

Trafford Local Transformation Plan – Storyboard

Introduction

This brief document has been produced alongside Trafford's full Local Transformation Plan (LTP) refresh for 2016/17 with the purpose of supporting an aggregated Greater Manchester (GM) assurance approach. The document is structured in accordance with discussion from the GM Future in Mind (FIM) Group in order for individual boroughs to provide a response to the areas of focus in the Education Policy Institute's Mental Health Commission report analysing England's LTP's for Children and Young People's (CYP) mental health that was released in August 2016. Trafford's LTP proudly featured within the top 15% which we aim to build on during this year's refresh.

Transparency

Trafford's LTP establishes key baseline information and need utilising a variety of data sources provided by Public Health who oversee the production of Trafford's JSNA. All information has been updated this year where available including activity and feedback on individual services. The plan clearly outlines challenges across the current service offer, specifically waiting times and the absence of data relating to our specialist CAMHS (Healthy Young Minds) service and inpatient provision from Specialist Commissioners. These challenges, triangulated with our needs analysis and stakeholder feedback has shaped our priorities aligned to the government report 'Future in Mind', including early intervention, access to services, provision for vulnerable groups, accountability, and workforce development. Workforce development is being looked at locally through a survey undertaken to understand training needs, at a cluster level across the Pennine patch and at a GM level where the aspiration is to roll out a training programme through the safeguarding boards to universal professionals.

Involvement of CYP

Trafford has undertaken a variety of engagement activity with CYP to inform the development of its LTP. This builds on the initial review of Trafford's Emotional Health and Well-being services carried out in 2013 and consultation information from the review of its specialist CAMHS service which was partway through at the time of writing the LTP. A full chapter of our LTP is dedicated to engagement and provides full details of all engagement activity including surveys, focus groups, attendance at established youth groups (Youth Cabinet and Healthy Young Minds BOOM Group) and events as well as a comprehensive 'You said, we did' document (embedded below) that demonstrates how this information has been used to improved mental health services in the borough. A stakeholder event, at which a young person from the Youth Cabinet gave a presentation, and a survey were also conducted in October 2016 to inform the LTP refresh. More widely, our commissioned services utilise satisfaction questionnaires with service users which are used to improve service delivery. Encouragingly, our 'Getting Help' service delivered by 42nd Street recently received 100% service user satisfaction. CYP from the Healthy Young Minds (CAMHS) BOOM group were also involved in the tendering of the boroughs new early help service for low level mental health issues.

Level of ambition

As detailed above, our LTP has been structured in line with the five priority areas set out in FIM. Section 7 of our LTP describes what we have done to date, key areas to be addressed against each

priority in accordance with the self-assessment audit undertaken prior to writing the initial LTP. Our LTP is extremely ambitious both in its desire to effectively implement the Thrive model, fully incorporating universal, community and voluntary sector provision, and also the pace and volume of supporting activity required to make this happen. Our plan includes a mix of redesign, underpinned by the transformational restructure of our specialist Healthy Young Minds (CAMHS) service, and additional investment to increase capacity in specific pathways and services such as Emotional Behavioural Difficulties and 'Getting Help' and 'Coping' provision. Details of all investment areas are provided below.

Early intervention including links with schools & GPs

Utilising its local transformation funding, Trafford has invested in new early intervention prevention services as well as expanding capacity within its 'Getting Help' service to ensure that CYP receive the right level of support in a timely manner to aid recovery and prevent escalation to specialist services. Both of these services are provided by the community and voluntary sector, providing an accessible non clinical response for children and young people with mild and moderate mental health issues.

Trafford has a comprehensive service directory which is updated on a daily basis detailing commissioned and non-commissioned services available across the borough. This includes a wide variety of community and voluntary sector providers who are vital to the delivery of a comprehensive mental health offer. A mapping exercise of all mental health provision available in the borough has been undertaken by Commissioning and shared with GPs so that they are able to effectively signpost CYP to lower level services as appropriate. At a GM level work is to be undertaken during 2017/18 to identify mental health leads within GP practices that are trained in mental health and well-being.

