

	Health and Wellbeing Board 19th January 2017
Title	Children and Adolescent Emotional Wellbeing and Mental Health Services –Transformation and Procurement
Report of	Chris Munday Director of Children’s Services London Borough of Barnet (LBB) Neil Snee, Interim Director of Commissioning Barnet Clinical Commissioning Group (BCCG)
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix A: Procurement Timetable Appendix B: Equalities Impact Assessment Appendix C: CAMHS Transformation Young People Consultation Plan
Officer Contact Details	Eamann Devlin CAMHS Joint Commissioning Manager (interim) Eamann.Devlin@barnetccg.nhs.uk

Summary
<p>Procurement of Child and Adolescent Mental Health Services (CAMHS)</p> <p>On 15th September 2016 the Health and Wellbeing Board agreed that Barnet Council and Barnet Clinical Commissioning Group (CCG) would jointly commission a new Children and Young Peoples Emotional Wellbeing and Mental Health System replacing the current community CAMHS Services. Planning and implementation of this process has begun. This report provides an update to the process and a progress report on steps to improve current provision in Barnet.</p> <p>We commissioned a report from independent clinician Dr Mike Scanlon (see below section 2.3) reviewing our local needs assessment and service model. Key findings from this report and subsequent review processes confirm that gaps exist in the local service system. Specifically prevention, early intervention and outreach crisis services require development. These conclusions confirm that Barnet requires a remodelling of services.</p>

The new model will seek to incorporate an improved and more accessible clinical service into a whole-system approach for prevention, early help and intervention informed by, and based on, the resilience based approaches such as the “Thrive Model” (Background Papers 1), as part of the joint approach.

Detailed planning and preparation for the tender has begun. Providers have been advised of this process and will be given formal notice in January 2017. Enfield CCG who are lead contractor for the main CAMHS service have been advised. We have requested a confirmation of the CAMHS finance element of the Barnet, Enfield and Haringey Mental Health Trust block contract to be disaggregated and taken out of this contract. A procurement timetable has been developed (Appendix A) and gateway meetings with key departments have begun. An Equalities Impact Assessment has been written (Appendix B) and a Consultation Plan with young people has being developed (Appendix C).

Service Improvement

Barnet applied for and has received new additional funding to improve existing provision for Perinatal Mental Health, Youth Offending CAMHS, a new Barnet Council based Psychological Wellbeing Service and an in year funding project to reduce CAMHS waiting times. These funding awards total over £500k for the next 12 months and £350k annually thereafter. These projects will support our plans to achieve immediate improvements for the local population and will be developed to align with the new service model. An improvement plan has been developed to reduce waiting times and £164k of the new funding received in November 2016 has been allocated to this programme.

Recommendations

That the Health and Wellbeing Board notes and approves the following

- 1. Notes the progress made in jointly commissioning a new Emotional Wellbeing and Mental Health System for Children and Young People**
- 2. Notes the commissioning intentions as planned with the procurement process based on the timetable Appendix A**
- 3. Note the monitoring of progress against milestones in the procurement plan
Notes the successful funding bids received and progress toward improving local provision.**
- 4. An update report on procurement to be provided to the HWBB in July 2017.**

1. WHY THIS REPORT IS NEEDED

BACKGROUND

- 1.1. The Health and Wellbeing Board approved the recommendations of the Children and Young Peoples Mental Health & Well Being Governance Board**

to jointly commission a new CAMHS system by 1st October 2017. This report provides an update and additional detail to this process and informs the board of progress to improve the existing provision of services.

1.2. Existing contracts that will come under this procurement process are as follows

- Barnet Council funded CAMHS provided by Barnet Enfield and Haringey-Mental Health Trust (BEH-MHT) Value = £770k
- Barnet CCG contract (BEH-MHT) as part of mental health block contract-managed by Enfield CCG = Value £3.7m
- Contract variations between Barnet CCG and BEH-MHT using transformation funding for additional provision = value £300k
- Barnet CCG contract with RFL for Barnet South CAMHS with RFL Block contract (value TBC)

1.3 Total value of existing services within the planned procurement is £4.77M rising to a maximum of £5.25m annually for 2017.18 onward. The contracts listed above will come to an end on 1st October 2017.

