

CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUNITY COMMITTEE

6 JANUARY 2022

LOCAL TRANSFORMATION PLAN FOR CHILDREN AND YOUNG PEOPLE'S EMOTIONAL WELLBEING AND MENTAL HEALTH

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Summary

The contract for the Medway Young People Wellbeing Service was awarded to the North East London NHS Foundation Trust (NELFT) and formally commenced on 1 September 2017. This paper updates Members on the contract and developments through the Local Transformation Plan for CYP Mental Health and Emotional Wellbeing.

1. Budget and policy framework

1.1. Medway's Local Transformation Plan (LTP) for children and young people's mental health and emotional wellbeing was established almost five years ago in response to the programme of work set out in the Five Year Forward View. This 5-year plan sought to guide the transformation of mental health services, increasing access and availability to our children and young people. Funding was committed to support these statutory developments until March 2020 and the NHS Long Term Plan extended this commitment and investment for transformation until March 2024.

1.2. The NHS long term plan sets out clear ambitions for improving access to Mental Health services for children and young people. Over the next five years:

- The NHS will continue to invest in expanding access to community-based mental health services to meet the needs of more children and young people.
- Will boost investment in children and young people's eating disorder services.

- Children and young people experiencing a mental health crisis will be able to access the support they need.
 - Mental health support for children and young people will be embedded in schools and colleges.
 - A new approach to young adult mental health services for people aged 18-25 will support the transition to adulthood.
- 1.3. During the pandemic, in April 2020, the eight Kent and Medway clinical commissioning groups (CCGs) merged to become NHS Kent and Medway CCG. While we have historically worked closely, the merger provides a greater opportunity to focus on making sure children, young people, young adults, and their families receive a consistent offer, regardless of where they live in Kent and Medway.
 - 1.4. Locally the national ambitions are delivered through the Local Transformation Plan (LTP). As the Local Transformation Plan is a CCG owned plan, a single plan has been developed this year across Kent and Medway. The refreshed Kent and Medway LTP was published in October 2021, (Appendix 1) and focuses on delivering NHS Long Term Plan workstreams: crisis, education, young adults and community transformation. Eating disorders is outside the scope of this report.
 - 1.5. Work within the LTP is aligned to the Children and Young People's Suicide Prevention Strategy and Self Harm Action plan. LTP funding has supported projects within these action plans such as Emerge. Addressing the priorities of the LTP will have a positive impact on the outcomes for these action plans and as such there is joint governance around these.

2. Background

- 2.1. In 2021/22, Kent and Medway CCG's total investment into children's mental health is £31m. Almost £6m is associated with Programmes that are new or sit outside of our core contracts with NELFT.
- 2.2. Medway Young Persons Wellbeing Service (MYPWS) provides local delivery of four clinical pathways: 1) Mood and Anxiety; 2) Behaviour and Conduct; 3) Substance Misuse (subcontracted to Open Road); and 4) Sexual Trauma and Recovery. Two services within MYPWS: neurodevelopmental and learning disabilities for children over 11 years, and Crisis and Liaison Team are shared services across Kent to enable additional and more senior expertise to be available to Medway children and families.
- 2.3. MYPWS operates as part of a whole system pathway designed to meet the mental health needs of children and young people within the context of the family. Patients are allocated to one pathway but can receive care from practitioners in any other pathway as part of their individualised treatment plan. This service removes the idea of providing a tier-based service towards a continuum of support to move seamlessly across the varying levels of intervention.

2.4. MYPWS annual contract value in 2021/22 was approximately £2.65m. Due to COVID19 from April 2020, national NHS guidance moved MYPWS financial arrangements to a block contract payment process. This continues and is expected to continue until March 2023. The guidance restricted performance monitoring and validation process for data reported, however, this resumed from September 2021.

