



TRAFFORD
COUNCIL

NHS
Trafford
Clinical Commissioning Group

Trafford Local Transformation Plan for Children and Young People's Mental Health and Wellbeing

User Friendly Version

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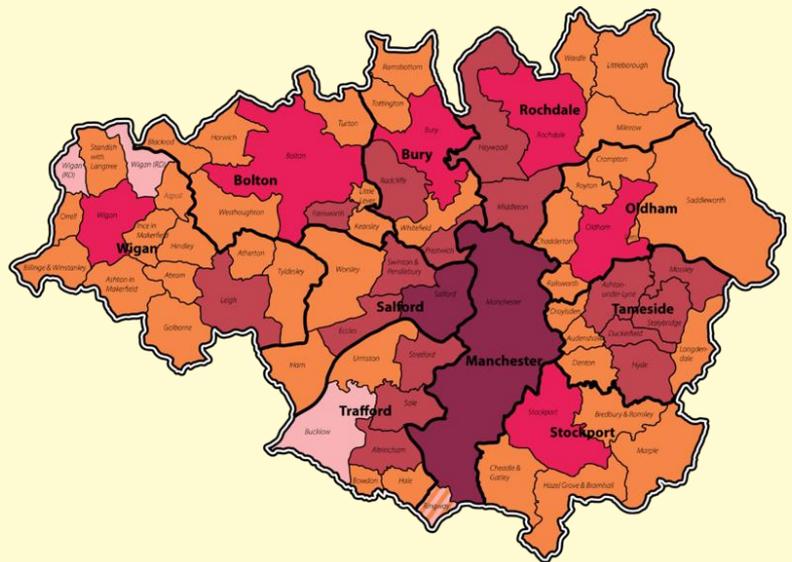
1. Introduction

This plan describes Trafford's bold ambition for its children, young people and families.

Greater Manchester Mental Health Background

Children and Young People's mental health is very important within Greater Manchester.

Devolution is a unique opportunity for the area. Devolution is the movement of powers from a national level to a local level. This is happening in Greater Manchester in the areas of health and social care.



This means that all 10 areas in Greater Manchester will be able to work together to tackle the challenges outlined within 'Future in Mind'. 'Future in Mind' is an NHS England report that outlines how to improve children and young peoples' mental health services.

Mental health problems in children are to do with children not doing well at school, disability, and bad behaviour. This places difficulties on social services, schools and the youth justice system.

Untreated mental health problems create distress in children and young people. It does the same for their families and carers, continuing into adult life and affecting the next generation.

Greater Manchester is developing an all age Mental Health and Wellbeing Strategy. This will provide support for our work on Children and Young People's mental health and the local Transformation Plans.

The Greater Manchester strategy will focus on:

- **Prevention** – It will aim to prevent mental illnesses from getting worse.
- **Access** – It will aim to improve access to services for children and young people.
- **Integration** – It will aim to achieve equality between mental health and physical illness.
- **Sustainability** – It will use evidence so that the improvements to services will last for a long time.

Trafford Mental Health Background

Trafford will embrace the development of the Greater Manchester standards.

Our transformation vision is informed by speaking to children and young people in Trafford. A full review of our borough wide services occurred in 2013. A current review of our specialist services is now underway.

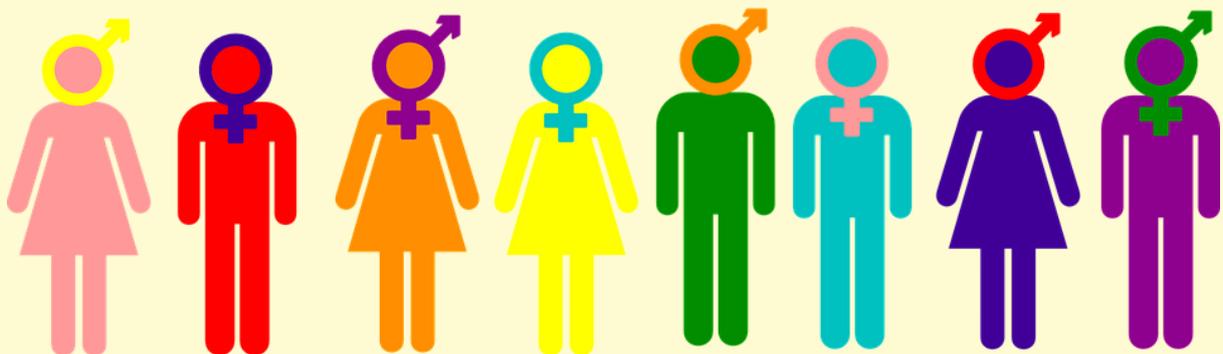
Early interventions have a long term financial benefit. This is very important for our plan.

