



## Committee and Date

Young People's Scrutiny  
Committee

29<sup>th</sup> March 2017

## Item

Public

# **0-25 Emotional Health and Wellbeing Service (EHWS) Implementation Update**

## **Responsible Officer**

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## **1. Summary**

This paper provides an update to the Young People's Scrutiny Committee on the implementation of the new service. It aims to;

- Provide an update on progress to date, including governance arrangements to support the process
- Provide details on the work to reduce the waiting list with the current provider
- Outline the next steps in advance of the 'go live' date of the 1<sup>st</sup> May

## **2. Recommendations**

The Young People's Scrutiny Committee are asked to

- Note the progress of the implementation to date
- Comment on the next steps of the implementation work

## **REPORT**

## **3. Introduction**

Telford & Wrekin CCG, Shropshire CCG, Telford and Wrekin Council and Shropshire Council have been working together to commission a new Emotional Health and Wellbeing Service for those aged 0 to 25. Telford and Wrekin CCG are the lead Commissioner and are managing the project with support from the three other organisations.

This paper provides an update to the Young People's Scrutiny Committee on the implementation of the new service. It aims to;

- Provide an update on progress to date, including governance arrangements to support the process
- Provide details on the work to reduce the waiting list with the current provider
- Outline the next steps in advance of the 'go live' date of the 1<sup>st</sup> May

## **4. Background**

Over the last 18 months the CCG has been working with local professionals, children, young people and families to design and procure a new service across Shropshire, Telford

and Wrekin. This has involved extensive engagement to understand people's experiences and aspirations for a completely different service model. This led to the development of an outcome based service specification and procurement process, which concluded in December 2016.

The new service will be designed and delivered around the following principles;

- A commitment to on-going transformation and development of services co-produced with young people
- No 'wrong door' or 'waiting list' ethos; greatly improving access to services
- Access to immediate support, advice, groups, structured counselling and therapy
- A principle that children and young people are individuals not 'referrals'
- Best use of on-line support, information and advice
- Commitment to targets that increase capacity across the service as a whole and the skills of all who work with children and young people
- Development of drop-in services
- Use of peer support and volunteers
- Timely advice and liaison for professionals who are concerned about a young person
- Working with all providers within the area to offer a collective and comprehensive pathway for emotional health needs

The contract was awarded to the 'prime provider' South Staffordshire and Shropshire Foundation Trust (SSSFT) who will act as the lead in a partnership of organisations. This is made up of Kooth (an online service that offers emotional and mental health support for children and young people), Healios (specialists in online counselling) and The Children's Society. Initially Shropshire Community Healthcare Trust (SCHT) were included in the partnership of providers, however to support the management of change and for consistency of leadership it has been agreed that current SCHT CAMHS staff will TUPE into SSSFT.

## **5. Governance & Assurance**

Following contract award significant progress has been made with detailed implementation plans developed and the establishment of a commissioner led Implementation Assurance Group (IAG) and prime provide led Partnership Board.

The remit of the IAG is to ensure the new service is set up to deliver the quality outcomes set out in the service specification. The IAG membership is made up of commissioners from CCGs and LAs, GP, quality, patient representatives and children and young people. For consistency, the IAG membership mirrored that of the project group that developed the specification for the new service.

As part of the on-going assurance work the IAG has undertaken a number of tasks including;

- Developing conditions precedent, which needed to be addressed prior to the contract being confirmed. The conditions focused on ensuring the service model proposed met the aims of the service specified in being truly transformational and significantly different from the previous CAMHS model, with improved access. The conditions precedents were shared with prime provider, whose responses have been scrutinised to help further shape the service model.
- To help the prime provider better understand the challenges faced by the previous CAMHS service and that may be faced by the partnership in delivering the new model, sixteen case studies were developed. These were shared with the prime provider who has used them to guide the development of clinical pathways.

- Review and response to a service access options paper, which considers the use of a service specific single point of access, local authority based access or GP referral assessment centre access.

To facilitate implementation the Prime Provider established a Partnership Board group for the providers of the new service, with associated business and operational and clinical sub-groups. Tim Cullinan (Telford & Wrekin CCG Project Manager) sits on the Partnership Board to provide a link between provider and commissioner assurance & implementation groups. The clinical sub-group spent all last week (6-10 March) developing clinical pathways for the new service model and testing them with children and young people.

External scrutiny and assurance has also been provided by a joint Health Overview and Scrutiny Committee (HOSC) board meeting on the 7<sup>th</sup> March. Feedback from the session was that *"Members were delighted with the detailed presentations and enthusiasm with which all partners responded"*.