3. Advice and analysis

3.1. Medway Young Persons Wellbeing Service

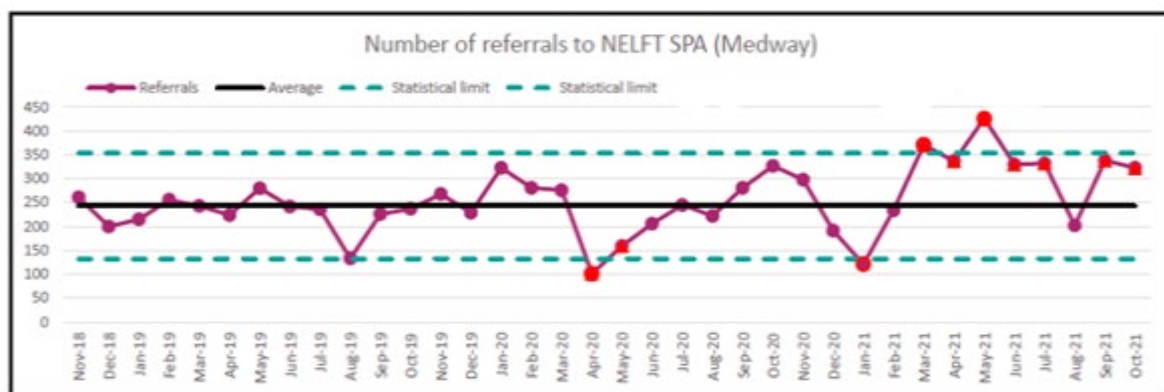
3.1.1. This section highlights some of the areas where progress has been made since December 2020.

3.1.2. Single Point of Access continues to be used to triage all service referrals. This creates capacity to respond to calls in a timely way and allow Mental Health Practitioners to be available to support enquiries.

3.1.3. Covid-19 has had a significant impact on children, young people and their families with general demand increasing across all mental health services and a concerning rise in acuity and complexity for those children who need urgent or emergency care. This is a national increase, with other areas in the Southeast experiencing higher demand in some pathways, however the increase in Kent and Medway has put extreme pressure on services.

3.1.4. Referral rates into all emotional wellbeing and mental health services have reduced during lockdowns and increased once children and young people returned to school. The below graph demonstrates the referrals received through the single point of access (SPA) where increases in referrals were seen in October 2020 and March - May 2021.

Graph 1: Medway children and young people referral numbers to NELFT SPA



3.1.5. During October 2021 MYPWS received 323 referrals through the Single Point of Access (SPA) with 94% (306) being accepted into the service. Approximately 4% (12) of referrals received through SPA were for care experienced young people.

Table 1. Referrals to SPA across Kent and Medway (Mental health and neurodevelopmental)

Referrals	Count	CYP population	Rate per 1,000
Ashford	206	29991	6.87
Canterbury & Coastal	309	40220	7.68
Dartford, Gravesham & Swanley	262	64742	4.05
Medway	323	69126	4.67
South Kent Coast	242	40621	5.96
Swale	170	26471	6.42
Thanet	252	29772	8.46
West Kent	505	111904	4.51
Kent	1946	343721	5.66
Kent & Medway	2269	412847	5.50

3.1.6. For the month of October 2021, MYPWS referral rate equated to 4.67 referrals per 1,000 children and young people. Third lowest in comparison to Kent localities.

3.1.7. Currently (October 2021) MYPWS have 1597 children and young people on the case load with:

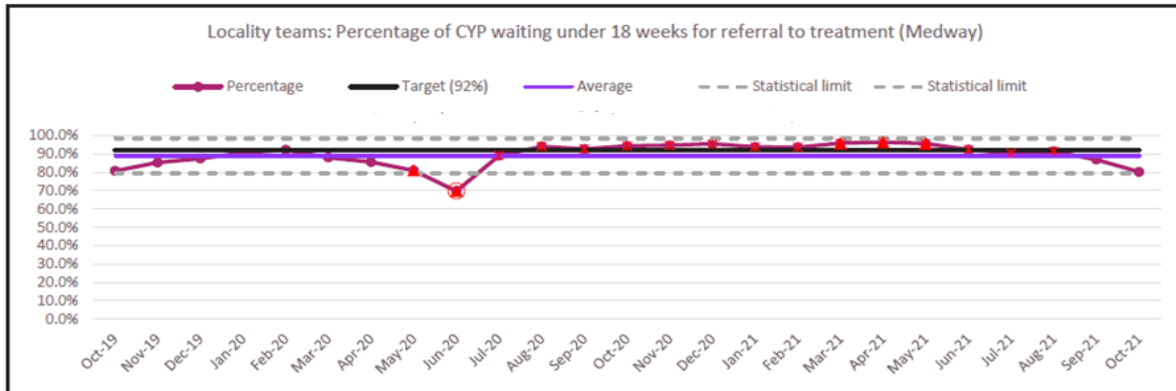
- 266 waiting for assessment and 349 waiting for treatment with the community team.
- 98 waiting for assessment and 341 waiting for treatment / diagnosis within the Neurodevelopmental pathway (children aged over 11 only). Under 11 pathway is delivered by Medway Community Health.

