

## **Report of the Joint Mental Health Commissioner NHS to the meeting of the Corporate Parenting Panel to be held on 9 March 2020**

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**Subject:**

**Children's and Young People's Mental Health – Update**

**Summary statement:**

**This paper provides update on progress to improve mental health support for children and young people.**

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**Portfolio:**

**Healthy People and Places**

**Overview & Scrutiny Area:**

**Health and Social Care**

## 1. SUMMARY

- 1.1. This paper provides the panel with an update on progress made to review and improve mental health support for children and young people.
- 1.2. The panel are asked to note the action plan, highlight areas for consideration and attention and provide support the System Review currently underway.

## 2. BACKGROUND

2.1 In October 2019 the Mental Health Partnership Board (MWPB) agreed that a sub group to focus on children and young people's mental health would be formed to enable the system to focus on issues within children and young people's mental health, a proposal which was supported by the Health and Wellbeing Board. The Health and Wellbeing Board also commissioned the Centre for Mental Health to conduct a full System Review of Children and Young People's Mental Health. The sub-group were tasked to maintain oversight of the review and ensure timescales were met to report back to the Health and Wellbeing Board in May.

2.2 Jenny Cryer Assistant Director in Children's Service at the Council, Kelly Barker, Interim General Manager at Bradford District Care Foundation Trust and Sasha Bhat, Joint commissioner for Mental Health agreed to lead work with partners to scope the role of the new group and to work through urgent issues that have arisen within the delivery of mental health services for children and young people. The aim of the sub-group was to also to build on the good work done with Future in Mind and broaden out to be the governance for all things related to children's mental health, reporting into the Mental Wellbeing Partnership Board.

### **Progress to date**

#### *Children and young people's mental health sub-group*

- 2.3 The sub-group identified four key areas of immediate action:
- Developing a coherent pathway that can be understood by young people, their parents or by professionals.
  - To address the waiting list for specialist CAMHS treatment.
  - Providing parents with support and advice
  - Information and communication across the system and with children, young people and families.

2.4 The sub-group developed an action plan which further breaks down the above areas into smart actions. This is shared with the committee in APPENDIX 1 and provides a breakdown of the actions and the progress to date on each action.

2.5 In addition, Bradford District Care Foundation Trust have commenced a programme of Rapid Improvement to address the delays in referral to assessment, assessment to treatment and waiting times. This work is being supported by the sub-group partners.

2.6 It was agreed to continue the sub group in its development phase until the end of March 2020 to continue move these actions forward. One of the key actions has been the development of a coherent pathway and work is ongoing to develop a trusted referral and assessment process to enable the smooth referral process for children to the right support. A second key area of delivery has been the waiting list initiative. Parental support session will be co-designed supported by the Roller-coaster parenting group and finally a large piece of work is taking place to ensure clear information and communications about the mental health offer is available to parents, children, services and communities. A third area is the development of a coherent communication campaign across the system to promote awareness and understanding of mental health.

### *Rapid Performance Improvement Week (RPIW)*

2.7 Bradford District Care Trust working together with partners across the system to take a quality improvement approach to addressing and implementing sustainable change on issues identified with access to specialist CAMHs. There are three RPIW planned during February/March 2020 with a Value Stream Map overarching ambition to have a children and young people's mental health service that exceeds the expectations of CAMHs values and national standards. There are three RPIW themes that have ambition to:

- 2.7.1 Access to and response from the specialist CAMH service is swift and timely, in line with local and national standards, ensuring children, young people and families do not experience unnecessary waits to receive appropriate assessment and interventions.
- 2.7.2 Children, young people and families experience seamless pathway to and through intervention, supported using routine outcome measures, demonstrating progress and flow through to discharge.
- 2.7.3 Services/pathways will be evidence based, measurable and meets the needs of children, young people and families flexibly in a variety settings

2.8 It is envisaged that the working group will have full oversight of quality outcomes and performance is routine and used to share service development.

2.9 The first RPIW took place the week commencing 10 February and focussed on the referral to assessment process for urgent and non-urgent referrals. We know that there is variation in the process and the quality of access and internal waits need to be addressed.

