

Bedfordshire, Luton and Milton Keynes Children and Young Peoples Mental Health Local Transformation Plan

December 2019

Introduction and Summary



Introduction

It has been nearly 4 years since the Children & Young People's (CYP) Mental Health & Wellbeing Local Transformation Plans (LTP) were developed in response to Future in Mind (2015). The Five Year Forward View for Mental Health (2016) confirmed the priority area's for transformation, established by Future in Mind, and challenged systems to do more. This included delivery of specific targets for access to care and for CYP Community Eating Disorder Services (CEDS).

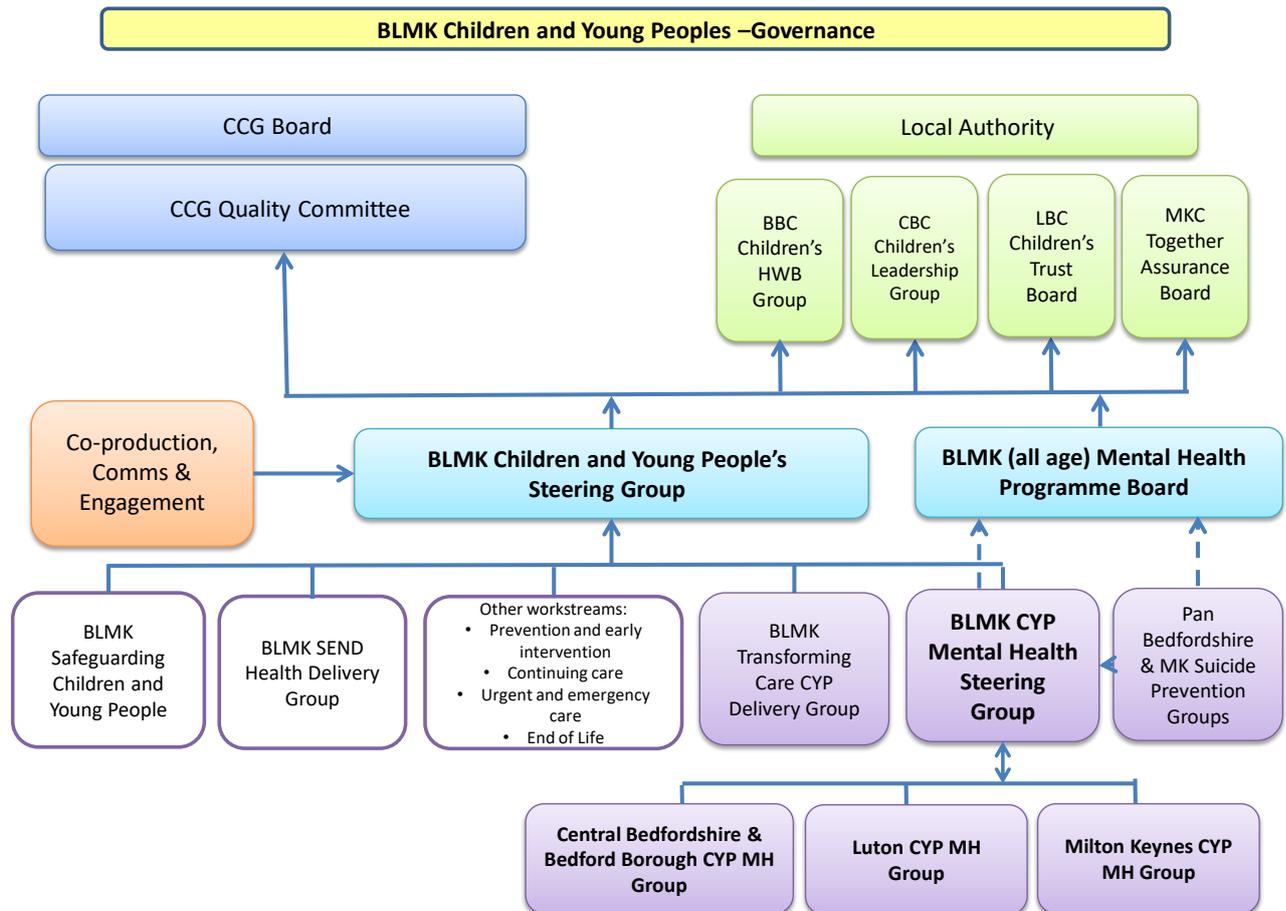
During the period of implementing the CYP LTPs the NHS has seen significant change with the introduction of Sustainability and Transformation Partnerships (STP). For Children and Young People's mental health which has resulted in new ways of working across commissioning and provider organisations. This has been of benefit as there is significant synergy within the local transformation plans across the STP footprint. Some workstreams have begun to consider how outcomes for children and young people might be improved if work is undertaken at scale, while others have retained a place based focus, particularly where integration with the local authority is a priority.