The aim is to deliver good quality and effective services for children and young people across a wide range of services. This is the only way in which rising demand and need can be addressed.



2. Mental Health needs of children and young people in Trafford

- Trafford's population is amongst the healthiest in the North West, though the North West is the least healthy region in the country.
- It is estimated that 232,458 people live in Trafford. Around 56,000 are aged 0-18 years. It is expected that this number will increase by 2,000 over the next 5 years.
- Trafford has both rich and poor areas. Evidence shows that 14.1% of children under the age of 16 live in poverty in Trafford.
- In Trafford, 80.4% of the population report their ethnicity as White British. Of the remaining 19.6%, Asian and Asian British make up the biggest proportion. 27.2% of school aged children in Trafford belong to black and minority ethnic groups.
- In Trafford, there are on average 320 children in care, 263 children with a child protection plan, and 690 children in need.
- A large number of children with mild and moderate mental health needs are currently not accessing mental health support.



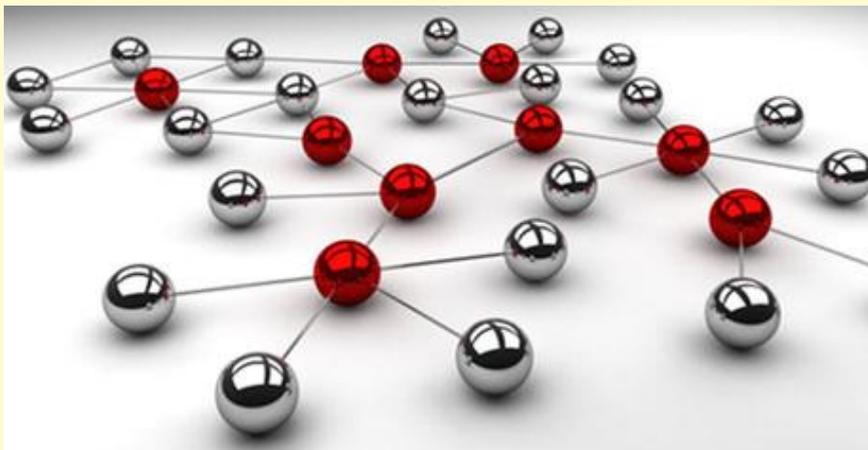
3. Trafford's current service offer

- Over £3 million per year is spent in Trafford to deliver children's mental health services. Children and Adolescent Mental Health Services (CAMHS) in Trafford are currently delivered within 4 tiers.
- Tier 1 is provided by practitioners who are not mental health specialists. They offer general advice and treatment for less severe problems.
- Tier 2 mental health services are those delivered by CAMHS specialists, working in the community and in primary care settings. Examples include people who have eating disorders, severe ADHD, or who self-harm.
- Tier 3 (specialist CAMHS) is provided by Pennine Care NHS Foundation Trust. The CAMHS service is a multi-disciplinary team that include psychiatrists and therapists. Tier 3 works with children and young people with complex, severe and persistent needs ranging from Psychotic symptoms to Anxiety Disorders.
- Tier 4 services are commissioned nationally by NHS England. Trafford children requiring serious mental health support are assessed at the hospital and are admitted to the most suitable provision available at that time.