1.4 BEH-MHT and Royal Free London (RFL) who provide community CAMHS have been informed of this intention and will be given formal notification of contract termination in January 2017. The scope of the existing services falling under the procurement process are:

- BEH: CAMHS East and West, Barnet Adolescent Service (BAS), SCAN (Learning Disability/Autism Service), Looked After Children CAMHS, Primary and Secondary Service, CAMHS Paediatric Liaison Service
- RFL: Barnet South CAMHS

1.5 Service Development and Improvement

1.5.1 Barnet has been successful in several bids to receive new funding that will result in additional provision being in place during 2017, this includes:

- Youth Offending CAMHS: Annual £97k secured from NHS England Health and Justice Team-service to be based in YOS and support mental health provision for vulnerable adolescents.
- Psychological Wellbeing Service (PWS): £125k+ for 1 year to fund 4 x new trainee staff for early intervention within the Council's Children and Family Services. The new service will provide targeted early intervention to vulnerable young people who are experiencing difficulties with anxiety, depression, and emotional distress but who are not yet at a diagnostic threshold for specialist CAMHS.
- Perinatal Mental Health: £700k+ annual funding secured for North Central London (NCL) CCG's including Barnet for specialist service starting April 2017. This will be a specialist consultant led clinical service offering

therapeutic interventions, assessment and support to pregnant women with known risk factors and those with emerging severe mental health needs.

- Waiting Times: Additional one-off in-year £164K secured by Barnet to reduce CAMHS Waiting Times including funding a new voluntary sector counselling service.

1.5.2 Barnet will also benefit from the Child House pilot project in NCL. Funded by the Home Office Innovation Fund, through Mayor of London Police and Crime unit (MOPAC) and NHS England (London region) as a two-year pilot in the first instance, and opening in 2017. The Child House facility for young people who have experienced sexual assault will be based in Camden, with outreach provision, and will be available to Barnet children and young people who meet the referral criteria

2. REASONS FOR RECOMMENDATIONS

2.1 Barnet Council and Barnet CCG wish to:

- Develop an 'Emotional Well Being System', in line with our resilience approach utilising the "Thrive Model", creating a more efficient, responsive, integrated and outcome focused approach to children's emotional health.
- Improve patient and family experience by better prevention, resilience building, and early intervention, reducing waiting times, and making accessing support less stressful.
- Co-Design with Children, Young People and Families/Carers.
- Reduce Hospital and Residential Tier 4 admissions

2.2 The level of transformation required in local CAMHS services is such that we believe a procurement process is the best option to achieve the best outcome for the local population. The average wait for CAMHS referral to Treatment is 4 months+. Activity data suggests that the main community CAMHS are not efficient and are seeing on average of less than two appointment per-day for each clinician. Most referrals (59%) come from GP practices. Feedback from stakeholders suggests this may be due to other professionals experiencing difficulties in successfully access the CAMHS services.

2.3 Services need to be delivered in a fundamentally different way to meet need earlier in the pathways. The voluntary sector is currently not represented within the commissioned system and undoubtedly could offer forms of support and improved access that may not otherwise be available. The key findings of our review of the local needs assessment include:

- Barnet needs to enhance crisis and outreach CAMHS services to help reduce specialist CAMHS hospital admissions
- Barnet has a higher level of Tier 3 referrals (2400 per year) than Tier 2 (400 per year) whereas the opposite picture would be expected.

- Barnet should work to improve prevention, resilience building and easy to access support including self-referral options, support for schools, telephone, Skype or online counselling/support
 - Development and support for the local voluntary sector treatment options.
- 2.4 The increased resources available through transformation funding from NHS England offer an opportunity for a fundamental re-design of services in line with our CAMHS plan. The emotional wellbeing of children and young people is an increasing priority of national policy. It also underpins whole life chances, educational achievement and opportunities to thrive through building resilience.
- 2.5 The Government has emphasised the need for further development of local children's mental health provision. Barnet CCG and Barnet Council have embarked on an ambitious programme to improve services and pathways. The work will feed into and be incorporated in the plans of the sub-regional programme for Sustainability and Transformation for North Central London for mental health development to embed effective transformation of local services and pathways to well-being.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Children and Young People Mental Health & Well Being Governance Board considered the option of re-designing services within the current contract arrangements. The existing LB Barnet contract which has already been extended by one year is due to expire 1st April 2017 and procurement rules require a tender to be held within a reasonable timeframe. The Barnet CCG contract is an associate arrangement with Enfield CCG being the lead. Therefore to move toward a jointly commissioned arrangement between Barnet Council and Barnet CCG, a procurement process and termination of current arrangements is the only viable option.

