

# **Joint Children's and Adults OSC**

**28 January 2020**

## **Children and Young People's Emotional Wellbeing and Mental Health Services UPDATE ON THE DELIVERY OF THE RISE SERVICE**

### **Recommendation**

1. That members note the progress in implementing the new service model and the positive impacts on service users.

### **1.0 Key Issues**

- 1.1 The key updates on the Rise service are:
  - Warwickshire Children and Young People's Emotional Well-being and Mental Health Contract is now in year 3 of the contract.
  - The contract is outcomes based and the service aims to deliver more integrated and responsive support for children and their families to address their emotional wellbeing and mental health needs.
  - Waiting times for the first appointment for mental health support continue to be good.
  - Demand continues to exceed capacity across mental health and the neurodevelopmental service and work is ongoing to try to mitigate this.
  - There is an increase in the number of children looked after (CLA) accessing the service.
  - Service user outcomes and feedback continues to be positive.
  - The Community Offer continues to develop with increased support to families.
  - The digital offer is developing with the website, increased numbers of registered users of the Dimensions tool and online support via Healios.
  - Service user involvement remains an important part of service development, influencing the community offer and digital solutions.
  - Implementation of the performance related payment element in year 3 of the contract has been delayed.

### **2.0 Options and Proposal**

- 2.1 The purpose of this paper is to provide an update on the Warwickshire Children and Young People's Emotional Well-being and Mental Health Contract delivered by Coventry and Warwickshire Partnership Trust (CWPT) in partnership with Coventry and Warwickshire Mind (CW Mind), with a focus

on performance and outcomes, including waiting times, service developments, challenges and achievements.

## Performance and Outcomes

- 2.2 Reporting on the outcomes for children, their families and professionals has been developing and improving over the term of the contract. The service reports on the percentage of children achieving a positive outcome which is captured via a range of tools and their experience of accessing the service.
- 2.3 Table 1 details the number of children directly accessing services from January to September 2019, the percentage reporting a positive outcome and their feedback on the service provided.

*Table 1 Direct access to services January – September 2019*

	No. receiving direct service	% Achieving a positive outcome	Positive feedback on service
Q4 (Jan–Mar 2019)	3364	93%	96%
Q1 (Apr–Jun 2019)	2254	88%	95%
Q2 (Jul–Sept 2019)	1752	78%	97%

## Prevention and Early Intervention

- 2.4 Rise provide a range of prevention and early intervention services. CW Mind deliver the Big Umbrella programme which includes whole school assemblies, resilience workshops, one to one support for children within schools. Workshops and 1:1 sessions are offered to children in year 6 and above. In 2018/19 Big Umbrella delivered support in 24 schools primary and secondary schools in Warwickshire which represents approximately 10% of Warwickshire schools. Big Umbrella reached 2996 children via whole school assemblies, 439 children via workshops and 70 children via 1:1 sessions. 100% of children who accessed the service reported an improved outcome score using the Strengths and Difficulties Questionnaire (SDQ).
- 2.5 CW Mind also deliver a range of emotional wellbeing group interventions around issues such as anxiety and low mood as well as access to Relate counselling sessions. A number of these groups and sessions are delivered from the community partnership venues.
- 2.6 Primary Mental Health Team delivered 23 workshops attended by 667 professionals in 2018/19. They continue to provide consultation advice and support to professionals concerned about a child's emotional wellbeing and mental health. In Q2 this consisted of 363 direct contacts relating to 120 children and young people (CYP)

- 2.7 Children accessing Early Help also have access to targeted interventions via the recently expanded Mental Health in Schools (MHISC) Framework. In 2019, 283 children were supported receiving a total of 2722 sessions with providers such as Guy's Gift, Lifespace and Safeline.
- 2.8 In 2019, Rise also started to deliver a school age incredible years course (14-week parenting course). The course is aimed at strengthening parent and child interactions and attachment. The first sessions delivered in Nuneaton and Bedworth were oversubscribed and now being delivered across Warwickshire.

