

REPORT

 Item No:

SUBJECT:	Child and Adolescent Mental Health Services
TO:	Population Health & Primary and Community Services Governance Committee
Lead Officer for Report:	Chief Accountable Officer
Author(s) of Report	Head of Planning, Performance and Quality Assurance Medical Director, HCSNL
DATE:	07.02.19

1. PURPOSE OF REPORT

This paper is coming to Committee

For approval	<input type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input checked="" type="checkbox"/>
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2. ROUTE TO THE COMMITTEE

This paper has been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input checked="" type="checkbox"/>	Endorsed	<input type="checkbox"/>
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The paper was prepared by the Head of Planning, Performance and Quality Assurance and reviewed at the Core Senior Leadership Team meeting.

3. RECOMMENDATIONS

3.1 The Sub-committee is asked to:

- Note the contents of the SBAR included in appendix 1, highlighting current performance pressures and management action taken
- Request regular updates on performance until the Referral to Treatment target is back within tolerance

4. BACKGROUND/SUMMARY OF KEY ISSUES
4.1 Overview of CAMHS in Lanarkshire

4.1.1 Child and Adolescent Mental Health Services (CAMHS) is a pan-Lanarkshire service hosted by Health and Social Care North Lanarkshire. The service provides comprehensive mental health care across early intervention presentations of emotional distress to more severe and complex mental health problems and illness, through a range of teams:

- Primary Mental Health Team – provides a range of psychological and parenting interventions for children (0-12 years) and their families. These services are provided in clinic settings, schools, community settings and occasionally within family homes
- Youth Counselling Service – provides free confidential counselling for young people (12-18 years) in a range of school and community settings
- Youth Early Intervention Team – provides counselling services within secondary schools via Counsellors and Psychologists
- Early Intervention Psychology Service – provides more specialised psychological interventions beyond that provided by the Early Intervention Team
- Specialist Locality CAMHS Teams - provide more complex and intensive assessment and intervention to those children with more severe mental health and neuro-developmental disorders. These teams are staffed by a combination of Consultant Psychiatrists, Clinical Psychologists, Specialist Nurses and Social Workers
- Sub-specialist teams for Looked After Children, Reach Out (for children whose parents experience mental illness) and CAMHS Intensive Treatment Team (Nurse-led service which delivers intensive support and treatment in the family home).

4.1.2 Within NHS Lanarkshire's Local Delivery Plan, the national Referral to Treatment (RTT) target for CAMHS services is to have 90% of those referred commencing treatment within 18wks.

4.1.3 NHS Lanarkshire CAMHS has consistently performed above the Scottish average against the RTT since it was introduced, with a smaller than average workforce (17.0wte per 100,000 population in Lanarkshire against a national average of 18.8wte) through an innovative service strategy and performance management.

4.1.4 Since 2017/18 the service has faced significant pressures, particularly due to the availability of specialist staff, resulting in a low of 58% against the RTT target in August 2017, though performance started to improve, reaching 75.5% by year end in March 2018.

4.1.5 While progress has been made in recruitment, performance against completed waits has continued to be a challenge in 2018/19, which is further exacerbated by focusing on individuals who have already breached the 18wk target.

4.1.6 Some of the supporting data highlighted a steadily improving position within the service, with completed waits increasing from June and performance against the RTT reaching 82.6% in December 2018 (latest available data).

4.2 Service Pressures

4.2.1 There are a range of pressure areas that have impacted on service performance over the last two years, including:

- Short-term funding – A significant element of the CAMHS budget comes from non-recurring Government initiatives, which has led to significant turnover within the service
- Core funding – CAMHS in Lanarkshire is historically funded below the national average at 17.0wte per 100,100 population against a national average of 18.8wte per 100,000
- Professional training – NES has supported training in psychological therapies with the Masters Degree in Applied Psychology (CAAPs), however, graduates often go on to complete the Doctoral training within 2-3yrs, which has again led to significant turnover and a long wait to replace posts as courses run only once per annum.
- Recruitment – in general, recruitment for CAMHS staff is very competitive, particularly in the central belt, with all areas in Scotland facing challenges to fill posts.

4.3 National Benchmarking

4.3.1 Within the national performance benchmarking, the NHSL service compares favourably against most management measures, however, this is also reflective of the performance challenges of the CAMHS service nationally.