4. POST DECISION IMPLEMENTATION

- 4.1 A procurement plan timetable has been drafted and is attached – (Appendix A). A consultation plan for wider stakeholders including children, young people and families is being drafted. A full project plan is in place and will be overseen by the CYP Mental Health & Well Being Governance Board.

- 4.2 The procurement does not include the Specialist Eating Disorder Service or the Specialist Therapies provided at Tavistock and Portman. Meetings will be held with these providers to outline plans and manage interim arrangements.
- 4.3 A service model discussion document will be circulated to key stakeholders in January 2017 following consultation. A service model and tender documents will be finalised by early March 2017. The tender will go to advert in April 2017.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Joint Health and Wellbeing Strategy 2015-2020 has been referenced in programme plans across the differing developments and will continue to inform the transformation process.
- 5.1.2 The Joint Health and Wellbeing Strategy 2015-2020 highlighted the requirement to support better integration across pathways and services for people with mental health needs and to ensure the right support at the right time to meet individual identified needs.
- 5.1.3 Barnet Children and Young People's Plan has helped shape the CAMHS Transformation process and this programme will support the key objectives of the 'Family Friendly' vision for children and families to:

- Keep themselves safe
- Achieve their best
- Be active and healthy
- Have their say

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.2.1 London Borough of Barnet provides £0.77M funding per-annum for Community CAMHS services. Barnet CCG provides £3.7m to Community CAMHS and an additional £0.3m for transformation.
- 5.2.2 Current progress to improve services is being achieved within agreed financial resources already allocated. Barnet CCG CAMHS Transformation funds allocated by NHSE have been agreed and signed off for 2016.17 in the Barnet Transformation Plan of December 2015.

5.3 Legal and Constitutional References

- 5.3.1 The benefits of the planned transformation will be delivered in accordance with relevant statutes including the Equality Act 2010, the Care Act 2014, Mental Health Act 1983 as amended and the Children Act 1989.
- 5.3.2 There are relevant duties owed under the Equality Act 2010, the Care Act 2014, the Mental Health Act 1983 as amended and the Children Act 1989 and

Children Act 2004 when providing Mental Health services for Children and Adolescents

5.3.3 The Council's Constitution, Responsibility for Functions (Annex) sets out the terms of reference of the Health and Wellbeing Board which includes the following responsibilities:

- To work together to ensure the best fit between available resources to meet the health and social care needs of the population of Barnet (including children), by both improving services for health and social care and helping people to move as close as possible to a state of complete physical, mental and social wellbeing. Specific resources to be overseen include money for social care being allocated through the NHS; dedicated public health budgets; the Better Care Fund; and Section 75 partnership agreements between the NHS and the Council.
- To receive assurance from all relevant commissioners and providers on matters relating to the quality and safety of services for users and patients.
- To directly address health inequalities through its strategies and have a specific responsibility for regeneration and development as they relate to health and care. To champion the commissioning of services and activities across the range of responsibilities of all partners in order to achieve this.
- To promote partnership and, as appropriate, integration, across all necessary areas, including the use of joined-up commissioning plans across the NHS, social care and public health. To explore partnership work across North Central London where appropriate.
- Specific responsibilities for developing further health and social care integration.

5.4 **Risk Management**

5.4.1 A risk management log forms part of the procurement plan and is attached. Risks will be monitored through a monthly reporting template to the CAMHS Transformation Board.

5.5 **Equalities and Diversity**

5.5.1 Barnet Council and Barnet CCG has completed an Equalities Impact Assessment (Appendix B). Impacts will further be gauged through consultation and measuring outcomes. All areas require improvements given the negative stigma that has hitherto surrounded daily reporting and societal attitudes towards mental health; however the government has targeted parity of esteem with physical health to ensure mental health is considered as part of everyone's right to care and support.

5.6 **Consultation and Engagement**

5.6.1 Extensive consultation will be undertaken in transforming CAMHS through Co-design groups and action learning sets with people with lived experience of mental health, the voluntary sector, statutory sector, schools, private not-for-profit organisations, statutory secondary care and social care services, primary care GPs and practice managers, commissioners, the Police, Probation Services, Elected Members and Senior Council officers.

6. BACKGROUND PAPERS

The Thrive Model

http://www.annafreud.org/media/2552/thrive-booklet_march-15.pdf