## Waiting times

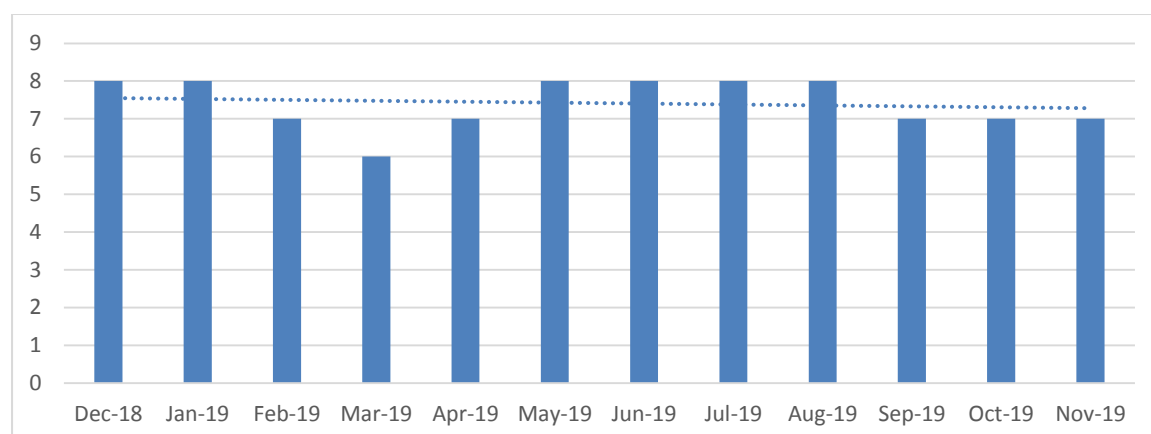
- 2.9 Although the Rise contract is an outcomes-based contract the service continues to report in detail on the waiting times for children to access the service. The previous CAMHS contract KPIs focused on waiting times and in response to requests for ongoing oversight of waiting times at a CCG level Rise have continued to provide this data. Table 2 sets out the current performance against waiting times for core services (not including the neurodevelopmental service) in comparison with waiting times at August 2017, when the new contract commenced. The data presented is across the three CCGs combined.

*Table 2 Referral to Treatment KPI performance at August 2017, November 2018, November 2019*

	Performance Indicator	Threshold	Value	Aug-17	Nov-18	Nov - 19
TRUSTWIDE	Referral to treatment: Emergency (48hrs)	100%	Numerator	19	25	33
			Denominator	19	25	36
			Percentage	100.0%	100.0%	100.0%
	Referral to treatment: Urgent (5 working days)	100%	Numerator	1	0	0
			Denominator	1	0	0
			Percentage	100.0%	100.0%	100.0%
	Referral to treatment: Routine (18wks)	95%	Numerator	126	96	83
			Denominator	127	96	83
			Percentage	99.2%	100.0%	100.0%
	Referral to treatment: Routine (26wks)	100%	Numerator	127	96	83
			Denominator	127	96	83
			Percentage	100.0%	100.0%	100%

