



Children, Young People and Family Support Scrutiny Committee 12th March 2018

Report of:

Director of Commissioning, People's Services, Sheffield City Council and
Acting Chief Nurse, Sheffield Clinical Commissioning Group.

Subject

Update on the progress and impact of Sheffield's Local Transformation Plan for
Children and Young People's Emotional Wellbeing and Mental Health.

Author of Report

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Summary

The purpose of this report is to provide the Children, Young People and Family
Support Scrutiny Committee, with an update on the progress and impact of
Sheffield's Local Transformation Plan (LTP) for Children and Young People's
Emotional Wellbeing and Mental Health, since January 2017.

Key issues highlighted in the report include:

- Launching of new services, such as the Section 136 Health Place of Safety, the Door 43 service and the roll-out of the Healthy Minds Framework.
- Sheffield's involvement at a regional and national level in the development of new approaches to support children and young people's mental health.

- Impact of the transformation plan on issues such as Child and Adolescent Mental Health Services (CAMHS) waiting times.
- The priorities for the next 12 months, including a focus on internal waits in CAMHS, further alignment of children’s and adults mental health commissioning and the development of a bid to be a “trailblazer area”.
- **Type of item:**

| | |
|---|----------|
| Reviewing of existing policy | |
| Informing the development of new policy | |
| Statutory consultation | |
| Performance / budget monitoring report | |
| Cabinet request for scrutiny | |
| Full Council request for scrutiny | |
| Community Assembly request for scrutiny | |
| Call-in of Cabinet decision | |
| Briefing paper for the Scrutiny Committee | X |
| Other | |

The Scrutiny Committee is being asked to:

- Consider the progress of the Local Transformation Plan over the past 12 months.
- Highlight any issues or concerns with the Local Transformation Plan so far, which the programme team can then act upon.
- Provide the Programme Team with a steer on any additional areas of work that need to be considered over the next 12 months.
- Consider how the Scrutiny Committee could use its influence to support Sheffield’s bid to be a trailblazer area for the Green Paper on Children and Young People’s Mental Health.
- Consider how the Scrutiny Committee could use its influence to pressure Central Government for greater clarity on the plan for children and young people’s mental health post 2020.
- Consider how the Scrutiny Committee can use its influence to ensure continued joint commissioning of children and young people’s mental health funding allocated to Sheffield Clinical Commissioning Group (CCG) beyond 2020.
- Consider how the Scrutiny Committee could use its influence to help ensure that partners continue to prioritise investment to improve children and young people’s mental health services beyond 2020.

Background Papers:

- [Emotional Wellbeing and Mental Health Needs Assessment 2014.](#)
- [Future in Mind 2015.](#)
- [Green Paper on Children and Young Mental Health 2017.](#)
- [Sheffield's Local Transformation Plan 2017.](#)

Category of Report: OPEN

Report of the Director of Commissioning, People's Services, Sheffield City Council and Acting Chief Nurse, Sheffield Clinical Commissioning Group

Update on the progress and impact of Sheffield's Local Transformation Plan for Children and Young People's Emotional Wellbeing and Mental Health

1. Introduction and Context

Sheffield's Local Transformation Plan (LTP) for Children and Young People's Emotional Wellbeing and Mental Health was first developed in 2015 in response to the publication of Future in Mind (2015).

The LTP was built upon Sheffield's emotional wellbeing and mental health work which took place prior to the publication of Future in Mind. This included the involvement of the Children's Trust Executive Board, the development of a children's mental health strategy and consultation with young people on the changes needed.

Future in Mind highlighted five priority areas for the transformation of children and young people's mental health:

- Being accountable and transparent.
- Caring for the Most Vulnerable.
- Developing the Workforce.
- Early Intervention and Resilience.
- Improving Access.

Sheffield's plan was written to align to these five areas; other key drivers for the plan included children and young people's feedback, Public Health and health needs assessment data (local, regional and national), the CAMHS Scrutiny Review in 2014 and national policy direction.

At the heart of our plan is a focus on transforming our early intervention services to support children and young people earlier and, subsequently, reduce the number of inappropriate referrals to CAMHS, whilst also improving the performance of our CAMHS services, so that the children and young people who do need CAMHS support are supported more quickly and effectively.

Following a rigorous assurance process, Sheffield was successful in receiving an additional funding allocation for children and young people’s mental health. Sheffield’s 2015 submission was also identified as one of the top 18 in the country by the [Education Policy Institute](#). Since 2015, the LTP has been subject to annual refreshes in 2016 and 2017. Both of these refreshes received a full assurance rating from NHS England, with the 2017 refresh identified as one of the best LTP’s for prevention and involvement of children and young people. If Sheffield was not fully assured by NHS England, there is a risk that our funding allocation would be reduced or held back.

