

<b>16 March 2018</b>		<b>ITEM: 8</b>
<b>Health and Well- being Board</b>		
<b>‘Open Up, Reach Out’ – Children’s Mental Health Local Transformation Plan Refresh</b>		
<b>Wards and communities affected:</b> ALL	<b>Key Decision:</b> To endorse the refreshed five year transformation plan ‘Open Up, Reach Out’, as set out in Appendix 1. This is the refresh for year 3.	
<b>Report of:</b> Paula McCullough – Commissioning Officer – Emotional Well Being and Mental Health		
<b>Accountable Head of Service:</b> Sheila Murphy		
<b>Accountable Director:</b> Rory Patterson		
<b>This report is Public</b>		

## **Executive Summary**

The purpose of this report is to present the refreshed ‘Open Up, Reach Out’ the Southend, Essex and Thurrock Children’s Mental Health Local Transformation Plan to the Health and Wellbeing Board for endorsement. The plan was approved in 2015, we are therefore not seeking re-approval.

### **1. Recommendation(s)**

#### **1.1 To endorse the refreshed five year transformation plan ‘Open Up, Reach Out’, as set out in Appendix 1. This is the refresh for year 3.**

### **2. Introduction and Background**

2.1 In March 2015 NHS England and the Department of Health published Future in Mind, a national ambition to transform the design and delivery of local services for children and young people with mental health needs. This was followed by the 5 year Forward View for mental health. The focus of these documents is on transforming the system through early intervention, evidenced-based treatment and measurable outcomes. Additional investment was made available subject to areas producing a 5 year Local Transformation Plan setting out how they would respond to the transformation.

2.2 Health and social care partners across Thurrock, Essex and Southend had agreed to jointly commission an Emotional Wellbeing and Mental Health

Service (EWMHS) for children and young people. Simultaneously the new service commissioners collaborated with NELFT (the EWMHS provider), a range of stakeholders and young people to develop our Local Transformation Plan 'Open Up, Reach Out'. Our plan was one of only 6 nationally to be rated as green in all categories. The new service and our transformation plan launched in November 2015 with endorsement from the three Health and Wellbeing Boards. Local areas are required to refresh their transformation plan each year and seek endorsement from the relevant Health & Wellbeing Board/s.

2.3 Our aims, set out in 'Open up, Reach out' are to improve access and equality, build capacity and capability in the system and build resilience in the community. These aims are supported by 6 principles:

- Early action – avoiding and preventing mental health problems.
- No judgement, no stigma – with care that is right for each individual, delivered in safe places and with children and young people having a say in decisions.
- Support for the whole family – with care as a part of daily life backed up by professionals and specialists when needed.
- Inform and empower – information there for everyone, simple to access, providing tools for self-care and resilience, as well as recovery.
- Joined-up services – efficient, effective and clear for all to understand.
- Better outcomes – through evidence-based care and listening and responding to feedback.

2.4 Significant progress was made during the first year:

- Established a single phone number and point of access.
- Opened up to self-referrals, and referrals from parents, schools and others – not just professionals.
- Developed procedures to provide early help, advice and support.
- Set detailed performance regimes to monitor waiting times for assessments and treatments.
- Referral criteria have been simplified and are less restrictive.
- We have successfully moved away from a fragmented and multi-tiered service by implementing a single integrated service for children and young people across Southend, Essex and Thurrock.
- The single integrated service has made it simpler to publish information via a single website, publicity and referrals information.
- The new single point of access teams gives better information and signposting to other local services and where to get help. A new website The Big White Wall is designed to provide helpful information for children and young people
- We worked with Rerezent to develop an Essex based a radio station run by young people for young people. The service has worked with local schools to devise a training programme so that schools' staff may improve their support to children and young people

- Capacity increased through additional staffing and is supporting around double the number of children compared with previous years. (The national ambition is to expand the numbers of children and young people accessing services by 35% by 2020/2021)

**2.5.** In Year 2 we continued with our aims to improve access and equality, build capacity and capability in the system and build resilience in the community. Year 2 also focused on embedding new procedures and protocols and undertaking further reviews to shape our services around the needs of children and families. Our joint strategic needs assessment highlighted mental health care for children and young people with learning disabilities and support for people moving between services as areas of need and these have been included as areas for action from 2017/18 onwards.