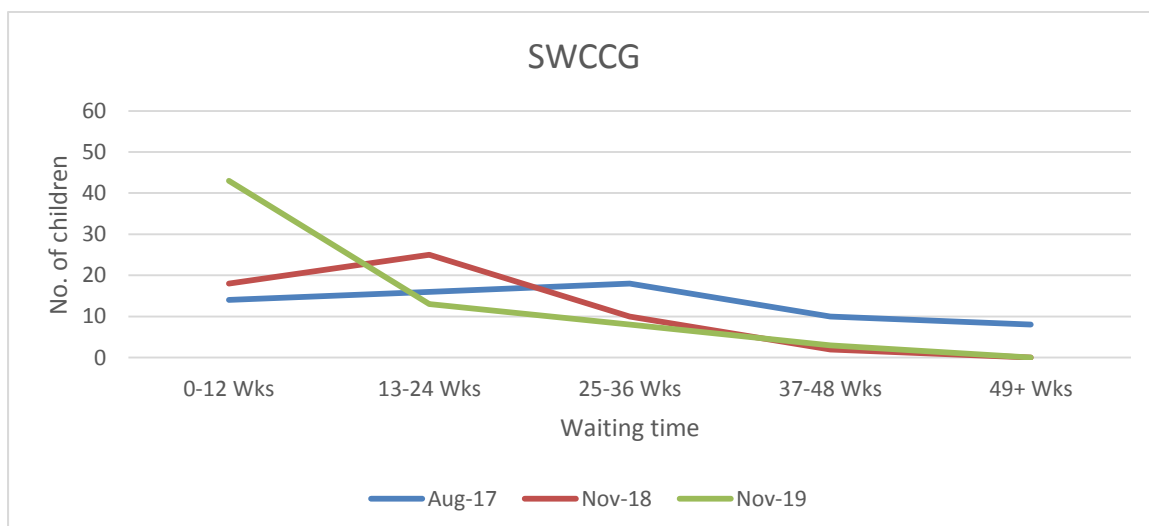
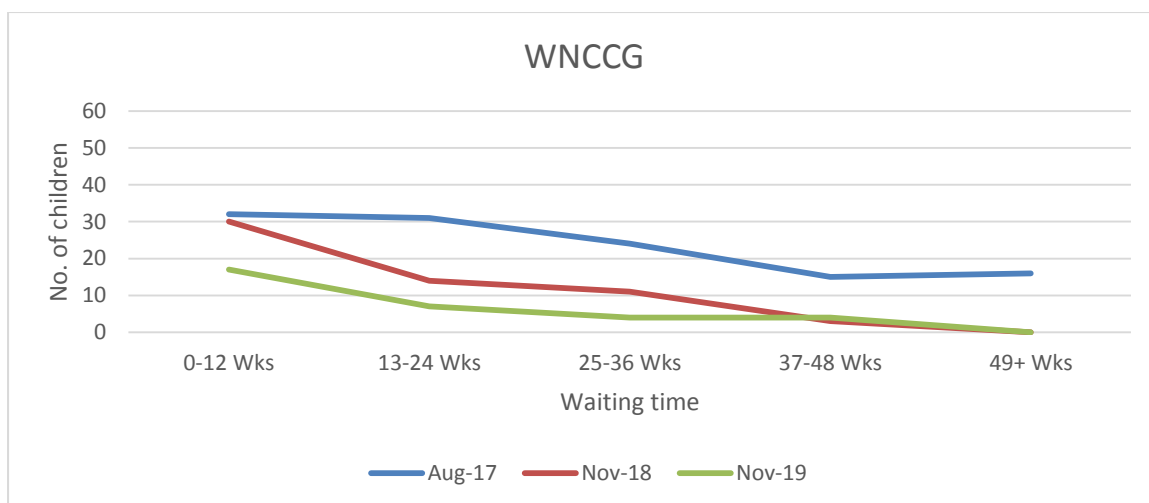
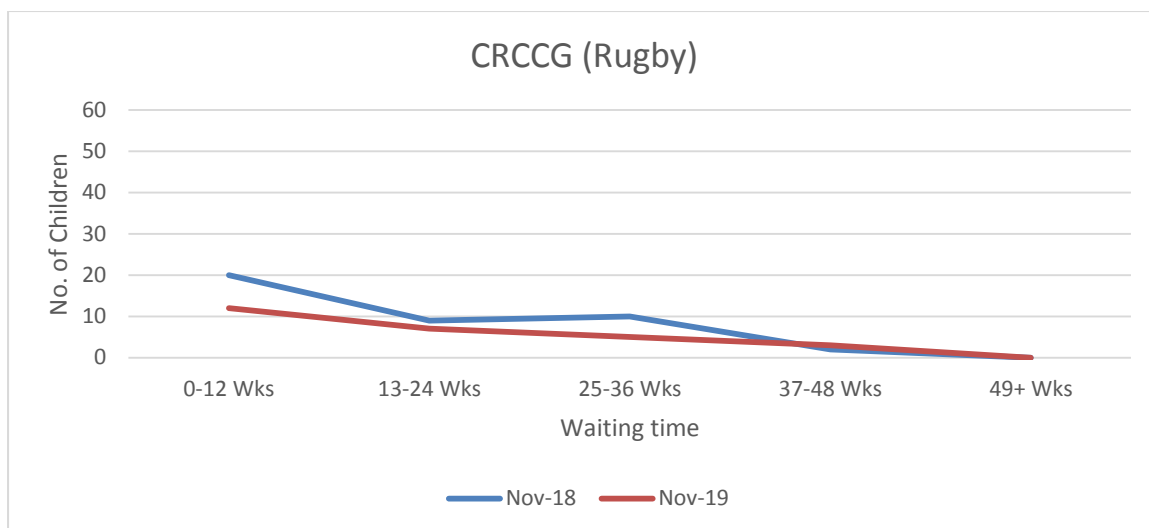
- 2.10 Over the last year, Rise has been able to report the average referral to treatment waiting time for those waiting for routine appointments, i.e. where there is an 18 week KPI target. Graph 1 shows the average wait to a first appointment is stable at an average of between 6 and 8 weeks. This improvement in waiting times for the first appointment follows the inception of the strengthened Navigation Hub in August 2017 which enabled children to be placed on the correct pathway on the day of referral and offered a timelier first appointment.