From the outset, Sheffield has been guided by the principles of co-production, joint working and integration to deliver the transformation programme. This has resulted in the development of an integrated commissioning team between Sheffield CCG and Sheffield City Council to lead the implementation of the LTP. We have also developed a programme structure (shown in Figure 1) to help engage with stakeholders from a range of areas. This structure has been modified since 2015 to increase the efficiency of the programme.

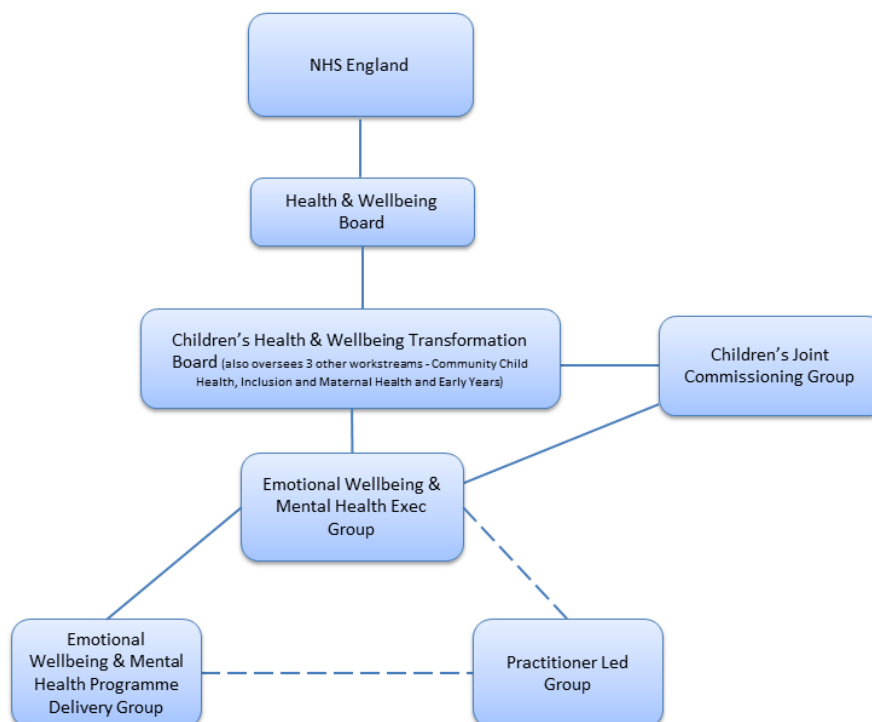


Figure 1 Sheffield's LTP Programme Structure

In December 2016, a report was provided to the Scrutiny Committee on the Local Transformation Plan (LTP) for children and young people's mental health. The Committee requested a report which focused primarily on work in schools and early intervention work in the community. The report provided an overview of this work and also a brief update on the rest of the programme.

For this report, we have been asked to provide a general update on the progress and impact of the LTP over the past 12 months (January 2017-January 2018). Therefore this report provides an update on the programme as a whole, rather than focusing on one specific area such as work in schools.

To do this, the main section of the report is split into three sections. The first section provides an overview of progress made over the past 12 months, the second section then highlights the impact of the LTP so far. The final section provides an overview of the plan for the next 12 months.

2. Progress over the past 12 months

In the past 12 months, significant progress has been made in the delivery of the LTP. The focus of the programme has been gradually shifting from the developing and piloting of new ideas, to the delivery of new services and operational improvements.



Figure 2 March 2017 NHS England and Department for Education Team with staff from Sheffield's Transformation Programme

Key areas of progress and descriptions are shown in table 1 on the next page.

Table 1 Areas of progress for the LTP from January 2017-January 2018

| Area of Progress | Description |
|--|--|
| Attendance at national events and policy forums | The programme team have attended a number of national events to share Sheffield's progress following invitations from national teams. This has included sharing progress on our work in schools and how we have engaged children and young people. A member of our CAMHS team from Sheffield Children's NHS Foundation Trust attended the Health and Education Select Committee to discuss how best to support children and young people in school. The evidence this team member provided has helped inform the Green Paper on Children and Young People's Mental Health. |
| Best practice national visit from NHS England and the Department for Education. | In March 2017, Sheffield was visited by national leads from NHS England and the Department for Education. The visit was undertaken following the national teams positive reviews of our assurance returns and the development of a number of areas including the Healthy Minds Framework. |
| CAMHS SMS Reminder Service introduced. | An SMS reminder service is now in place with our CAMHS Service to remind young people of their appointments. 16-18 year olds receive a text directly, whilst under 16's have texts sent to their parents. This has been provided in response to young people's feedback and a previous request from scrutiny, this should help prevent young people from missing appointments. |
| Door 43 Service Launched. | The Door 43 service, previously known as the Youth Information and Counselling Service (YIACS), was opened in October 2017, provided by Sheffield Futures. Door 43 is a service model recommended in Future in Mind and provides a one stop shop for 13-25 year olds to access a range of services. The service forms a key part of our transition support as it works across children and adults mental health. Door 43 has so far supported 117 young people in four months and has growing demand on its services. From April 2018, a fully integrated counselling offer and step up support from community mental health services and increased transition service into adult services will be in place. |