3.1.8. The current caseload still sees a higher proportion of female service users than males, mainly 10-18-year-olds of white British ethnicity.

3.1.9. During October 2021, children and young people referrals are being triaged within 1 week of referral being received; with care experienced young people being within half a week. Children in care referred for a non-urgent mental health assessment are required to be seen within 10 working days and within 5 days for urgent mental health assessments. Access to treatment is then based on clinical need rather than looked after status.

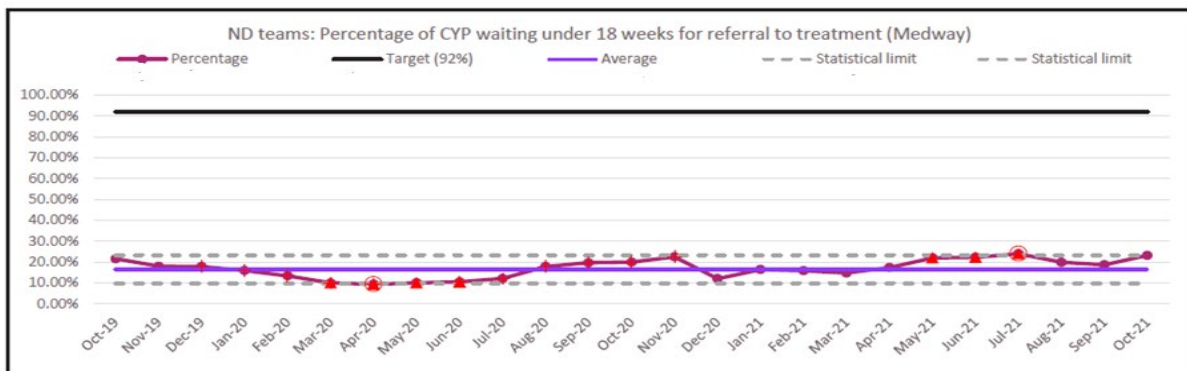
3.1.10 Since April 2020, the locality team has worked hard to reduce waiting times to achieve the national target of 92% being seen within 18 weeks despite the impact of Covid. As graph 2 shows, over the last year, only in September and October 2021 has this target not been met due to caseload pressures, reducing to 80.2% in October. Additional measures are being actioned to support the increase in caseload and reduce waiting times.

Graph 2: Referral To Treatment (RTT) mental health services waiting times for children and young people in Medway



3.1.11. The significant challenge in MYPWS continues to be the Neurodevelopment pathway with the longest waiting times as shown in graph 3.

Graph 3 Percentage of children and young people aged over 11 waiting under 18 weeks for referral to treatment



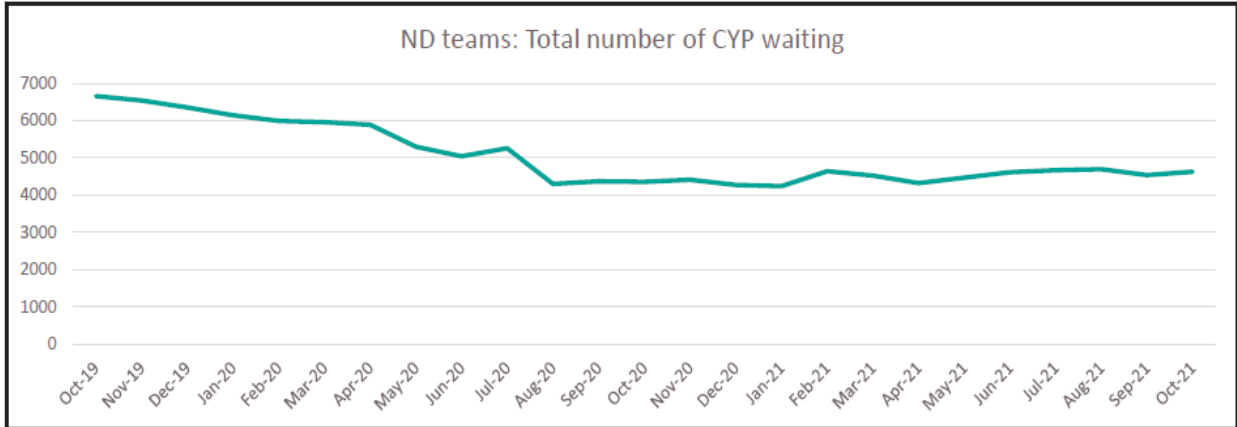
3.1.12. Only 23.2% (79) of young people waiting on the neurodevelopment (ND) pathway are being seen with the 18-week target. When combining the number of children and young people across the Kent and Medway ND service, the waiting list rises to just under 5000 waiting in October 2021 resulting in extremely long waiting times, impacting on outcomes for children and families.