*Graph 1: Average waiting time in weeks from referral to first appointment*



- 2.11 Follow up waits, from the first appointment to the second appointment, have a local target of 12 weeks. Despite progress since August 2017, this target has not yet been met. Nevertheless, there has been considerable and sustained progress in reducing the longest waiters and increasing the proportion of those seen within 12 weeks. The average wait to follow up appointment in November 2019 was 13 weeks. Graphs 2-4 below show the change in profile of those waiting for a follow up appointment since August 2017:

*Graphs 2-4: Change in profile of weeks that children & young people wait for follow up appointment between Aug 2017 and Nov 2018 per CCG (Please note that in August 2017 data for Rugby was not separated from Coventry and so has not been shown in this graph)*



2.12 Whilst the service has not achieved the target of having a follow up appointment within 12 weeks of the first appointment, each CCG area has seen a reduction in the number of children experiencing the longest waits since the start of the Rise contract. Across Warwickshire, the number of

children and young people waiting over 36 weeks for a follow up appointment reduced each year; from 64 in August 2017 to 23 in November 2018 and has further reduced to 9 in October 2019.

- 2.13 Rise continue to hold fortnightly meetings bringing together managerial and clinical leadership from CWPT and CW MIND as well Coventry and Warwickshire CAMHS Commissioners. The purpose of the group is to ensure the joint analysis of waiting times at a granular level to develop strategies to increase responsiveness of services, identify trends and fluctuations and inform future demand. These meetings were recognised in March 2019 by the Quality Network for Community CAMHS (QNCC) peer review of RISE services as a rarely found feature and demonstrates a strong relationship being forged between commissioners and providers that extends beyond traditional contract.

### **Autism Spectrum Disorder (ASD) waiting times**

- 2.14 Children and families waiting for an autism diagnosis are experiencing significant waiting times. The service received 1190 referrals between December 2018 and November 2019 and demand continues to exceed the current clinical capacity. Table 3 compares the average and longest waiting times in weeks for each CCG area. The average wait has increased across Warwickshire but the longest waiting time has reduced.

*Table 3 Comparison of average and longest waiting times for Autism Diagnosis*

	Nov 2018		Nov 2019	
	Average Wait (Weeks)	Longest Wait (Weeks)	Average Wait (Weeks)	Longest Wait (Weeks)
CRCCG (Rugby)	*	*	50	107
NWCCG	40	157	54	136
SWCCG	51	199	67	147

\*Rugby data not separated from CRCCG data in 2018.

- 2.15 Whilst waiting times in Warwickshire mirror those nationally the service understands the difficulties these waiting times place on children, their families and the wider system including education and social care.
- 2.16 CWPT have commissioned St Andrews Health Care to undertake assessments, increasing capacity in the service and are exploring options to further increase the number of assessments completed. In addition to this, WCC have commissioned CW Mind to deliver a pilot Autism Support Service offering pre and post diagnosis support to children and their families. Coventry and Warwickshire are in the process of completing the All Age Autism Strategy and the Autism and ADHD needs assessment which has undertaken extensive engagement with families and people with autism to understand demand, needs and support required and will include an action plan to address key areas. CWPT are developing a frequently asked questions document to provide families and professionals with more information about the assessment process, waiting times and further sources

of support. WCC and the three CCGs are also supporting with improving communication strategies including with GPs and schools.

