

Southend-on-Sea Borough Council

Department of the Chief Executive

John Williams - Director of Democratic & Legal Services

Our ref:

Telephone: **01702 215000**

Your ref:

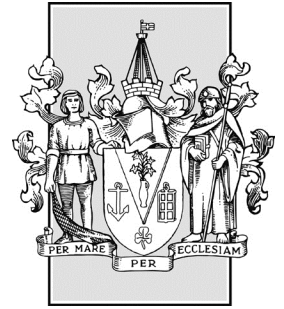
Fax: **01702 215994**

Date: 18th January 2018

E-mail: **committeesection@southend.gov.uk**

Contact Name: Fiona Abbott

DX 2812 Southend



HEALTH & WELLBEING BOARD - WEDNESDAY, 24TH JANUARY, 2018

Please find enclosed, for consideration at the next meeting of the Health & Wellbeing Board taking place on Wednesday, 24th January, 2018, the following additional information item.

Agenda No Item

9. **Transformation plan for the emotional wellbeing and mental health of children and young people (Pages 1 - 158)**

Refresh (attached)

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OPEN UP, REACH O'UT

IN YEAR 3
9

TRANSFORMATION PLAN FOR THE **EMOTIONAL WELLBEING AND MENTAL HEALTH OF CHILDREN AND YOUNG PEOPLE** IN **SOUTHEND, ESSEX** AND **THURROCK**.



UPDATED FOR
2017-2020

Published November 2017



Document status

Ownership

Collaborative Commissioning Forum for the Emotional Wellbeing and Mental Health of Children and Young People in Southend, Essex and Thurrock

Chair: Chris Martin, Commissioning Deirector - Children, Essex County Council

Senior Responsible Officer

Jessica Thom, Assistant Director CAMHS Commissioning, NHS West Essex Commissioning Group (CCG)

Author

Jessica Thom, Assistant Director CAMHS Commissioning and Dawn Bolingbroke, Essex CAMHS Commissioning Manager NHS West Essex CCG

Date of approval

31 October 2017

Approved by the three Health and Wellbeing Boards of Southend, Essex and Thurrock and regional arm of NHS England Specialised Commissioning

For national review

Submitted to NHS England for review on 18 October 2017

Versions of the plan

Initial local transformation plan published December 2015

Refreshed plan year 2 published October 2016

Refreshed plan year 3 currently in draft version as at 18th October 2017

Publication status

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Key contacts for further information

Jessica Thom, Assistant Director CAMHS Commissioning
NHS West Essex CCG
Jessica.thom@nhs.net

Dawn Bolingbroke, Essex CAMHS Commissioning Manager
NHS West Essex CCG
dawn.bolingbroke@nhs.net

Lisa Wilson, Head of Commissioning Vulnerable People
Essex County Council lisa.wilson2@essex.gov.uk

Jacqueline Lansley, Joint Associate Director of Integrated Care Commissioning
NHS Southend CCG and Southend-on-Sea Borough Council
jacquilansley@southend.gov.uk

Sue Green, Strategic Leader, Children's Commissioning and Transformation
Thurrock Council
sggreen@thurrock.gov.uk

Open up, Reach out

Here is what we're going to do...

→ Improve access and equality

→ Build capacity and capability in the system

→ Build resilience in the community

New plan reaches double the number of children in its first year

In November 2015, we launched an ambitious transformation plan to open up our services and reach out to children and young people with mental health problems. We increased funding by an additional £3.3 million every year and launched a new service across Southend, Essex and Thurrock to improve the mental health and emotional wellbeing of children and young people. Now two years on, we are already ahead of the national goal to provide more care.

On 1 November 2015, we were supporting around 3,200 children and young people, but the evidence at that time told us that more children and young people were in need of mental health care. By opening up the channels for children, parents and schools to call on professional help, we are now providing care for around 6,000 children and young people.



Chris Martin
Commissioning Director
- Children
Essex County Council



Deborah Fielding
Accountable Officer
*NHS West Essex Clinical
Commissioning Group*

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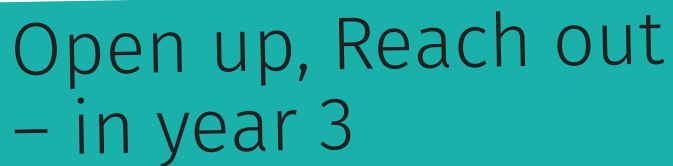
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EXECUTIVE SUMMARY



Open up, Reach out – in year 3

Our five-year local transformation plan, **Open up, Reach out**, is making big changes in Southend, Essex and Thurrock to improve the emotional wellbeing and mental health of children and young people.

In year 1 of the plan, we launched a single integrated service across seven clinical commissioning groups (CCGs) and three local authorities. We are aiming to give all children and young people the best possible support for their mental health and emotional wellbeing with more services available and consistent high quality care.

We increased the annual budget by around 25% with an additional £3.3 million a year to make it easier to get expert help when needed. Children and young people, parents and schools can now contact mental health services directly through a single telephone number or email address. Before 1 November 2015, only a professional such as a GP or social care team could make a referral.

Some 200 staff have made the move from four previous organisations and a fragmented tiered system to a single new service with much more emphasis on prevention, early intervention and resilience for children, families and communities.

Year 1 had a great start by supporting double the number of children and young people compared with the previous year, the transition to a new system saw some challenges but began to see great service improvements.

In **year 2** the new Emotional Wellbeing & Mental Health Service was embedding in the community with great progress on; recruitment and mobilisation of the staff and teams, the promotion of the open access supported referrals into the service from a wide range of; Children, Young People, their families/ carers, Schools and other professionals.

We continued to invest in children and young people's services with investment into the crisis service, engagement with children and young people and schools support.

This document is a refresh of the local transformation plan, showing what has been achieved so far and the priorities for action over the next three years.

To contact the **emotional wellbeing** and **mental health service** for Southend, Essex and Thurrock:

Call **0300 300 1600** 9am-5pm Monday to Friday

Or email **NELFT-EWMHS.referrals@nhs.net**

For support in a **crisis** at any time of day or night, call **0300 555 1201** and ask to be put through to **Crisis Support**.

National context

The transformation of emotional wellbeing and mental health services for children and young people has a high national profile and the support of significant additional funding.

The national guidance, *Future in Mind*, which was published in March 2015, set the challenge and provided the steer for local service transformation. The focus is on early intervention, evidenced-based treatment and achieving measurable outcomes for children and young people with mental health problems.

In July 2016, NHS England published further guidance on improving mental health services - *Implementing the Five Year Forward View for Mental Health*. The first chapter of this guidance sets out the national objectives for improvements by 2020/21 in children and young people's mental health.

Some of the main national objectives are:

- By 2020/21, a significant expansion (at least 35%) in access to high quality mental health care for children and young people.
- By 2020/21, evidence-based community eating disorder services in place in all areas ensuring that 95% of all children in need receive treatment within one week for urgent cases, and four weeks for routine cases.
- By 2020/21, inpatient stays for children and young people will only take place where clinically appropriate, will have the minimum possible length of stay and will be as close to home as possible. To achieve this there should be improvements in community-based services, 24/7 crisis resolution and more home treatment.

Future in Mind

<https://www.gov.uk/government/publications/improving-mental-health-services-for-young-people>

Implementing the Five Year Forward View for Mental Health

<https://www.england.nhs.uk/mentalhealth/taskforce/imp/>



Sustainability and Transformation Plans (STPs)

Our local transformation plan is a county-wide strategy across Southend, Essex and Thurrock, which crosses three STPs:

- Mid and South Essex
- Hertfordshire and West Essex
- Suffolk and North East Essex

All three plans align and are signed up to the Southend, Essex & Thurrock Mental health & Wellbeing Strategy; Lets Talk about mental health 2017-2021. The Lets Talk about Mental Health strategy supports and interfaces with our Open Up, Reach Out transformation plan.

Open up Reach out will continue to plan on its countywide basis and all three STPs have incorporated our local transformation plan.

Our strategic direction is reflected in the wider STPs to:

- Deliver more care closer to home, working in localities that bring together physical, mental health and social care
- Place a greater emphasis on prevention and early treatment to avoid crises and hospital stays and to avoid longer term serious problems
- Work with multi-agencies and professionals in a joined-up way to wrap services around individuals and their needs
- Work together to develop community resilience, including working partnerships with voluntary sector and other public services
- Empower people and families by involving them in decisions about their own care and by improving access to information to support self-care.

STP links:

<https://www.healthierfuture.org.uk/sites/default/files/publications/2016/December/A-Healthier-Future-Final.pdf>

<http://www.successregimeessex.co.uk/latest-plans/overall-plan-summary/>

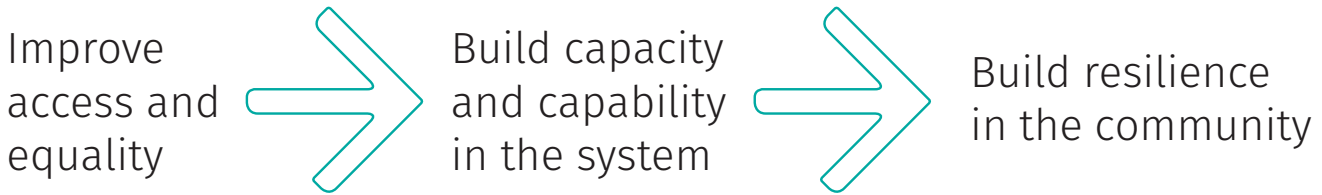
<http://www.neessexccg.nhs.uk/sustainability-and-transformation-plan>

Mental health & Wellbeing Strategy; Lets Talk about mental health:

https://www.livingwellessex.org/media/470330/MH_Strategy_Lets_Talk.pdf

Summary of the transformation plan

Our plan is to:



Principles

The plan is built upon six agreed principles:

- 1 **Early action** – avoiding and preventing mental health problems
- 2 **No judgement, no stigma** – with care that is right for each individual, delivered in safe places and with children and young people having a say in decisions
- 3 **Support for the whole family** – with care as a part of daily life, backed up by professionals and specialists when needed
- 4 **Inform and empower** – with information there for everyone and simple to access, providing the tools for self-care and resilience, as well as recovery
- 5 **Joined-up services** – efficient, effective and clear for all to understand
- 6 **Better outcomes** – through evidence-based care and listening and responding to feedback



Year 1

The original local transformation plan highlighted a number of common themes from local engagement with children and young people.