We have also invested in the development of a local training programme informed by feedback from universal professionals (including GPs) to better equip them with the skills to identify and support children and young people with mental health issues. This will also include guidance on referrals to Healthy Young Minds (CAMHS). There is work ongoing to formally integrate the roles and responsibilities of universal professionals including GPs within pathways for example Eating Disorders, Self Harm and ADHD as well as establishing clearer guidance on shared care protocols regarding medicines management.

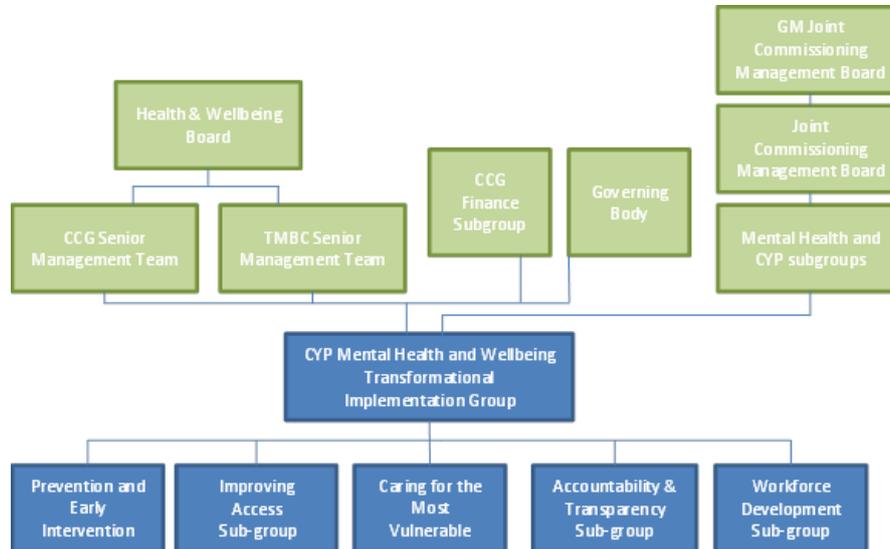
Healthy Young Minds (CAMHS) has been working to improve the support available between referral and first appointment through the development of a user friendly, interactive and informative website. Work on the website has included reviewing and including a range of applications for young people, self-help information and links to social media such as Twitter. This work has completed and the new website (healthyyoungmindspennine.nhs.uk) went live in June 2016. The website now has a range of quality assured self-help information, links to local and national resources NHS applications approved by young people. There is still further work to undertake with schools to incorporate self-care for non-service users as part of the whole school approach to mental health.

The transformational restructure of our specialist Healthy Young Minds (CAMHS) service incorporates an in-reach/outreach model including dedicated resource for school liaison and paying particular attention to step down care. The latter is also the case for the new Community Eating Disorders service.

Governance

To implement our LTP, Trafford established a formal project management structure with a Transformation Implementation Group (TIG) which meets every six weeks feeding into subgroups of the Joint Commissioning Management Board and through Council and CCG structures to the Health and Wellbeing Board. The Subgroups have been created which align to the key elements of FIM and

a detailed implementation plan has been drawn up for each area. Governance documentation including reporting structure, terms of reference, risk register, reporting templates, subgroup leads and subgroup priorities are in place. Each subgroup has agreed to an overall objective and key tasks within an agreed action plan with timelines overseen by the TIG to ensure that the focus remains on making a real difference for children and young people in Trafford.



As set out in Section 7 and in our ‘You said, we did’ document, a vast amount of activity has taken place over the past year to realise our vision for a needs-led comprehensive mental health service for children and young people in which mental health is regarded as everybody’s business. We are confident that our plan will be delivered from the passion and commitment we have experienced through our engagement activity. However, we are aware of the challenge of the continued need to undertake the intended transformational activity at pace and scale with limited resource and have a formal risk register in place as well as clear mechanisms for tracking progress and KPIs to ensure our plan remains on track.