2.10 At the beginning of the week, the average wait time from referral to assessment was 259 days. The target set for the team has been to reduce this to 21 days. At the end of the week, the team were able to bring this down to 38 days and some further work is underway to continue to reduce this.

2.11 The team have also implemented a system to ensure all referrals receive phone contact within 5 working days of the referral being made. There is a multi-disciplinary/cross-sector ambition to support this to take place and to ensure that referrals are routed to the most appropriate place for support. The above work feeds into the action plan and the work of the sub-group shared in APPENDIX 1.

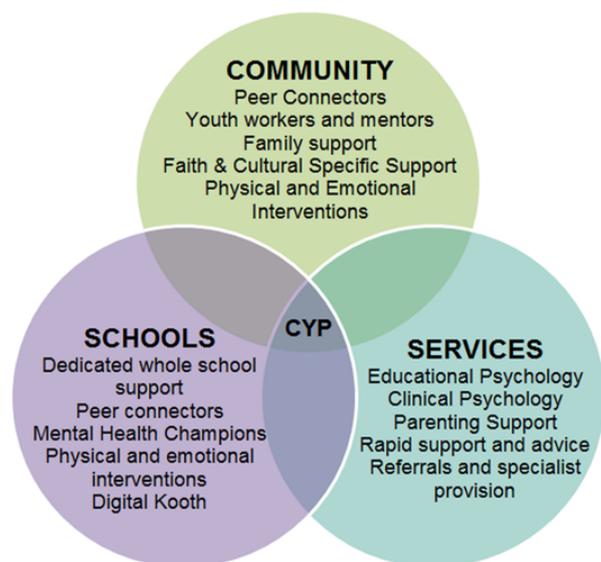
*Trailblazers in schools*

2.12 The Mental Health Support Team (MHST) approach was set out in Transforming Children and Young People’s Mental Health Provision: a Green which builds on existing government commitments, set out in Future in Mind and The Five Year Forward View for Mental Health, to create integrated partnerships between health, education, social care and voluntary, community and social enterprises (VCSEs) to keep children and young people at the heart of mental health care, and ensure that everyone is able to access the right help, in the right setting, when they need it. Bradford are one of 40 areas across the country to be a trailblazer site. We have two sites, in City and Craven.

2.13 The MHST will have the capacity to provide treatment, guidance, and consultation within children and young people’s community, so that support is accessible and promotes resilience and independence. The MHSTs will provide each school and communities with clinical consultancy, support and training. They will deliver family sessions, work within schools and local communities to provide access to sports, arts and community activities and group sessions.

2.14 Our approach in Bradford is a partnership between the Care Trust, Born in Bradford, the Council and the VCS.

2.15 The following diagram gives an overview of the service model and this will integrate with other community based mental health support we have for children and young people. Our aim is to ensure children and young people are at the heart of the support we wrap around their needs and aspirations.



*Diag*

*Diagram 1: Model for working in communities for the trailblazer (City & Craven) and reducing inequalities in the City locality area*

2.16 We have organised our services and pathways based on the Thrive model. The diagram below outlines our universal, targeted and specialist school model. MHSTs will be central to the targeted aspect of the model as part of an integrated referral system and will build on our strong relationships with schools through our current school links project, the Youth in Mind programme and CAMHS team to provide more targeted support to the groups outlined below in diagram 2:

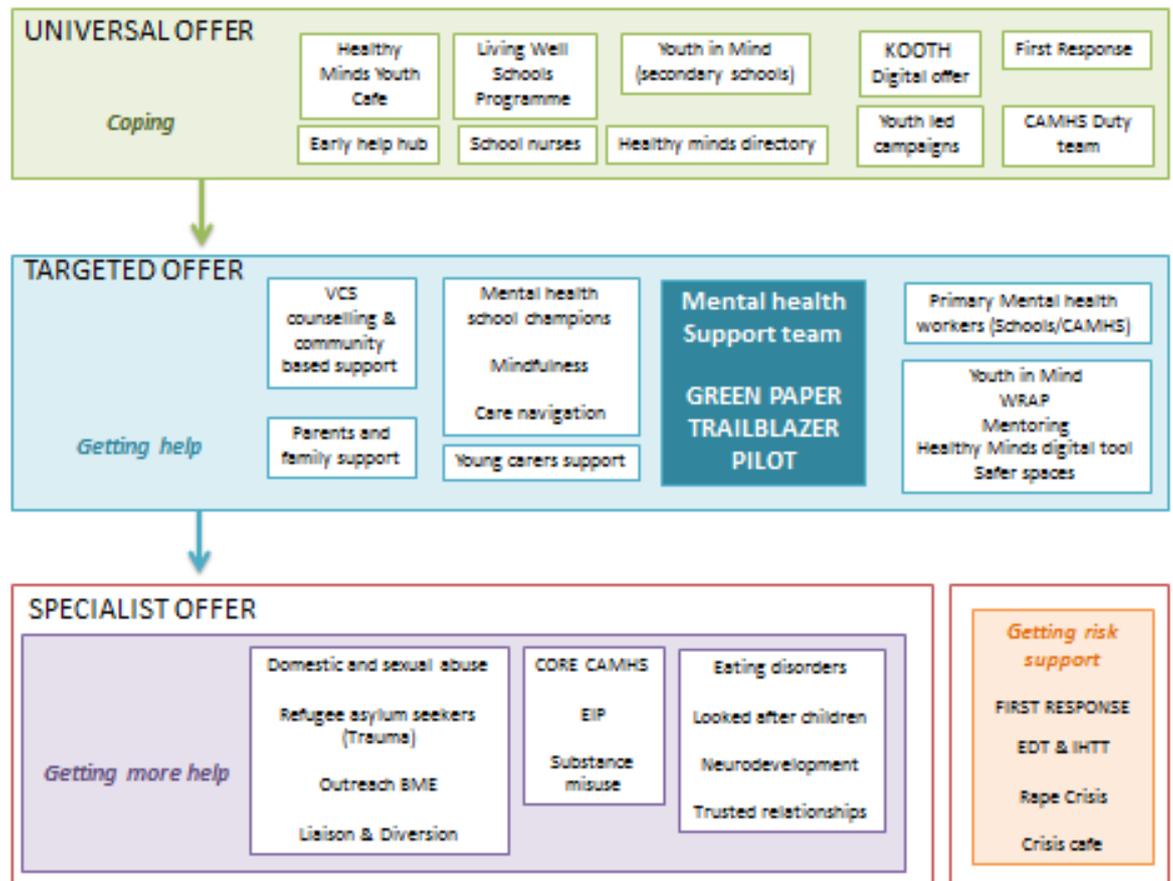


Diagram 2: Our aim to ensure there is a clear and integrated universal, targeted and specialist offer for children and young people's mental health services.

2.17 Working with our school mental health leads, children, young people and families we have identified, the following focussed areas:

- Transitions from 9-11 and 16-18 years
- School age children not in an education setting, home schooled or excluded
- Children and young people who experience crisis and/or self-harm

2.18 The MHST will undergo training for one year and will be fully established by January 2020. The focus for wave 1 is on Bradford City area and in Craven.

2.19 With additional resource provided by NHS Bradford City Clinical Commissioning Group, we have expanded the trailblazer to reach the whole City Locality and also to include an all age scope from 0-25. This will help us to identify good practice and evidence as national ambitions for the delivery of 0-25 mental health services become clearer.

## *System Review*

- 2.20 The System review has commenced and a project team led by Kadra Abdinasir, Jenny Banks (Centre for Mental Health), Sasha Bhat, Joanne Tooby (CCG/CBMDC), Duncan Cooper (CBMDC), Kelly Barker, Raj Gohri (BDCFT) and Helen Ioannou (VCS) has been set up. Data collection and interviews have commenced to gain a picture of needs, commissioner and provider data and information from parents, children and young people.
- 2.21 The System Review will allow Bradford council and the NHS to take action that improves mental wellbeing and health outcomes for children and young people. The review will consider the current financial context and recommendations should include proposals for improving efficiency as well as investment. This should provide the basis for discussions about the appropriate resourcing and commissioning of services for the future, including the configuration of these services. The Review will be presented at the HWB in May 2020 with a view to agreeing recommendations which inform decisions being taken through the Partnership planning round.
- 2.22 The review is taking place in three phases. Phase 1 which took place between November 2019 and January 2020 has been to carry out a strategy and policy review, full data analysis and present interim observations. Phase 2 which will commence on 17 February 2020 and include stakeholder engagement and good practice analysts and then Phase 3 will produce the final report for the Board with recommendations.