On 7 January 2019, the NHS long-term plan was published setting out key ambitions for the NHS over the next 10 years. The plan builds on the policy platform laid out in the NHS five year forward view which articulated the need to integrate care to meet the needs of a changing population. The Long Term Plan was followed by a mental health strategy that identified ring fenced mental health funding for all ages. The plan commits to a significant expansion of services for children and young people and mandates that investment in children and young people's mental health provision will grow faster than the overall NHS budget and total mental health spending, to support delivery of the ambitions. In November 2019 the BLMK system developed a comprehensive response to the Long Term Plan. For children and Young Peoples Mental Health; the Long Term Pan outlined our commitment to:

- Provide early intervention and quick **access** to excellent quality mental health care for children and young people increase the numbers of children and young people that can access this help and support. Utilising investment and transformation to reduce waiting times and improve experience.
- Take forward a comprehensive offer for **0-25 year olds** which will consider the needs of 0-5 year olds and those moving between services in transition. Employing a number of approaches to ensure young people at this critical time of life receive excellent care, specifically:
 - Flexibility to include 16-18 year olds for inclusion in appropriate adult services (IAPT, street triage etc.)
 - Development of pathways for some disorders that stretch across children and adult services (Eating disorder for example)

- Flexibility in CAMHS services to keep CYP who have additional needs (or who need a CYP Pathway) especially those with LD and ASD
- Additional services for 18-24 year olds who don't meet the criteria for adult services and for CYP who need ongoing transitions care
- Deliver timely, effective, evidence-based treatment that meets the needs of a child or young person with an **eating disorder**. Expanding and developing our workforce so that our staff have the right skills to provide this specialist care (in line with NICE guidance), as well as maintaining the 95% CYP Eating Disorder referral to treatment time standards.
- Delivering the NHS Children and Young Peoples Mental Health 'Green Paper'- delivering **mental health support teams for schools**. BLMK have been successful achieving funding for three Mental Health Support Teams. These new teams are being implemented across BLMK in areas identified as having the greatest levels of need.
- Implementing the Long Term Plan ambition to provide **24/7 age-appropriate crisis provision** for children and young people (CYP), which combines crisis assessment, brief response and intensive home treatment functions.
- Delivering **new care models** for children and young people who may need a period of care in hospital. Both ELFT and CNWL are part of the East of England New Models of Care Collaborative and, as part of this, have submitted an expression of interest to develop local enhanced services for community crisis care
- Committing to an **integrated approach for children and young people with learning disability, autism, special educational needs and disability (SEND)**, children and young people's services, and health and justice
 - Working with existing CYP health, social care and SEND services to coordinate packages of care for individual CYP with complex needs
 - Establish clear policies and process (where this doesn't already exist) to embed an integrated case management and risk stratification approach within the CYP system.
 - Ensure delivery of national objectives for Transforming Care (TC) and support delivery of emotional and mental health priorities, SEND, personalisation.
 - Interface with CYP and TC BLMK transformation programmes to support delivery of benefits at pace and scale
 - Identify where transformation, integration and/or investment would expedite delivery of the benefits and develop business cases to support this.

The Children and Young People's Mental Health Transformation Plan for 2020 seeks to bring together learning from the previous 4 years of Future in Mind with the opportunities and ambition of the Long Term Plan. Delivery of the plans will be driven through the BLMK Children and Young People's Mental Health Steering Group. Each place has also developed local stakeholder meetings to ensure that the wider children's community remains involved and informed and that meaningful co-production with children and families can drive change.



Current Services

Bedfordshire and Luton's specialist Child and Adolescent Mental Health Services (CAMHS) are provided by East London Foundation Trust (ELFT). The service offers a model based upon the IThrive principles to ensure CYP access the right support at the right time and work with partners within the system to ensure a whole system approach is adopted. The service offers evidenced based treatment pathways in partnership with our early intervention providers, CHUMS, supporting CYP and their families with a range of emotional and behavioural needs including children and young people with neurodevelopmental conditions including Autism Spectrum Disorders and Attention Deficit/ Hyperactivity Disorder. The service works in close partnership with Cambridge Community Services to ensure complex needs are jointly supported where clinically required.

