

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Wellbeing Board **DATE:** 29<sup>th</sup> September 2021

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**WARD(S):** All.

### **PART I** **INFORMATION**

#### **EAST BERKSHIRE LOCAL TRANSFORMATION PLAN FOR EMOTIONAL HEALTH AND WELLBEING AND CELEBRATING NEURODIVERSITY – OCTOBER 2021 – 2024.**

#### 1. **Purpose of Report**

- 1.3 This Executive Summary provides an overview of the East Berkshire Local Transformation Plan for Emotional Health and Wellbeing and Celebrating Neurodiversity. The full LTP will describe in more detail of the progress and outcomes that have been achieved since 2020, coupled with a comprehensive overview of the services that are available and the plans that are going to be taken to bridge gaps in services. The final LTP document should be completed by the end of September 2021.

#### 2. **Recommendation**

- The Committee is requested to note the report.

#### 3. **The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

##### 3a. **Slough Wellbeing Strategy Priorities –**

The Local Transformation Plan aligns with the Slough Joint Wellbeing Strategy in terms of:

Priorities:

1. Starting Well
2. Integration (relating to Health & Social Care)
3. Workplace health

The overarching LTP which will be finalised by the end of September 2021 contains a comprehensive CAMHS Needs Assessment which highlight the needs and comparison from National and local data.

##### 3b. **Five Year Plan Outcomes**

The CAMHS LTP will support **Outcome 1**: Slough children will grow up to be happy, healthy and successful.

#### 4. **Other Implications**

##### (a) Financial

There are no financial implications of proposed action. The plan identifies the investment that is being made from NHSE Funding.

##### (b) Risk Management

Within the CAMHS LTP, there is a governance section which outlines the risk and mitigations. Details are highlighted below.

Area of risk	Detail of risk	Mitigating action
Complexity of the local system	Frimley ICS covers East Berkshire as well as Surrey Heath and North East Hampshire and Farnham. East Berkshire covers three different localities with three different LAs. Each local place-based system within East Berkshire has a range of different set ups.	<ul style="list-style-type: none"> <li>• Frimley ICS Managing Director has the overall East Berkshire lead portfolio for Children, Young People and Families.</li> <li>• Three Place-Based Committees are involved in the development of the LTP and will provide final sign-off at a local level.</li> <li>• LTP group is East Berkshire wide and has strong representation from each locality.</li> <li>• Work is taking place at a locality level (i.e. Slough, RBWM, Bracknell Forest) to address local needs and health inequalities.</li> <li>• Improving emotional health and wellbeing in CYP is a multiagency priority for Frimley Health and Care System (ICS) with regular monthly meetings to expediate joint working.</li> <li>• Work will start to develop an ICS LTP for 2022/2023.</li> </ul>
Competing priorities	Partner organisations may not have time to fulfil commitments needed to continue to transform at the pace required (including our main NHS provider, Berkshire Healthcare)	<ul style="list-style-type: none"> <li>• LTP group meetings are now taking place every two months.</li> <li>• LTP group will develop a detailed action plan by November 2021 on how to deliver against the new priorities, so the work is planned via a phased approach over the next three years.</li> <li>• Dedicated CYP transformation posts are being recruited to and will sit within the governance of the three places. These will report directly to the Directors at Place and work in partnership with members of the relevant Frimley ICS and partner teams/groups to develop an agreed, locally determined work programme.</li> </ul>