## Support for Children Looked After

2.17 In 2019, 175 Children Looked After (CLA) and their respective networks received support through the Warwickshire Rise Looked After Children service. This is an increase compared to 147 supported in the previous year. Table 4 details the number of CLA receiving support between January and September 2019, the percentage achieving a positive outcome indicated on their SDQ scores and their feedback on the service received. Rise report in Q2 2019 the average waiting time for a first appointment for children looked after was 21 days compared to 35 days for specialist CAMHS. Direct interventions delivered to children and young people have been in the form of:

- Counselling and therapeutic conversations;
- Play therapy;
- Solution-focussed and cognitive behavioural interventions;
- Attachment based support for foster carers and adopters;
- Therapeutic social work;
- Primary mental health interventions.

*Table 4 Children looked after access, outcomes and feedback*

	No. of CLA receiving a service	% Achieving a positive outcome	Positive feedback on service
Q4 (Jan-Mar 2019)	49	100%	100%
Q1 (Apr-Jun 2019)	61	81%	100%
Q2 (Jul-Sept 2019)	65	71%	100%

2.18 There will be a focus in 2020 in terms of developing the vulnerable children's offer which includes children looked after. Rise are looking to increase clinical staffing in this area.

## Service Developments

### Community offer

2.19 Five community partnerships (formerly known as "Community Hubs") have been established across the county with the Abbey Centre being the last to be rolled out early in 2019. The locations are:

- North Warwickshire - Ratcliffe Centre, Atherstone;
- Stratford – Escape Arts;
- Nuneaton / Bedworth – Abbey Children's Centre, Nuneaton;
- Rugby – Moriarty's Café and Gallery;
- Leamington / Warwick – Dormer Place Conference Centre, Leamington;

2.20 The initial service offer has been for coffee morning information sessions covering key emotional wellbeing and mental health topics and 1-1

consultations with a mental health professional and training for professionals. The service has increased the number of parent slots offered and take up by parents in Q2 2019 with 139 slots offered and 92 parents attending compared to 56 available slots with 38 parents attending in the previous quarter. WCC are working closely with Rise to further increase the community offer including further development of the partnership approach with local community and third sector providers.

## **Digital Offer**

- 2.21 RISE website development programme has been put in place to further enhance the RISE website. The programme has been set out into 3 phases. The first phase, which was completed in January 2019, saw a reconfiguration of the RISE website, giving it a new look and making it easier to navigate. The second phase, currently being progressed, is to add more service generated video content to give people accessing the site a better understanding of the service offer. The third and final stage will be to add any other additional features so further enhance the website.
- 2.22 Dimensions online tool continues to be utilised across Warwickshire. The tool provides information, advice, and signposting based on the information provided by the person completing and it is completely anonymous. This provides additional intelligence around the need for mental health and neurodevelopmental conditions in children and young people. During 2019, 3723 reports were generated with an additional 232 new users registering resulting in the total number of registered users reaching 1009. The next step is for this data to be uploaded onto the data app dashboard so it can be analysed alongside service activity and population health data, to inform service planning and delivery.
- 2.23 CWPT commission HEALIOS to deliver online support to children and young people. HEALIOS have provided support to 258 children and young people undertaking 42 initial mental health assessments and delivered 1,354 cognitive behavioural therapy (CBT) sessions in 2019. On average, children and young people had to wait 25.7 days for their first session. Compared to waiting time for specialist CAMHS this is around four times quicker to receive treatment. Feedback has identified that 76% of children and young people liked being able to have a session within their own home and 93% felt the services fitted in well with their daily routine.
- 2.24 CWPT are developing e-consultation services, an online referral portal and exploring digital solutions such a chat health working with partners, GPs and children and their families.

## **South Warwickshire Trailblazer**

- 2.25 South Warwickshire is one of only twelve areas nationally which successfully won the bid together with Rise to develop both trailblazer programmes:
- Establishing new Mental Health Support Teams (MHST);
  - Trialling a four-week waiting time for specialist mental health services.
- 2.26 Mental Health Support Teams



Mental Health Support Teams are based around schools acting as a link with children and young people's mental health services. The team is currently made up of Emotional Mental Health Practitioners (EMHPs) who are being trained to deliver low-level CBT interventions to children, young people and parents.