3.1.13. This is not a unique situation in Kent and Medway with long waits for neurodevelopmental services being experienced across the country. Demand for ND assessments is higher than capacity with significant challenges in recruitment of specialist staff to undertake these assessments. A system wide approach is needed to provide earlier intervention and support strategies ensuring only the children with identified need are referred to specialist services.

3.1.14. Encouragingly, Graph 4 shows that there is a decreasing trend in number of children waiting despite the impact of the pandemic. This is due to referral waiting list reviews carried out by NELFT and investment from CCG for

additional capacity to target the longest waiters. In Medway, we have invested in a family and peer support programme, Small Steps and Triple P to support our families on the waiting list and post diagnosis.

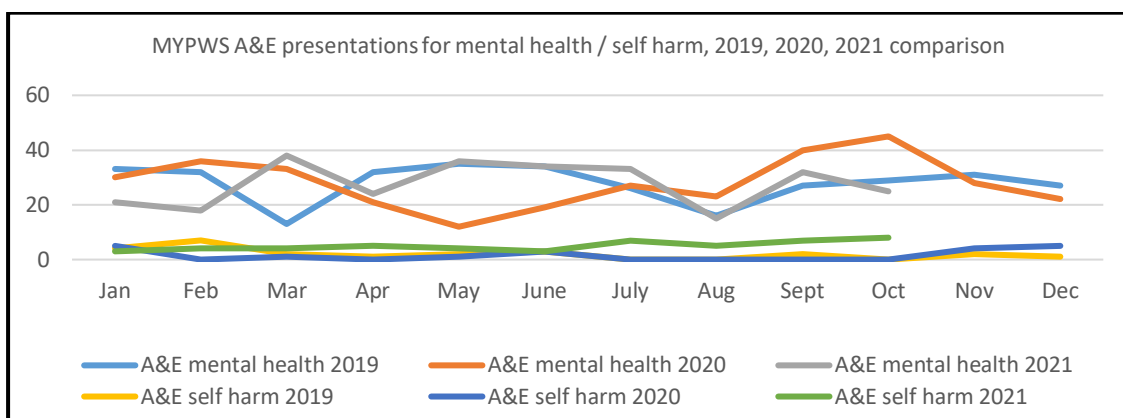
Graph 4 Total number of children and young people waiting across Kent and Medway



3.1.15. These short-term initiatives are supporting our children and young people however a longer term solution needs to be found and the CCG is piloting a system wide solution which includes pre-diagnostic support and multi-disciplinary assessment models.

3.1.16. MYPWS also provide crisis support intervention within the acute setting. Graph 5 shows that presentations to A&E are similar in 2021 to the levels seen pre-pandemic and have dropped from levels seen during 2020. Self-harm presentations have increased since July 2021 and highlights the importance of self-harm awareness and intervention to support our children and young people.

Graph 5 MYPWS A&E presentations for mental health and self-harm 2019-2021



3.1.17. Significant investment has been made into the crisis team to increase its capacity and function. These developments are a key focus of the Kent and Medway Local Transformation Plan 2021 and are discussed later in this paper.