Our response to those main themes was as follows:

You said

We did

Difficult to access the service

- Established a single phone number and point of access.
- Opened up to self-referrals, and referrals from parents, schools and others – not just professionals.
- Developed procedures designed to provide early help, advice and support.
- Set detailed performance regimes to monitor waiting times for assessments and treatments.

Confusing process and variable eligibility

- Referral criteria have been simplified and are much less restrictive than before.
- We have successfully moved away from a fragmented and multi-tiered service by implementing a single integrated service for children and young people across Southend, Essex and Thurrock.

We need better information

- The single integrated service has made it simpler to publish information via a single website, publicity leaflets and referrals information.
- The new single point of access teams give better information and signposting to other local services and where to get help.
- A new website *The Big White Wall* is designed to provide helpful information for children and young people.
- Looking to the future, the service is piloting new digital technologies, such as an app that enables young people to talk to their therapist at any time.

More people are needed to help tackle problems at an earlier stage

- The service has worked with local schools to pilot a training programme for schools' staff.
- In future years of our plan, the intention is to extend training to other local services to build knowledge and resilience in local communities.
- Capacity has increased through additional staffing and is supporting around double the number of children compared with previous years.

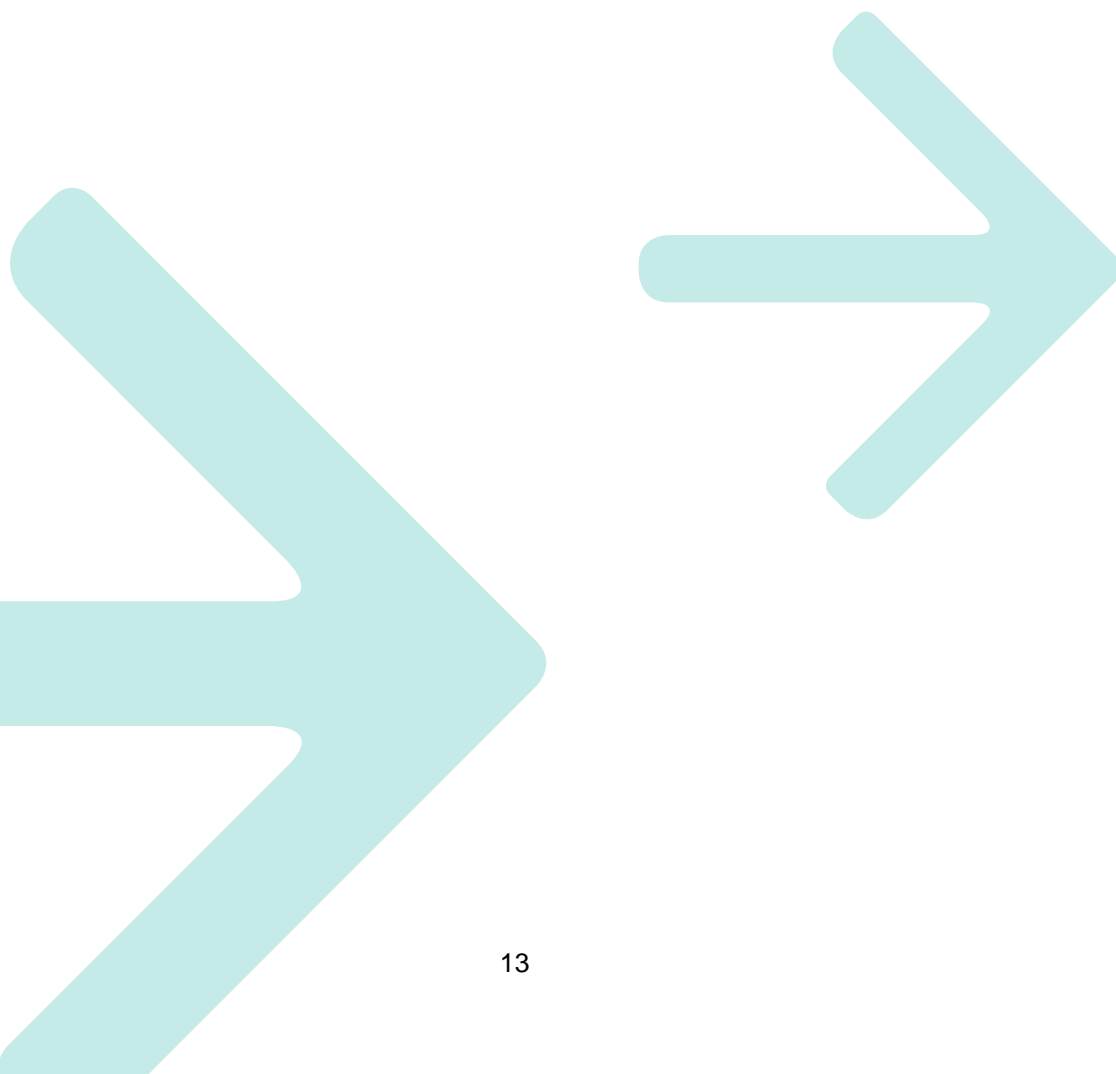
Year 1 was a year of transition. Some 200 staff from four previous provider organisations transferred on 1 November 2015 to a new single emotional wellbeing and mental health service for children and young people across Southend, Essex and Thurrock. Recruitment to new posts is not yet complete, but we expect the new service to reach full establishment by the end of 2016.

Year 2 was a year of embedding new procedures and protocols and undertaking further reviews to shape our services around the needs of children and families.

One of the most significant reviews was a second service needs assessment, which included the voice of children, young people and others.

Here are the main themes of areas that needed further improvement:

- **Raising awareness** – young people still reported that they have never received information about mental health, either generally or via their school.
- **Support for children and young people who move between services** – the transition from children’s services to adult mental health services, for example is very variable across our area
- **Early intervention** – A quarter to a half of adult mental illness may be preventable with appropriate interventions in childhood and adolescence.
- **Vulnerable groups** – Vulnerable young people felt they are sometimes being treated for symptoms and not the cause of their problems
- **Utilising technology** – evidence showed that children and young people respond well to digital technologies as a way of managing problems.



Challenges still to tackle

As we enter year 3 of our five-year local transformation plan, there is still a major challenge to achieve our aspirations.

Year 3 is a year of continuation in providing, developing and delivering on the areas that have improved and need improving. We will:

- **Build Community Resilience** by providing additional support to schools and the voluntary sector
- Review and re-model the **Crisis Service**
- Review and pilot a **Transition Service**- supporting young people 18-25 years who need some extra support when leaving/moving services
- Continue to improve and build on our CYP and family **engagement and communication**
- Develop the Neurodevelopmental Provision for CYP & families for CYP with **Mental Health and Learning Disability, ASD and ADHD**
- Continue to **Develop, Integrate and Work** with the wider children's service system to provide a seamless offer (Tier 4 inpatient, Education Health & Social Care, Transforming Care Plans, Paediatric care, Children Looked After & Children in Need)



Vision

All children and young people in Southend, Essex and Thurrock are supported to live well, resilient to life's challenges and have the best possible mental health. The emphasis is on prevention and early action to avoid more serious problems in the longer term.

Everyone involved in the life of a young person – family, school, health and care services, and including the child or young person themselves – should have the information and the support they need to play their part.

How our emotional wellbeing and mental health service is working to achieve this vision:

- By working with communities and schools to develop a better understanding of the risks to mental health and how to manage them.
- By making it simple for families and professionals to find out where to get help quickly and have the support and tools they need for self-help.
- Where extra help is needed, services are ready to step in at an early stage, in convenient, friendly places where young people feel safe, listened to and respected.
- Workers within services have the confidence and skills to understand needs early on and give the right support.
- Children and young people have a say about their own care and in the design and development of services.
- Expert help for long term and serious problems will expand across Southend, Essex and Thurrock over the next four years.
- Experts will be ready to act quickly in a crisis, whenever and wherever that may be.

The emotional wellbeing and mental health service for Southend, Essex and Thurrock:

Support in daily life

- Information and advice for children and young people, available from our website and places in the community
- Information and advice for parents and carers
- Training and support for schools and others

Help from local services

- Services working with families at home
- Services in schools, GP surgeries, and community
- Evidence-based interventions and therapies for children, young people and families
- A confident and empowered children's workforce

Expert help from specialists

- Specialist help for long-term and serious problems
- Joined-up services for several problems
- Referral to more specialised services

Help in a crisis

- Fast response with support at home
- Links with other emergency services
- Overnight and short stays in specialist services, if needs be

Measurable outcomes

The specification for the new service includes measures and key performance indicators (KPIs) to monitor progress against the following outcomes:

- 1 Improvements in mental health for children and young people in Southend, Essex and Thurrock, using better methods to monitor and measure our progress
- 2 A joined-up system with no barriers
- 3 Reduction in inequality - no discrimination, no stigma
- 4 Easier access to services with shorter waiting times
- 5 Other services working with children and young people are enabled to promote and support good emotional wellbeing and mental health
- 6 Better advice, support, training and guidance for parents, teachers and others
- 7 Fewer visits to A&E
- 8 Priority for assessment of children and young people from vulnerable groups, including proactive outreach.
- 9 Young people aged 14-25 to get the right support and, if necessary, a smooth transition to adult services
- 10 Opportunities for children and young people to influence services, not just for their own care but also as part of collaboration between services and young people.

Plan of action

In year 1 (2015/16) – we mobilised the new single service on 1 November 2015, with new referral criteria, better access to services and new ways of working.