Area of risk	Detail of risk	Mitigating action
Crisis offer	Implementing the agreed strands of the crisis offer, which includes the home-treatment service, self-harm pathways, a specialist behaviour support service, development of a Safe Haven.	<ul style="list-style-type: none"> <li>• A Berkshire-wide crisis group has been established, as well as dedicated provider support for the development of the crisis home-treatment pathway.</li> <li>• A dedicated Frimley CCG project manager role has been approved and is being recruited to progress this workstream at pace.</li> </ul>
Pressure on paediatric wards in Frimley and Wexham Park hospitals	Due to the pandemic and the likelihood of RSV surge, mitigating actions are needed to release capacity within the acutes for those children and young people who are medically fit to be discharged in a swift and timely way	<ul style="list-style-type: none"> <li>• Twice-weekly MDT discussion with acute trust colleagues and partners (paediatric liaison, CAMHS, LA, CCG) from July 2021 about the CYP who are medically fit in both FPH &amp; WP paediatrics wards, but who have been unable to be discharged.</li> <li>• Where the child or young person is known to the LA, identifying the current position, needs and actions to take forward.</li> <li>• Access to additional CCG funding for those with challenging behaviours made available as part of Alternative to Admission and facilitation to support early discharge.</li> </ul>
Eating disorder service	The number of CYP needing support from the CAMHS eating disorders service is exceeding service capacity, with an increase in acuity of cases and higher numbers requiring inpatient care and/or Tier 4 admission; breaches in routine and urgent national NHSE standards	<ul style="list-style-type: none"> <li>• Additional investment has been made in the eating disorders service.</li> <li>• An Eating Disorder Recovery Plan has been developed which includes risks and mitigating actions.</li> <li>• Funding for two recruit-to-train Eating Disorder Family Systemic Practitioner posts was secured in July 2021.</li> <li>• The development of both the T4 hospitals' at-home service, which includes offer to ED patients, as well as the establishment of the Community Home Treatment offer in our crisis response, will provide intensive support for ED and disordered-eating CYP.</li> <li>• T4 offer is already live with CYP with ED receiving service and is continuing to increase capacity to be fully mobilised by Dec 2021. The CYP CMHT team is planned to go live, in a phased way, from Jan 2022.</li> <li>• Berkshire Healthcare is part of a best-practice network for the Thames Valley.</li> <li>• There has been good work locally on raising awareness of CYP EWB and mental health, e.g. <i>Little Blue Book of Sunshine</i>.</li> <li>• Eating disorder leaflets have been produced in partnership with Public Health.</li> <li>• A BEAT training offer targeted at primary care will help with early identification and risk management, and confidence on the ward is being developed.</li> <li>• Targeted CPD accredited Beyond the Symptoms training for acutes.</li> </ul>

Area of risk	Detail of risk	Mitigating action
		<ul style="list-style-type: none"> <li>The Acute and Surrey and Borders trust have been partnered to deliver the We Can Talk programme in Berkshire.</li> </ul>
Impact of COVID-19 and longer waiting times for specialist CAMH services	The impact of COVID-19 has increased demand across all emotional health and wellbeing services, including the acutes	<ul style="list-style-type: none"> <li>All referrals are risk assessed and managed by Berkshire Healthcare; help while waiting is offered via face-to-face, written, telephone and online resources.</li> <li>All other providers in the CAMHS partnership are continuing to deliver services but through adapted models (i.e. digital).</li> <li>Crisis team in specialist CAMHS offering extended hours to cover Sunday and 10pm weekdays; 24/7 helpline is in place.</li> <li>Partner organisations are commissioned to provide help to families, particularly those pre and post autism or ADHD assessment.</li> <li>Additional transformation funding (linked to the LTP) has been allocated to early intervention to provide children and young people with additional support services at an earlier stage, which should, in the future, reduce the demand on CAMHS.</li> <li>Additional funding allocated via NHSE for waiting-list initiatives, including digital interactive online assessments (autism) and additional funding for the anxiety and depression pathway.</li> <li>Full review of autism and ADHD completed. A task-and-finish group set up to implement several recommendations. Demand and capacity and modelling exercise is being carried out on the health pathways.</li> <li>Additional funding to develop a specialist behaviour support service with interim spot-purchase arrangements.</li> </ul>
Finance	There are insufficient funds available to cover all required investments	<ul style="list-style-type: none"> <li>CCGs and partners working collaboratively across Berkshire/ICS to identify opportunities for economies of scale.</li> <li>CCGs and partners proactively bidding for grants and resources, both regionally and locally.</li> <li>We are working with partners at the early help stage to reduce the number of cases that require a specialist CAMHS response (the evidence base for the economics of low-intensity versus high-intensity interventions is well established).</li> <li>CCG has secured: ICS Spending Review Funding of more than £850,000 to tackle a wide-scale transformation of core CAMHS; Health Education England, additional capacity within the eating disorder service; £1.3 million ADHD and autism funding to tackle the waiting lists and reduce waiting times to 52 weeks; in-year 2021 investment in a home-treatment service with recurrent £450k for a home-treatment service once fully operational in April 2022.</li> </ul>