### **3. OTHER CONSIDERATIONS**

3.1 The work of the sub-group is feeding into work undertaken by the Children's Service Improvement Group.

### **4. FINANCIAL & RESOURCE APPRAISAL**

None

### **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

5.1 The governance structure of this work will sit within Mental Wellbeing Partnership Board and will report to the CCG's Clinical Commissioning Board and to the Executive Board and the Health and Wellbeing Board where both the Council and CCG's are represented..

### **6. LEGAL APPRAISAL**

6.1 Not applicable

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

7.1.1 The work of the sub-group is designed to ensure support is provided to the most vulnerable children and young people.

### **7.2 SUSTAINABILITY IMPLICATIONS**

7.2.1 None

### **7.3 GREENHOUSE GAS EMISSIONS IMPACTS**

7.3.1 None

### **7.4 COMMUNITY SAFETY IMPLICATIONS**

7.4.1 There are no community safety implications arising from this report.

### **7.5 HUMAN RIGHTS ACT**

7.5.1 None

### **7.6 TRADE UNION**

7.6.1 Not applicable

### **7.7 WARD IMPLICATIONS**

7.7.1 There are no direct implications in respect of any specific Ward.

### **7.8 AREA COMMITTEE ACTION PLAN IMPLICATIONS**

7.8.1 Not applicable

### **7.9 IMPLICATIONS FOR CORPORATE PARENTING**

7.9.1 Members are requested to review the information presented

### **7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

7.10.1 There may be a need for partner agencies to share data however this would only be with the express permission of the individual affected in the full knowledge of why and what it would be used for. GDPR principles relating to any individuals data and rights under the Data Protection Act 2018 will be respected.

## **8. NOT FOR PUBLICATION DOCUMENTS**

8.1 None

## **9. Options**

9.1 There are no options associated with this report. Its contents are for information only.

## **10. RECOMMENDATIONS**

10.1 The panel are asked to note the action plan, highlight areas for consideration and attention and support the System Review currently underway.

## **11. APPENDICES**

Appendix 1: Action plan from the Mental Health Sub-Group for Children and Young people

Appendix 2: Draft referral pathway based on Thrive Model (Tavistock Centre)

## **12. BACKGROUND DOCUMENTS**

None

**APPENDIX 1: Action plan from the Mental Health Sub-Group for Children and Young people**

**Priority Actions**

Following the development session on the 7<sup>th</sup> November a number of priority actions have been suggested by colleagues within the session. The ask of everyone in the system is that these are prioritised and moved at pace

