

CHILD AND ADOLESCENT MENTAL HEALTH SERVICES IMPROVEMENT PLAN (JULY 2021)

BACKGROUND/SUMMARY OF KEY ISSUES

In January 2021, the Specialist Children's Health Services Unit (SCHSU) was formed bringing a centralised approach to the operational delivery of children's specialist health services across Lanarkshire. In April 2021, North HSCP received confirmation from Scottish Government of funding via the RRF specific to CAMHS of £3.3 million.

The Scottish Government Mental Health Directorate requested an update from NHS Boards in relation to planned activity in June 2021 (see letter in appendix 1).

A CAMHS Modernisation Strategy 2021-23 will articulate how CAMHS in Lanarkshire will implement the National CAMHS Service Specifications in addition to SG directives by March 2023 and is provided in appendix 3.

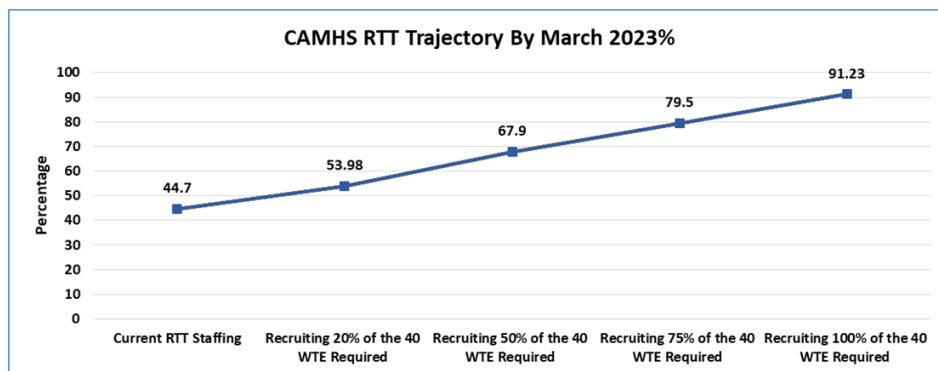
The main areas of focus of the CAMHS Modernisation Strategy are

- Implementation of the Choices and Partnership Approach service transformation model for CAMHS by March 2023.
- Full implementation of the national CAMHS Specification to include extension of age range, requirements for eating disorder patients and planning for transition of care by March 2023. Numbers of children and young people in CAMHS already nearing the age of 18 requires to be gathered and numbers of patients who wish to remain under the care of CAMHS requires to be quantified in order to inform demand. Timelines for this activity are contained within the project plan
- Modernisation of service in terms of accommodation upgrades and IT infrastructure is planned. Work is already underway within the HSCP to establish a base for CAMHS in South Lanarkshire with final decision expected by August 2021. Refurbishment costs associated with this project are currently estimated at £1.3 million plus VAT and will be partly funded from the RRF.
- A workforce review and associated recruitment campaign utilising the allocated monies from SG Recovery & Renewal Fund (RRF) which for CAMHS is £3.3 million is planned between June and December 2021. Additional monies will also be secured via SG to support implementation of the Neuro Developmental Pathway (NDP). Recruitment has been planned in two phases to coincide with allocation of funding streams. Phase 1 is currently underway and the aim is to have recruited to these posts by April 2022. Phase 2 will commence once confirmation of NDP budget is received.

Demand and Capacity

CAMHS are currently receiving improvement support from the Mental Health Directorate and work has been completed with the Scottish Government Improvement Advisor and Professional Advisor to analyse CAMHS capacity (based on current funded establishment) against demand (numbers of referrals per head of population). From this analysis, it is evident that in order to meet RTT trajectory, CAMHS requires 131 WTE of which 90 WTE must deliver services that contribute to the RTT. As of May 2021, there are 126 WTE in CAMHS of which 54.88 WTE deliver against RTT therefore a shortfall of 40 WTE exists.

Detail is provided within the Project Plan in relation to timescale for validating waiting list and commencing waiting list initiatives in order to clear backlog by March 2023.



