

Report title:	Children and Young People’s Mental Health Services (CYPMHS) Transformation Update
Date of meeting:	4 March 2020
Sponsor (H&WB member):	Sara Tough, Executive Director Children’s Services
<p>Reason for the Report This report updates the HWB on progress made in the transformation of children and young people’s mental health services in Norfolk and Waveney (N&W).</p> <p>Report summary The transformation of Children and Adolescents’ Mental health Services (CAMHS), now referred to as Children and Young People’s Mental Health Services (CYPMHS), has progressed significantly in the last 12 months following the involvement of RETHINK partners as consultants and subsequent collaborative work undertaken by system leaders, commissioners, providers and operational colleagues. Significant consultation and engagement with children and young people (CYP), families and professionals were built upon to develop a new service model, aligned closely to the i-THRIVE conceptual framework.</p> <p>This new approach marks a shift to outcomes-based commissioning and community-based services. The emphasis is on individual need, relationship-focused practice, prevention, and early intervention. Significant achievements include the establishment of a new integrated governing body (the Alliance Board), and the transition from design to implementation in early 2020, with a view to start delivering a different way of working and a different kind of service from October.</p> <p>Recommendations The HWB is asked to:</p> <ul style="list-style-type: none"> a) Endorse the direction of travel for the transformation of Children and Young People’s Mental Health Services. 	

1. Background

- 1.1 The NHS Long Term Plan sets out specific aspirations in relation to what has been known as Children and Adolescents’ Mental health Services (CAMHS):
- 345,000 additional children and young people aged 0-25 will have access to support via NHS-funded mental health services and school or college-based Mental Health Support Teams (in addition to the Five Year Forward View for Mental Health commitment to have 70,000 additional children and young people accessing NHS services by 2020/21).
 - There will be a comprehensive offer for 0-25 year olds that reaches across mental health services for children and young people (CYP) and adults.
 - There will be 100% coverage of 24/7 mental health crisis care provision for children and young people which combines crisis assessment, brief response and intensive home treatment functions.
 - CYP mental health plans will align with those for learning disability (LD), autism, special educational needs and disability (SEND), CYPs services and, health and justice.

- The NHS Long Term Plan outlines the need to develop a new approach to young adult mental health services, supporting the transition to adulthood, which creates a comprehensive offer for 0-25 year olds and delivers an integrated and evidenced-based model.
- 1.2 RETHINK partners produced a detailed and wide-ranging report for the N&W system in January 2019, identifying key issues and challenges within CAMHS, and providing key recommendations for transformation. RETHINK partners subsequently worked closely with senior leaders and stakeholders between January and June 2019 leading to collaboratively reconfigured governance arrangements, an evaluation of sourcing, procurement and contractual options, an outline vision for a new service model, and first steps toward a systemic way of working.
- 1.3 Part of this systemic way of working resulted in a new vision for Norfolk and Waveney: that every child and young person will FLOURISH (Family, Learning, Opportunity, Understood, Resilience, Individual, Safe and secure, Health). This is the vision of the collective system in Norfolk and Waveney for children and young people through the CYP strategic partnership board. In every decision we undertake we will ask ourselves where the FLOURISH opportunities lie.