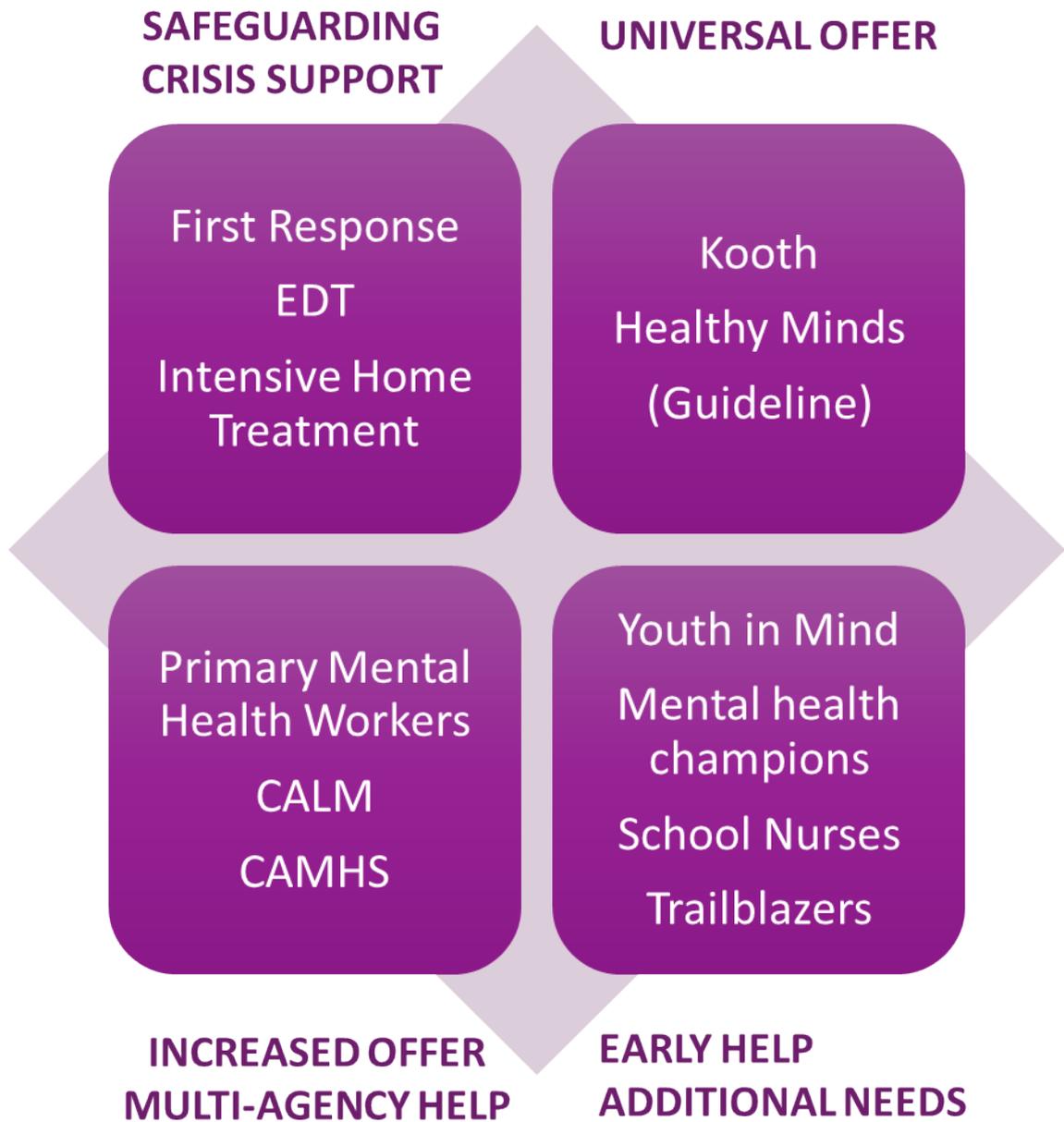
	Action	Lead	Outcome	Time	Update at January 2020	RAG RATE
<b>System</b>						
1	A review of children’s mental health services undertaken by the Centre for Mental Health	Sasha Bhat Kadra Abdinasir	Review with recommendations of current systems	January 202 desk report, full review 28 <sup>th</sup> April 2020	The review has been scoped and commenced and weekly calls set up with CfMH. On track to provide interim report. Issue around CYP data from Council and BDCFT providers – Presentation to be shared with MHPB on 11 Feb 2020	
2	A simplified pathway diagram that sets out the Bradford offer at all levels	Sasha Bhat Lisa Stead	A one page pathway diagram that is accessible to service users as well as professionals. Sitting behind this will be a description of services	On or before January 15 <sup>th</sup> 2020	A new pathway based on Thrive model has been developed. This is now out for consultation and development with a plan to be signed off by the MHPB by April 2020. This includes the proposal for a newly configured service around assessment and triage See attachment	
3	Identify care navigators already in place in the system and offer training on both the new pathway and supporting young people with building resilience	Lisa Stead Helen Ioannou	Identify gaps, increase training and offer young people coherent and consistent support	On or before January 31 <sup>st</sup> 2020	Mapping commenced – 25 Nov 2019	
<b>Children</b>						
4	Waiting list initiative – money obtained from NHSE, ensure this is effectively used by the system to support waiting list reductions	Sasha Bhat	To reduce the waiting list by supporting activity by tier 3 VCS	January 2020	We have developed a waiting list initiative that includes: <ul style="list-style-type: none"> <li>• E learning for parents</li> <li>• Information about KOOTH</li> <li>• Peer support sessions for parents</li> <li>• Sessions for young people on the waiting list running at Valley Parade</li> <li>• Offer of counselling support in the interim</li> </ul>	