- 3.1.18. Since Covid restrictions were removed in early 2021, MYPWS moved back towards offering more face-to-face appointments but have retained a hybrid model. In October 2021, 60% appointments were face to face with 40% non-face to face, compared to 38% face to face and 62% non-face to face in October 2020.
- 3.1.19. Staff sickness were not significant issues for MYPW services with only a slight increase being experienced. Staff turnover has risen over the last year and the Medway team holds a 20% vacancy rate as recruitment remains a challenge locally and nationally across the mental health workforce.
- 3.1.20. Building partnerships and increasing communication remains a priority for MYPWS and maintaining relationships with education, social care, family focus, youth offending team (YOT), primary care and wider stakeholders. Updates are sent to all schools and GPs in Medway and ongoing reminders of service offers are communicated widely.
- 3.1.21. Regular feedback is provided by Medway Parent and Carers Forum and NELFT have attended family support events and coffee mornings to support our families.
- 3.1.22. Challenges MYPWS continues to face:
- The growing demand being placed on caseloads by the increase in referrals into MYPWS.
 - The wider impact of a similar or greater increase in referrals being seen in Kent and across associated services.
 - Addressing the historic waiting list for neurodevelopmental services across Kent and Medway.
 - Crisis presentations and a systematic solution around recognising signs earlier as part of a crisis and complex case programme.

3.2. The Kent and Medway Local Transformation Plan

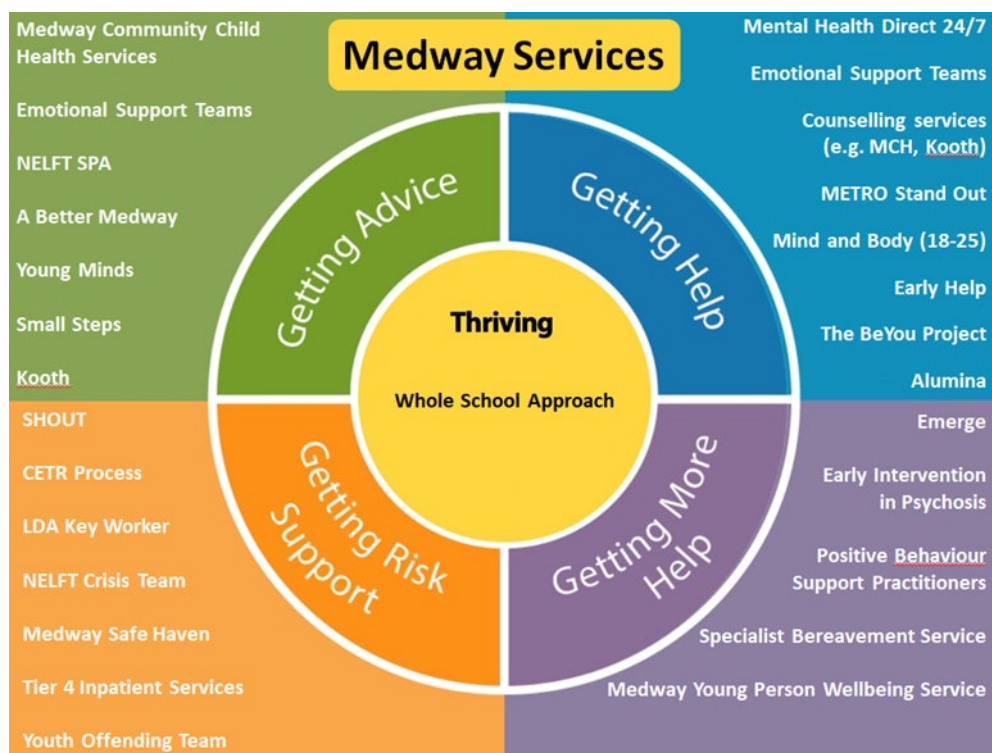
- 3.2.1. The new refreshed K&M LTP has 5 key areas of focus: embedding Thrive, community transformation, education, young adults and crisis.

Thrive

- 3.2.2. The new refreshed K&M LTP has committed to embedding Thrive to ensure we have a graduated approach addressing the different levels of need of our children and young people. The Thrive Model is an integrated, person centred and needs led approach to delivering mental health services for children, young people, and their families. Embedding Thrive will give us a single shared language across our partners that's intuitive to understand, will reduce barriers between services, and provide a framework for assessing need that's flexible and adaptive to changing circumstances.
- 3.2.3. Medway launched Thrive as part of its Medway Mental Health Conference in April 2021 to share the framework and show case the range of services currently available. A further three Thrive workshops were held throughout

2021, chaired by The Tavistock Centre to provide a deeper understanding of services available and identify new developments. Table 2 provides an example of Medway services mapped against the Thrive framework.