The overall trajectory for the service in recovering the 18 week RTT target of 90% is dependent on a number of inter dependencies. Successful recruitment of specialised staff from a small pool of resource in direct competition with other NHS Boards is priority to be able to build capacity. National recruitment campaigns supported by HSCP Communications are planned to continue through to March 2023.

Workforce & Allocation of RRF Monies

A detailed workforce paper illustrates planned recruitment against RRF with an in-year position for 2021-22 and projected costs for 2022-23. Costs associated with administrative support, IT support and travel have been included. It should be noted that funding is currently non-recurring however NHS Boards are being encouraged to plan substantive allocation of resources on the basis that funding for workforce will become recurring in the future. Additional monies are also expected to support implementation of the Neurodevelopmental Pathway (NDP) and the workforce paper considers additional resource for this work-stream.

On Friday July 2 2021, stakeholders from CAMHS, IT, HR, AHP, Communications and NHSL Planning met with the Policy Advisor and Professional Lead from the Mental Health Directorate at Scottish Government to discuss and endorse the overall modernisation strategy and workforce paper. Work has begun with HR and Communications to create smart recruitment strategies that will include launch of a landing page for a national recruitment campaign designed to attract a large volume of staff to the SCHSU. Retention of staff is key to delivery of sustainable quality services and work is ongoing in relation to securing fit for purpose accommodation and IT infrastructure to support teams across CAMHS and NDP.

Choices & Partnership Approach

By early Autumn 2021, we aim to have completed consultation across CAMHS and reached consensus on the use of the Choices and Partnership Approach (CAPA) service transformation model for CAMHS.

Detail on the specific work and timelines required to implement this model is provided in the Modernisation Plan. Implementation of this model is wholly dependent on our ability to recruit workforce and secure accommodation, IT and supportive administrative infrastructure. Examples of work underway to streamline management of referrals thus reducing duplication are included in appendices 5 and 6.

The project plan provided gives further detail on planned activity required to allow CAMHS to expand service age range from 18-25 and to implement transition care protocol. As already mentioned, assessment of the current age range of children and young people in CAMHS is required with further work required to ascertain numbers of young people choosing to remain under the care of the CAMHS team.

A series of workshops attended by representatives from the Directorate for Mental Health at SG have already been held and more are planned for delivery over summer 2021. These workshops will include CAPA engagement sessions for the CAMHS management team, a CAPA Master Class for CAMHS clinicians and a separate information session for HSCP leaders.

CAMHS in Lanarkshire have been to visit CAMHS colleagues in NHS Grampian to establish a supportive network and learn lessons from their implementation of the CAPA model.

CAMHS are currently in receipt of improvement support via the SG Mental Health Division Performance Unit Liaison Lead, Professional Advisor and Improvement Advisor. This support will continue for the duration of the modernisation programme.

Stakeholder Consultation

Extensive staff consultation in conjunction with Human Resources and Partnership is required in order to embed this Modernisation Strategy with particular reference to the CAPA transformation model. In addition, stakeholder engagement events are planned throughout summer 2021 to include HSCP CORE and Strategic Leadership Teams. We will be supported through these events by NHS Grampian who will facilitate question and answer sessions via MS Teams.

Governance

Finally, on completion of engagement, HSCP CORE will recommend the CAMHS Modernisation Plan to IJB and NHSL Board governance committees. It is anticipated, given timings for these committees, to have full IJB and NHS Board endorsement of the Modernisation Strategy by December 2021.

North Lanarkshire HSCP has a full-time, clinical director in post for CAMHS.

CONCLUSIONS

The CAMHS service has been heavily impacted by the pandemic, with increased urgent case demands and a significant backlog of cases. As part of the recovery process, the service has been working alongside colleagues in the Scottish Government's Mental Health directorate to formulate plans that aid recovery and meet the new national service specification.

The Scottish Government Mental Health Recovery and Renewal Fund (RRF) provides scope to expand the workforce to create the capacity required to recover to 90% performance by March 2023, alongside the roll out of the new national service specification.