					<ul style="list-style-type: none"> <li>Letter to all young people on the waiting list with other services</li> <li>Buddy service extended- see 5</li> </ul>	
5	Peer support networks to be developed for children and young people	Sasha Bhat Helen Ioannou	Referral to develop peer networks is part of Bradford's offer	January 2020	Changes have been made to youth in mind provision to free up budget for a peer support programme –A tender has been written for a peer support in schools programme – application deadline is Friday 17 <sup>th</sup> January decision to be made by Friday 31 <sup>st</sup> and project to commence April 1 <sup>st</sup> .	
6	Pro forma for sharing key messages on CYP needs; from engagement with CYP/Youth forums; emerging good practice; service evaluation; training & funding opportunities; & new services/pathway changes)	Duncan Cooper Victoria Simmons	A One page form (voluntary and by exception / new updates only) to be shared digitally across the network	January 2020	Performa in development. Further update by February 2020	
<b>Parents</b>						
7	An e learning offer for parents about building resilience and support their child that is sent out as soon as a referral is made for their child, which is promoted by mental health Champions and schools nurses and which is sent to all parents who are currently on the waiting list	Lisa Stead Sue Francis	e learning offer sent to all parents on the waiting list and process in place for ensuring that all parents moving forward have access to this.	On or before January 15 <sup>th</sup> 2020	E-learning draft version of the available week commencing 20 <sup>th</sup> January. Piloted with parents by end of January. Final version offered to parents beginning of February.  Dates and venues arranged for March at MMT for four facilitated peer support sessions for parents/carers.  Parents/carers to be recruited to sessions by specialist CAMHS in February.	
8	Offering parent support group on a rolling basis	Lisa Stead Claire Cooper Jones	Referral to a parent support group is part of Bradford's offer	On or before January 31 <sup>st</sup> 2020	Mental health school champion contract to deliver this. Education Psychology service offering information sessions for parents in schools	

Communication					
9	A leaflet for young people and one for parents that describes the offer in really simple terms	Sasha Bhat	A leaflet with the model, the services on it, and when and how you access each one	On or before January 31st 2020	Thrive leaflet developed by Youth in Mind to be amended by programme support lead.
10	Clear communication with schools and heads about the offer	Jenny Cryer Claire Cooper Jones	All schools have had clear communication on the new pathways and the offer to parents	On or before January 31st 2020	Offer mapping completed and workshop session on developing the offer to take place in December
11	A positive campaign to support promotion of CYP mental wellbeing	Sasha Bhat	Promote the leaflet, offer and access to services for communities, children, young people and families	By April 20 mental health awareness week	Healthy Minds campaign work to be undertaken by Chapel St and PR Comms person to lead supported by sub-group.
12	Ensure all services are captured in the Healthy Minds tool and staff in services have been orientated to the tool to share people.	Helen Davey	All services are defined and easy to access via the directory	On or before January 31st 2020	Digital doorway rollout of proof of concept commenced
13	Short films to introduce services, Healthy Minds tools, thrive model and directory.	Sasha Bhat	People, parents, staff and teachers	By April 2020	To commission as part of the Healthy Minds campaign and Trailblazer programme support
Additional actions					
14	Website consolidation – to bring together the 3 outdated websites for CYP MH under the Healthy Minds website.	Sasha Bhat Claudia Bowler	Create a service and resource site within the Healthy Minds website for parents, CYP, teachers, health and care professionals and general public	January 2020	Completed and due to launch on January 2020
15	Expansion of Guideline – the adult helpline to be all age	Sasha Bhat Helen Davey	Create a local telephone support line that provides advice and support to people – this is an expansion of the adult service we currently have running from 12-9pm	February 2020	Pilot monies identified to start from February 2020 and will monitor and review throughout the year with a view to identifying recurrent resource by February 2021.

**Appendix to action 2**

**Draft referral pathway based on Thrive model (Tavistock centre)**



## DRAFT Pathway diagram proposed by the system

\*\*\*please note this will change following co-production workshops with children, families and services including change of language used