A flavour of the specific areas we have identified as risks to delivery include: the funding allocation no longer being ring fenced to CYP mental health and included within the CCG’s baseline budget; ongoing transformation and service restructure within our specialist Healthy Young Minds (CAMHS) service and ongoing issues with the provision of data whilst we await the roll out of the new patient record system; delays to service implementation due to recruitment difficulties from a limited pool of specialist provision; training and engagement with not altering professional practice; autonomous commissioning across schools and other agencies not aligning with system model. These risks are being monitored and mitigated against where possible.

Progress to date

A stakeholder event was held on 6th October 2016 to communicate progress against Trafford’s current LTP and consult on further developments required in 2017/18. A significant amount of progress has been made to date with investment in areas such as a community eating disorders service, self-help information, a new early intervention service, extension of provision with significant waiting lists such as Healthy Young Minds (CAMHS) and 42nd Street, as well as investment to support CYP with Autistic Spectrum Disorders, ADHD and new mothers with attachment and bonding. Future investment in 2016/17 is planned around professional training. Full details on progress to date can be found in Trafford’s ‘You Said, We Did’ document.



Funding is being spent as intended

Since the beginning of 2016 when Trafford CCG received its LTP allocation we have been working at pace to implement the transformational activity described in Section 7 of our LTP. A substantial amount of activity has taken place across universal, targeted and specialist services led by commissioning in partnership with a wide range of stakeholders through the TIG to ensure investments are addressing the real needs of the borough on the ground. Investment in the main has been spent on enhancing service capacity to meet increasing demand in 'Getting Help' and 'Getting More Help' provision as well as in early help services to provide appropriate support quickly in order to aid successful recovery and reduce escalation and need for specialist support. Feedback received through engagement activity on the areas of investment to date has been positive.

Principle	Investment 15/16	Investment 16/17
Prevention and early intervention	<ul style="list-style-type: none"> • Purchase resources for the Perinatal Mental Health Pathway • Increase capacity to the Neurodevelopmental pathway, specifically from educational psychology and allied health professionals • 5-18 Early Help pilot programme (match funded by LA) • Development of the 'Healthy Young Minds' website, social media and self-help resources 	<ul style="list-style-type: none"> • Enhancement of 42nd Street Tier 2 school based mental health • Increase capacity to the Neurodevelopmental pathway, specifically from educational psychology and allied health professionals
Improving access to Effective Support	<ul style="list-style-type: none"> • Community Eating Disorder Service • Stakeholder workshop • Recruit extra staff to stabilise waiting lists in preparation for new model 	<ul style="list-style-type: none"> • Community Eating Disorder Service • Production of a communications strategy for 'new' CAMHS offer and stakeholder event • Dedicated CAMHS capacity within All Age front door for Stronger Families and Child in Need cases • Purchase of ADHD diagnostic tool and training • Recruit extra staff to stabilise waiting lists in preparation for new model
Accountability And Transparency	<ul style="list-style-type: none"> • Consultation and development of final plan (inc. plain English/Easy read) • Transformational lead post 	<ul style="list-style-type: none"> • Transformational lead post
Workforce development	<ul style="list-style-type: none"> • Development of mental health training programme for schools (including school counsellors), GPs and other agencies including the police. 	<ul style="list-style-type: none"> • Development of mental health training programme for schools (including school counsellors), GPs and other agencies

Further detail on each of the areas of spend can be found in our Quarter 1 2016/17 progress report.



Evidence of service transformation

There has been significant change within Trafford's Healthy Young Minds (CAMHS) service across 2016. The service is moving towards a new service model of stepped care. This model will see greater competence and confidence in mental health across the wider system of support through advice and training from Healthy Young Minds (CAMHS) specialists. The service itself is adopting the Choice and Partnership Approach (CAPA) which will redesign provision internally to enable children and young people to receive support quicker and ensure that they are equal participants in decisions about their support and goals for their future. Healthy Young Minds (CAMHS) has also undertaken significant work on its internal processes, systems and structures to enable it to have the right skills and capacity to support more children and young people. A staff consultation has taken place and the new structure should be implanted soon.