The new Emotional Wellbeing & Mental Health Service was embedding in the community with great progress on; recruitment and mobilisation of the staff and teams, the promotion of the open access supported referrals into the service from a wide range of; Children, Young People, their families/ carers, Schools and other professionals.

Other areas of progress included:

- Investment into the crisis service and extend home treatment
- Engagement with children and young people through Rerezent, a monthly forum attended by young people from across Essex and events such as the Young People's Parliament
- One of the most significant reviews was a second service needs assessment, which included the voice of children, young people and others.
- Training to improve response to self-harm
- Improving Access to Psychological Therapies (IAPT) training roll out
- Improved services for Eating Disorders
- New online counselling support commissioned to provide earlier support (KOOOTH)
- Suicide and self-harm prevention – a review of the Suicide Prevention Guidance for schools led to the development and launch of a Self-Harm Management Toolkit for Schools
- Improvements in medicines management
- Weekly, monthly and quarterly monitoring – enhancing available data and information to inform service improvement initiatives and inform commissioning
- Single point of access (SPA) review and joining together the SPA so that Southend and Thurrock SPA's are co-located with Essex
- Building resilience in communities - pilot with schools to offer consultation, training to build awareness of common disorders and supervision training and support
- Development of a web-portal for schools with resources, links to other services and toolkits to use in lessons from trusted sources

- Further developed relationships with Voluntary and Community Sector providers
- A conference was held for schools and partners in November 2017 attended by nearly 300 people where the resources that had been developed were launched. There was also representation from partners, national and regional speakers on Children's Mental Health and market stalls showcasing some of the support available from local Voluntary and Community Sector organisations and other early intervention services such as
- The contract with EWMHS was extended to November 2020

### 3. Issues, Options and Analysis of Options

3.1 Year 1 was a year of transition with both the EWMHS service and the transformation. EWMHS was launched with around 200 staff from four previous provider organisations transferred into a new single emotional wellbeing and mental health service for children and young people across Thurrock, Essex and Southend. Recruitment activity has been ongoing and the vacancy rate has reduced.

3.2 At the end of year 2 (March 2017) the EWMH service had approximately **6,300 open cases** (circa **60% higher** than when the service launched in 2015) and 80 cases within the crisis team. The initial surge in demand from launching the new service has subsided and the presenting problems have changed. The top three presenting problems across Thurrock were:

- Emotional Disorder
- Conduct Disorder
- Deliberate Self-Harm

In year 2 (April 2016- March 2017), a total of over 10,000 referrals were received to the single points of access, this is an average of 850 referrals per month. The average acceptance rate across Southend, Essex and Thurrock was 90%. The national average is 75%. Work is underway to understand the factors impacting on a higher than expected rate as we appear to be an outlier. A capacity and demand review is also underway which will inform future commissioning decisions.

3.3 The substantial increase in demand and the increase in caseload is a significant success but systems challenges around workforce have impacted on capacity. Waiting times are within the national standards however there are variances across some localities. The provider has reported an increase in the complexity of needs being presented which also has an impact on service delivery. There have been improvements and stretch targets are in place to drive improvements. The increase in demand and pressures around workforce and waiting times are a national challenge. NHS England made some additional money available to tackle waiting times however more needs to be done to build capacity in the community and ensure early intervention

support is available to prevent children and young people's needs escalating leading to the need for more specialist services.

- 3.4. We have seen an increase in suicides against previous years since the beginning of 2017. Essex Children's Safeguarding Board have recently led a Thematic Review to understand any common themes and missed opportunities which will inform future work around suicide prevention. This will include a system wide learning event in the Spring/Summer 2018 . The new prevention guidance and toolkit for schools, colleges and other agencies working with Children and Young People has been developed and was launched in November 2017.

### **Priorities for year 3**

- 3.5 As we enter year 3 of our five-year local transformation plan, there is still a major challenge to achieve our aspirations. Year 3 is a year of continuation in providing, developing and delivering on the areas that have improved and still require improvement.