2.27 As part of the first phase of the rollout, the EMHPs were working in 8 schools; four primary schools and four secondary schools:

- Bidford Primary
- Coten End Primary
- Cubbington Primary
- Thomas Jolyffe Primary
- Alcester Academy
- Myton School
- North Leamington School
- Stratford-Upon-Avon High School

2.28 Each of these 8 schools has a designated Mental Health Lead and at the moment they are the only people who can make referrals into the team. Early feedback from families and schools has been positive.

2.29 Four Week Waiting time

The vision is that:

- all South Warwickshire referrals will experience an enhanced triage;
- those requiring a Specialist Mental Health assessment will receive this within 4-weeks;
- building on the current intervention portfolio there will continue to be a range of groups able to support those requiring this level of intervention.

2.30 For South Warwickshire children and young people it means the early support of their emotional wellbeing to prevent the deterioration of their wellbeing. Where there is an escalation of need that requires a referral to Specialist Mental Health it will result in a shorter time to initial assessment and in some cases a reduced waiting time to the required clinical intervention. For a Warwickshire child or young person not in South Warwickshire it will mean there will be more group-based interventions in South Warwickshire they can access, which will shorten the time they need to wait to access this support. The service is also gathering learning which will be shared across the whole service.

## **Children in Crisis**

2.31 There have been significant developments in this area over the last year. In response to additional funding from the three CCG's, CWPT have successfully rolled out an enhanced children in crisis support offer. This includes expansion of the Acute Liaison Team based in hospital ensuring access 7 days a week and the development of the Home Treatment Team. The team received 311 referrals between July and October 2019. The aim of these services is to ensure children have timely access to services and to try and prevent admission to inpatient tier 4 beds. Initial feedback from the acute

hospitals and families about the impact of the enhancements has been positive.

## **Challenges**

- 2.32 There have been several challenges in delivering the Rise contract. Implementing transition to new ways of working whilst managing an increasing demand and increasing complexity of need has been challenging. The service has also been required to run new pilots and initiate new services such as the Trailblazer and the Home Treatment Team which has been very resource intensive in order to get these operational.
- 2.33 There have been several areas of slippage in the Rise implementation plan namely the implementation of the vulnerable children's pathway, establishing the 18 to 25 offer, the continued development of the community partnerships and the digital offer. A number of these areas require input and support from partners across health, social care and education and plans are in place to move these forward. These areas of slippage have been incorporated into the Local Transformation Plan action plan and will now also be monitored via the Coventry and Warwickshire Transformation Board chaired by the director of commissioning at CRCCG.

## **Achievements**

- 2.34 As highlighted above Rise has several achievements over the past year including the maintenance of average waiting times for therapeutic support, reaching more children and families through the community offer and the new services that have been rolled out. In addition to this the QNCC Peer review in March 2019 of the Coventry and Warwickshire services delivered by CWPT and CW MIND concluded:
- There is notable innovation within the team, such as multiple tools used in new ways of delivering care;
  - The service offers multiple interventions and young people and parents can access different groups and interventions whilst on the waiting list;
  - Parents fed back they felt massively supported by the groups they are accessing and are able to attend coffee mornings and other groups;
  - The service is community orientated with parents being able to offer advice and tips to receive mutual support;
  - The staff team are enthusiastic and have embraced the service change.

## **3.0 Financial Implications**

- 3.1 Year three of the contract introduces a payment by results element linked to the achievement of the outcome KPIs. The payment by results element constitutes a total of 10% of the Rise contract budget. The implementation of this has been delayed due to several factors including being unable to

baseline all the outcome KPIs and data sources. Commissioners and Rise are working to resolve these issues for this to be implemented by the end of the year.

## 4.0 Environmental Implications

4.1 None

## 5.0 Timescales associated with the decision and next steps

5.1 Next steps for 2020:

- Engagement of local community and third sector partners in the community partnership offer
- Scoping the 18 -15 offer with partners from health, education and social care
- Implementation of Vulnerable Children's Offer
- Implementation of KPI payment by results

## Background papers

1. None

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