National Performance Comparisons (data quarter ending Sept 18)

National Performance Indicators	NHS Scotland Average	NHS Lanarkshire	Performance Comparison
Median wait (wks)	12	11	↔
New Pts seen per WTE	4.1	4.5	↑
DNA Rate	12.6%	11.5%	↑
Completed waits over 36 weeks	5.5%	1.3%	↑
Patients waiting less than 18wks at 30 th June 18	73.3%	80.6%	↑
Referrals per 1,000 people under 18 (excl rejected)	7.3	6.5	↑
% Staff in permanent contracts	89.4%	80.3%	↓
% Vacancy rate	5.2%	6.0%	↓
Head count per 100K Population	18.8	17.0	↓
RTT Performance	69.0%	66.7%	↓

Sources:
 1. CAMHS Benchmarking Toolkit ISD 04 December 2018
 2. Child & Adolescent Mental Health Services, Workforce in NHS Scotland. Workforce Information as at 30th September 2018. Publication date: 04 December 2018
 3. Child and Adolescent Mental Health Services, Waiting Times in NHS Scotland Quarter ending 30th September 2018. Publication date – 04 December 2018

4.4 2018/19 CAMHS Action Plan

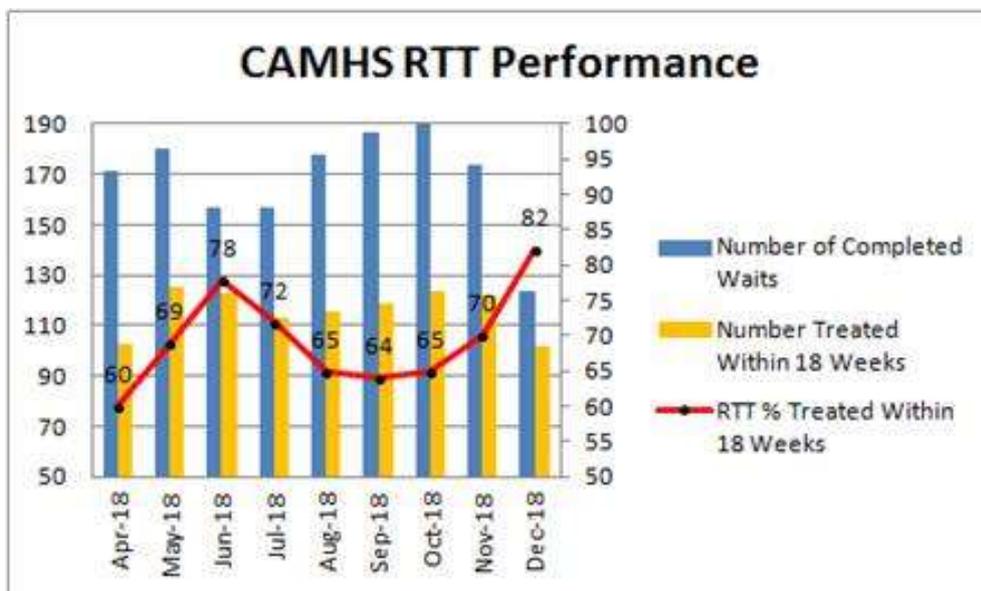
4.4.1 Activity to address the performance against the target remains a key focus of the CAMHS management team and the Health and Social Care Partnership Senior Leadership Team. The action plan attached at appendix 1 sets out the actions in the following groups:

- Short term
 - Management actions that focus on most efficient use of current capacity to address the demand within the service, including recruitment and retention.
- Medium term
 - Review of CAMHS service provision (“deep dive”) to develop and implement options for change in the way specialist CAMHS is delivered in NHS Lanarkshire
- Longer term

- Addressing the actions within the national Mental Health Strategy that are being led by the Children and Young People’s Mental Health Task Force.

4.4.2 Action 1.2 of the plan requires agreement of a revised suite of statistics to help improve understanding of demand, capacity and progress. As well as completed waits it is important to review and acknowledge changes in referral rates, particularly urgent referrals. As explained below it will also be helpful to set out some of the underlying figures that lie behind the monthly changes in the headline standard.

4.4.3 The standard in LDP and monitored through performance management is the percentage of young people that complete their wait for treatment during the preceding month. The graph below illustrates how from July to September the numbers of young people treated in total rose more steeply than the number treated within 18 weeks with a resulting drop in performance against the standard as defined.



4.4.4 The steady progress in addressing the backlog of longer waits is being managed in the context of continued increases in referrals and particularly in urgent referrals that are being received. The graphs in Appendix 2 illustrate a near doubling of presentations to Emergency Departments between 2017 and 2018 and a similar picture for urgent referrals to CAMHS.

4.4.5 A revised suite of statistics that illustrates some of the complexity behind the headline figures will be developed as part of the action plan (see appendix 2).