4. Where We Are Now

- In 2014/2015, Trafford CAMHS received 1268 referrals. 89% of these referrals were accepted. Around 30% of referrals require specialist Tier 3 assessments and treatments.
- The number of referrals has increased. 97% of young people waited no longer than 9 weeks to be seen from confirming they wanted help from the service. The rest were all being seen within 18 weeks.
- CAMHS are set targets that they have to achieve. In 2014/15 each of these targets were achieved. The targets including making sure emergency referrals were seen on the same day.
- Increasing demand for CAMHS service means there is a need to clearly define its purpose and manage this demand in a better way.
- The number of occupied bed days for Tier 4 children has gone up by 273.5% between 2013/14 and 2014/15. There has also been an increase in the number of patients with eating disorders and acute admissions requiring hospitalisation.
- A total of £1.17m was spent on Tier 4 services for Trafford patients in 2014/15. This was a large increase on the £451k from the previous year. Altogether, there was a total spend of £3.25m on all CAMHS services.



Who Pays For Services...

	Organisation			Total
	Local Authority	CCG	NHS England	
Tier 2 CAMHS (CVS)	28,000	57,000	-	85,000
Tier 2 & 3 CAMHS	135,621	1,352,871	-	1,488,492
Evidence Based Programmes and sub-teams	394,000	115,000	-	509,000
Tier 4 CAMHS	-	-	1,168,686	1,168,686
Total (£)	557,621	1,524,871	1,168,686	3,251,178

5. CAMHS Transformation Review

- In March 2015, work started in Trafford on reviewing our Tier 3 specialist Child and Adolescent Mental Health Service (CAMHS). We want to ensure that CAMHS is able to provide a safe, cost effective and efficient quality service.
- The review was identified as a priority within the NHS Trafford Clinical Commissioning Group (CCG) Five Year Plan 2014-19.
- The reasons for having the review included a need to improve both the service model and the way in which users move through the services. This is because of the changing mental health needs of the Trafford population. This includes an increase in the population of children and young people. The key aim was to increase the capacity and efficiency for specialist CAMHS.
- The review aims to ensure involvement from all relevant and interested people.
- The review of CAMHS has been split into four key phases:
 - 1) Looking at what help the service needs to provide
 - 2) Agreeing what the new service needs to look like
 - 3) Starting the service
 - 4) Making sure the new service is helping people



6. Engagement, Partnership and Multi-Agency working

- What children, young people and their families think is an important part of the review and our local Transformation plan. The plan will be reviewed by a range of people on an on-going basis.
- In 2013 we reviewed our Emotional Health and Wellbeing services for children and young people. We found that there were a number of things worrying young people including:



- 1) Drugs & alcohol
 - 2) Being in care
 - 3) Relationships
 - 4) Body Image
 - 5) Money, unemployment, & future prospects
- Schools and teachers have also been asked what they think about children and young people's mental health services.
 - The initial stakeholder workshop identified a number of issues including:
 - 1) The waiting times to get help for children from Trafford who are living in other areas
 - 2) Long waiting times
 - 3) Information on other help available while waiting for CAMHS
 - 4) Training on who CAMHS services can help
 - 5) Ensuring children and young people understand confidentiality

- Surveys were also used to gain feedback from professionals. They said they wanted:
 - 1) Children with with complicated problems to be seen quicker
 - 2) CAMHS to work closer with other agencies
 - 3) More drop in sessions to offer further flexibility
 - 4) More training for school staff
 - 5) A CAMHS worker at each school
 - 6) The use of social media
 - 7) More support for children who are in care or adopted
- Partnership work is an important principle of the CAMHS service. The local authority's children and young people's services structure work closely with social care and the complex needs team. Trafford CAMHS furthers this partnership by working with the local authority, schools, voluntary organisations and primary care.



7. Local Transformation Plan

Trafford's ambition

Mental health matters to everybody. This has been very important in looking at what changes need to be made to Child and Adolescent Mental Health Services (CAMHS) in Trafford.

Services need to work more closely together to make sure children and young people get the support they need. Our Local Transformation Plan will explain how these changes will happen. The changes will improve the experience of those using CAMHS.

