



## WCC HWBB - APPENDIX 1

### ANNEX B: CENTRAL LONDON CCG

Local information and implementation plans for Central London CCG and Westminster City Council

#### 1. Background

In March 2015 the government published *Future in Mind*, their strategy for promoting, protecting and improving our children and young people's mental health. Additional funding was allocated with the guidance to invest in children and young people's mental health services. In order to access this funding, CCGs were tasked with developing local transformation plans which set out a vision for transformation over five years, in collaboration with partner agencies. The original plans were finalised in October 2015 and outlined a sustainable, phased approach to implementation. Across North West London the eight CCG's collaborated, with support from the Like Minded team, to deliver a single plan that defined our joint priorities.

This formal refresh aims to provide assurance, demonstrate how progress is being made, provide evidence on how services are being transformed and ensure funding is being spent as plans develop further.

Our ambition for this transformation plan is that by the end of 2020 the children and young people of Central London CCG will see a transformed service that better suits their needs, and they will be able to access services at the right time, right place with the right offer in a welcoming environment. We want our new model to be sustainable beyond 2020 – to ensure that future children and our future workforce continue to receive and provide the best quality care we know makes a significant difference.

In the original LTP 8 priority areas were specified:-

- Priority 1: Needs Assessment
- Priority 2: Supporting Co-production
- Priority 3: Workforce Development and Training
- Priority 4: Community Eating Disorders Service
- Priority 5: Transforming Pathways and Pathway Redesign Pathways
- Priority 6: Enhanced Support for Learning Disabilities and Neurodevelopmental Disorders
- Priority 7: Crisis and Urgent Care Pathways
- Priority 8: Embedding Future in Mind Locally

From these priorities, local transformation plans in 2015-16 successfully delivered:-

- Co-production work with young people,
- Reduction of waiting times for Specialist CAMHS
- A new Out of Hours Crisis service for young people
- A new children and young people's community eating disorder service.
- Role enhancement of schools in emotional well-being services
- Mental health training to schools and partner agencies

In April 2016, to address Priority 1, the Anna Freud Centre (AFC) was commissioned to undertake a needs assessment across North West London. The aim of the exercise was to:-



- Undertake an in-depth analysis of the mental health needs of children and young people across Central London.
- Evaluate the range of services and supports that are available, including the skills and knowledge of staff working with children and young people.
- Identify the needs of Central London in relation to the provision of services offered.

Following an interim report, a strategic seminar took place for Westminster partners in September 2016. The seminar aimed to facilitate identification of local priorities and promote an integrated approach to service delivery. The findings are scheduled to be delivered in a final report by the beginning of November 2016 to CL CCG CAMHS commissioners. As the needs assessment is almost complete, this is no longer a priority for future years.

Continuing areas of work to progress into future years are:

- To drive forward delivery of the **CYP IAPT** programme. CNWL are already increasing the numbers of staff trained in CYP IAPT evidence based treatments;
- To invest in developing more robust **data capture and clinical systems** to enable commissioners and providers to have a joint clearer understanding of current activity and projections;

As the plans in 2016-17 progressed to address the remaining priorities, it became clear three priorities: co-production, workforce development and embedding *Future in Mind* underpinned the transformation programme as a whole. It was therefore decided at a LTP review meeting in early September to reduce the priority areas from 8 to 4, focussing on the following agreed areas:

- **Priority 1: Community Eating Disorders Service**
- **Priority 2: Transforming Pathways and Redesigning services**
- **Priority 3: Learning Disabilities and Neurodevelopmental Disorders**
- **Priority 4: Crisis and Urgent Care Pathways**

The financial allocation for North West London, and Central London CCG specifically for 16/17 is as follows:

	Eating Disorders 16/17	Transformation Plan 16/17	Recurrent uplift
Brent	£173,000	£420,000	£593,000
<b>Central London</b>	<b>£91,557</b>	<b>£307,823</b>	<b>£399,380</b>
Ealing	£211,543	£630,997	£842,540
Hammersmith and Fulham	£100,744	£328,186	£428,930
Harrow	£121,785	£304,840	£426,625
Hillingdon	£149,760	£374,863	£524,623
Hounslow	£152,983	£382,931	£535,913
West London	£116,621	£369,509	£486,130
<b>Total</b>	<b>£1,117,993</b>	<b>£3,119,149</b>	<b>£4,237,141</b>

The Central London CCG covers the majority of Westminster, GPs in the Queens Park & Paddington area are part of West London CCG. This is acknowledged by a 22% adjustment to budgets so that Westminster young people will benefit from approximately 22% of the Transformation funding allocated to neighbouring West London CCG.