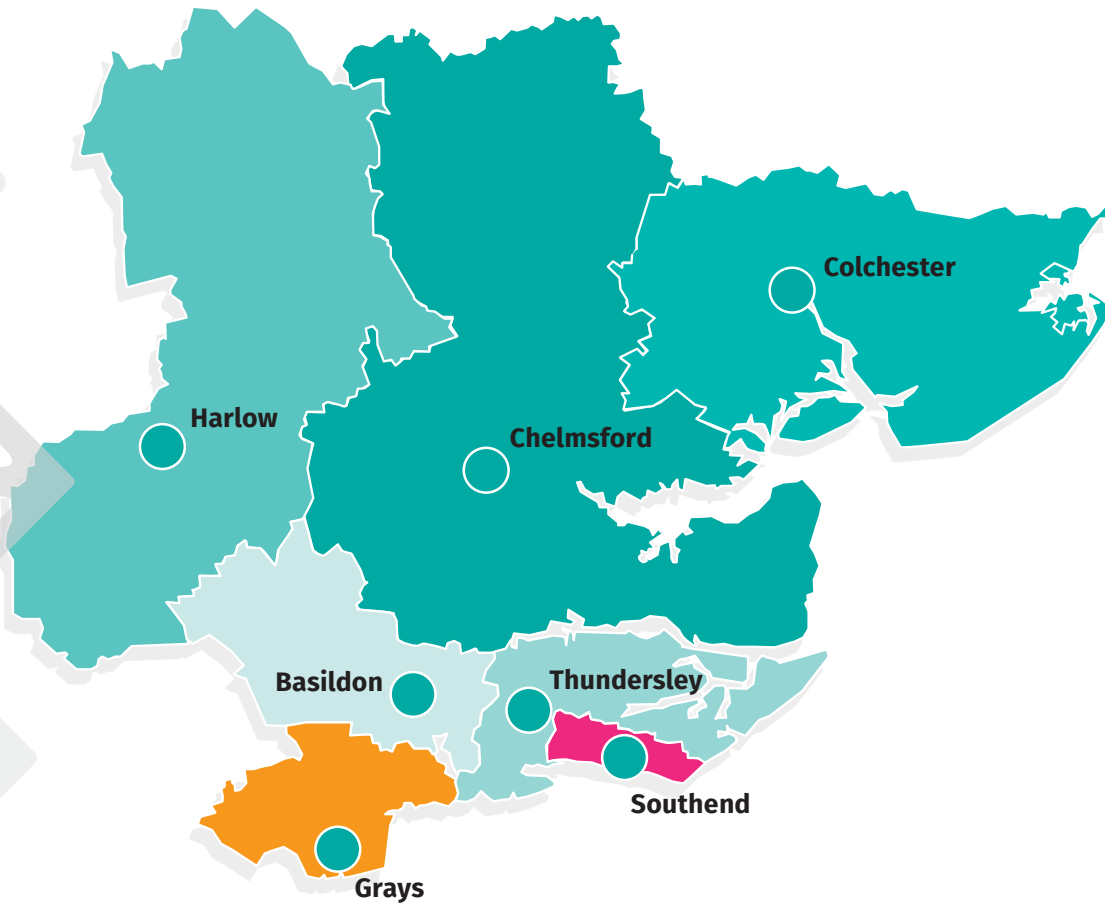
In year 2 (2016/17) – we learnt from a second service needs assessment and a number of service reviews and pilots, aiming for full implementation in years 2 and 3. We introduced a new community eating disorder service. We continued to invest in staff and rolled out new schemes, like the digital offers of the Big White Wall and the MyMind App. Further works on engagement with local schools on their priorities for the local support offer.

In year 3 (2017/18) – we are implementing the Learning Disability CAMH service across Southend, Essex & Thurrock, piloting the Kooth online counselling service, producing the Self-Harm Toolkit, entering into phase one of the EWMHS School-education programme and reviewing our Crisis and Transitions offer.

In years 4 & 5 – We will evaluate the pilots and further implement the priorities set out in this plan. We will refresh this local transformation plan each year and continue to develop new and better services in response to our evaluations and service reviews.



Building capacity and capability in our seven locality teams



With additional investment and new ways of working we are increasing the number of people and skills in locality teams.

The following table summarises the main developments over the five years of the local transformation plan:

Identified gaps in services	Increase in staffing and skills
Services for eating disorders	Increase in clinical and support staff to cover all localities.
Specialist services to help with developmental and behavioural problems, including ADHD	Review of a new therapeutic model with funds to invest in new services.
Improving access to psychological therapies (IAPT)	Investing in clinical psychology leadership. New posts in each locality.
Faster access to help for low to moderate needs	Recruitment and training for lower grade clinical staff. Additional resources to support locality teams and their work with partners within the community e.g. schools, children’s centres, GPs, voluntary sector.
Faster access to advice, information, support and assessment where needed.	More staff for single points of access in Southend, Essex and Thurrock.

Specific service developments described in the transformation plan

Improving access and equality

- Single point of access for each of the three local authority areas, supported by an increased workforce and workforce development
- Enhanced crisis services and extended home treatment.
- Extended children's and young people's IAPT, with the aim of achieving 100% coverage by 2018
- Increased capacity to respond to complex needs (such as those of children with learning disabilities and mental health needs)
- A significant investment in the development of eating disorder services
- Continuing improvement in early intervention in psychosis
- Improvements in support for vulnerable and disadvantaged children and young people
- Improvements in transitions between services e.g. for long term needs of young people moving into adulthood
- Medicines management review

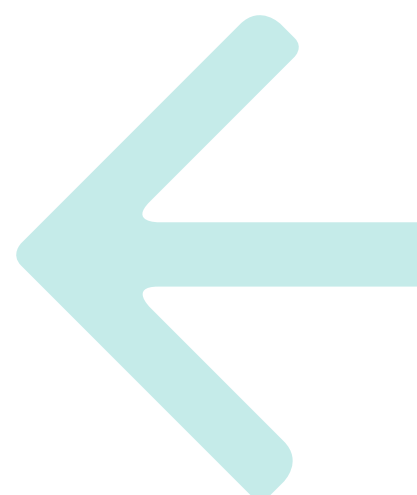
Building capacity and capability in the system

- Additional posts
- Upgrading for some posts
- Wide scale workforce development and training
- Improvements in data and IT systems
- Improvements in performance monitoring

Building resilience in the community

- Embedded and sustainable engagement with children and young people, universal services and community networks
- Structured support and training for schools
- Building relationships with other health and care professionals, including joint work on operational protocols
- Building relationships with other public services, including developing joint strategies and agreements e.g. implementation of action plans under the Crisis Care Concordat
- Building community relationships with the voluntary sector and other networks
- A review and development of comprehensive support to prevent suicide and self-harm

Implementation of the local transformation plan is supported by a programme management office and improved performance and outcomes monitoring.



Investment

The new service started on 1 November 2015 with a contract value of just over £13 million.

During 2015/16, we invested in excess of £1.5 million to develop local services. This translates to a planned full year investment of just over £3.3 million.

Our updated plan raises our investment from £3.3 million per year to just under £5.4 million a year with effect from 2017/18.



WHERE WE ARE NOW



Our young population and their mental health needs

In year 1 of our local transformation plan, we completed a second joint strategic needs assessment (JSNA) to take a detailed look at our population of children and young people and their emotional wellbeing and mental health needs.

This section draws from some of the main findings of the joint strategic needs assessment.

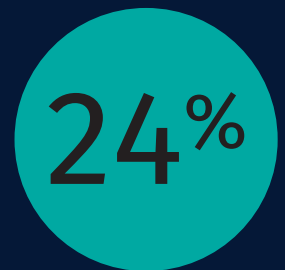
A picture of Southend, Essex and Thurrock

There are three areas of local government in Essex: the two-tiered, non-metropolitan county of Essex, which covers 12 district, borough and city councils, and the unitary authority areas of Southend-on-Sea and Thurrock. Health is the responsibility of seven NHS clinical commissioning groups (CCGs), which are shown on the map over the page.

These ten co-commissioners of services cover a total population close to 1.75 million of which around 24%, some 415,856 are under the age of 19.

By 2025, there could be 8.1% more children in Southend, Essex and Thurrock and 10.7% more by 2035.

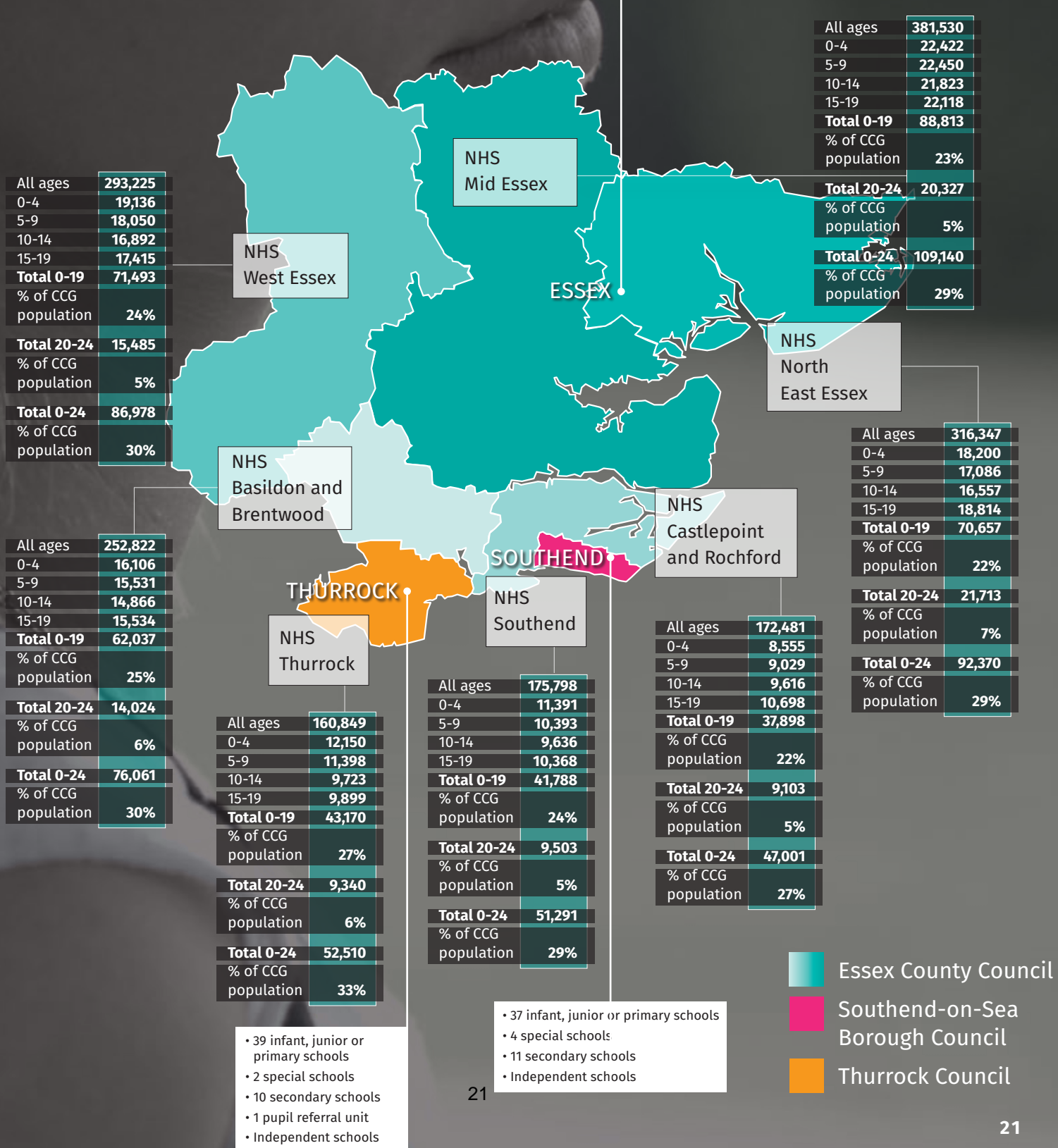
1.75 million population



under 19



The map below shows the local authority boundaries and localities covered by the seven clinical commissioning groups (CCGs). The annotations show the number of children and age ranges.