Other improvements

There have been a number of other documents that say what we want to happen to improve mental health services for children and young people. They are listed below:

- **The CCGs 5 Year Strategic Plan.** This sets out a number of key areas to focus on within mental health. It includes a review of Tier 3 specialist CAMHS and a review of access to urgent mental health assessments.
- **The Trafford Joint Health and Wellbeing Strategy.** This sets out the way in which every child can have the best start in life. It will be done by improving their emotional health and wellbeing.
- **The Trafford Children's Trust Partnership Children and Young Peoples Strategy.** This sets out priorities to improve children and young people's mental health services.

Important Areas of Concern

This Transformation Plan aims to tackle a number of important areas of concern. These are:

- There has been a reduction in 5 year olds personal, social, and emotional development.

- There has been an increase in pupils needing Special Educational Needs support because of emotional, behavioural and social difficulties.
- There has been a large increase in referrals to CAMHS in the last 10 years.

Greater Manchester collaboration

As a member of the Greater Manchester Association of Clinical Commissioning Groups, we have worked together to identify key priorities at a Greater Manchester level. These are referenced throughout our plan.

The Local Transformation Plan

Promoting Resilience, prevention and early intervention

Our School Nurses lead and deliver the Healthy Child Programme 5-19. They support children and young people who self-harm and have eating disorders. Schools have an important role to play in identifying and preventing emotional health and wellbeing issues.

The key changes in this area are:

Promoting resilience, prevention and early intervention	
Things we are going to look at	<ul style="list-style-type: none"> • A whole school approach to mental health. • Supporting self-care. • Improving the Perinatal pathway. • Early Help Panels and parenting support. • A mental health promotion and anti-stigma campaign. • A national branded web based portal for online intervention. • Improving the Autism Spectrum Condition (ASC) pathway and post-diagnosis early intervention.

<p>Things we want to do in 2015/16</p>	<ul style="list-style-type: none"> • Develop a mental health training programme for schools. • Develop common resources within the Perinatal Mental Health Pathway. • Increase the supervision and training in mental health conditions for Early Help Teams. • Fully introduce the Perinatal Pathway and the monitoring of its performance. • Promote the Post-natal Depression Counselling support, including the availability of health visiting. • Purchase mobile devices and technology for Early Help staff supporting emotional well-being. • Increase capacity to the Autism Spectrum Condition (ASC) pathway, specifically from educational psychology and allied health professionals. • Bring in the Early Help pilot programme for 5-18 year olds. • Look at what self-help information is available to make sure the best information is included on the 'With U in Mind' website
<p>Things we want to do in 2016/17</p>	<ul style="list-style-type: none"> • Establish a system for the Incredible Years programme across CAMHS and other targeted delivery agencies. • Develop a business case for parents and children with severe attachment difficulties in conjunction with Stockport and Tameside. • Develop a self-help service which uses technology. • Develop a Local Crisis Care Concordat work plan. • Re-procure early development and Learning Disabilities nursing services using information learnt on the CAMHS transformation agenda. • Increase the use of social media on the 'With U in Mind' website • Look at what is available to support mental health for the 'With U in Mind' website

Things we want to do in 2017/18	<ul style="list-style-type: none"> • Develop the 'With U in Mind' website. Make sure it has details of all of the emotional health and wellbeing services. • Support schools to commission specific services for local children and young people. • Explore the recruitment of mental health consultancy for schools. • Look at the Early Help Panel. • Look at the parenting offer. • Explore the potential for social prescribing for families' children and young people. Social prescribing is connects people to activities and services in the community.
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Improving access to effective support

Trafford CAMHS has created ways for putting patients first. It has also brought in an out of hours service. As part of our Transformation Review we intend to look at all pathways into service.

One change will be the introduction of the All Age Single Front Door which will have mental health expertise. The aim is to simplify and improve access to family support services. The All Age Front Door will provide one point of access for patients. At the moment there are a number of different points of access, which can be confusing.

The key changes in this area are:

Improving access to effective support	
Things we are going to look at	<ul style="list-style-type: none"> • Move away from a Tiered system. • Bringing in a named contact for CAMHS, schools, GPs. • Peer support schemes. • Home treatment teams. • Investing in targeted and specialist community provision. This should mean that it is easier for patients to move down to a lower level of care and prevent admission. • Access and waiting time standards.