## 2. Our local offer



Westminster young people requiring mental health services are supported by Central and North West London Mental Health Trust (CNWL) who deliver both a school focused early intervention community service and specialist CAMHS for diagnosis and treatment of mental health disorders. The CNWL team of approximately 30 staff includes psychiatrists, psychiatric nurses, family therapists, psychotherapists and psychologists. The team actively supports approximately 600 Westminster young people but can often see many more in the course of a year. The CCG also fund a mental health post in the Integrated Gangs Unit which in 2016-17 and beyond will be funded through CAMHS Transformation funds

Westminster City Council fund several mental health clinicians to co-ordinate mental health support for looked after young people<sup>1</sup> and their carers locally, and with placements further afield. The council also supports mental health work with vulnerable young people, for example, with learning disabilities and youth offending needs. Westminster children and young people in schools and children’s centres also receive direct support. These current council investments are not guaranteed beyond 31<sup>st</sup> March 2017. There is a proposal from the local authority that these financial contributions to CAMHS will be reduced.

The local authority also contributes funding to young people’s mental health in the borough, by directly employing Systemic Family Psychotherapists. These clinicians are embedded in the social care delivery, to support social workers involved with those children and young people and families who have active social work involvement in their lives.

In-patient psychiatric beds for young people are commissioned by NHS England’s Specialist Commissioning and NHS E data indicates that 30 Westminster young people were admitted in 2014-15. As part of NHS E New Models of Programme WLMHT and CNWL are working in partnership with the Priory Group to enable CYP who require access to bedded services can be admitted locally. The programme will also look to develop community services to ensure CYP have access to home treatment programmes.

2016/17 Investment in Children and Young People’s Mental Health			
	Clinical Commissioning Group	NHSE (Tier 4 CAMHS)	Local Authority
Westminster	£1,631,347	£*	£638,420
<b>Total</b>		<b>£*</b>	

\*As NHS England has not yet provided the 2016/17 Tier 4 investment, we are unable to provide the spend. Plans will be updated upon the receipt of the information.

<sup>1</sup> 179 Westminster looked after children (31 March 2015) and 160 care leavers.

### 3. Children and young people’s mental health transformation plan

The table below outlines the shared components of our plans, as well as local detail specific to Central London CCG and Westminster.

Priority	Priority Description	Implementation Plans	2016-17 Investment
1	Community Eating Disorder Service	<p><b>North West London Common Approach:</b> A new, separate eating disorders service has been developed that has care pathway provision and seamless referral routes to ensure quick, easy access to the service. This service is already delivering the new national specification for eating disorder services, offering a 5 day service for young people aged 0-18th birthday who have a suspected or confirmed eating disorder diagnosis. It accepts referrals from any professional in the local area, and also self-referrals from young people and families.</p> <p>The aim of the service is to see all young people referred within 4 weeks of referral, with a wait of no more than one week for urgent cases. Our intention is to market test this service in 2017/18 and to investigate offering a 7 day service.</p>	<p><b>Investment: £91,557</b></p> <p>A new community eating disorders service was launched on 1 April 2016. Westminster young people are seen at the CNWL ‘hub’ at Vincent Square, Chelsea and Westminster Hospital.</p> <p>With minor amendments, the pilot is due to be adopted as business as usual from 1 April 2017 within a two year contract with the Trust.</p>
2	Redesigning Pathways – A Tier free system	<p><b>2016-2020 CAMHS Re-design:</b> We will move away from tiered services to services that meet the needs of the child/young person and the family. Broadly, our new proposed model will be based on the Thrive Model which has been recommended to us by the Anna Freud Centre in the Central London CCG Interim Report.<sup>2</sup></p>	<p><b>2016-17 Investment: £207,000</b> This includes:</p> <p>£6K MIND ‘Mental Health First Aid’ Programme - trains staff across voluntary sector, education and in the community to deliver early intervention to YP at risk and crisis.</p> <p>£12K</p>

<sup>2</sup> Wolpert, M., Harris, R., Hodges, S., Fuggle, P., James, R., Wiener, A., . . . Fonagy, P. (2015). THRIVE Elaborated. London: CAMHS Press  
<http://www.annafreud.org/media/3214/thrive-elaborated-2nd-edition29042016.pdf>



Transforming Pathways – A Tier free system



This includes:

- **A Multiple Access Point model (MAP)** to connect schools, GP's, the local authority and the voluntary sector with a mental health lead for the area.

MIND 'Learn Well' is a 6 module psycho- educational programme in schools which builds resilience, promotes positive practices and adaptive coping skills to reduce stress and increase confidence in YP.

£50K

CNWL's early intervention/prevention programme for parents and infants (0-5) for improving attachment based in a local children's centre.

£5K

Training programme delivered by Educational Psychology for 30 support assistants in schools to become 'Emotional Literacy Support Workers' to improve learning.

£17K

'Healthy Schools' Public Health programme which supports schools and nurseries to make improvements to health and wellbeing through the development of a mental health strategy and action plan.

£30K

Rethink Recruitment and supervision to support 15 young champions to deliver a young people's conference and service review. Also work with CNWL to deliver 'Collective Voices' training to schools.