| Area of Progress | Description |
|---|---|
| Emotional Wellbeing and Mental Health Training Programme | Over 600 professionals have been trained in youth mental health first aid, attachment, Flower 125 PSHE group programme, eating disorders, LGBT+ and self-harm. These subjects were identified as part of the suicide prevention action plan following the launch of the children and young people's multi-agency pathway in March 2017. |
| Expansion of the Healthy Minds Framework to an additional 45 schools. | The Healthy Minds Framework has now been expanded to an additional 45 schools following the initial CAMHS School Link Pilot. Schools were selected via an application process, with a multi-agency panel reviewing applications to allocate places. All seven localities have schools now receiving Healthy Minds, meaning 54 schools in total have had Healthy Minds input. The approach taken in Healthy Minds as been highlighted nationally as good practice, with learning from our Healthy Minds work used to inform the Green Paper on Children and Young People's Mental Health. |
| Launch of the Children and Young People's Suicide Prevention Pathway and Emotional Wellbeing and Mental Health Safeguarding Conferences. | A multi-agency group led by a VCS partner produced a children and young people's (CYP) suicide prevention pathway, which was launched in March 2017. The pathway includes referral thresholds advice, information, local resources and assessment tools for professionals. It was co-produced with young people supported by Chilypep. Two safeguarding conferences took place in December 2017 and January 2018 where over 200 staff working with children and young people were updated on the prevention work funded by Future in Mind as part of the LTP. The CYP suicide prevention plan is integrated into the all age suicide prevention strategy. |
| Pilot of Psychological Wellbeing Practitioners (PWP's). | Since April 2017 we have been piloting five PWP's (funded through NHS England national funding) in Sheffield. PWP's are employed by CAMHS and provide early intervention support for children and young people to prevent the need for a CAMHS referral, or a referral to other services. So far, PWP's appear to have prevented over 60 CAMHS referrals and over 20 referrals to Sheffield City Council's Multi-Agency Support Teams (MAST). |

| Area of Progress | Description |
|---|---|
| Section 136 Health Place of Safety opened. | In July 2017, the Section 136 Health Place of Safety opened. This means that any 16/17 year old detained under Section 136 in Sheffield is taken to an appropriate place. Since opening, we have had four patients attend the facility. |
| Supportive Treatment and Recovery (STAR) service launched. | The STAR Service was launched in July 2017 and provides intensive community support for children and young people who present with deliberate self-harm. The purpose of this support is to try and prevent inpatient admissions. We will be reviewing the STAR Service in the next 12 months to explore how the service can be further developed and the referral criteria broadened. |
| Wellbeing Café launched. | As part of Door 43, a Wellbeing Café is also provided. On Tuesdays a Wellbeing Café is open until 7pm so that young people can access a safe space with peer and professional support. 35-40 young people (143 attendances) have come to the wellbeing café since it opened in August 2017 with funding from the Crisis Care Concordat. The Café is working with other Wellbeing Cafés in the city to avoid duplication; it is our aspiration to extend the opening times of the Wellbeing Café. This is subject to securing the necessary funding and the completion of necessary works to ensure the Café is able to open later at night. |

3. Impact of the LTP

The impact of the LTP can be seen across a range of measures, below is an overview of different areas of impact.

3.1 Community CAMHS Performance

Table two below shows Community CAMHS performance for financial years 2014-15, 2015-16 and 2016-17.