<p>Things we want to do in 2015/16</p>	<ul style="list-style-type: none"> • Develop a new CAMHS delivery model. This will be based on the CAMHS Transformation Review recommendations. • Produce a communications strategy for the 'new' CAMHS offer. • Develop the All Age Front Door with dedicated CAMHS staff for Stronger Families and Child in Need cases. • Purchase an ADHD diagnostic tool and training for this. • Introduce an Eating Disorders service across Trafford, Stockport, Tameside and Glossop. • Monitor the movement between services, especially for Tier 4 cases. • Increase the level of 42nd Street school based Tier 2 mental health services. • Get patient and family feedback. • Recruit more staff to stabilise waiting lists.
<p>Things we want to do in 2016/17</p>	<ul style="list-style-type: none"> • Introduce a new CAMHS service model. • Establish named contacts within CAMHS services and schools. • Bring in Greater Manchester standards on accessing services and waiting times for services. • Develop a business case to commission an inreach/outreach model paying particular attention to step down care.
<p>Things we want to do in 2017/18</p>	<ul style="list-style-type: none"> • Look into providing drop in facilities for children and young people. • Expand the peer support pilot projects for low level mental health concerns.

Care for the most vulnerable

Trafford CAMHS includes a range of specialist services designed to support the borough's vulnerable population. This includes the Children in Care Team, Post Adoption, and Complex Additional Needs Teams.

The key changes in this area are:

Caring for the most vulnerable

<p>Things we are going to look at</p>	<ul style="list-style-type: none"> • Develop care pathways for vulnerable children and young people. • Include more mental health staff in areas that need further support.
<p>Things we want to do in 2015/16</p>	<ul style="list-style-type: none"> • Shape the development of the Keeping Families Together model. This will focus on vulnerable children on the edge of care. • Agree a Greater Manchester position on responsible commissioner issues for Looked After Children. • Look at what would be involved in expanding CAMHS to 25 years for those with special educational needs. • Look at the New Belongings project for looked after children. • Look at the ADHD pathway. • Look at pre and post-diagnostic support for ADHD/Autistic Spectrum Conditions (ASC). • Explore the extension of the Rapid, Assessment, Interface and Discharge (RAID) service to under 16s and 24/7 telephone assessments for police officers.
<p>Things we want to do in 2016/17</p>	<ul style="list-style-type: none"> • Implement and monitor the Multisystemic Therapy – Family Integrated Transitions (MST-FIT) pilot. • Look at the function of CAMHS workers within the Trafford Youth Offending Service. Also review the out of hours arrangements to ensure no under 18's are placed in police cells for safety. • Full implementation of Care and Treatment Reviews for children and young people with Learning Disabilities. This includes joint commissioning evidence based interventions. • Support Greater Manchester to commission a Neurodevelopmental pathway to improve resident and school roll issues. • Improved data and forecasting of Learning Disabilities patients. • Look at Evidence Based Interventions. • Extend the service to the age of 25. • Extend Rapid, Assessment, Interface and Discharge (RAID) service to under 16's. • Review Early help services. This includes child sexual exploitation (CSE) services.

<p>Things we want to do in 2017/18</p>	<ul style="list-style-type: none"> • Introduce the joint clinical pathway for ADHD with Stockport, Tameside and Glossop. This includes the adoption of a diagnostic tool. • Implement an Autism and Neuro Developmental Disorders pathway and model. This will build on existing good practice and skills in Trafford and introduce the Pennine model used in Stockport, Tameside and Glossop. • Develop a clear offer to the two new Special Educational Needs Schools planned in Trafford (Primary and Secondary) including post-16. • Have a Children and Young Peoples Advocate for mental health services. • Explore the use of personal health budgets for long-term mental health issues.
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Accountability and transparency

The Health and Wellbeing Board has oversight of this Transformational plan, as does the respective CCG and local authority Senior Management Teams.

Great efforts have been undertaken to ensure stakeholders and service users are able to shape and influence the Transformational Review.