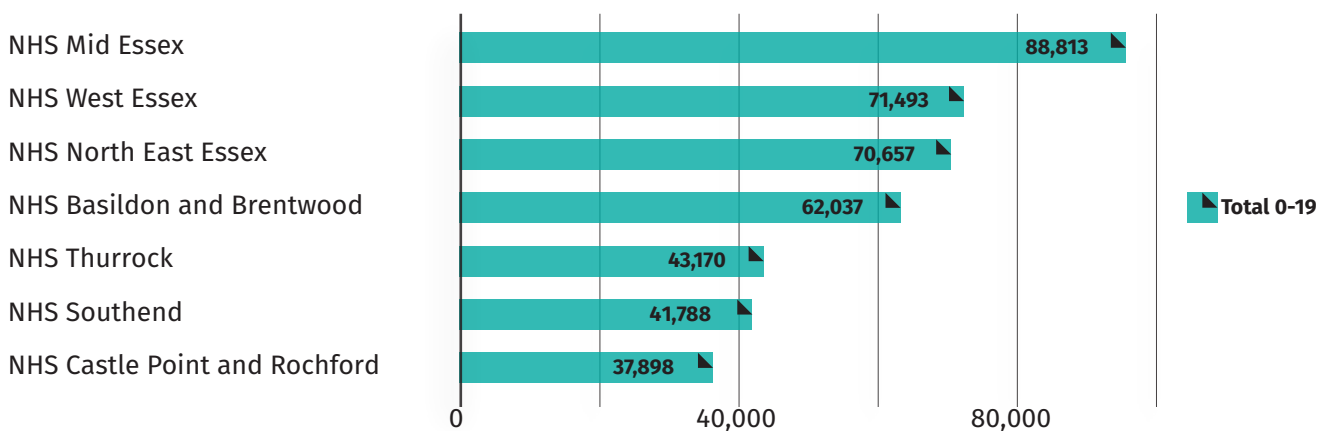
Thurrock has the lowest all age population; however Thurrock has the largest population of under 19 year olds, equating to 27% of the local population. Basildon and Brentwood, Southend, Thurrock and West Essex have larger populations aged 0-4 years. North East Essex CCG and Castle Point and Rochford CCG have a larger population in the 15-19 year age group. Mid Essex CCG has a larger population in the 5-9 years age group.

0-19 years population

415,856

Essex

Total 0-19 population by CCG



Estimated number of children and young people that could be affected by mental health issues (2014)

CCG Area	All 5-10 years	All 11-16	All 5-16	Boys 5-10	Boys 11-16	Boys 5-16	Girls 5-10	Girls 11-16	Girls 5-16
NHS Southend	955	1,350	2,300	640	775	1,415	315	575	885
NHS Thurrock	1,105	1,425	2,530	740	815	1,555	370	615	980
NHS Castle Point, and Rochford	780	1,255	2,030	525	710	1,235	255	545	800
NHS Basildon and Brentwood	1,410	2,045	3,455	950	1,165	2,115	465	885	1,345
NHS Mid Essex	1,815	2,695	4,510	1,220	1,545	2,765	600	1,150	1,750
NHS North East Essex	1,620	2,340	3,960	1,085	1,325	2,410	535	1,020	1,550
NHS West Essex	1,540	2,095	3,635	1,045	1,205	2,245	500	895	1,390

Source: Local authority mid year resident population estimates for 2014 from Office for National Statistics. CCG population estimates aggregated from GP registered populations (Oct 2014). Green, H. et al (2004).

Estimates of young people experiencing mental health problems

Broad indicators from national data

Ref. National Child and Maternal Health Intelligence Network (ChiMat) <http://www.chimat.org.uk>



Nationally, nearly 10% of children aged 5-16 years have a diagnosable mental health condition and a further 10% have emotional or behavioural problems requiring support. These children will have a wide range of conditions including conduct disorders, self-harm, depression, hyperactivity and less common disorders such as autistic disorders and eating disorders.

It is known that 50% of mental illness in adult life (excluding dementia) starts before age 15 and 75% by age 18. In addition, there are well-identified increased physical health problems associated with mental health. Mental illness in children and young people causes distress and can have wide-ranging effects, including impacts on educational attainment and social

relationships, as well as affecting life chances and physical health.

The National Child and Maternal Health Intelligence Network (ChiMat) provides information on prevalence rates that enables us to estimate the number of children likely to have mental health problems in Southend, Essex and Thurrock. Some of the relevant estimates are as follows:

- 9.6% or nearly 22,420 children and young people aged between 5-16 years have a mental disorder
- 7.7% or nearly 9,225 children and young people aged between 5-10 years have a mental disorder
- 11.5% or approximately 13,205 children and young people aged between 11-16 have a mental disorder.

Source: Local authority mid year resident population estimates for 2014 from Office for National Statistics. CCG population estimates aggregated from GP registered populations (Oct 2014). Green, H. et al (2004).

Estimated number of children between the ages of 5 and 16 in Southend, Essex and Thurrock who could have a mental health problem that needs specialist help.

→ 22,500

Mental health disorders are more common in boys (11.4%) compared to girls (7.8%) and rates increase with age. Among 5-10 year olds 5% of girls and 10% of boys may have a mental health disorder. Among 11-16 year olds the rates were 10% for girls and 13% for boys.

The most common type of mental health problems in children and young people are conduct and emotional disorders with higher rates of conduct disorders in boys and higher rates of emotional disorders in girls.

National estimates of prevalence of disorders in children and young people:

Emotional disorders (anxiety and depression)	4% (3% and 0.9%)
Conduct disorders	6%
Severe attention deficit hyperactivity disorder (ADHD)	1.5%
Autism spectrum disorder	0.9%
Rarer disorders, including tics, eating disorders and selective mutism	0.4%

The rate of ADHD in boys is much higher than in girls (2.6% compared to 0.3%).

Children with poor emotional wellbeing have a much more negative view of their lives when compared to all children. They are twice as likely to be afraid to go to school because of bullying, twice as likely to say their school deals badly with bullying and are more likely to have been a victim of crime. They are significantly less likely to say that their views are listened to and taken seriously at home or at school. They are more likely to say that they have been drunk at least once in the last month or have ever taken drugs. They are significantly less likely to enjoy school or try their best at school, and are more likely to want more help from teachers, plus they are more likely to need better information to help plan their future.

See [Appendix 1](#) for further information extracted from the ChiMat website

What children and young people say

Essex health and wellbeing survey 2015

A wellbeing survey across schools in Essex is now in its tenth year. In 2015, the survey reached 9,690 pupils in primary schools, 3,796 pupils in secondary schools and 37 pupils in one special school.

From this survey, children in Essex have told us that good emotional wellbeing and mental health means 'feeling safe and secure', 'being satisfied with life' and 'feeling worthwhile'.

Some of the main points from the survey

- ▶ Over half of primary and secondary pupils say that when they are really worried they talk to someone or ask for help
- ▶ The main worries for secondary school pupils are
 - // SATs and other tests
 - // what other people think about them
 - // the way they look
 - // school work/homework
- ▶ 75% of primary and 82% of secondary pupils say that adults listen to their views and take them seriously at home but they are somewhat less positive about being listened to at school, particularly secondary pupils
- ▶ Pupils with poor emotional wellbeing and those who are bullied are significantly less likely to say their views are listened to at home.
- ▶ Primary young carers, pupils receiving free school meals and BME pupils, and secondary pupils with special needs or a police warning are also less likely to say this.

For more information, visit Essex Schools InfoLink
<https://schools-secure.essex.gov.uk/data/SHEU/Pages/SHEUSurveySupportingTheWellbeingOfChildrenAnd.aspx>

YEAH!2

YEAH! stands for **Young Essex Attitudes on Health and Social Care**, an exercise run by the independent organisation, Healthwatch Essex, which gathers young people's lived experience of health and care in Essex.

The first YEAH! report from March 2015 helped to inform our local transformation plan, Open up, Reach out. In 2015, Healthwatch Essex engaged young people a second time, this time reaching 865 young people representing a range of backgrounds from across Essex.

The study took place before our new service launched on 1 November 2015, but NELFT, the new service provider, took part in YEAH!2 and listened to the feedback on former services with the aim of using this information to develop the new service.

Some of the key findings from YEAH!2



9 in 10 participants felt that being informed about mental health was important



7 in 10 participants had not received information on mental health



6 in 10 participants thought that a lack of awareness created stigma around issues such as mental health, which could lead to bullying or isolation.

Awareness

Around half of the participants had read about mental health online, while others had gained some knowledge from TV or their own experiences. Some participants (around 3 in 10) had received information about mental health. Of those who had, around half had learned from enrichment days or information in school or college. Most participants (around 9 in 10) felt it was important to learn about mental health in school or college.

“Luckily, my **friends** told the **school teachers** who were informed about my **family situation** and got me **help**. I think schools should strive to **be informed** about their pupils’ family situations and ensure anyone **affected** by someone’s problems is **checked** and **supported**.”

“A woman came in and **taught** us about **self-harm** and **suicide**. It was really **informative**, **relevant** and **direct** information.”

“I think **parents** should be **educated** on **mental health** so they **understand** what to **do** in the situation.”



Access to help

Over 4 in 10 participants said they or someone they knew had experienced mental health issues. The main perception was that help can be difficult to secure and services slow to respond. Improving access to services should remain a top priority for our local transformation plan.