4.4.6 In line with the national review of CAMHS led by Dame Denise Coia, the NHS Lanarkshire CAMHS service has been allocated additional funding of £491,552 from 1st April 2019, which will support a range of new practitioners across the Crisis/Unscheduled Care, Specialist and Neurodevelopmental Pathway elements of the service.

5. CONCLUSIONS

5.1 CAMHS performance has been a significant challenge to the Health and Social Care Partnership in 2017/18 and has continued into 2018/19, though management plans are in place to bring performance back towards target.

- 5.2 The action plan sets out a range of immediate actions to manage performance against the waiting time standards, which are having a positive impact, reflected in the RTT improving to 82.6% in December 2018.
- 5.3 Importantly, the action plan also sets out medium and long term actions as sustainability is unlikely to be achieved through doing “more of the same but better”, instead requiring a long term shift away from a reliance on specialist CAMHS services by improving the capacity to deal with lower level mental health problems and distress in our communities and schools.

6. IMPLICATIONS

6.1 NATIONAL OUTCOMES

CAMHS performance is currently recorded within the Health and Social Care Partnership’s performance report under outcome 3; Positive Experience of Services

6.2 ASSOCIATED MEASURE(S)

The CAMHS RTT target is a headline target within NHS Lanarkshire’s LDP.

6.3 FINANCIAL

This paper has been reviewed by Finance:

Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
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6.4 PEOPLE

The SBAR in appendix 1 highlights impact on both staff and patients within North Lanarkshire.

6.5 INEQUALITIES

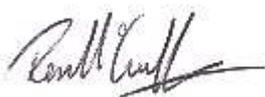
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7. BACKGROUND PAPERS

8. APPENDICES

- Appendix 1: Service Action Plan
- Appendix 2: Updated CAMHS data



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CHIEF ACCOUNTABLE OFFICER (or Depute)

Members seeking further information about any aspect of this report, please contact Ross McGuffie on telephone number 01698 858 143

**Appendix 1:
CAMHS Action Plan**

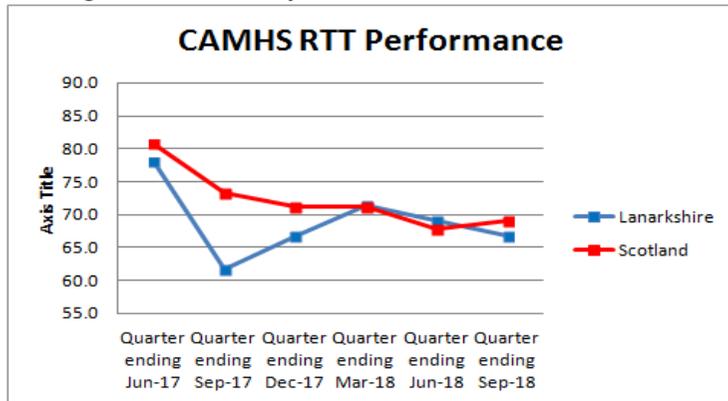
Action	Update Nov 2018	Update Jan 2019	Lead	Timescale	RAG
Review individual and team capacity plans and activity performance	Capacity plans have been reviewed and agreed with team coordinators.	Ongoing monthly monitoring via Team Coordinators meeting. RTT performance improving month on month	Jim Murray	October 18	
Map statistical information on matters which impact on capacity	Comparisons of urgent referrals, overall referrals, RTT, Patients seen and Median waits all collated.	ISD embedded analyst is producing feedback information on referrals which is being used to inform deployment.	Jim Murray	November 2018	
Continue to run evening waiting time clinics to offset rising demand and waits	Clinics running weekly in North and South Lanarkshire	Clinics running weekly in North and South Lanarkshire	Duncan Clark	April 2018	
Allow continued recruitment to MHIF posts which are no longer funded centrally from turnover of posts.	Posts have been continued	Posts mainstreamed	Ross McGuffie	April 2018	
Recruit 2x8a posts from undersepend and turnover	Posts advertised just now	Posts moved to new NES money and replaced with 1 x Consultant psychiatrist.	Ross McGuffie	January 2018	
Deep dive event with professional and operational leads to look at models of care	Event planned for the 30 th of November for stakeholders	Event identified that Capacity investment, IT enablement and accommodation needs	Alistair Cook	November 2018	

and economies of scale.		should be prioritised. Partner's behaviours need to change to supporting children and families more and referring less to specialist service.			
Review CAMHS accommodation and availability of appropriate clinical and office bases and reducing team bases on Friday led by	Scoping event held in November to discuss any economies of scale by reducing both office bases and clinical sites. Opportunities to be scoped for moderate and long term solutions.	Neuro pathway accommodation secured in Newmains and work started to bring up to specification. No movement yet on wider service review. Next meeting late January.	Christine Jack John Kellighan.	February 2019	
Provide staff with flexible working IT enablers to reduce reliance on returning to base to complete notes and answer e mails.	We have compiled the needs for remote access and will procure from undersepend	Remote access ordered for staff who work peripatetically. Meeting with D Wilson head of IT. Scoping work by analyst to begin on E record and other enablers in February 2019.	Jim Murray	Jan 2019	
Review Transition pathway to adult services	Preliminary work completed but recent letter from mental health minister will require further work on pathway	Plan to complete in February.	Duncan Clark	March 2019	