Table 2: Medway services in a Thrive framework:



3.3. Community transformation - increasing access to services

- 3.3.1. One of the challenges identified across our system is to help professionals to understand the range of services available to support children's emotional wellbeing and mental health. Medway is leading the way across Kent and Medway by piloting a community tool to support directing referrals into our community services. Through a simple directory created on an online look up tool professionals can navigate their way through services easily and quickly for their local area. The tool is for the professionals to shape and monitor but will link primary care, education, and our wider professionals together. It will be piloted in Medway South Primary Care Network (PCN) and across our Medway schools before rolling out across Kent.
- 3.3.2. Medway has increased its access to digital services and expanded Kooth's contracted hours as a response to increases in demand. Kooth provides anonymous and personalised mental health support for CYP aged 10 to 25 years old. The website provides online counselling as well as communal safe places for CYP to communicate, use chat functions and access webinars.
- 3.3.3. Additional specialist posts have been created within the NELFT service to increase access to targeted groups with a dedicated YOT post now in place

and a dedicated post to be recruited to support Special schools and alternative provision settings.

- 3.3.4. Through the work that has taken place in Kent and Medway during a particularly difficult period, our projects have enabled 43.7% of children and young people with a mental health condition to access treatment against a national 35% target.

3.4. Education and Emotional Wellbeing

- 3.4.1. Mental Health Support Teams (MHST) are a service designed to support mental health and wellbeing of children and young people in and around schools and colleges. The teams were described in transforming children and young people's mental health provision: A Green Paper and they are a key element of the ambitions set out in the NHS Long Term Plan.

- 3.4.2. Medway was awarded funding for two teams in 2020 and have been working with NELFT to develop this offer. Each Mental Health in Schools Team have the capacity to support around 7000-8000 children and young people. Mental Health Support Teams have three core functions:

- Delivering evidence-based interventions for mild to moderate mental health issues.
- Supporting Senior Mental Health Leads in each education setting to introduce or develop their Whole School or College Approach to mental health.
- Giving timely advice to school and college staff, and liaising with external specialist services, to help children and young people to get the right support and stay in education.

- 3.4.3. After the initial one-year training programme at University of Sussex, the 8 Education Mental Health Practitioners (EMHP) will begin working in schools from January 2022. 34 education settings were recruited to be part of this pilot increasing our children and young people's access to low to moderate needs-based services by 34%.

- 3.4.4. A key focus of the implementation of MHSTs is on co-production and ensuring that the service meets the needs of children and young people. In Medway, a consultation was held around what young people would like to call the service. They expressed wanting an approachable language, not clinical and there was debate around the use of 'mental health' due to the related stigma. They also wanted a memorable and easy to say acronym making it easy to discreetly refer to. After further consultation with professionals the name Medway Emotional Support Teams (Medway EST) was decided.

- 3.4.5. Alongside the development of Medway EST, Medway has developed an Emotional Wellbeing Partnership with low to moderate emotional wellbeing providers to make sure there is consistency in offer and access for all children and young people in education settings not part of the initial pilot. This was a core part of Medway's coproduced application (health, education and voluntary) for MHSTs. This partnership approach has been cited as a best

practice example in guidance on partnerships between school health and MHST from Office for Health Improvement and Disparities.

3.5. Young Adults (16-25 years old)

3.5.1. Over the last year there has been significant insight work to understand the challenges experienced by young adults transitioning through to adult mental health services. The focus of the young adults' work programme is to both improve opportunities for young adults to access evidence-based interventions and to improve the quality of their experience. Across Kent and Medway, this programme has been aligned to the to the Community Mental Health Transformation programme (of which Medway is the trailblazer site). This will enable the coordination of both programmes to deliver a changed and improved system for young adults.