Milton Keynes Child and Adolescent Mental Health Services (CAMHS) are provided by Central and North West London Trust (CNWL). CAMHS works with the wider children and young people's system to achieve greater integration of pathways, to reduce fragmentation and improve experience of care. CNWL deliver an integrated pathway based on IThrive with

a single point of access to provide targeted and specialist intervention and treatment within agreed clinical pathways set out in the service specification. Critical to the success of these clinical pathways is an effective multiagency approach both to case management and delivery of care. Services to children and young people with neurodevelopmental conditions including Autism Spectrum Disorders and Attention Deficit/ Hyperactivity Disorder and the school nursing service are also delivered by CNWL.

Local Transformation Key Lines of Enquiry 2019

1. Transparency & Governance

We are committed to a culture of transparency and co-production for the last 4 years the local transformation plans have been published on the CCG and Local authority websites and have been a source of information for local and national research and reports. The 2019 plan will be developed into a version that is easy to read and understand for a wide range of audiences, we anticipate that this will be ready for publication at the end of January 2020.

A wide range of stakeholders have been involved in different elements of the plan and **Health and Wellbeing Boards** have signed off the plan each year of the programme.

2. Understanding Local Need

Health needs assessments have been completed across Bedfordshire, Luton and Milton Keynes. The recommendations from these assessments align with findings from the recent **Joint Targeted Area Inspection (JTAI)** in MK, **Special Educational Needs and Disability (SEND)** inspections and local engagement. Importantly they also align with the key workstreams for change identified by Future in Mind and the NHS Long Term Plan. Having a good understanding of local need provides a platform on which to develop local focus for the transformation. Further work is being undertaken in 2020 to understand the capacity of services for mild to moderate needs, specifically those children and young people that don't reach the threshold for CAMHS.

3. Local Transformation Plan Ambition 2018-2020

In BLMK we strive for continuous improvement in our services for children and young people's mental health and emotional wellbeing. **Pathways of care** are in place across BLMK and will continue to be strengthened as new services are commissioned and come on line, for example the new Mental Health Support Teams in Schools. BLMK is committed to ongoing pathway development; particularly for **early intervention and prevention** through adopting a whole systems approach. We will strive to improve how the local pathways are communicated to children, young people and families as well as other stakeholders outside of mental health.

There is a commitment to improving pathways for Children and Young people with a **learning disability** or who are on the **autistic spectrum**. An Intensive support Team pilot is being delivered in Central Bedfordshire and learning from this will be used to inform services across BLMK.

Improvements in access and waiting times for care are fundamental to our plans and BLMK are on track to deliver the access trajectory for 2019/20. All of the BLMK children and young people's mental health services provide evidence based treatment and interventions, service and pathway models are based on **IThrive**.

Prevention, Coping and Getting Support are fundamental to our children and young people remaining well and accessing help early when they need it. We will continue to promote evidence based approaches to building resilience and preventing poor mental health in CYP. We are also undertaking a deep dive audit to understand the needs of those CYP who do not meet the thresholds of our commissioned services and to understand the capacity of the community and voluntary sector organisations where they often turn to for support.



4. Workforce

Workforce development has been central to the delivery of the Mental Health Five Year Forward View in BLMK and will be critical if we are to be successful in delivering the NHS Long Term Plan. We have a BLMK Mental Health Workforce Group in place to proactively prioritise mental health workforce expansion including training and retention schemes, both to meet existing demand and to provide the additional workforce required to complete the implementation of the Mental Health Five Year Forward View and to deliver the Long Term Plan.

Our focus is upon introducing new roles and ways of working, alongside a digitally enabled approach. Exploring and developing integrated health and social care teams to support delivery of personalised, needs-based care.

Effective working with the **community and voluntary sector (CVS)** is essential to developing a comprehensive and sustainable pathway for children and young people in our area. We are committed to developing a greater understanding of the CVS contribution and to working with them to support the volunteer workforce that is so essential in being able to successfully meet need.

5. Health and Justice

Young People in contact with the justice system are some of our most vulnerable young people. Across BLMK we have mental health services that specifically link with our **Youth Offending Teams (YOT)** to ensure that there is quick and early access to care. There is a commitment to continuing to deliver integrated care for these young people and to learning from examples of good practice, such as the Early Intervention Service in Milton Keynes YOT which has demonstrated improved outcomes and a reduction in recidivism. There is further work to do to with the **police** to strengthen the knowledge and skill of front line officers in supporting children and young people who are in contact with the police and have mental health issues. All areas have **street triage** and court liaison and diversion but with variable age restrictions work is also need to ensure equity of access to age appropriate services across BLMK.