“Doctors and **counsellors** always make me feel like they have **no time** for me. Mental health gets **overlooked** and **isn’t taken seriously**. It took **4 months** to start therapy, and at that point I was **suicidal**.”



“I was diagnosed with **OCD, Tourette’s Disorder, depression, anxiety** and a **sleep disorder**. For a while I was **not believed** or **taken seriously**, which made it **worse** as well as harder to **trust** people. When I was finally admitted to a service it took a **long time** before treatment.”

Support and services

Participants who had sought help for mental health problems had most commonly approached a GP or a member of staff at school. Several participants spoke about positive experiences of approaching school staff, feeling the person they spoke to did their best to help and referred them to the relevant service.

“I **self-harmed** for **3 years** and my high **school** was **helpful...** especially the head of year who made it **clear** who you could **talk to**, and that **free counseling** services existed”

“I was told **nothing could be done** apart from **anti-depressants**. I refused to take them, so I was **sent home**. There should be a **better solution!**”

“I have **ADHD** [Attention Deficit Hyperactivity Disorder] and I’m on some **tablets** to help me **concentrate** more. It **helps a lot**, and helped me concentrate in my **exams**. I wish I’d been **diagnosed earlier.**”

Some participants spoke about their experience of being prescribed medication for mental health problems. Some had good experiences and others held strongly negative views of medication as a form of treatment.

Listening to what young people have said about services in the past, we are very aware of the way in which young people would appreciate being listened to and taken seriously. We have also heard about the need for consistency and have discussed with young people ways of improving this with smartphone technology through which a young person receiving support can maintain their contact and relationship with the professional who is supporting them.

“... they **don’t see you outside** of sessions when you’re having a **‘down’** moment.”

Almost half of the YEAH!2 participants suggested that raising awareness would reduce stigma and encourage young people to access services earlier.

Young people hope to see more promotion of mental health services that they can refer to directly, a campaign targeting young people and including a specifically targeted campaign towards boys, possibly in partnership with local football clubs, for example.

For more information and to see the full YEAH!2 report, visit Healthwatch Essex <http://www.healthwatchessex.org.uk/what-we-do/topics/yeah-2/>



SWEET!

Services we experience in Essex today

In the spring and summer of 2015, Healthwatch Essex joined forces with a sport-for-development charity, *Achievement Through Football*, a charity based in south Essex, to capture the views of vulnerable young people living in areas of recognised deprivation.

The exercise reached 203 young people (aged 11-25) who were at risk of exclusion from education. This included young people from seldom-heard groups, such as Eastern European and migrant communities, gypsy, traveller and Roma communities, young ex-offenders and young people living in social housing and/or foster care.

During discussions, SWEET! participants talked about the importance of having a sense of worth and something to achieve which would form part of the solution to preventing them from involvement in crime. They also felt that sharing a joint goal could bring troubled families together. While participants spoke a lot about the mental health of their parents, they seemed unaware that they themselves could experience mental health issues, despite often speaking about the emotional challenges they faced.

They wanted to feel more informed about mental health and to receive information about the range of services that may be available to them.

For more information and to see the full SWEET! report, visit Healthwatch Essex <http://www.healthwatchessex.org.uk/what-we-do/topics/sweet/>

Identifying risks and inequalities in Southend, Essex and Thurrock

Risks to mental health in children and young people

In our previous local transformation plan, we highlighted the needs of disadvantaged children. Our 2013 joint strategic needs assessment identified the following main groups of children with a greater risk of developing mental health problems:

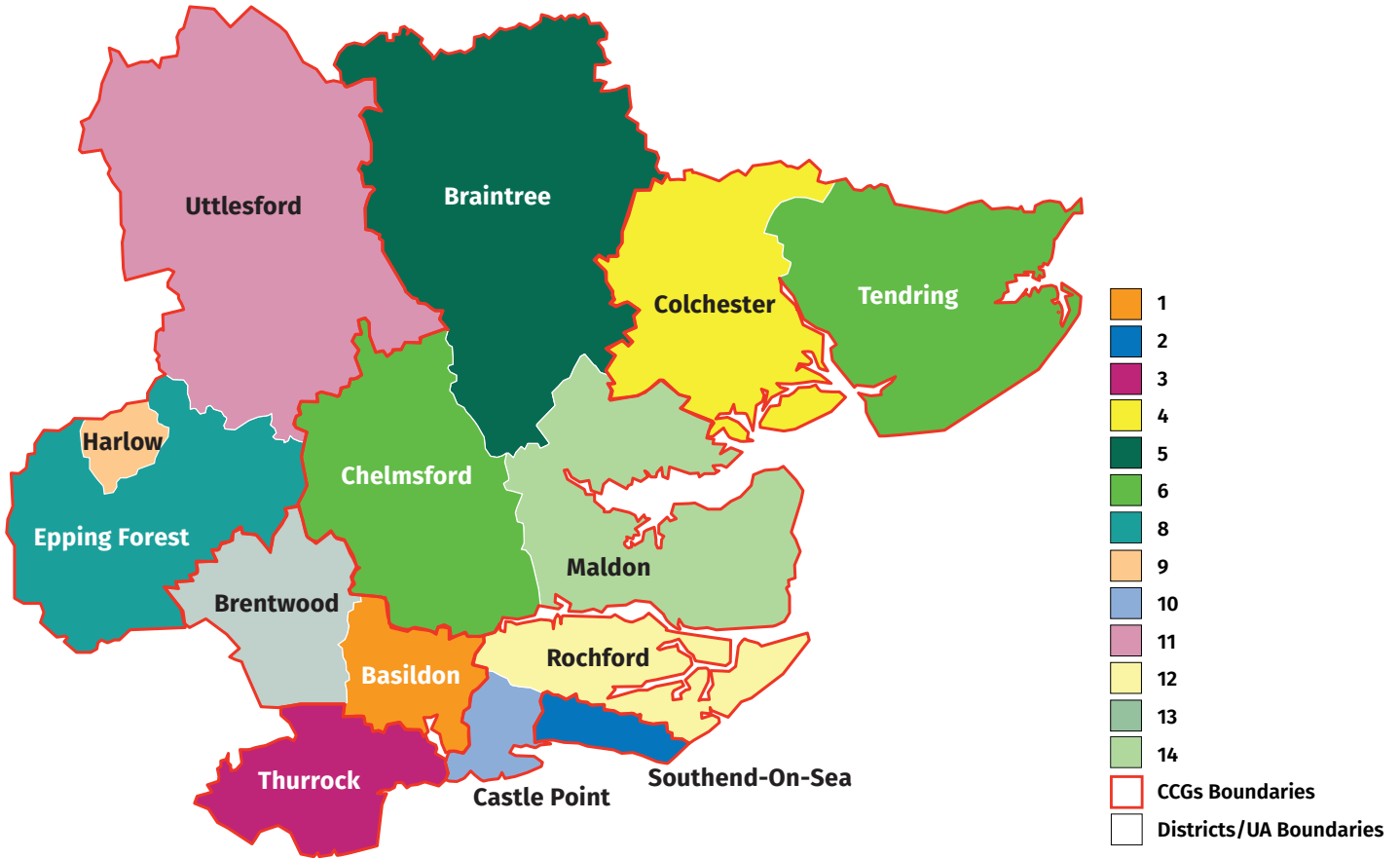
- Children with learning difficulties and disabilities, developmental disorders and children in residential schools
- Children in short stay schools
- Children on a child protection plan
- Children in care and looked after children

Our second joint strategic needs assessment in 2015 estimated numbers of children with potentially higher risks of mental health issues by looking at the following ten risk factors:

- Lone parent households
- Underweight and obese children (reception year)
- Underweight and obese children (Year 6)
- Children under 16 in poverty
- Teenage pregnancy
- Children aged under 15 who provide unpaid care
- Young people aged 16-24 who provide unpaid care
- Young people aged 16-24 who provide more than 20 hours of unpaid care per week

The results provided further indications of where demands may rise over the next five years for each of our seven locality teams and services. We also considered this information in planning and prioritising our work with schools and communities to build resilience and early intervention.

Mental Health Risk Indicators Overall Rank



The map and table above shows that Basildon, Southend and Thurrock are ranked the highest in terms of the number of children at greatest risk across the ten mental health risk factors.

- **Basildon is ranked the highest** in terms of the number of children at greatest risk across all ten mental health risk factors and ranked 1st in six of the risk factor indicators. These are: lone parent, underweight children (Year 6), Children under 16 in poverty, under 18 pregnancy, young people aged 16-24 providing care and young people 16-24 providing more than 20 hours of care.
- **Southend is ranked second** across all ten mental health risk factors and is ranked 1st in two of the risk factors. These are: under 18 pregnancy and children under 15 providing care.
- **Thurrock is ranked third** across all ten mental health risk factors and is ranked 1st in three risk factors. These are: underweight children (Reception year), obese children (Reception year) and obese children (Year 6).



Ranking of mental health risk factors for each district and unitary authority

	Lone Parent Rank	Underweight children (reception year) Rank	Obese children (reception year) Rank	Underweight children (year 6) Rank	Obese children (Year 6) Rank	Children under 16 in Poverty Rank	Under 18 Pregnancy Rank	Children <15 Providing Care Rank	Young People 16-24 Providing Care Rank	Young people 16-24 providing Considerable Care Rank	Combined Rank
Basildon	1	3	3	1	2	1	1	2	1	1	1
Braintree	6	5	5	3	7	6	6	4	7	6	5
Brentwood	11	9	14	13	13	12	14	14	11	11	13
Castle Point	10	11	9	10	10	10	9	9	10	10	10
Chelmsford	7	8	4	1	6	7	8	7	5	7	6
Colchester	3	7	5	6	4	5	5	5	2	3	4
Epping Forest	8	5	7	5	9	9	12	8	8	9	8
Harlow	9	2	10	12	8	8	6	10	9	8	9
Maldon	14	11	13	7	14	13	12	13	14	12	14
Rochford	12	14	12	14	11	11	10	11	12	13	12
Southend-on-Sea	2	3	2	4	3	3	1	1	3	5	2
Tendring	5	10	8	9	5	4	4	6	6	3	6
Thurrock	4	1	1	7	1	2	3	3	4	2	3
Uttlesford	13	11	11	10	12	14	10	11	13	14	11

Lone Parents

Family breakdown can have a damaging effect on the mental health of children.³ From national evidence, it is estimated that children brought up by single parents and in step families may be three times as likely to suffer from mental health problems compared with two-parent families.