The key changes in this area are:

<p>Accountability and transparency</p>	
<p>Things we are going to look at</p>	<ul style="list-style-type: none"> • Clear reporting and data collection of critical data and intelligence with related scrutiny. • A contracts database for all mental health services. • Co-commissioning arrangements for community and hospital based mental health. • Detailed recording and monitoring of access and waiting times across pathway. • Routine data collection for key indicators, patient experience and patient outcomes to allow for improvements to be seen.

<p>Things we want to do in 2015/16</p>	<ul style="list-style-type: none"> • Investment in and roll out of EMIS. EMIS is a clinical web system for delivering healthcare. • Manualised data collection by the provider prior to EMIS • Clear plan for continued roll-out of IAPT. IAPT is a programme that supports the NHS in introducing guidelines for people suffering with stress and anxiety disorders. • Establish parameters of regular data provision from NHS Specialist Commissioners. • Have specialist mental health advisory input in developing the plan. • Consultation and development of the final plan. • Recruitment of transformational lead post.
<p>Things we want to do in 2016/17</p>	<ul style="list-style-type: none"> • Establish comprehensive baseline so that the changes to service can be assessed. • Implement waiting time standards for early intervention in psychosis. • Collect and report results across all mental health services. • Integration of EMIS with Liquid Logic. • Development of single view IT system across health and social care.
<p>Things we want to do in 2017/18</p>	<ul style="list-style-type: none"> • Explore options to enable voluntary and community sector providers to record data on a single system with CAMHS and partners

Developing the workforce

We intend to develop a training programme that provides a basic understanding around mental health but also provides additional support when needed.

The key changes in this area are:

Developing the workforce

<p>Things we are going to look at</p>	<ul style="list-style-type: none"> • Extend CYP IAPT to all agencies providing mental health services. • Address the skills gaps across the full range of evidence based therapies. • Address the lack of skills in staff working with children and young people with learning disabilities, Autistic Spectrum Disorders and with those needing hospital stays. • Increase the use of digital technology. • Develop a detailed workforce plan.
<p>Things we want to do in 2015/16</p>	<ul style="list-style-type: none"> • Develop a mental health training programme for schools (including school counsellors), GPs and other agencies. • Provide supervision and training in mental health conditions for Early Help Teams. • Explore system access for wider services using outcome measures in their delivery. • Look into training requirements in relation to post diagnostic services for children and young people with complex neurodevelopmental difficulties associated with tics/sensory issues etc.
<p>Things we want to do in 2016/17</p>	<ul style="list-style-type: none"> • Look at procurement framework for training, advice and guidance. • Deliver training programme for schools (including schools counsellors), GPs and other agencies. • Purchase of database and training for commissioned mental health services on outcome measures.
<p>Things we want to do in 2017/18</p>	<ul style="list-style-type: none"> • Look at mental health training programme. • Implement collection and reporting of outcomes measures across other services delivering mental health services.

Funding allocation and proposed spend

Trafford CCG has been allocated a total of £444,694 by NHS England. £126,943 has to be spent on services for children and young people who have problems with eating disorders. The rest of the money will be used in lots of different ways as shown in the table below

Principle	2015/16 Activity	Estimated cost
Prevention and early intervention	• Develop and roll out of universal resources for the Perinatal Mental Health Pathway	£5,000
	• Purchase of mobile devices and technology for Early Help professionals leading on emotional well-being	£10,000
	• Increase capacity to the ASC pathway, specifically from educational psychology and allied health professionals	£10,000
	• 5-18 Early Help pilot programme (match funded)	£50,000
	• Enhancement of 42 nd Street Tier 2 school based mental health provision	£50,000
	• Development of the 'With U in Mind' website, social media and self-help resources	£2,500
Improving access to effective support	• Production of communications strategy for 'new' CAMHS offer and launch event	£5,000
	• Dedicated CAMHS capacity within All Age front door for Stronger Families and Child in Need cases	£70,000
	• Purchase of ADHD diagnostic tool and training	£35,000
	• Recruit posts to stabilise waiting lists in readiness for new model	£25,000
Caring for the most vulnerable	• Map resource implications for expanding CAMHS to 25 years for those with special educational needs and disabilities	£5,000
	• Scope out New Belongings project for looked after children	£5,000
Accountability & transparency	• Consultation and development of final plan (inc. plain English)	£5,000
	• Specialist mental health advisory input to development of plan	£10,000
	• Transformational lead post	£21,100
Workforce development	• Development of mental health training programme for schools (including school counsellors), GPs and other agencies including the police	£7,500
Total		£316,100

