

## **Children and Young People's Emotional Wellbeing and Mental Health Transformation Programme Update**

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### **Executive Summary**

The second year of delivery against the pan Lancashire Children and Young People's Emotional Wellbeing and Mental Health Transformation Programme has resulted in the delivery of a number of key objectives which enable children and young people to benefit from enhanced services and greater access to support. The Programme Board has consulted on shared priorities for the future and a refreshed Transformation Plan will be published by the end of January 2018.

Alongside this activity, Clinical Commissioning Group (CCG) commissioning leads have been working with the provider organisations to define the scope of the redesign project for Child and Adolescent Mental Health Services (CAMHS) across Lancashire and South Cumbria. The aims of the project are to further improve access to CAMHS and reduce variation in service offer and investment.

A new Commissioning Development Framework, sponsored by senior leaders in each CCG, NHS England (Lancashire and South Cumbria) and the Commissioning Support Unit, has been developed during the autumn to set out how commissioning arrangements can evolve in the light of the Five Year Forward View. The work undertaken on the CAMHS Redesign Project to date provides an early illustration of how some of the legacy challenges of variable investment and inconsistent service delivery can start to be addressed by such an approach. Engagement will continue with Partners to determine whether there is an appetite for the Commissioning Development Framework to be applied to the wider system for children and young people's emotional wellbeing and mental health, bringing together the collective resources of health Partners and Local Government across the Sustainable Transformation Partnership (STP).

### **Recommendations**

The Health and Wellbeing Board is recommended to:

- i) Note the report and accompanying presentation.
- ii) Consider the potential opportunities for more collective commissioning by all Partners across the system for children and young people's emotional wellbeing and mental health, bringing together the collective resources of health Partners and Local Government across the STP.

## **Background**

This report provides an update relating to the Lancashire Children and Young People's Emotional Wellbeing and Mental Health Transformation Programme including an overview of achievements during the past year, progress in the redesign of community Child and Adolescent Mental Health Services (CAMHS) and the Lancashire Clinical Commissioning Groups' (CCGs) approach to collective commissioning.

### **Transformation Plan: Achievements**

Systems and relationships have matured in year two of the delivery of the Lancashire Transformation Plan with a number of our objectives having been achieved. Children, young people and their families are benefitting from enhanced emotional wellbeing and mental health services and greater access to support. Key achievements include:

- 'Time to Change' has been adopted as the pan-Lancashire Mental Health Anti-Stigma Campaign
- 15 Primary Mental Health Workers delivering a single point of contact and rolling out youth mental health first aid training for schools and primary care
- Health passports for children and young people with additional needs rolled out across Lancashire
- More trained staff to improve access for children and young people to Improving Access to Psychological Therapies
- A new community dedicated all age eating disorder service
- A Lancashire wide pathway and locally adapted protocols for children and young people admitted to acute hospitals in crisis
- A dedicated place of safety for Lancashire wide children and young people, opened in September 2017
- A new transition procedure from CAMHS to Adult Mental Health Services (AMHS)

We have continued to seek the views of children, young people and stakeholders, including a Board "Hijack" by young people in June 2017, to ensure that we are focussed on the right things. In November/December 2017 we consulted on a refreshed transformation plan to ensure that it reflects what we need to do going forward. The broad priorities within the plan are:

- Promoting resilience, prevention and early intervention
- Increasing Access to Specialist Perinatal Health Support
- Improving Access to Effective Support
- Ensuring appropriate support and intervention for CYP in Crisis
- Improving Care for the Most Vulnerable
- Improving Service Quality

The feedback we received supported continued activity against the priorities and we have ensured that the feedback is reflected in the refreshed Plan, which will be published by the end of January 2018.

### **Redesign Project**

In June 2017 we set out some of the challenges faced by the system, including new access targets, disinvestment by the County Council in more specialist CAMHS services and differential investment and delivery of services across the County.

Since June the Transformation Team and the CCG commissioning leads have been working with the provider organisations to define the scope of a redesign project for CAMHS across Lancashire and South Cumbria. The aims of the project are to improve access to CAMHS and reduce variation in service offer and investment.