We will:

- Continue to Build Community Resilience by providing additional support to schools and the voluntary sector – evaluation of the current schools pilot and continuation of roll out
- Review and re-model the Crisis Service
- Develop and pilot a Transition Service- supporting young people 18-25 years who need some extra support when leaving/moving services
- Continue to improve and build on our CYP and family engagement and communication
- Develop the Neurodevelopmental Provision for CYP & families for CYP with Mental Health and Learning Disability, Autistic Spectrum Disorder (ASD) and Attention Deficit Hyperactivity Disorder (ADHD)
- Continue to develop, integrate and work with the wider children's service system to provide a seamless offer (Tier 4 inpatient, Education Health & Social Care, Transforming Care Plans)
- Paediatric care, Children Looked After & Children in Need
- Improving Access to Psychological Therapies (IAPT) for children and young people - Improving Access to Psychological Therapies (IAPT) is a transformation project run by NHS England. It offers training and development for all staff working in mental health services for children and young people, to promote evidence-based interventions and measurable outcomes. We want to sustain a culture of continuous evidence-based, outcomes focused service improvement delivered by a workforce with the right mix of skills, competencies and experience. Commissioners are committed to supporting NELFT to release staff for CYP IAPT training year on year, working to achieve 100% coverage across Thurrock by end of 2018

- Suicide and self-harm prevention – continue learning from the most recent suicide's, hold a learning event and produce and launch new suicide prevention guidance
- Better waiting times standards for eating disorders
- Further development of technologies for service users including continuing to pilot Online Counselling Service (KOOOTH)
- Mental Health Learning Disability Expansion Pilot
- Review and future plan of the EWMH service ahead of commencing commissioning of new service from 2020

A copy of the refreshed 'Open Up, Reach Out' is attached as Appendix 1 for endorsement. This is the transformation plan for the emotional wellbeing and mental health of children and young people in Thurrock, Essex and Southend. This refreshed Plan is published on West Essex CCGs website and Thurrock Council's website and made available for other stakeholders to publish.

#### **4. Reasons for Recommendation**

- 4.1 Future in Mind included additional investment for Children's Mental Health, this is subject to local areas producing Local Transformation Plans and refreshing them each year for review. The Local Plans are required to be endorsed by the Health & Wellbeing Board and are subject to review by NHS England. Failure to produce an appropriate plan could put the additional investment at risk.

#### **5. Consultation**

- 5.1 Service commissioners collaborated with NELFT (the EWMHS provider), a range of stakeholders and young people to develop our Local Transformation Plan 'Open Up, Reach Out'.

#### **7. Implications**

##### **7.1 Financial**

- 7.2 Future in Mind provided Thurrock Clinical Commissioning Group with additional funding to invest in Children's Mental Health subject to developing a Local Transformation Plan. In line with our collaborative commissioning arrangements a single transformation plan and approach has been developed.

- 7.3 In 2017/18 the funding amounted to £3.30m of additional investment across Thurrock, Essex and Southend. In 2018/19 the additional estimated investment just under £5.4m. The original combined investment for Children's Mental Health was £13.20m. Details of how the funds are due to be spent to support the aims of the Local Transformation Plan can be seen in appendix 1; Open Up, Reach Out, year 3 report, page 134.

- 7.4. Endorsement of the refreshed 'Open Up, Reach Out' Local Transformation Plan does not commit Thurrock Council to any additional spend, so there are no direct financial implications for Thurrock Council or the Health and Wellbeing Board.

Implications verified by: **Nilufa Begum**  
**Management accountant**

#### 7.5 **Legal**

- 7.6 The NHS England requires CCGs and Local Authorities to seek endorsement from the relevant Health & Wellbeing Boards for the Local Transformation Plan

- 7.7 There is no direct legal implication for Thurrock Council or the Health and Wellbeing Board

Implications verified by: Lindsey Marks  
Deputy Head of Legal (Adult, Education and Social Care) Law and Governance Deputy Monitoring Officer

#### 7.8 **Diversity and Equality**

- 7.9 The Equality Act 2010 and Public Sector Equality Duty...applies to the Health and Wellbeing Board when it makes decisions. The duty requires it to have regard to the need to:

- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination *etc.*, on the grounds of a protected characteristic unlawful
- (b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
- (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

- 7.9.1. One of the key aims of Open Up, Reach out is to improve access and equality. Significant progress has been made through establishing a single point of access and opening up the referrals process.