2. CYPMHS Transformation

- 2.1 In response to; the Local Transformation Plan (LTP) aspirations, the NHS Long Term Plan for N&W, local need, and stakeholder feedback, an innovative and transformational model and way of working is being developed using the iTHRIVE framework, building on the commitments identified by system partners. Instead of a tiered system that creates gaps and exacerbates long waiting times for CYPMHS, the model focusses on the needs of individual children, young people and young adults. Our new approach will build on the system's experience of working 0-25 years, and will embrace some core principles:
- **0—25 years:** any child, young person or young adult up to their 26th birthday will be served by this approach in all settings and in all areas of Thrive methodology.
 - **A focus on Thriving:** investing in early prevention and aiming to return those with difficulties to a Thriving state.
 - **Working as a single system,** with shared case management, agreed goals, performance management and assessments across providers. This will enable families and young people to tell their story once.
 - **Clear access routes** for children, young people, young adults and professionals working across systems removing the need to re-refer (so CYP are not moved to the end of another waiting list), if a system partner is better placed to meet the need.
 - **Community Based:** serving local communities and building community capacity. We are mindful that CYP communities may not reflect a geographical location.
 - **Relationship focused:** reducing 'hand-offs' and reducing the amount of times children and young people need to tell their story.
 - **Multi-agency multi-disciplinary teams** that provide support to families, professionals, and universal settings (especially schools).
 - **Goal-focused and episodic interventions:** involving children, young people and young adults in setting goals and making choices.

The new service model has been co-designed through considerable engagement with different stakeholders, also taking into account historic feedback and best practice evidence. The model will be iterative and must be flexible to support development over time. Key

implementation milestones have been identified for October 2020 in order to start delivering a different way of working and a different kind of service.

2.2 In order to align more closely with the iTHRIVE framework, our system has endorsed an Alliance contracting approach, enabling providers to continue to collaborate and further develop the model over the course of 2020 and beyond. This allows considerable flexibility to strengthen links with wider children's services (such as the Healthy Child Programme) and is aligned with our progression towards becoming an Integrated Care System (ICS). In addition, it is parallel with developments in neighbouring Suffolk, ensuring minimal impact and disruption for those providers that currently span both areas. An interim Memorandum of Understanding will be in place from March 2020, with a view to having a signed set of Alliance Agreements in place for late 2020. Greater integration between providers, especially when looking at neurodevelopmental services and the development of a mental health pathway for people with autism will be essential.

2.3 An iTHRIVE approach necessitates effective governance and principles of integration. One of the key recommendations of RETHINK partner's report was therefore to instate a new integrated governance body, the Alliance Board, which met for the first time in December 2019. The role of the Board is to bring together senior commissioners, and partners across Norfolk and Waveney in keeping with the 'one system' approach to the transformation of services, and wider development as an ICS.

In relation to CYP (with the input and support of a CYP Advisory Group), the Board will:

- Set strategic direction and ensure delivery of system plans
- Lead service transformation and hold decision making responsibility for CYPMH
- Develop and agree system-wide outcome measures
- Collectively assess and improve operational delivery
- Act as the Executive Group for the Section 75 or alternative funding agreement
- Develop the alliance agreement and an alliance model of contracting
- Ensure, encourage and promote co-production and engagement.

2.4 Transformation of CAMHS has now entered the first phase of implementation, focusing initially on establishing an Advice Service, shared outcomes, shared assessment, and shared processes and procedures for system partners by October 2020. Work is also underway to review and redesign the mental health offer for Looked After Children in light of the new service model.

Current implementation workstreams include:

- Workforce
- Service Development
- Estates & Infrastructure
- Digital Infrastructure
- Data & Reporting
- Governance & Finance
- Insight & Engagement
- Thriving (Prevention /Early Intervention) & Universal Services

2.5 Norfolk was chosen as a Wave 2 Trailblazer site for Mental Health Support Teams in schools (MHSTs). These services will provide direct support to young people and their families in educational settings, as well as working with school staff to make the environment as psychologically safe as possible. Consultation will be provided to school staff where CYP do

not engage with services, and training will be delivered to develop skills in identification of mental health problems and provide a basic level of support such as Mental Health First Aid.

Work has already begun to recruit and train the staff who will be a part of the teams, with initial training starting in January 2020, and a soft launch of the service in April 2020. Further recruitment and training will take place throughout 2020, with a fully operational service in place from April 2021. Subject to successful pilots, we hope to roll out these teams across Norfolk & Waveney. We have also prioritised funding for an additional four CYP Wellbeing Practitioner (CWP) posts.

Officer Contact

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