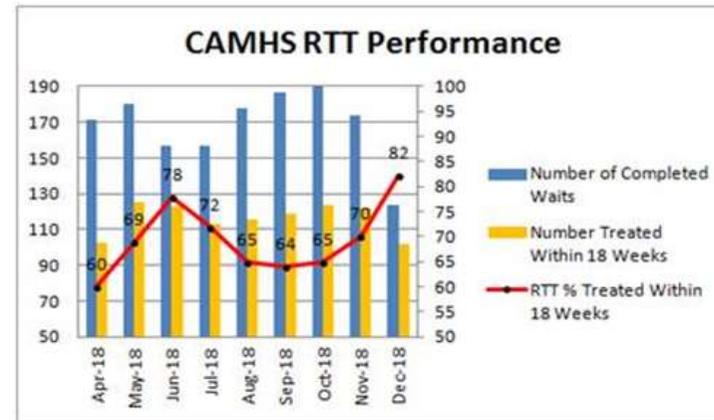
Review CAMHS ooh's pathways	Initial meetings held further work required between adult and CAMHS services to scope the possibilities.	Further meeting held. Review to look to CAMHS nurses providing escorts in hours. PAMOVA training reviewed.	Jim Murray	March 2019	
NES Investment Planning		Plan agreed with leads. Once signed off by NES, commence recruitment of 2x8a, 2xConsultant Psychiatry, SLT, Pharmacist and additional hours.	D Clark	June 2019	
Implement National Task Force recommendations.		Awaiting final paper. Plans in process to review deployment of service to meet the 4 pillars.	D Clark J Murray	March 2020	

Appendix 2: CAMHS metrics - please note data at Quarter 2 2018/19 (July – September 2018)

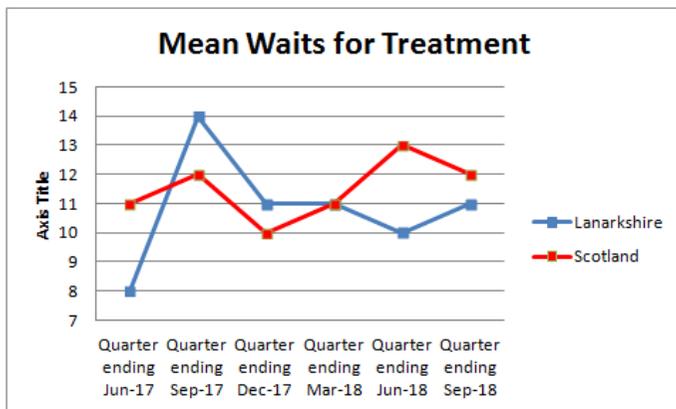
Waiting Times Quarterly



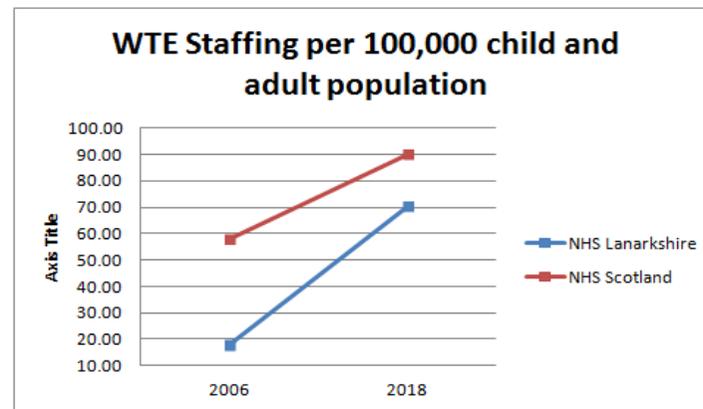
Waiting times Monthly & Rate of New Patients Seen