Area of risk	Detail of risk	Mitigating action
		<ul style="list-style-type: none"> <li>• Projected £210k investment for Safe Havens from 2022.</li> <li>• Investment through Learning Disability and Autism Service Development Funding for a specialist behaviour support service scaling up from £200k in 2021–22; £400k in 2022–23; full-year recurrent annual investment of £600k in 2023–24.</li> <li>• Increased recurrent funding for the rapid response team.</li> <li>• Funding for Surrey and Borders for crisis work within Frimley Park whilst a review is undertaken.</li> </ul>
Integration	Difficulty of providing an integrated model and bringing together health, LAs and education and wider stakeholders for new ways of working and ensuring we work in an integrated way to reduce the fragmentation in the current system	<ul style="list-style-type: none"> <li>• Key priority within the LTP to develop a formal partnership arrangement by 2024.</li> <li>• Focus on place will ensure local integration arrangements based on need and to suit the local population.</li> <li>• We are jointly commissioning work, e.g. our digital offer and the Getting Help teams.</li> <li>• For Mental Health Support Teams and Getting Help teams, a new Joint Management Board is in place. A memorandum of understanding (MoU) has been developed between the CCG, LAs and Berkshire Healthcare (for MHSTs, the MoU will be in place between education settings and the LA/Berkshire Healthcare).</li> </ul>
Recruitment and retention of staff and workforce stability	Difficulty in recruitment and retention of workforce within our main provider	<ul style="list-style-type: none"> <li>• Completion of the national 2021 CYP mental health workforce stocktake that NHS Benchmarking Network are undertaking for Health Education England. This stocktake was a key part of implementing the targets in the NHS Long Term Plan, which aims to significantly expand capacity in children and young people's mental health services. The workforce benchmarking exercise produced a profile of all CYP staff groups and will inform local and national workforce and delivery plans, and the national investment strategy.</li> <li>• Workforce summit being planned to support the emotional wellbeing and health of all staff.</li> </ul>
Data and reporting	Providers not being able to flow access data to the national Mental Health Services Data Set (MHSDS) in line with national reporting standards – linked to access and routine outcomes measures	<ul style="list-style-type: none"> <li>• We respond to all performance and data requests from NHSE in line with stipulated deadlines; we use performance dashboards that are produced using this data to inform commissioning decisions; we regularly monitor and report on performance against eating disorders and mental health waiting times.</li> <li>• Ongoing work with our third-sector providers to ensure that accurate CYP access data is uploaded to the MHSDS. Intention to set up a local data flow for data to be loaded directly from providers to the data warehouse.</li> </ul>

Area of risk	Detail of risk	Mitigating action
		<ul style="list-style-type: none"> <li>Berkshire Healthcare are working on all clinical care pathways and have clearly defined and mandated ROMS; where not already available the ROMS are being built into the RiO EPR and monitoring will be undertaken using the Tableau dashboard, once completed. This will enable oversight and discussion with individual clinicians in caseload review and supervision, but will also provide team- and service-wide data to inform service improvement, transformation and development.</li> </ul>
Communication	There is ineffective communication about the availability of emotional wellbeing services, how to access them and providing the right level of information to different stakeholders	<ul style="list-style-type: none"> <li>Development of an integrated communication strategy with partners to ensure timely communication of key messages to all stakeholders via agreed platforms by October 2021.</li> </ul>

(c) Human Rights Act and Other Legal Implications

There are no Human Right Act implications as Frimley CCG complies with the Human Rights Act.

(d) Equalities Impact Assessment

The CAMHS LTP highlights the work within the CAMHS Needs Assessment and subsequent sections relating to the needs of vulnerable children as to how we are addressing health inequalities.

5. Supporting Information

This report is for noting as it has previously been through other agreed governance arrangements.

6. Comments of Other Committees

There are no comments from other committees as the CAMHS LTP has been reviewed and approved through other governance arrangements which has included senior representation from Slough Borough Council. In addition, it is being presented and reviewed at the Slough Place Based Committee on September 22<sup>nd</sup> 2021.

7. Conclusion

It is recommended that due to the local engagement with the development of the CAMHS LTP and assurance and agreement through the Slough Emotional and Health Well being Network, East Berkshire Joint Management Board and East

Berkshire CAMHS Local Transformation Board, that the Wellbeing Board should note the report/

7. **Appendices Attached**

8.

'A' - As per background papers.

9. **Background Papers**

'1' - Report for the Slough Wellbeing Board.