3.5.2. During 2020/2021 the foundations for developing a comprehensive offer were laid down. Led by our understanding of local needs, inequalities, and best practice, three key approaches were taken:

- Expanding existing services through additional investment and Covid response work. In Medway this brought Be You LGBT+ into our community for 13–25-year-olds, Mind and Body for 18–25-year-olds, and Live Well Medway for 17 years old and above.
- Commissioning new services: New demand through Covid led to a need for specialist bereavement service (CHUMS) for under 25-year-olds and suicide bereavement service (Amparo) (all age) across Kent and Medway.
- Focused work has been undertaken with expert providers (Young Lives Foundation, TONIC and Kent and Medway Violence Reduction Unit) to build our understanding of the needs of Kent and Medway's young adults and their experiences of services.

3.5.3. Key deliverables for the near future include:

- A transition improvement plan to consider transition of children as they become adults into mental health services as well as transition into more holistic emotional wellbeing services. Quality indicators will be developed and monitored. This work will be led by a dedicated senior Young Adults' lead jointly funded through NELFT and KMPT.
- Increasing access to evidence-based interventions: an expert-by-experience commissioning driven approach will be applied to increasing the number of young adults accessing services. The aim will be to deliver new interventions such as increased peer support opportunities for students, care leavers, ethnic minorities, and young adults in the criminal justice system. Medway has been identified as a key site for early pilots.

3.6. Crisis Service developments

3.6.1. Experiencing a mental health crisis that requires urgent or emergency care can be extremely traumatic for children, young people, and their families. Since the start of the COVID-19 pandemic, all crisis response services have

seen an increase in demand from late 2020 through to mid-2021 which has led to increases in admissions to acute hospitals and increasing demand for Tier 4 beds from Kent and Medway over the same period, a pressure that is reflected across the Southeast region.

3.6.2. During 2021 all agencies have been working under a system-action plan to improve a child's journey through the pathway. This co-ordinated effort has led to:

- “How are you feeling” leaflets distributed to all households,
- Crisis cards distributed across services with details of where to access help,
- Contact number of crisis team and SPA changed to 0800 from 0300,
- Existing Emerge project operational in Medway Maritime Hospital expanding to other acute hospitals,
- Roll out of paediatric ward mental health liaison role across paediatric wards and A&E departments,
- Additional investment into crisis services across Kent and Medway crisis team with more planned in 2022/23.
- Recruitment of Senior lead for complex and crisis in CCG.

3.6.3. Future developments for 2022 onwards include:

- Investment into Home Treatment model to deliver a multi-disciplinary model of support for children and young people within their own homes.
- Ensuring a joint approach with eating disorders and neurodevelopment work streams. Many children, young people and young adults who enter the crisis pathway have co-occurring needs.

3.7. Supporting children with complex needs in Medway

3.7.1. During 2020/21 Medway sought to understand the journeys of our children and young people classified as “complex” while accessing both specialist mental health services and children and adolescent social care services. This review (Appendix 2) focused on those children and young people presenting with the highest needs. Key area recommendations from the report will be overseen by the Kent and Medway Children's Integrated Delivery Board and include:

- Putting young people and their family/carers at the centre
- Systems change through whole system commissioning
- Identification of children and young people on the complex pathway
- Prioritised Assessments
- Effective complex case interventions
- Early interventions when children and / or young people appear across our services.

3.7.2. To support these developments, Medway has received additional investment into therapeutic services to expand and join up our moderate needs-based offer. Care experienced children who are identified as at risk in social care but

who do not meet the threshold for CAMHS have been identified as a key cohort for this project.

4. Risk management

4.1. The LTP risks are associated towards meeting the NHS Long Term Plan targets held by the CCG. Due to Medway's Partnership Commissioning arrangements, these risks are shared.

Risk	Description	Action to avoid or mitigate risk	Risk rating
Impact of Covid	Not being able to meet the needs of children and young people due to the impact of COVID-19 on services and their capacity to meet demand, increased complexity, and acuity of need.	The additional investment provided to respond to the needs of the pandemic has been used to increase workforce capacity and to put additional support in place such as Kooth digital support for 10–25-year-olds and a specialist bereavement service. We will continue to review emerging evidence to make sure our response is aligned with what the evidence is telling us, as well as listening to our young people, families, and workforce.	B2
Workforce	Being unable to fill vacant posts, or deliver on new programmes of work, due to national workforce shortages which are felt particularly within Kent and Medway, due to proximity to London	We engage with a number of initiatives for existing workforce to both promote recruitment opportunities and to upskill the existing workforce. We are also engaging with initiatives to create new roles including Children's Wellbeing Practitioners; Mental Health Support Teams; Advanced Roles Reimbursement Scheme; and paid expert-by-experience roles for young adults.	C3
Data risk	Not fulfilling the national ambition relating to the submission of outcomes data and improving the Data Quality Maturity Index score	Our LTP-funded Senior Analyst continues to work closely with NHS England, NHS Improvement, NHS Digital and providers to resolve data quality issues within submissions to the MHSDS.	C2