There are an estimated 46,550 dwellings in Southend, Essex and Thurrock with a lone parent. This would suggest that there could be over 40,000 children at some risk of mental health issues.

Children under 16 in poverty

Children living in low-income households are nearly three times as likely to suffer mental health problems as their more affluent peers.⁴

Around 54,570 children under 16 across Southend, Essex and Thurrock are estimated to be in poverty and could be at risk of mental health problems. The areas with the highest number of children in poverty and at greatest risk are Basildon, Thurrock and Southend.

³The Millennium Cohort Study, University College London, 2015

⁴Meltzer, H et al (2000) *The Mental Health of Children and Adolescents in Great Britain*. London: The Stationery Office

Young carers

The pressures of caring for parents and siblings frequently leads to anxiety, feelings of anger, frustration, guilt, resentment and stress. Young carers are likely to experience problems with school, such as regular lateness, difficulty completing assignments on time, disruptive behaviour, difficulty making friends, being bullied and leaving without any formal qualifications.

Young carers are more likely than others to be afraid to go to school because of bullying and to say their school deals badly with bullying. They are more likely to have been a victim of crime. Primary young carers have lower than average scores for overall wellbeing and are more likely to have poor emotional wellbeing.

Young carers - under 16 who provide unpaid care

An estimated 3,465 children under 16 years old provide unpaid care across Southend, Essex and Thurrock and could be at risk of mental health problems. The areas with the highest number of children under 16 who provide unpaid care are Southend, Basildon and Thurrock.

16-24 year olds providing unpaid care

8,070 children and young people aged 16 to 24 provide unpaid care across Southend, Essex and Thurrock and could be at risk of mental health problems. The areas with the highest number of children and young people providing unpaid care are Basildon, Colchester and Southend.

16-24 year olds providing 20+ hours a week unpaid care

Of the 8,070 children and young people providing unpaid care across Southend, Essex and Thurrock, 2,143 (26.5%) of them provide 20 or more hours unpaid care. The areas with the most children and young people at risk are Basildon, Thurrock, Colchester, Tendring and Southend.

Identifying priority needs in Southend, Essex and Thurrock

Self-harm

There are usually a number of different reasons that lead to someone self-harming, but there are generally two main reasons. The first is the experience of intense and distressing emotions. These may be related to particular experiences, such as sexual or physical abuse. The second reason is the absence of the right kind of emotional support. In other words, the child or young person is not provided with the assistance to recognise and understand their responses to the events they are experiencing. The absence of recognition and support in the context of extreme and distressing events leads to a sense of powerlessness, and an inability to understand and manage painful feelings.⁵

The Young Minds charity reports that between one in 12 and one in 15 children and young people are thought to deliberately self-harm.⁶

If this is the case, the potential number of 10-19 year olds in Southend, Essex and Thurrock who self-harm could be between 19,000 and 38,000.

Perceptions and experiences of self-harm in Essex

During the summer of 2015, the Essex County Council Involvement Team spoke with over 200 young people about their perceptions and experiences of self-harm in Essex.

- Nearly half of the young people thought that bullying causes young people to self-harm.
- 39% of participants thought the best support was having someone to talk to or discuss things with, someone they could trust or who would keep things confidential.
- Over 70% of the young people thought that carers, parents and teachers may need more information and support about self-harm, and 64% thought that young people themselves may need this.

⁵Michaela Swales - <http://www.wellcome.ac.uk/en/pain/microsite/culture4.htm>

⁶Young Minds (2013), *Mental health statistics*. From *Mental Health Foundation (2006). Truth hurts: report of the National Inquiry into self-harm among young people*. London: Mental Health Foundation

Teenage suicide

Since April 2013, the suicide rate for those aged from 12 to 17 years old in Southend, Essex and Thurrock is 8 per 100,000. As is the case nationally, the Essex figures show that 70% of teenage suicides in Essex were male compared with 30% female.

The Government strategy *Preventing Suicide in England (2012)* identifies the following groups as being vulnerable to suicide:

County / UA	Children in the Youth Justice System (2013/14)	Children Leaving Care (2014/15)	Looked After children (2014/15)
Essex	914	515	1025
Southend	190	105	230
Thurrock	114	130	280
SET Total	1218	750	1535

Children with learning difficulties, disabilities and developmental disorders

National evidence suggests that children with learning disabilities are up to six times more likely to have mental health problems than other children; and more than 40% of families with children with learning disabilities feel they do not receive sufficient help from health and care services.

Using the ChiMat prevalence data, we have estimated the following numbers of children with both learning disabilities and mental health problems.

CCG Area	Children aged 5-9 yrs	Children aged 10-14 yrs	Children aged 15-19 yrs
NHS Southend	45	90	115
NHS Thurrock	50	95	115
NHS Castle Point and Rochford	40	90	120
NHS Basildon and Brentwood	65	145	175
NHS Mid Essex	90	195	240
NHS North East Essex	75	160	205
NHS West Essex	75	155	185
Total	440	930	1155

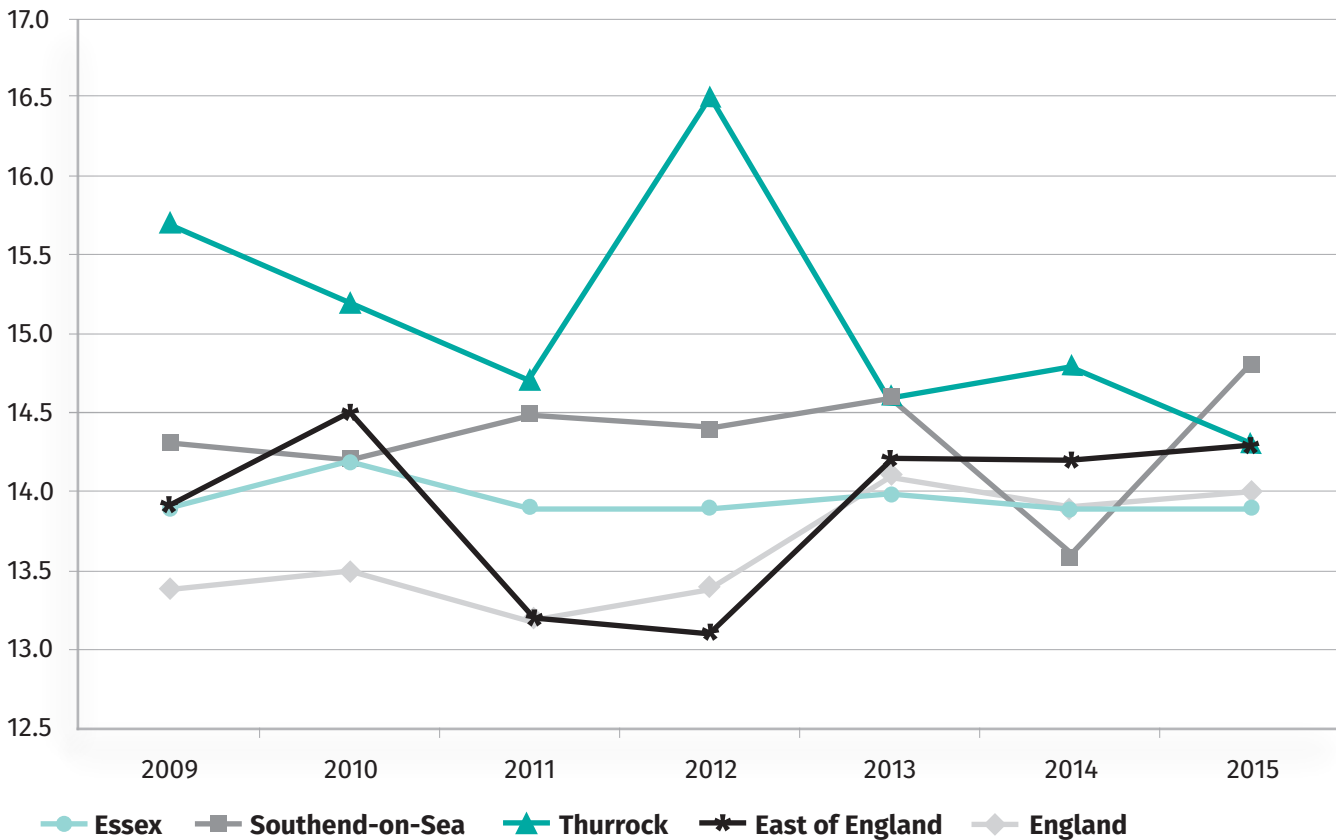
Children in care and looked after children

It is estimated that almost half of children in care have a diagnosable mental health disorder, with looked-after children four times more likely to have a mental health condition. Carers continue to report that they find it difficult to access appropriate child and adolescent mental health services.

The Department for Education collects outcomes data for looked after children, which includes emotional and behavioural health. The findings are based on information gathered from a strengths and difficulties questionnaire covering emotional symptoms, conduct problems, hyperactivity/inattention, peer relationship problems and poor social behaviour.

The results of the strengths and difficulties questionnaire in 2015 showed levels of emotional wellbeing amongst looked after children as highest in Southend and lowest in Essex, as shown in the table below.

Emotional and Behavioural Health of Looked After Children



A House of Commons Education Select Committee recently published a report into the mental health and wellbeing services provided to looked after children.⁷ The report recommended that looked-after children should have priority access to mental health assessments by specialist practitioners, a recommendation that we have taken up with the new emotional wellbeing and mental health service for children and young people in Southend, Essex and Thurrock.

⁷House of Commons Education Committee, *Mental health and well-being of looked after children*, Fourth Report of Session 2015–16 - <http://www.publications.parliament.uk/pa/cm201516/cmselect/cmeduc/481/481.pdf>

Unaccompanied children seeking asylum

Children seeking asylum may have experienced war-related trauma and various dangers in their journeys to the UK. Challenges continue upon arrival, as these children must cope with the stresses of living in a new country with a new language and all without the support of their parents.

Such children are considered at high risk for psychological distress, including sleep disturbances, attention and concentration difficulties and flashbacks of previously experienced trauma. For example, it is estimated that one-third of asylum-seeking Afghan children who arrive in the UK without their parents are likely to experience symptoms associated with post-traumatic stress disorder.⁸

In Essex around 70 children seeking asylum started a period in care in 2015/16.

Our open access emotional wellbeing and mental health service will offer services to support our vulnerable children and young people; we have an agreed quality indicator with our provider to support vulnerable groups through multi-agency consultation when referred.

