

## **Adult Social Care and Health Overview and Scrutiny Committee**

**13<sup>th</sup> September 2017**

### **New Children and Young People's Emotional Well-being and Mental Health Contract**

#### **Recommendation(s)**

1. For the Adult Social Care and Health Overview and Scrutiny Committee to note the outcome of the Children and Young People's Emotional Well-being and Mental Health service procurement process.
2. For the Adult Social Care and Health Overview and Scrutiny Committee to note the key features and implementation timescales of the new service.

#### **1.0. Key Issues**

- 1.1. Child and Adolescent Mental Health Services (CAMHS) have undergone a competitive dialogue tender process to procure a single, redesigned, children and young people's emotional well-being and mental health service. This contract consolidates the six previous CAMHS contracts, that were commissioned independently across Clinical Commissioning Groups (CCGs) and Warwickshire County Council (WCC), into a single commissioning arrangement with WCC acting as lead commissioner. This is underpinned by a Section 75 legal agreement that includes the pooling of funds across the commissioning partners.
- 1.2. The competitive dialogue process commenced on the 26<sup>th</sup> September 2016 with three providers submitting proposals at the initial Pre-Qualification Questionnaire stage. Two providers were invited to enter the competitive dialogue phase, although one later withdrew. Coventry and Warwickshire Partnership Trust (CWPT), in partnership with Coventry and Warwickshire MIND (CW MIND), undertook the competitive dialogue phase before submitting a final tender that was evaluated and scored by an evaluation panel comprised of representatives from Education, Social Care, GPs, and finance and commissioning reps from WCC and the CCGs. This submission was successful and a recommendation to award was approved by WCC and the three CCGs.
- 1.3. The new children and young people's emotional well-being and mental health service commenced, on schedule, on the 1<sup>st</sup> August. This marks the start of a significant transformation from the existing service, with a number of changes commencing from day one of the new contract. These changes will be

established throughout a two year implementation period, with contract monitoring during this time focusing on achieving implementation plan milestones.

## **2.0. Competitive Dialogue**

2.1. The CAMHS redesign process was based upon co-production principles, with the underpinning outcomes framework developed by young people, families, and professionals. The competitive dialogue process continued these principles by enabling key stakeholders to challenge and evaluate the proposals. Below is the list of stakeholders involved across the four days of dialogue held between December 2016 and January 2017.

- Young people (Youth Parliament) and TS4YP rep
- Parents and parent representatives
- Head Teachers (primary and secondary)
- WCC Learning and Achievement reps
- Social Care Early Help Manager
- Social Care Service Manager
- Independent clinical CAMHS consultant
- GPs
- CCG Mental Health Clinical Lead
- CCG Commissioners
- CCG Finance reps
- WCC Finance rep
- WCC Legal rep

2.2. Following the dialogue days, stakeholders expressed positive support for the proposed service. They felt it reflected the outcomes framework and presented a coherent model. One parent rep, who has been involved throughout the process, said she could see what was conveyed in the original co-production workshops translated into the new service. Teachers and GPs stated the model provided them with the support they require, and the young people on the panel were satisfied it would meet their needs.

## **3.0. Key features of the new service model**

3.1. CWPT and CW MIND demonstrated, through the competitive dialogue process, that their joint proposal will meet the outcomes framework which underpins the new service specification. Below are the key themes reflected in the outcomes framework that the new service is designed to meet:

- Increased emphasis on prevention and early intervention
- Focus on building resilience
- Integrated working, especially with schools
- Systemic work with families and child's network
- Increasing age from 18 to 25
- Service with no tiers
- Support for complex and vulnerable children

- 3.2. The new service model aims to achieve a coherent mental health system for children and young people in Warwickshire. It is structured around three layers:

**1: Central navigation point**

- 3.3. Access to the service has been improved by expanding the existing single point of entry into a 'navigation hub'. This has been opened up to enable self-referrals and consists of a multi-disciplinary team of clinicians who can assess, triage, and enable children and young people to access the right level of service at the right time.

**2: Community based centres**

- 3.4. Service delivery will no longer be delivered from clinics, but will be based in five community locations around the County that will be open from 08:00 to 20:00. These centres will provide direct delivery that will include open access drop-ins, group sessions, and therapeutic work. Support and training will also be provided to parents in addition to direct work with children and young people.
- 3.5. The centres will act as a base for staff that will network and reach out into the wider community. Specifically, outreach staff will be able to make home visits to reach those young people unable to access centres; furthermore schools, GP surgeries, and social care teams will have a named contact that will provide advice and training.
- 3.6. Work is progressing to identify the most appropriate locations for these centres, and discussions with Social Care colleagues are underway to ensure links with hub discussions within the local authority.

**3: Specialist multi-disciplinary mental health team**

- 3.7. While the new service model is structured to promote prevention and early help, it is recognised that a specialist team is required for those children and young people with diagnosable mental health disorders. This element of the service will be located in the community bases.
- 3.8. Within these three layers the new service contains specific features:
- 3.9. **Dimensions Tool**
- 3.10. A critical innovation within the new model is use of 'Dimensions', an online assessment tool developed by CWPT. This questionnaire will be accessible to young people, parents, schools, Social Workers and GPs to support the assessment of need. Completing the questionnaire will give the respondent a menu of support available to the child or young person ranging from self-help resources and details of the nearest drop-in, through to recommending a mental health assessment through the central navigation point.
- 3.11. Dimensions will enable direct access to the service for any young person, parent, or professional. It will also collate aggregated data to inform the

service of levels of need across the County. Clinicians will also make use of the responses to inform their support provided to the young person.