We have now agreed a mandate and project timescales, determined the governance structure and financial envelope and set out the expectation in terms of consultation and engagement. This is a large scale project which will require transparency and cooperation both across the current providers, commissioners and stakeholders.

We have received agreement from all four provider Chief Executives to support this approach to redesign

Commissioning intentions letters have been sent to NHS providers and Voluntary Community and Faith Sector (VCFS) providers in scope and it is hoped that the new model of service delivery will start operating, across the Lancashire and South Cumbria area, from April 2019.

### **Collective Commissioning**

The approach to commissioning adopted by Lancashire CCGs as part of the Redesign Project provides an opportunity for Partners to think about the potential for a more integrated approach to commissioning and delivery of all services which form part of the system for children and young people's emotional wellbeing and mental health across Lancashire and South Cumbria.

A new Commissioning Development Framework has been developed during the autumn to set out how commissioning arrangements can evolve in the light of the Five Year Forward View. The Framework has taken particular account of the implications of:

- developing the Lancashire and South Cumbria (ACS) Accountable Care System (the STP),
- the ambitions in each local health system (Accountable Care Partnerships or ACP) to strengthen service integration and population health,
- the differences in health and outcomes between individual neighbourhoods.

This work has been sponsored by senior leaders in each CCG, NHS England (Lancashire and South Cumbria) and the Commissioning Support Unit. Engagement is continuing with Upper Tier Local Authorities and it is expected that further detailed discussions will take place during the early part of 2018.

The Framework acknowledges that the Five Year Forward View is leading to changes in the roles and functions of commissioners. There is a greater focus on collaboration rather than competition between NHS organisations and a desire across the STP to focus on collective efforts to improve the health and wellbeing of the whole population, improve outcomes and quality of services and work towards the financial sustainability of local services.

Increasingly this is blurring the boundaries between commissioners and providers. The Framework therefore recommends that we adopt a “place-based approach” to the evolution of commissioning in Lancashire and South Cumbria. Place based commissioning means:

- Commissioning organisations (health and local government) should work together to govern the common resources available for improving health and care in their area.

- The approach taken to developing local systems of care should be determined using a common set of design and operating principles.
- Changes to the roles of commissioners are needed to support the development of systems of care across the ACS and in local ACPs.

The work undertaken on the CAMHS Redesign Project to date provides an early illustration of how some of the legacy challenges of variable investment and inconsistent service delivery can start to be addressed by such an approach. Engagement will continue with Partners to determine whether there is an appetite for the Commissioning Development Framework to be applied to the wider system for children and young people's emotional wellbeing and mental health, bringing together the collective resources of health Partners and Local Government across the STP.

### **List of background papers**

Lancashire CYP Emotional Wellbeing and Mental Health Transformation Programme Update to the Lancashire Health and Wellbeing Board 20<sup>th</sup> June 2017

<http://council.lancashire.gov.uk/ieListDocuments.aspx?CId=825&MId=6647&Ver=4>

Lancashire CYP Emotional Wellbeing and Mental Health Transformation Programme Quarterly Update Presented to the Lancashire Health and Wellbeing Board Monday, 24<sup>th</sup> October, 2016

<http://council.lancashire.gov.uk/ieListDocuments.aspx?CId=825&MId=5299&Ver=4>

Lancashire CYP Emotional Wellbeing and Mental Health Transformation Programme Update Presented to the Lancashire Health and Wellbeing Board 13 June 2016

<http://council.lancashire.gov.uk/ieListDocuments.aspx?CId=825&MId=5297&Ver=4>

Lancashire Children and Young People Resilience, Emotional Wellbeing and Mental Health Transformation Plan Presented to the Lancashire Health and Wellbeing Board 29 October 2015 <http://council.lancashire.gov.uk/ieListDocuments.aspx?CId=825&MId=3971&Ver=4>

Children and Young People's Emotional Health and Wellbeing Services Update Presented to the Lancashire Health and Wellbeing Board 5<sup>th</sup> June 2015

<http://council.lancashire.gov.uk/ieListDocuments.aspx?CId=825&MId=4996&Ver=4>