How will we know if the changes are working

A number of things will be looked at to see if the service is working. They are:

- Reducing the number of patients needing to go into hospital because of their mental health problems
- Reducing how long patients need to stay in hospital because of their mental health problems
- Reducing unplanned admissions of patients into hospital
- Reducing waiting times for hospital based mental health services
- Referrals accepted to specialist CAMHS
- Reducing the waiting times for community CAMHS
- Reducing the amount of patients who do not attend appointments
- Reducing the amount of patients who cannot attend appointments
- Improving the number of professionals that think the service is good and helpful.
- Improving the number of patients that think the service is good and helpful.
- Reducing the length of time patients spend using the service
- Reducing the amount of patients who have to use the service again within 12 months of last accessing it.
- Improving patient educational attainment
- Improving patient educational attendance
- Reducing the amount of users who are not in education, employment, or training
- Reducing the amount of users who drop out of the service

Anticipated results:

- A reduction in premature death in people with mental illness
- Ensuring people feel supported to manage their own condition
- Improving functional ability in people with long term conditions and to enhance the quality of life for people with mental illness
- Reducing the time spent in hospital and reducing unplanned admissions
- Improving results from planned treatments – recovery in quality of life for patients with mental illness

- Improving experience of healthcare

Governance

CAMHS is part of the Council's integrated service offer, though the overall responsibility for the service rests with Pennine Care Foundation Trust, managed by the Commissioning Team in Trafford Council's Children Families and Wellbeing Service on behalf of Trafford CCG.

The Local Transformation Plan will be overseen by the transformational review steering group. The steering group reports to the CCG and local authority Senior Management Teams.

8. Glossary

- **42nd Street:** Provides support to 11-25 year olds with mental health and wellbeing issues.
- **ADHD:** Attention Deficit Hyperactivity Disorder.
- **All Age Front Door:** This will provide one point of access for patients.
- **ASC:** Autism Spectrum Conditions.
- **CAMHS:** Children and Adolescent Mental Health Services.
- **CCG:** Clinical Commissioning Group. They are groups of General Practices that work together to plan and design local health services.
- **Crisis Care Concordat:** An agreement between services and agencies involved in the care and support of people in crisis.
- **CYP IAPT:** Children and Young People: Improving Access to Psychological Therapies. This is a service that aims to improve existing CAMHS working in the community.
- **Devolution:** Devolution is the movement of powers from a national level to a local level. This is happening in Greater Manchester in the areas of health and social care.
- **Early Help:** Intervening early and as soon as possible to tackle problems emerging for children and young people.
- **Future in Mind:** An NHS England report that explains how to improve children and young peoples' mental health services.
- **Healthy Child Programme 5-19:** A Department of Health report that brings together recommended programmes and interventions for those aged between 5 and 19.
- **Incredible Years programme:** Training programmes for parents, teachers, and children that help in preventing and dealing with behaviour problems.
- **Liquid Logic:** A social care system used by local authorities
- **MST–FIT:** .Multisystemic Therapy–Family Integrated Transitions. This provides services to juvenile offenders who have mental health and chemical dependency disorders.
- **Neurodevelopmental disorders:** Impairments of the growth and development of the brain or central nervous system.

- **New Belongings project:** Teams that work with councils to improve the transition of vulnerable young people who leave care and enter adult life.
- **Pathway:** The journey of the patient through the service.
- **Perinatal:** The period immediately before and after birth.
- **RAID:** Rapid, Assessment, Interface and Discharge. This is a specialist mental health service.
- **'With U in Mind' website:** A website for children and young people in Trafford, Bury, Rochdale, Oldham, Stockport, Tameside, & Glossop with mental health and wellbeing issues. This is part of CAMHS.