In addition, utilising LTP funds Trafford has recruited a number of posts to provide leadership regarding the service transformation, increase capacity to address the waiting list and an integrated offer for complex families within the All Age Front Door. The specific posts are presented below and have increased the FTE within the Healthy Young Minds Service (CAMHS) by 2.37 FTE. As a result we are already able to report a substantial reduction in waiting times for assessment from 18 weeks in 2014/15 to an average of 8 weeks for routine cases which we are confident will further improve once the new structure is in place and the Thrive model is operationalised.

New Posts – Role	Band	FTE
All Age Front Door Post	7	1
Transformational Lead Post	8b	0.17
Mental Health Practitioner	6	1.8
ASD Senior Practitioner	8a	0.2

We are also able to report an uplift of 2.4FTE in our 'Getting Help' service provided by 42nd Street, more than doubling the capacity within the service allowing a greater volume of children to be seen within a shorter timescale (waiting time reduced to 5 weeks from 26 weeks).

Furthermore, although Trafford remains a low spend economy we can report a projected uplift of 12% on the combined spend of the local authority and CCG in 2016 compared with 2014/15, inclusive of necessary local authority efficiency savings, which again will increase as future projects get underway.

Specific areas of innovative practice which require evaluation in 2017/18:

- 5-18 Early Help Pilot Programme
- 42nd Street provision for high functioning children and young people with ASD/ADHD
- All Age Front Door post.

Next emerging priorities/statement of intent

Section 7 of our LTP refresh sets out our direction of travel for 2017/18 and beyond detailing an ambitious range of activity under each of the five priority areas set out in FIM. Key areas of intended

investment for 2017/18 are presented in the table below which consists of new initiatives informed by extensive stakeholder consultation and scoping work that has taken place in preceding years at both local and GM levels. We also intend to continue to invest in specific services to give sufficient time for the new and enhanced services to embed and demonstrate the anticipated outcomes and whole system change.

Principle	Activity	Estimated Cost
Prevention and early intervention	• Continuation of 42nd Street 'Getting Help' provision	£100,000
	• Continuation of additional Educational Psychology support to Increase capacity to the Neurodevelopmental pathway	£10,000
	• Early help provision	£50,000
Improving access to effective support	• Continuation of Healthy Young Minds (CAMHS) post within Trafford's All Age Front Door	£53,000
Caring for the most vulnerable	• Continuation of Community Eating Disorder Service	£144,000
	• Contribution to enhanced GM Out of Hours Crisis Liaison provision	£50,000
	• Resource for ADHD pathway	£10,000
	• Enhanced post diagnostic ASD offer	£10,000
	• Extension of CAMHS offer to 25 for care leavers or SEND	£30,000
Accountability and Transparency	• Contribution to the GM iThrive hub	£15,000
Workforce Development	• Universal professional mental health training provision	£21,000
TOTAL		£493,000

GM considerations

Across Greater Manchester (GM), a number of strategic groups such as the GM Children's and Maternity Commissioning Consortium, the GM Future In Mind Group and the Greater Manchester Mental Health Strategy Children and Young People's Mental Health Group are looking at key areas of mental health and emotional well-being for children and young people. This will enable sharing of good practice, a more standardised service offer across GM and collaborative projects to allow for a more efficient use of resources. Potential projects include a GM I-thrive Hub to ensure a combined approach to the CAMHS transformation programme, a GM Out-of-hours and Crisis Liaison Service (including extension of RAID to under 16's) and the development of a GM workforce strategy which could incorporate elements of compulsory training in basic mental health across a range of professionals. Trafford is also leading on the Youth Offender Mental Health work stream on behalf of GM, looking at establishing a consistent approach to assessment and support.