Our priorities within this transformation plan seeks to further support our vulnerable children, young people and families through ensuring services are inclusive and resourced to work with individual needs.

⁸Bronstein, I., Montgomery, P., & Dobrowolski, S. (2012), 'PTSD in Asylum-Seeking Male Adolescents From Afghanistan', *Journal of Traumatic Stress*, 25(5), p551-557

How children and young people are using our new service (1 November 2015 – March 2016)

See [Appendix 2](#) for further information on activity in 2016/17, including activity for eating disorder services.

One of our aims in year 1 of the local transformation plan was to improve our data on children and young people who are referred for support. Since 1 November 2015, our information about children receiving services is much more consistent and more accurate than before.

The national aim is to treat 70,000 more children a year from 2020/21 onwards. For Southend, Essex and Thurrock this means supporting 600 more children a year by 2021, starting with an increase of 179 children a year by the end of 2016/17. We will review this at the end of year 3, but current indicators suggest that we may be well on course to exceed the national target.

Who is using the service and the nature of problems

Year 1

In the first five months of launching the new service for children and young people, we saw a surge in demand. The caseload doubled from 3,200 cases on 1 November 2015 to over 6,432 at the end of March 2016. Similarly, the crisis team caseload went from 109 at the end of November 2015 to 210 at the end of March 2016.

The top three presenting problems were:

- Emotional Disorder
- Conduct Disorder
- Deliberate Self-Harm

Year 2

At the end of year 2 (March 2017) the EWMH service has approximately 6,300 open cases and 80 cases within the crisis team, the initial surge in demand from launching the new service has subsided and the presenting problems has changed.

The top three presenting problems across Essex were:

- Emotional Disorder
- Conduct Disorder
- Deliberate Self-Harm

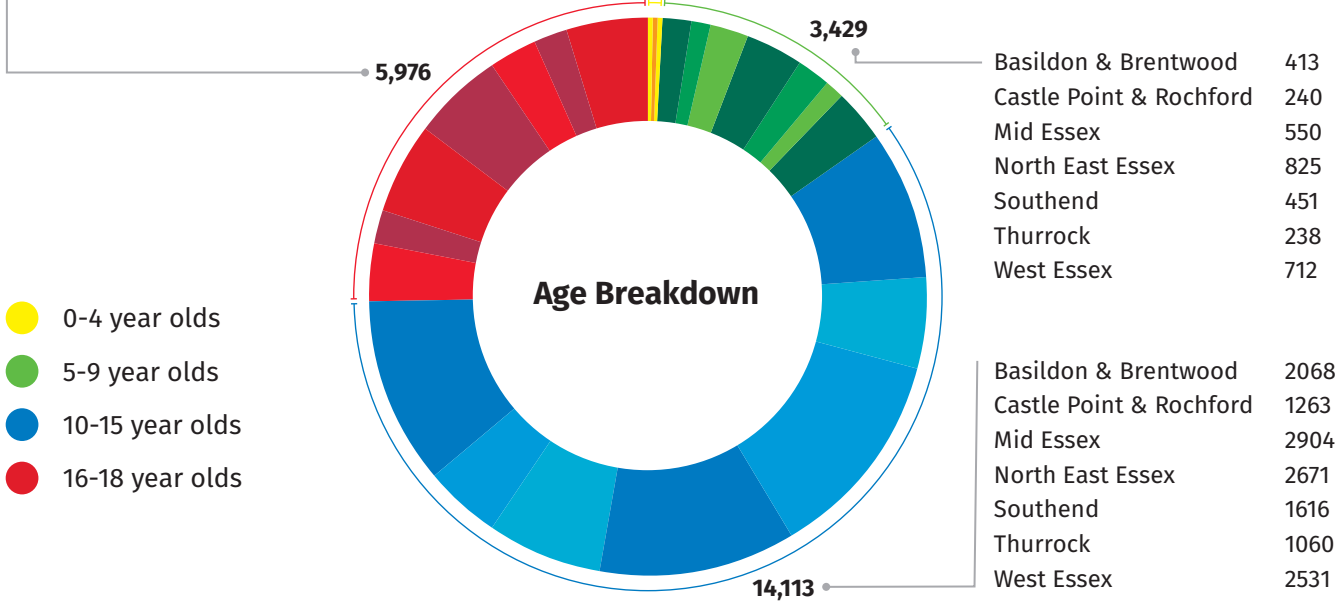
Further detailed information can be found in [Appendix 2](#).



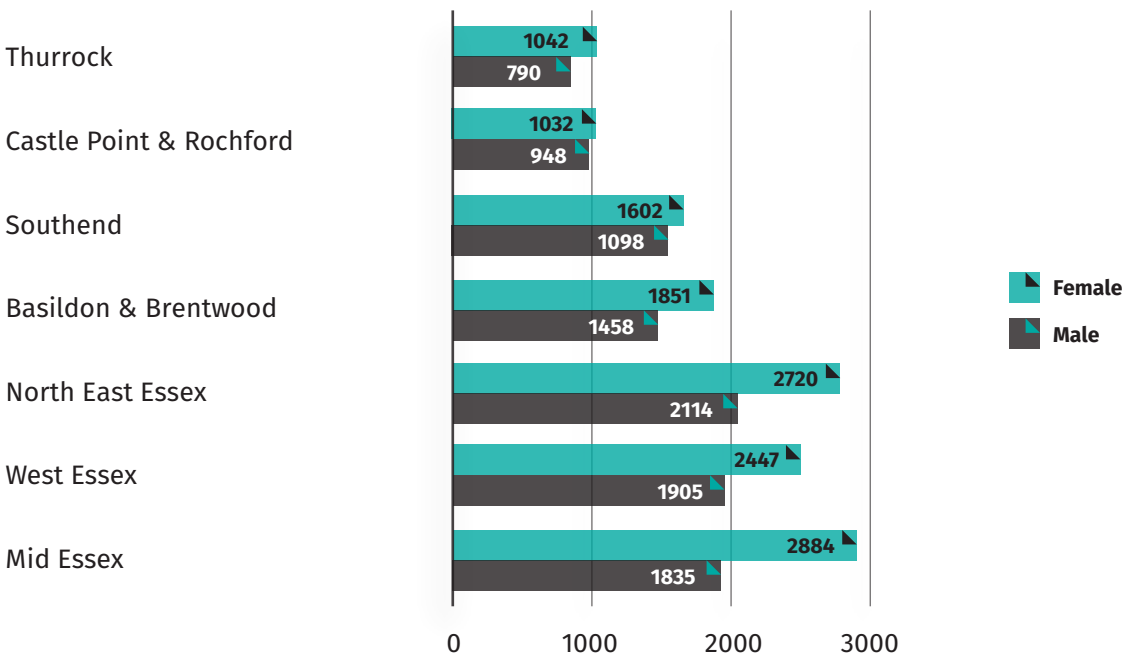
Other information from activity April 2016 – March 2017:

Basildon & Brentwood	801
Castle Point & Rochford	467
Mid Essex	1230
North East Essex	1284
Southend	613
Thurrock	518
West Essex	1063

Basildon & Brentwood	27
Castle Point & Rochford	9
Mid Essex	33
North East Essex	53
Southend	24
Thurrock	17
West Essex	45



Gender Breakdown



Referral rates

Year 1

Between November 2015 and March 2016, there was an average of around 1,000 referrals a month received at the single points of access. The highest referral rate was in mid and north east Essex – around 235-240 referrals per month.

An important national indicator is that around 79% referrals received should be accepted for services of some kind. Our average acceptance rate across Southend, Essex and Thurrock was 85%, with a consistent rate across the patch. This is a significant improvement on the variances of 2014/15. However, the number of referrals accepted remains low compared with current ChiMat estimates of needs.

Year 2

In year 2 (April 2016- March 2017), a total of over 10,000 referrals were received to the single points of access this is an average of 850 referrals per month. The highest referral rate was in North East Essex followed by Mid Essex.

Our average acceptance rate across Southend, Essex and Thurrock was 90%.

The table below, shows actual referrals received and accepted across all entry points (SPA and other) by each CCG from April 2016 - March 2017.

Community EWMHS			
CCG Activity April 2016 - March 2017			
CCG	Refferals Recieved	Refferals accepted	% acceptance rate
Basildon & Brentwood	1654	1423	86%
Castle Point & Rochford	1128	999	89%
Mid Essex	2138	1919	90%
North East Essex	2395	2163	90%
Southend	1210	1116	92%
Thurrock	1029	948	92%
West Essex	1745	1545	89%
Essex	11299	10113	90%

Summary of findings

The national estimates calculated by ChiMat and the risk factors that were highlighted by our own joint service needs assessment all suggest that there are significant unmet needs for support and services for the emotional wellbeing and mental health of children and young people.

We are still a long way off closing the gap, but in the first few months of launching a new single integrated service across Southend, Essex and Thurrock, we have opened up to more referrals and started to reach out to children, young people and families. We have in year 2 seen a slight improvement in an increase in the number of children being treated. We expect this improvement to continue every year for the next three years of our local transformation plan.

Our experience of the problems that we are seeing in Southend, Essex and Thurrock suggests similar trends to those nationally, and we are reasonably confident that we are planning the right level of resources to manage demands.

In year 1 the feedback we heard from children and young people determined many of our planning priorities, in particular the need to improve information, awareness and access to services. In year 2, we have seen evidence of an improved service making an impact on the perceptions of children and young people, we expect further improvements in years 3, 4, and 5.

The percentage of referrals accepted for services at around 90% is high compared with the national benchmark of around 72%. We see this as a good sign, given that we are aiming to reach more children by being more open to referrals.

We will continue to measure our outcomes year on year and listen to feedback to help shape new services being implemented and refresh our local transformation plan.

REFRESH OF OUR TRANSFORMATION PLAN

How we will continue to transform over the next three years...



Improve access and equality - by continuing to develop and improve the new single integrated service across Southend, Essex and Thurrock



Build capacity and capability in the system – with additional resources, staff development and a unified, coherent network of services



Build resilience in the community – through support for self-help, stronger partnerships, agreed protocols and a rolling training programme for those involved in protecting children and young people.