	<p>Transforming Pathways – A Tier free system</p>	<ul style="list-style-type: none"> <li>• <b>Evidence based treatments</b> delivered by all CAMHS services.</li> <li>• <b>School based Mental Health Lead</b> to develop emotional wellbeing and resilience and to identify and support young people with mental health needs</li> <li>• <b>Multi-agency risk management approach</b> to deliver a joined up delivery for agencies working with high risk, hard to engage young people who need further work before they can engage with mental health treatment.</li> <li>• <b>A Tapered Transition Model</b> will be developed for all young people from 14 -25 years in future years. This approach would allow greater flexibility over transition for young people and their families.</li> <li>• <b>A new CYP IAPT programme</b> to train up lower grade staff at London Universities has been launched. Westminster Specialist CAMHS is interested in being a part of this new initiative which is funded for its first year in 2017, but will need funding from commissioners for future years.</li> <li>• Central London CCG will draw on the work being developed by NHSE and H&amp;F CCG on the <b>CAMHS School Link Pilot</b> to inform their transformed CAMHS model.</li> <li>• By 1 April 2017 a <b>sustainable CAMHS training programme</b> will be bookable on-line for any professional across the boroughs of Westminster, Hammersmith and Fulham and Kensington and Chelsea. There will also be a parents' programme.</li> <li>• The successful <b>Co-production training programme, 'Collective Voices'</b> with Rethink young mental health champions delivering the training jointly with mental health colleagues from CNWL will be rolled out to Westminster schools.</li> <li>• <b>The Westminster CAMHS Alliance network</b> will be launched in 2017. This will aim to spread responsibility and knowledge of young people's mental health across agencies, improve collaborative working and plan local quality improvements and transformation with champions and young people.</li> </ul>	<p>£10K MIND 6- 12 month 'mentoring' programme to improve YP confidence and motivation in colleges and sixth forms.</p> <p>£10K Educational Psychology and CNWL led multi agency training in CAMHS available for all tri-borough professionals.</p> <p>£25K 'Schools/CAMHS pilot'. Mental Health named Leads in schools linking with CNWL clinicians who offer each school 2 hours input each week.</p> <p>£10K MIND educational support offered to YP aged 14 to 25 yrs who are transitioning in their lives. Email, telephone and 1:1 sessions can be accessed via self-referral.</p>
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3	Enhanced support for Learning Disabilities and Neuro Development Disorders	<p><b>North West London Common Approach:</b></p> <p>Work is underway across NW London to align to the adult learning disability programme workstream to ensure smooth transition and consistency of care.</p> <p><b>Central London CCG/Westminster City Council Local Approach:</b> CL CCG will invest in additional capacity across the whole system for LD and ND pathways. This will be in collaboration with CNWL, the Local Authority Children with Disability and Learning Disability teams; child development service and voluntary sector providers.</p> <ul style="list-style-type: none"> <li>▪ <b>Map local care pathways</b> and reconfigure services</li> <li>▪ Develop an <b>effective strategic link</b> between CAMHS Learning Disabilities/Neurodevelopmental (LD/ND) services and special educational needs (SEN) departments,</li> <li>▪ <b>Enhance the capacity of CAMHS</b> to meet the increasing demand for ASD and ADHD assessments.</li> <li>▪ <b>Provide advice and support to special schools and specialist units</b></li> <li>▪ Connect with <b>local voluntary sector services</b> and support groups for young people with LD/ND and their families (e.g. parent-run ASD support group).</li> </ul>	<p><b>Investment: £80,360</b> This includes:</p> <p>£30,000</p> <p>CCG staffing – project manager to review LD and ND pathways across 3 CCG’s with partner agencies. To produce options paper leading to recommendations for commissioners for redesign of pathways and models for LD, ASD and ADHD..</p> <p>£30,000</p> <p>CNWL project to reduce waits, improve skills of broader staff to be able to take on LD/ND work, and smooth out pathways between agencies.</p>
4	Crisis and Urgent Care Pathways	<p><b>North West London Common Approach:</b></p> <p>We aim to ensure that our local offer of support and intervention for young people reflects the Mental Health Crisis Care Concordat. We will also implement clear, evidence-based pathways for community-based care, including where resources allow, home treatment teams and crisis response services to ensure that unnecessary admissions to inpatient care are avoided.</p> <p>As part of NHSE New Models of Programme WLMHT and CNWL are working in partnership with the Priory Group to ensure CYP who require</p>	<p><b>Investment: £20,000</b></p>



		<p>access to bedded services can be admitted locally. The programme will also look to develop community services to ensure CYP have access intensive treatment programmes which deliver high quality effective care at home.</p> <p><b>Central London CCG/Westminster Local Approach:</b></p> <p>The implementation of an out of hours crisis pilot was initiated in January 2016 by CNWL across Westminster, Kensington and Chelsea, Hillingdon, Harrow and Brent. This was not funded by transformation monies but by each of the eight CCG's separately.</p> <p>For future years a new service will comprise crisis response and home treatment services and will build on existing work to develop a complete urgent care pathway. We will also work with colleagues in locality authority, public health, and schools to ensure that the prevention of self-harm and crisis avoidance via good mental health promotion forms part of this pathway. Where possible, we will look to work with existing home treatment teams to incorporate CAMHS skills and training into existing services.</p>	<p>In 2016-17 CNWL will be offered £20,000 to accommodate in-hours crisis work as a pilot to prevent this work impacting on routine waits for assessment and treatment. If successful, this can be incorporated into the wider crisis pathway re-design for future years.</p>
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