6. Eating disorders

Our Community Eating Disorder Services (CEDS) are in line with the model recommended in NHS England's commissioning guidance. Throughout 2019 and up to 2024 we will continue to support and empower families, carers and the person's support network and will continue to offer advice, support and consultation to other services involved in the child or young person's care. The BLMK Eating Disorder Steering Group enables us to work in a co-ordinated way with other services and to reduce and prevent gaps in care during service transitions.

We are also pleased to have been successful in delivering a new service with pilot money from NHSE to deliver an **Avoidant Restrictive Food Disorder (ARFID)** Eating

Disorders Community Pathway (Bedfordshire and Luton). The new funding will strengthen the existing CEDS team where the ARFID pathway will be an intrinsic part of the CEDS MDT. The additional staff will provide assessments and interventions for young people with ARFID to support them with anxiety around their eating and ensure they do not develop nutritional deficiencies

7. Data, Access and Outcomes

Across Bedfordshire, Luton and Milton Keynes, improving quality of mental health data with our providers being compliant with data flow to the Mental Health Services Data Set (MHSDS) is a priority for us, as well as our providers being SNOMED CT compliant. Our providers are also focusing on achieving Data Quality Maturity Index (DQMI) scores of above 90% with this rising to above 95% from 2020/21. The LTP prioritises the achievement of access targets and the flowing of data to MHMDS. This is monitored through contract meetings of providers (and subcontracted providers). The DQIPs for each CCG contract specify the requirement to flow data. Luton and Milton Keynes have a data quality improvement plan across the partnership, led by the CCG following the IST visit in 2018.

Data is proactively used to drive improvement with within provider management processes and across our whole pathway.

8. Urgent & Emergency (Crisis) Mental Health Care for CYP

Both ELFT and CNWL are part of the East of England New Models of Care Collaborative and, as part of this, have submitted an expression of interest to develop local enhanced services for community crisis care. As part of a collaborative, this will provide an ongoing opportunity to learn from the pilot sites and to work with specialist commissioning to develop an enhanced local community offer and to ensure that CYP from BLMK can access in patient care as close as possible to home when it is needed

BLMK have been successful in securing funds to develop an intensive community support team pilot based on the Ealing Model for children and young people with learning disabilities and autism who go into crisis, or are at risk of doing so. The pilot will be delivered in Central Bedfordshire and it is anticipated that learning from this will support development of a business case for expanding services to reach across BLMK.

Consideration is being given to the following in planning investment and transformation priorities:

- Work towards delivering age-appropriate 24/7 crisis provision for children and young people (CYP) which combine crisis, liaison and intensive community support functions. This should apply whether or not the model selected by the CCG's is a dedicated CYPMH service for 24/7 or extended

hours, or a blended model that relies on Core24 to support CYP at some point during the 24 hours.

- Self-referral to crisis support for children, young people and their families for children and young people known or not known to children and young people's mental health services.
- The commencement of an adult and older adult single point of access for mental health crisis support across BLMK will be an opportunity to integrate mental health crisis support for children and young people into this service. The plan is for this single point of access to mental health crisis support to be provided through NHS 111 with an option at that point to access triage, advice and support for children, young people and their families.
- Developing further intensive community support for children and young people with autism and or a learning disability, across Bedfordshire, Luton and Milton Keynes and to understand whether this could reduce inpatient admissions.
- Consideration of safe haven or crisis café provision for children and young people across BLMK to provide a more suitable alternative to A & E.
- Consideration of a combined crisis mental health service for all ages and an integrated mental health and social care model for crisis intervention

Transformation and investment will be utilised to build a comprehensive offer that makes best use of systems resources and delivers evidence based models of care for crisis and home treatment that provide every opportunity for:

- Children and young people to remain in safe and supported home situations
- Avoid unnecessary admission to hospital wherever possible
- Avoid residential care away from local communities
- When admission to hospital is needed, care is provided as close to home as possible and for an optimal period of time..

9. Early Intervention in Psychosis (EIP)

The Early Intervention in Psychosis (EIP) Services for Bedfordshire and Luton and for Milton Keynes continue to meet the access standard of a maximum wait of two weeks from referral to start of treatment and provide a service that covers an age range of 14-65. The Bedfordshire and Luton Service has a provision for people with an At Risk Mental State (ARMS) and this is a provision that, over time, we will be developing for the Milton Keynes EIP Service. We are planning to ensure that we continue to meet the access standard, even when it increases to 60%. In Milton Keynes, the EIP service and CAMHS work together to provide care for all young people under the age of 18.