### **3.12. Prevention and early help**

3.13. The new service will deliver prevention and early intervention by building on the work of CW MIND in running whole school approaches to emotional well-being. This is based on their 'Big Umbrella' 3 step model where they deliver school assemblies to raise awareness of mental health across the whole school. Group work is then offered to those young people who identify as needing additional support, and then one to one counselling for those who require more focused help.

3.14. The service will also incorporate the success of the MHISC framework (short term interventions made available to children and young people with a CAF). In this way the wider voluntary sector and local market will become part of the overall system, and will open up the choice available to families accessing the service. CW MIND will lead on supporting the sector to bring in additional funds to further improve the local offer.

### **3.15. Integration**

3.16. In addition to providing training and advice to schools through dedicated link workers, CWPT have committed to supporting the Social Care system by linking with the MASH and Locality Panels. Work with the Youth Justice Service will continue and these principles of integrated working will be extended to meet the headline outcome of providing support to complex and vulnerable young people.

### **3.17. Online provision**

3.18. Alongside the Dimensions tool, the service will provide a comprehensive on-line offer, coordinated by the central navigation point. A new website has been launched that will enable young people access to on-line therapeutic sessions and the option to skype clinicians. The preventative and early help work will be supported by the use of social media (such as You Tube videos) and self-help resources.

## **4.0. Governance and Contract Management**

4.1. WCC is the lead commissioner for the new service, underpinned by a S75 agreement. Oversight is provided by a Partnership Board chaired by the Head of Service for Strategic Commissioning and comprised of CCG Directors and the Public Health Assistant Director.

4.2. A Contract Management group has been established to support the monitoring of the service. It includes Youth Parliament Reps and parents, as well as Head Teachers, Social Care Managers, and a VCS rep. The role of this group is to interrogate outcomes and performance data provided by the Trust and act as a means of dialogue between commissioners and stakeholders. This group is supported by operational colleagues from finance and clinical support from the CCGs. Incorporating young people and parents

into the core membership of the group will ensure the ongoing co-commissioning of the service.

- 4.3. Performance of the new contract is being assessed, for the first two years, by monitoring progress against milestones set out in a service transformation plan. During this time, performance against the outcomes framework will be benchmarked. From year three, outcomes will be monitored directly against key performance indicators (KPIs) that are linked to enhanced payments: 10% of the annual contract price is dependent on the Trust achieving these KPIs. Below, in table 1, is the full list of 20 indicators that have been developed to monitor the service against, with the KPI's highlighted. Attached in Background paper 2 is the complete technical specification that sets out each indicator, its rationale, cross reference against the outcomes framework, draft targets and means of verification. This technical specification was developed with parent and clinical reps to ensure it reflects the outcomes framework and is clinically robust.
- 4.4. CWPT will be obliged to report against these indicators on a quarterly basis in addition to reporting activity data (e.g. numbers accessing the service, age, gender, location, presenting issue, length of intervention) as part of the NHS England requirement to report against the national minimum dataset. These two reporting processes will enable Commissioners and the Contract Management Group to assess overall performance and measure the transition towards delivering a timely and effective service. Overall performance and any areas of concern will then be escalated to the Partnership Board.
- 4.5. During the initial two years of the new contract (where performance will be monitored against milestones in the implementation plan), pre-existing KPIs from the old CAMHS contract will be carried forward. This will include waiting time targets for initial assessment and follow up waits. In this way, Commissioners and the contract management group will be able to closely monitor ongoing performance of the service alongside the work to transform to the new service model.

*Table 1: List of indicators, including KPIs (highlighted in grey)*

1. Level of awareness of children's mental health across whole population
2. <b>KPI:</b> Level of emotional well-being among children and young people
3. <b>KPI:</b> Level of resilience among children and young people
4. Children and young people feel they can manage their own mental health
5. <b>KPI:</b> Children, young people and families report they receive a timely and appropriate mental health service
6. Children, young people and families report that they receive interventions that are appropriate and accessible, both in location and timing.
7. Children, young people and families and families report positive and trusting relationships with mental health practitioners
8. Families report they are enabled to support their children's mental health
9. Frequency and quality of shared decision making with Children, young people and families
10. <b>KPI:</b> Demonstrable improvement in the mental health of children and young people who access services

11. Number of Children, young people and families engaged in service design / improvements
12. Demonstrable physical health improvements
13. Improved levels of good attachment and relationships between children and families across Warwickshire
14. Transitions within and across services are well managed and effective
15. <b>KPI:</b> Quality of service for Children Looked After
16. <b>KPI:</b> Quality of service for young people in the youth justice system (YJS)
17. <b>KPI:</b> Quality of service for Children and young people with LD and ASD
18. <b>KPI:</b> Quality of service for other vulnerabilities including: BME / LGBT/ Rural / CSE / Unaccompanied Asylum Seekers (not exhaustive)
19. Number of aligned services professionals reporting feeling supported by service
20. <b>KPI:</b> Level of confidence and capacity of aligned practitioners to support mental health issues

## 5.0. Timescales associated with the decision and next steps

- 5.1. As part of the tender evaluation process, the Trust submitted both an implementation plan and a transformation plan. The implementation plan covers the period between contract award and the contract start date of the 1<sup>st</sup> August; the transformation plan covers the first two years of the contract to transform the service to the new model.
- 5.2. As part of the implementation plan, the Trust has committed to delivering, by the 1<sup>st</sup> August:
- 5.2.1. Fully operational Central Navigation Hub
  - 5.2.2. Dimensions Tool
  - 5.2.3. Redesigned website with self-help resources
- 5.3. Attached in Background Paper 1 are the milestones of the two year transformation plan submitted by the Trust.

## Background papers

Background paper 1: Transformation Plan key milestones

Background paper 2: Technical specification of indicators

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The report was circulated to the following members prior to publication:

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