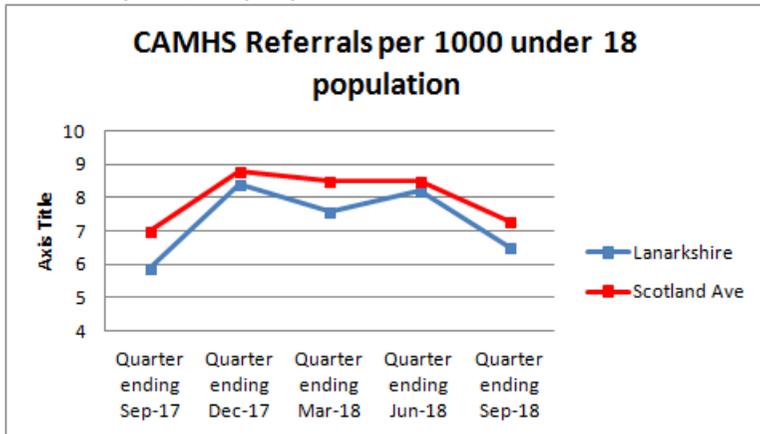
Mean Waits



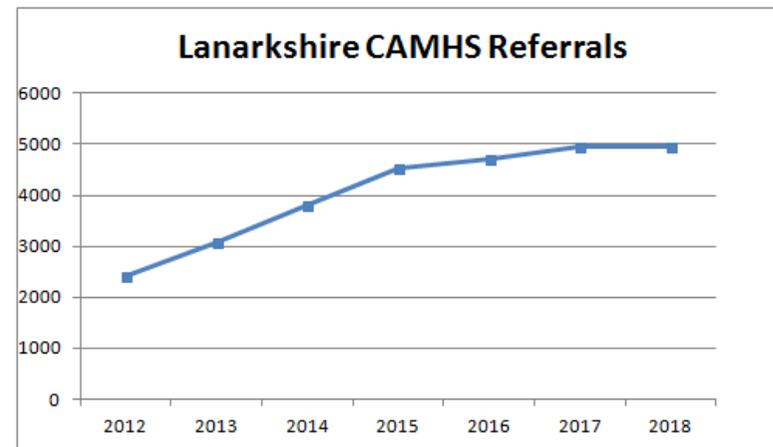
Staffing



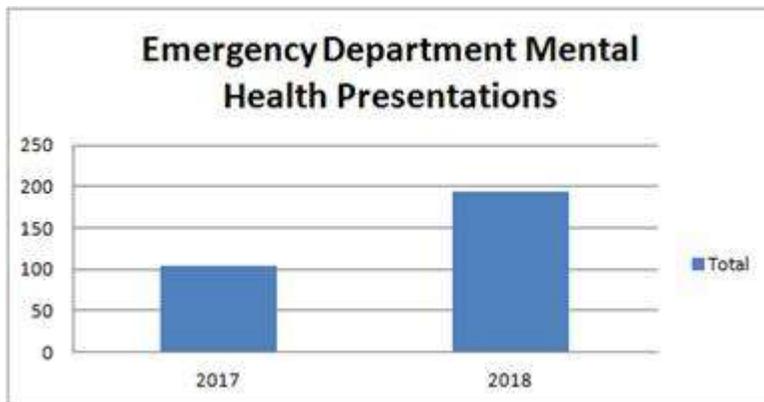
Referrals per 1,000 people under 18



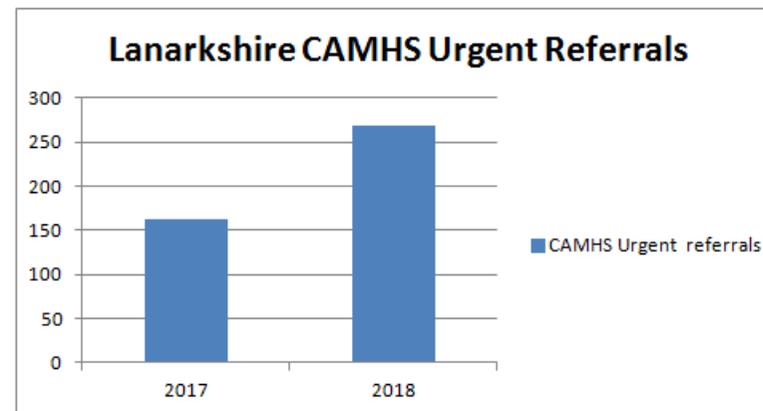
Annual Referral



Under 18 MH A&E presentations



Trend in Urgent Referrals



Rejected Referrals

Lanarkshire has been the second highest number of rejected or redirected referrals however this falls to the third highest, in line with the population when expressed as per 1000 people under 18. This may be indicative of referrers struggling to find support at the lower tiers, something the national review will address in its recommendations. At the end of quarter 2 (Sept 18), the Lanarkshire figure reduced to match the national average.