10. Mental Health support teams

BLMK have been successful in a funding bid to set up three Mental Health Support Teams. This exciting new development will mean these new Mental Health Support Teams targeting areas of greatest need and steering groups have been established which will carry out a clear joint assessment of need with school and college leaders in the education settings. The Mental Health Support Teams will be provided by ELFT and CNWL who already provide the CAMH services and so there will be integration between these services as well as there being smooth care pathways in place so that access to advice and support from CAMHS can happen as quickly as possible as well as access to urgent and emergency care. The Mental Health Support Teams will integrate with the Primary Care Networks which they work within so that there are clear referral routes and they will also provide the nationally set core functions.

Road Map

	2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1
Prevention, coping and getting early support	Identify and promote evidence based approaches to preventing poor mental health in CYP. Complete deep dive of service capacity and availability for CVS seeing CYP who do not reach thresholds for commissioned services		Consider recommendations from deep dive		Consider BLMK approach to mental health campaign focused at Children and Young People and the settings and environments they commonly access, including those on line.	
Access and Waiting Times	Deliver improved assessment, brief intervention and signposting	Focused assessment of capacity in mild to moderate support services	→	Evaluate Kooth Pilot and make commissioning decisions	Development and implementation of strategy for a whole systems approach for mild to moderate MH and EW	
0-25 offer		Stock take of current pathways	Operational plan for delivery agreed	Start roll out in prioritised pathways	→	
Eating Disorders	Continue to deliver ARFID, build in evaluation	Agree investment priorities for 2020/21	Implement new posts and remain compliant with NICE	Strengthened system wide working/ all age pathway	→	
MHST	All posts recruited Steering groups established School leads agreed Processes agreed	Trainees begin placements	Time in placements stepped up. Work commenced on whole school approach	Full launch of teams	Close monitoring and evaluation of progress	
Crisis	Mapping of current provision complete	Investment and development for 2020/21 agreed	Implement enhanced functions	Evaluation of IST pilot	→	
New Care Models	EoE Collaborative formed. CNWL & ELFT are members.	CAMHS T4 Business case submitted	Business case approval, mobilisation	NCM for CAMHS commences, subject to Business case approval		
Integration- LD & ASD,	B&L NDD pathways	Skills and training needs analysis for CAMHS		Evaluation of IST	Strengthen case management/ Lead	

	2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1
	established Review pathway in MK	teams to ensure staff have the skills to make reasonable adjustments. Develop new MK pathway		pilot		professional approach, learning from IST evaluation and new care models work
Integration- SEND and personalisation	Work with DCOs and local authority SEND teams to ensure that CYP with mental health and emotional wellbeing needs are supported to learn and achieve and are not disadvantaged.					
Integration- Health and Justice	Work with Youth Offending teams and Health and Justice Commissioners to ensure robust pathways are in place for court liaison and diversion. Ensure that CYP who have been in contact with the criminal justice system have swift access to assessment and intervention to meet their MH &EW needs. Review street triage models to ensure age appropriate equal access to care.					
Integration- Vulnerable Children	Work with Local Authority Teams to identify needs of individual CYP who have MH and EW needs as a result of their adverse childhood experiences (ACE), ensure clear pathways in place to ensure swift access to care and support and advice for other professionals involved in their care.					
Integration- Safeguarding	Work with names and designated nurses and doctors to ensure that all mental health teams have robust arrangements in place for safeguarding supervision. And to also ensure that local authority safeguarding teams have a clear understanding of pathways and services for both adult and child mental health services.					
Early Intervention in Psychosis	Maintain KPI compliance	Agree 20/21 investment levels	Work to gain NICE compliance level 2 (MK)		Agree local plan for enhanced service including ARMS for 20/21	
Enabler- co-production		Understand strengths and challenges of existing co-production		Co-production approach reviewed and implemented		
Enabler- understanding need	Agree plans to implement recommendations from BLMK HNAs	Focused assessment of capacity in mild to moderate support services	Implement recommendations from BLMK HNAs	→		
Enabler- workforce	Complete recruitment to MHSTs	Explore digital services for very young children	Evaluate Kooth and Helios	Agree multiagency training programme for PBS and key skills for non mental health practitioner- emphasis on support for CVS		
Enabler- Data and Outcomes	Ensure all services flowing MHSDS data accurately for access	Ensure all services have clear plans to flow outcomes data	Outcome and access data flowing	→		