Table 2 Community CAMHS Performance

| Data Field | 2014-15 | 2015-16 | 2016-17 |
|---|---------|---------|---------|
| Number of referrals | 2512 | 2831 | 2971 |
| Number of accepted referrals | 1816 | 2093 | 2297 |
| % of accepted referrals | 72.3% | 73.9% | 77.3% |
| Number of signposted referrals | 658 | 709 | 638 |
| % of signposted referrals | 26.2% | 25.0% | 21.5% |
| Average waiting time to first appointment (weeks) | 14.8 | 11.6 | 7.1 |
| Range waiting time to first appointment (weeks) | 0 to 36 | 0 to 21 | 0 to 17 |
| Number of First Attendances | n/a | 2358 | 2676 |
| Number of Follow Up attendances | n/a | 16081 | 16825 |
| Number of Follow Ups per First Attendance | n/a | 6.8 | 6.3 |

- In 2016/17 2971 children were referred to CAMHS services by professionals, their family/carers, or self-referrals.
- 2297 (77.3%) referrals were accepted by CAMHS.
- 638 (21.5%) referrals were signposted to alternative services/provisions as they did not meet the criteria for CAMHS support.
- During 2014/15 the average waiting time to the first appointment was 14.8 weeks. In 2016/17, this was reduced to 7.1 weeks.

3.2 Inpatient Eating Disorder Activity

Table three below shows the number of inpatient days for Sheffield Children and Young People from 2014/15 to 2016/17.

The table shows that the number of inpatient days for eating disorders has decreased over the past three years. This reflects the increased provision we now have in place at a community level to prevent inpatient admissions.

Table 3 Inpatient Eating Disorder Activity

| Period | Spells starting in Period | Spells ending in Period | Bed Days in Period |
|---------------|----------------------------------|--------------------------------|---------------------------|
| 2014/15 | 12 | 11 | 483 |
| 2015/16 | 14 | 15 | 242 |
| 2016/17 | 8 | 8 | 145 |

3.3 Assurance Feedback

Sheffield has consistently received a fully assured rating from NHS England from its quarterly assurance reports, reflecting the positive progress made. This is reflected in Sheffield's on-going involvement in showcasing events which aim to show to other areas of the country best practice that is taking place.

In March 2018, the programme team has been requested by the NHS National Team to attend a regional event to present the whole-life course approach to prevention that has been developed as part of the LTP. This includes work in schools, but also looks at other areas such as perinatal mental health, Door 43 and work in MAST.

3.4 Progress in response to the recommendations of the CAMHS Working Group 2014 (previous recommendations made by the scrutiny process).

In 2014 a review was undertaken by the CAMHS Working Group, which was a sub-group of the Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee

This review highlighted a number of areas of improvements for Sheffield's CAMHS service and grouped them into six outcomes. Table four below shows these outcomes and progress made against them.

Table 4 CAMHS Working Group Outcomes and Progress

| Outcome | Progress |
|-------------------------------|--|
| Improved Communication | SMS reminder service is now in place, the Let's Talk Directory provides an overview of children's mental health services available. Further improvements are planned in the next 12 months, particularly in relation to communication with GP's. |
| Reduced Waiting times | Waiting times for first appointments have |

| Outcome | Progress |
|---|--|
| | reduced from 14.8 weeks in 2014-15 to 7.1 weeks in 2016-17. We are now putting an increased focus on waits for subsequent appointments and improving patient flow within CAMHS. |
| An improved customer journey (speed and clarity). | The Psychological Wellbeing Practitioner service is improving patient journey for those on the edge of CAMHS who then require a CAMHS referral. There are changes taking place in the next 12 months to make the referral and appointment process a better experience. |
| Increased opportunities for early intervention and prevention. | The Healthy Minds Framework is going through a phased roll-out across all primary and secondary schools. This focuses on developing a whole school approach to supporting emotional wellbeing and mental health. A student wellbeing resource has been developed for schools in partnership with Learn Sheffield with information, best practice and local resources to help support students' health and relationships. Partners are currently developing RSE resources and curriculum for schools. |
| An opportunity for more community based services. | The STAR team is a new community based service which is now in place. We will be reviewing how we can further develop this service over the next 12 months. |
| Improved transitions and post 16 support. | Community CAMHS has now been extended up to 18. A transition group is now in place between Sheffield Children's NHS Foundation Trust and Sheffield Health and Social Care Trust to improve the transition process. This group is involving third sector partners and Sheffield City Council. Further work is planned over the next 12 months to better align children's and adult's mental health services. |

3.5 Progress against recommendations from the Sheffield Health and Wellbeing Board Event in November 2014 with Chilypep, Sheffield Futures and Young Healthwatch



Figure 3 Young people's feedback at 2014 Health and Wellbeing Board Event

Figure 3 shows what young people wanted us to do to improve support for children and young people’s mental health in Sheffield. Below is an update against our progress in these areas.