A formal external review conducted by two CAMHS specialist clinicians has also been approved. The review will consider how much the new service achieves its aims to:

- Move away from a clinical/medical model; and
- Broaden access to early support, and address existing long wait times.

## 6. Waiting List Reduction

Initially the current CAMHS provider (SCHT) had led the work to reduce the waiting list; following the award of the contract SSSFT have provided the leadership on addressing the waiting list. SSSFT's work has included gaining a more granular understanding of the waiting list, this identified the size of the total waiting list (including internal waits), split by the interventions and assessments that children and young people are waiting for. This analysis found 662 children and young people to be waiting across the whole service, of which 457 were Telford CCG patients and 205 were Shropshire patients (as of January 2017).

To enable a significant reduction in the waiting list the CCGs successfully bid for c. £400k from NHS England, SSSFT have quickly developed a waiting list plan using these monies. The plan involves;

- Implementing elements of the new service (e.g. Healios / Kooth) prior to the new service start date
- Providing significant capacity increases using bank and agency staff, additional hours from existing staff and secondments from SSSFT staff from outside of Shropshire

The waiting list plan is set to run over thirteen weeks and will reduce the waiting list by 439<sup>1</sup>, 350 will be Telford & Wrekin patients and 89 Shropshire patients. This will leave 223 patients on the waiting list, of which 116 will be Shropshire patients. At the time of writing Shropshire CCG is working with Telford and Wrekin CCG to explore options to secure additional funds to further reduce/remove the waiting list.

See Appendix 1 for a detailed breakdown of waiting list elements as well as planned interventions, along with their impact and cost.

## 7. Next Steps

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<sup>1</sup> Waiting list numbers are based on a point in time; the figures above are based on the best available estimates, but are likely to have fluctuated.

Prior to the service go live date of the 1<sup>st</sup> of May a number of key actions are required, these include;

- Further refinement and testing of the clinical pathways developed by the prime provider partnership board clinical sub-group with clinicians, children, young people, parents and carers. This is an on-going process but will be the focus of the clinical subgroups work over the next four weeks.
- Confirm and communicate service access arrangements to key stakeholders including; GPs, schools, local authorities, children, parents and carers. Richard Kubilius is attending the GP Locality Boards throughout April and May as part of the implementation communications and engagement plan.
- Agree year one KPIs and confirm approach to year one CQUIN. A task and finish group has been established from members of the IAG and are meeting on the 28<sup>th</sup> March.

## 8. Recommendations

The Young People's Scrutiny Committee are asked to **note** the progress of the implementation to date and **comment** on the next steps of the implementation work

**List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)**

**Cabinet Member (Portfolio Holder)**

**Local Member**

**Appendices**

Appendices 1 : Waiting list reduction initiatives

## Appendix 1: Waiting List Reduction Initiatives

Waiting List Element	Waiting List Size (Jan-17)			Intervention		WL Reduction			WL Post Intervention		
	TWCCG	SCCG	Total	Org.	Action	TWCCG	SCCG	Total	TWCCG	SCCG	Total
Neurodevelopmental	202	14	216	Healios	Assessments	123	0	123	42	4	46
				SCHT	Peads Assessments	37	0	37			
				SCHT	Assessments	0	10	10			
Tier 2	86	0	86	Healios	Assessments	43	0	43	43	0	43
Tier 3	25	54	79	Healios	Assessments	24	24	48	1	0	1
				SCHT	Assessments	0	30	30			
Learning Disability	28	19	47	SSSFT	Therapy	28	0	28	0	19	19
CBT	20	26	46	Healios	Course of CBT	20	10	30	0	1	1
				SCHT	Course of CBT	0	15	15			
Therapy	75	57	132	SCHT	Therapy	75	0	75	0	57	57
Family Therapy	21	35	56	SCHT	Therapy	0	0	0	21	35	56
Kooth Online Support				Kooth	Hours of online chat	TBC - Will be tracked for impact					
Admin Support & Postage				SCHT	WL Validation & Booking						
<b>Total</b>	<b>457</b>	<b>205</b>	<b>662</b>			<b>350</b>	<b>89</b>	<b>439</b>	<b>107</b>	<b>116</b>	<b>223</b>
<i>Split by CCG</i>	<i>69%</i>	<i>31%</i>				<i>80%</i>	<i>20%</i>		<i>48%</i>	<i>52%</i>	