Risk	Description	Action to avoid or mitigate risk	Risk rating
		We have also commissioned bespoke support to make sure providers of services for people aged 18 to 25 years old are submitting good quality data to the MHSDS.	
Neurodevelopmental	The current neurodevelopmental pathway does not meet the mental health needs of children and young people well enough and has the potential to increase mental health need.	There is a dedicated work stream under the Kent and Medway Special Educational Needs and Disability (SEND) programmes to both reduce the current waiting times and to redesign a pathway that helps children, and their families get advice and help earlier. Significant investment has been made to increase the support and diagnostic offer.	B2
Medway needs aren't met	A Kent and Medway wide LTP could take focus away from local priorities	Separate governance has been established with the LTP being monitored via Medway LTP board to ensure need is met. Updates against LTP and NELFT performance will continue to be reported to O&S and through joint commissioning management group.	C3

5. Consultation

- 5.1. NELFT and Partnership Commissioning have continued to be an active member of many strategic boards, partnership groups, and has participated in working groups for further development of joint local care pathways, such as neurodevelopmental, ADHD and sleep.
- 5.2. The Medway LTP partnership board has continued to meet quarterly over the past year to build on developments and has been a partner in leading on the mental health plans across Kent and Medway.
- 5.3. Medway Council has recently recruited a Youth Participation Worker for Mental Health and Wellbeing hosted by Medway Youth Services. They will shortly begin a roadshow identifying opportunities for further engagement and making sure that children and young people have a voice and impact on actions from the NHS Long Term Plan.

- 5.4 Medway Education Mental Health Network has been established to bring together education mental health leads, providers, commissioners and stakeholder to build on developments within education settings.
- 5.5. Continue to build relationships and coproduction opportunities with Medway Parent and Carer Forum.
- 5.6. Future work will include VCSE understanding of impact within mental health and emotional wellbeing systems.

6. Climate change implications

- 6.1. Wherever possible the use of local and digital solutions is being encouraged to reduce the carbon impact on the need to travel to appointments. Due to Covid 19 restrictions services have developed more virtual opportunities which has driven the services towards a greater digital footprint.
- 6.2. There will always be, at times a need for face-to-face support and these opportunities should try to take place in local facilities removing the need for traveling out of area.

7. Financial implications

- 7.1. The LTP money is held within the CCG commissioning arrangements and reports to NHS England. There are no specific financial implications associated with this report.

8. Legal implications

- 8.1. The reduction of inequalities in access and outcomes is central to the whole transformation work. We have made sure our LTP plans details how we have taken into account the duties placed on us under the Equality Act 2010 and with regard to reducing health inequalities, duties under the Health and Social Care Act 2012.
- 8.2. NHS England is committed to developing access and waiting time standards in mental health services across the whole life course. The NHS Constitution standard, Access, and Waiting Time directorate details standards for waiting times for patients to wait no longer than 18 weeks from referral to time of their first treatment. NHS England publish standards of access targets for CCG's and across the Strategic Transformation Partnership footprints.
- 8.3. The LTP programme is held to account by Medway's Health and Wellbeing Board and NHS England through monitoring and review of the publicly available agreed Local Transformation Plans for Children and Young People's Mental Health and Wellbeing.

9. Recommendations

9.1. Members are asked to comment on and note the developments to date.

Lead officer contact

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Appendices

Appendix 1: [Kent and Medway Local Transformation Plan 2021/22](http://www.kentandmedwayccg.nhs.uk/application/files/8616/3284/5623/KM_CYP_MH_Plan_2021_FINAL.pdf)
http://www.kentandmedwayccg.nhs.uk/application/files/8616/3284/5623/KM_CYP_MH_Plan_2021_FINAL.pdf

Appendix 2: Local Systems for Supporting Young People who need both social care and specialist Mental Health Services, Tonic 2021

Background papers

None