| Recommendation | Progress and Impact |
|--------------------------------|--|
| Improve working with schools | We have commissioned a phase roll-out of the Healthy Minds Framework across primary and secondary schools. Healthy Minds focuses on improving the capacity of staff in school to support mental health, and the working relationships between schools, CAMHS and other agencies. |
| Provide someone to help | All young people in CAMHS have a primary worker assigned to them who is their main point of contact. We’re exploring ideas such as peer mentoring and advocate support to further improve this area. We’re working with Chilypep and the STAMP group to help develop better ways of supporting young people as they access services. |
| Commission better services and | General CAMHS now goes up to 18 and |

| Recommendation | Progress and Impact |
|-------------------|---|
| a clearer pathway | waiting times have reduced. We are currently working on implementing changes to CAMHS pathways to make the service easier to access and navigate. We have also invested in our early intervention services, for example, Door 43, to provide better support at an earlier stage. |
| Campaign | As part of our work with Chilypep, we commissioned the #nottheonlyone campaign which was aimed at reducing stigma around mental health. We're currently in the process of developing another campaign with the Sheffield City Council communication team, that will look at issues of stigma and what support is available. |

4. Looking ahead for the next 12 months

Our intentions for the next 12 months are outlined fully in our LTP, below is an overview of some of the areas. As we continue to deliver the programme over the next 12 months, it's likely that other priorities will emerge.

4.1 Development of a “trailblazer” bid

The Green Paper on Children and Young People’s Mental Health identifies that trailblazer areas will be launched in April 2019 to test the recommendations of the Green Paper and develop services to deliver what the Green Paper requires. In Sheffield we will be developing a bid to take part in the trailblazer opportunity. Through the work we have already undertaken in schools we believe we are in a good position to develop a potentially successful bid.

We are still working out the detail of what our trailblazer bid will look like, but we will be looking to build on the foundations put in place by Healthy Minds. The independent evaluation we have commissioned from the University of Sheffield of the Healthy Minds Framework will also help inform this bid.

4.2 Focus on subsequent appointment wait and patient flow in CAMHS

Whilst a national target is not in place for internal waits in CAMHS, we have identified this as a priority area for the next 12 months. Whilst it is imperative that we continue to deliver improved performance for first appointments, we now need to focus on subsequent appointments and patient flow in CAMHS.

We are currently undertaking a performance analysis to set a target for improving internal waits in CAMHS, we are also looking at how the wider mental health system can support this work by providing step down opportunities from CAMHS. Key to delivering this will be operational changes within CAMHS that are currently being developed.

4.3 Focus on Transforming Care and Inpatient Bed Reduction

Over the next 12 months we will be increasing our activity around the Transforming Care programme, as we aim to reduce the number of inpatient admissions which involve learning disabilities and/or autism spectrum disorder.

We know that Sheffield and the wider South Yorkshire region is a higher than average user of inpatient facilities, we will be working with colleagues in both Sheffield and the region to better understand why this is, and develop solutions to try and reduce our inpatient activity.

4.4 Further alignment of children's and adult's mental health commissioning

Both Sheffield CCG and Sheffield City Council are working toward greater alignment and integration of commissioning across the two organisations, particularly in relation to mental health.

The transformation programme will be working with the adult mental health commissioning on a number of priority areas (currently being identified) over the next 12 months. This should result in better aligned services which are easier to navigate for Sheffield children, young people and adults.

4.5 Further development of links between mental health services, education and the Inclusion Programme

Alongside the Healthy Minds roll-out and the development of a trailblazer bid, we will also be exploring other areas of development. This includes improving links between CAMHS and areas such as the Primary Inclusion Panel and Secondary Inclusion Panel and the development of a Healthy Minds offer for the Pupil Referral Unit.

We are also looking at how we improve links between our mental health services and the SEND Programme, for example how we can support the Education, Health and Care (EHC) Plan process as effectively as possible. We are also exploring how other developments such as Door 43 have improved links to the education sector.

5. What does this mean for Sheffield people?

This programme of work means that Sheffield children, young people and their families will have an improved service for children and young people's emotional wellbeing and mental health. The changes that we are working to deliver are not just changes in CAMHS; it's system wide changes across health, the local authority, education and the third sector. We are making progress in making these changes, however significant challenges remain and it will take time to deliver.

As the changes are implemented, Sheffield people will have better early intervention support, better training for the professionals that support them and better access to services when they need it.

6. Recommendations

The Committee are asked to

- Consider the progress of the local transformation plan over the past 12 months.
- Highlight any issues or concerns with the Local Transformation Plan so far, which the programme team can then act upon.
- Provide the Programme Team with a steer on any additional areas of work that need to be considered over the next 12 months.
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- Consider how the Scrutiny Committee could use its influence to help ensure that partners continue to prioritise investment to improve children and young people's mental health services beyond 2020.

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