based in Gillingham, but with an increasingly co-located and agile workforce to integrate effectively with aligned services and partner agencies.
- Establishment of an agile and outreach focused All age Eating Disorder service for Kent and Medway, based in Maidstone.
- Appointment of dedicated clinical pathway leads to ensure evidence based consistent care is offered to all children and young people.
- Recruitment to any vacant posts through a national recruitment campaign with agency and backfill arrangements established to address any short term service gaps (within available budget).
- Further work to develop and enhance the required extended age range offer of 0-25.
- Effective integration with Medway YOT to ensure improved access and pathways of support. The Behaviour & Conduct pathway lead will represent the service at the Youth Justice Board.
- Commencement of work to build capacity in schools by providing training and supervision to support staff regarding lower levels of emotional wellbeing need. Meetings have been secured with the Medway Education Leaders Association on 27 April 2018 and Medway SENCO meeting 4 May 2018.
- Roll out of the MINDFRESH APP (currently in pilot form) to provide additional information and support to children and young people as well as supporting and complimenting therapeutic interventions. The App will be linked to the RiO patient records system which provides greater opportunities to safeguard and assure any clinical application of the APP.
- The new forensic CAMHS service provided by Sussex Partnership NHS Foundation Trust (on behalf of NHS England), across Kent, Surrey and Sussex will begin in June/July 2018, working alongside NELFT staff to enhance the support offered to children and young people with high level and complex presentations.

4.2 The following areas requiring further focus and enhancement have been identified:

- *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 SEND reforms.
- *Early intervention and prevention* – including more effective partnerships with schools, early help and other frontline services.
- *Integrated service model with the Single Point of Access (SPA)* – although a SPA is in place, NELFT is looking to collaborate with other services to enhance its directory of services for use by the triage staff.
- *Service user participation* – NELFT has begun to engage with children, young people and their families/carers in the design and delivery of services. This is still in its early stages, however NELFT is seeking to further formalise this process.

- *Performance focus on outcomes, rather than volumes* – There will be an increased focus on evidence based and goal focused interventions, whilst recognising that capacity needs to be built into this service and the wider system to manage ever increasing demand.
- *Mobile and agile workforces* – NELFT plan to co-locate where possible within the Children and Family hubs and other locations as and when opportunities arise.
- *Suicide prevention* – NELFT will continue to work across Medway and Kent with partners on this and other key priority areas.

- 4.3 In summary, the transformation of services for children and young people's emotional wellbeing and mental health services in Medway is a significant undertaking and will take time to be fully realized, in partnership with a range of stakeholders, and in tandem with wider system changes at the local, STP, sub-regional and national level.
- 4.4 Medway's Local Transformation Plan (LTP) for Children and Young People's Mental Health and Wellbeing is a five year strategy from 2015/16 to 2020/21. A key component of the LTP is the remodeling and re-procurement of local services but this is an important step on the journey, not the ultimate destination. In April 2018, we are just over half way through the delivery of the LTP.
- 4.5 Whilst commissioned to provide system leadership as part of this process, NELFT will require ongoing support from a range of partners and stakeholders to implement many of the wider improvements required e.g. S136/Place of Safety, crisis/unplanned care and Tier 4/inpatient, capacity building. Commissioners and NELFT will continue to be transparent and accountable to the Health and Wellbeing Board and other governance channels throughout this process.

## **5. Risk Management**

- 5.1 There are no specific risk implications for Medway Council arising directly from this report.

## **6. Financial and Legal implications**

- 6.1 There are no specific financial or legal implications associated with this report.

## **7. Recommendation**

- 7.1 The Health and Wellbeing Board is asked to note the report and the significant progress made in relation to the mobilisation of the Medway Young Persons' Wellbeing Service and the plans and milestones for the next 12 months.

### **Lead officer contact**

Ann McNicholl, Interim Partnership Commissioning Programme Lead – Early Help  
Telephone: 01634 334404 Email: [ann.mcnicholl@medway.gov.uk](mailto:ann.mcnicholl@medway.gov.uk)

### **Appendices**

None.

### **Background Papers**

None.