What drives our plan - six principles

- 1 Early action** – avoiding and preventing mental health problems
- 2 No judgement, no stigma** – with care that is right for each individual, delivered in safe places and with children and young people having a say in decisions
- 3 Support for the whole family** – with care as a part of daily life, backed up by professionals and specialists when needed
- 4 Inform and empower** – with information there for everyone and simple to access, providing the tools for self-care and resilience, as well as recovery
- 5 Joined-up services** – efficient, effective and clear for all to understand
- 6 Better outcomes** – through evidence-based care and listening and responding to feedback

The Emotional Wellbeing & Mental Health Service

The Emotional Wellbeing and Mental Health Service for the children and young people of Southend, Essex and Thurrock

On 1 November 2015, we launched a new emotional wellbeing and mental health service for children and young people in Southend, Essex and Thurrock.

The service is provided by North East London NHS Foundation Trust (NELFT). It works from seven locality teams with health and social care workers who specialise in mental health services for children and young people.

They provide a full range of services from information and support to specialist help for long-term and serious mental health problems.



The seven locality teams each have a base, but mainly work out in local communities with children, young people and their families at home, in local schools and children's centres, in GP practices and in other familiar and convenient places.


Call **0300 300 1600** 9am-5pm Monday to Friday
Or email **NELFT-EWMHS.referrals@nhs.net**

For support in a **crisis** at any time of day or night, call **0300 555 1201** and ask to be put through to **Crisis Support**.

	Support in daily life	Help from local services	Expert help from specialists	Help in a crisis
Aims	Mental health is everyone's business at home, at school and in our local communities.	Easily accessible and effective at the earliest possible time.	Easily accessible and able to reduce the effects of serious problems.	There when needed and able to avoid hospital admissions
Services	<p>Information and advice for children and young people, parents and others, available from our website and locality teams.</p> <p>Training and support for schools, health and care professionals and community groups.</p>	<p>Range of evidence-based interventions for mild to moderate needs, including psychological therapies (IAPT) and brief interventions.</p> <p>One to one, professional support for families</p> <p>Assessment, care plans and review.</p>	<p>Services to meet severe and complex needs, suicide prevention, help for self-harm</p> <p>Anxiety disorders Challenging behaviour.</p> <p>Eating disorders ADHD Learning disabilities</p> <p>Joined up services where there are several problems</p> <p>Referral to more specialised services, if needs be.</p>	<p>Fast response teams, available 24 hours a day to work with children and families at home to avoid a hospital admission.</p> <p>On call for accident and emergency units and police.</p> <p>Overnight and short stays in specialist services, if needs be</p>

Working relationships with schools, public health, GPs, pharmacists, children's centres, children's health services, police, youth justice teams, services for substance misuse and a range of local voluntary organisations.

Goals for **children** and **young people** and **families**



Easy to find support by telephone, Internet and email

Easy to get to services and convenient opening times

Services in a safe place, no stigma

Services that are responsive in the right way for you

Guaranteed standards

Immediately available information and advice

Connections with other services and shared information with your permission

Support for the whole family

Goals for the **system**



Whole family approach

Whole system approach

Skilled and confident workforce

Early intervention

Evidence-based interventions

Measurable outcomes and improvement

Better use of resources, less duplication

Smooth transition between services and specialists

Reduced demand on emergency and specialised services

Measurable outcomes

The specification for the new service includes measures and key performance indicators (KPIs) to monitor progress against the following outcomes:

- 1 Improvements in mental health for children and young people in Southend, Essex and Thurrock, using better methods to monitor and measure our progress
- 2 A joined-up system with no barriers
- 3 Reduction in inequality - no discrimination, no stigma
- 4 Easier access to services with shorter waiting times
- 5 Other services working with children and young people are enabled to promote and support good emotional wellbeing and mental health
- 6 Better advice, support, training and guidance for parents, teachers and others
- 7 Fewer visits to A&E
- 8 Priority for assessment of children and young people from vulnerable groups, including proactive outreach
- 9 Young people aged 14-25 to get the right support and, if necessary, a smooth transition to adult services
- 10 Opportunities for children and young people to influence services, not just for their own care but also as part of collaboration between services and young people

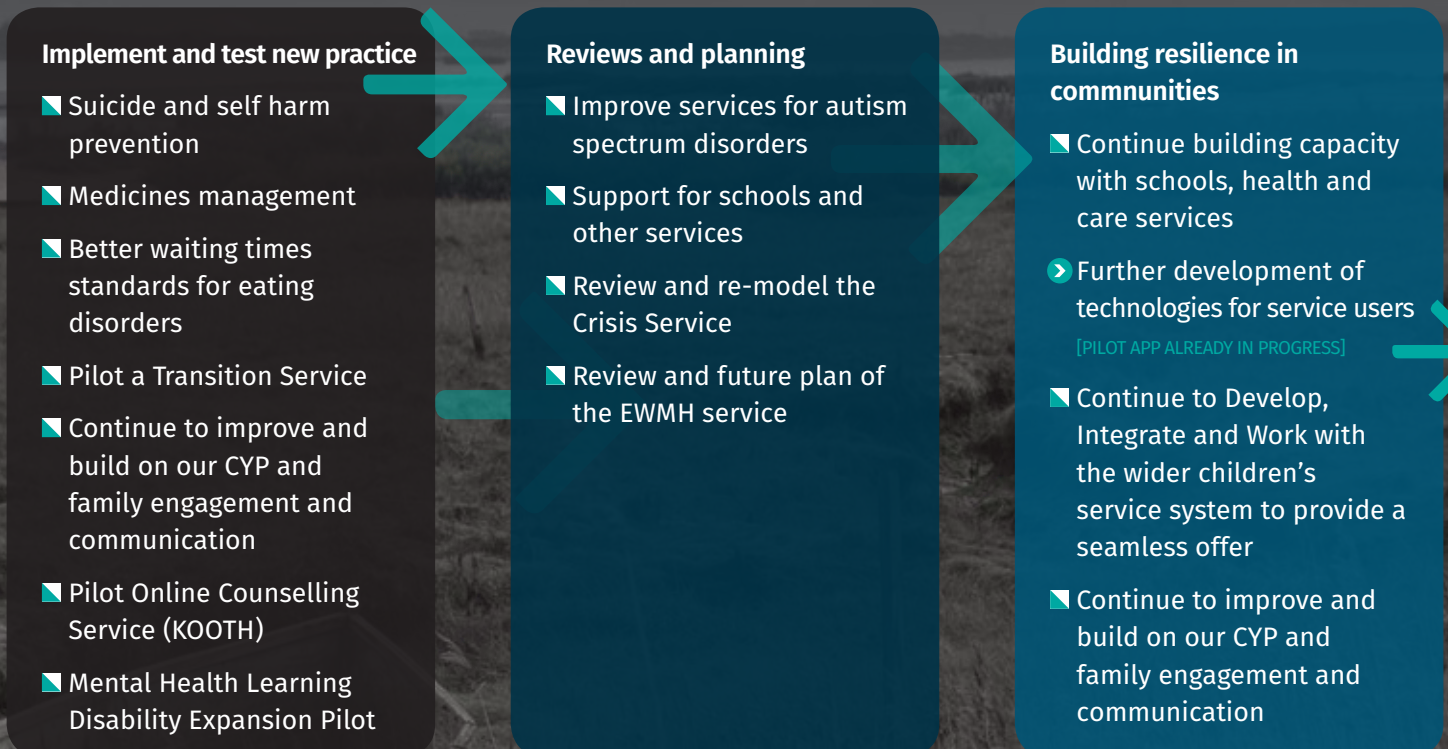
Years 1 and 2 - Transition to the new service



Year 2 – Transformation in 2016/17



Year 3 and beyond



Month by month improvements in mental health and services

In the past, it has been difficult to measure how we are doing. Different organisations have grown up with different ways of recording information. Until now, there has been no common data set to give a clear picture. New systems now provide better monthly reports on outcomes.

Measures of progress are built in to every service and treatment, including feedback in real time from children and young people. The new model uses a system called ICAN to capture this information. Children and young people will have the evidence to see their own recovery and monthly monitoring will have a consistent and in-depth quality.

In the next section, *Priorities for Action*, we highlight progress and refreshed plans in further detail.



PRIORITIES FOR ACTION

Further needs assessment

By June 2016, we had completed a more detailed and local joint needs assessment of the emotional wellbeing and mental health of children in Southend, Essex and Thurrock. Our joint service needs assessment highlighted mental health care for children and young people with learning disabilities and support for young people moving between services as significant service gaps.

We therefore updated our investment plan to increase the funds for children's learning disability services to ensure a consistent and equitable service offer across Southend, Essex and Thurrock. We also have plans to fund additional community support for the transition of young people who continue to need services but might not meet the criteria for adult mental health services.

Investment

Year 1

Our plan

The new service commenced on 1 November with a contract value of just over £13 million.

During 2015/16, we invested in excess of £1.5 million to develop local services. This translates to a planned full year investment of just over £3.3 million.

The table below gives a detailed breakdown of our actual spend on service developments during 2015/16.

Workstreams	CAMHS Actual Spending 15/16 CCG share of Total Allocation								
		Basildon and Brentwood CCG	Castle Point and Rochford CCG	Mid Essex CCG	North East Essex CCG	Southend CCG	Thurrock CCG	West Essex CCG	Total
		14.39%	10.21%	19.96%	19.12%	10.95%	8.85%	16.52%	100.00%
Expansion of services for Eating Disorders	-	24,463	17,357	33,932	32,504	18,615	15,045	28,084	169,998
Deeper Dive needs analysis	Non-Recurrent	21,585	15,315	29,940	28,680	16,425	13,275	24,780	150,000
Publication of the LTP	Non-Recurrent	2,655	1,884	3,683	3,528	2,020	1,633	3,048	18,449
Engagement with Children and Young People	-	16,549	11,742	22,954	21,988	12,593	10,178	18,998	115,002
Improved IM&T infrastructure	Non-Recurrent	33,241	23,585	46,108	44,167	25,295	20,444	38,161	230,999
Project Management office for Transition	Non-Recurrent	20,434	14,498	28,343	27,150	15,549	12,567	23,458	141,998
Suicide and self-harm audit and training	Non-Recurrent	14,390	10,210	19,960	19,120	10,950	8,850	16,520	100,000
Medicines Management review	Non-Recurrent	7,195	5,105	9,980	9,560	5,475	4,425	8,260	50,000
Enhanced crisis services to cover 9am - 9pm Seven days a week	-	22,017	15,621	30,539	29,254	16,754	13,541	25,276	153,002
More staff in local teams to improve Single Point of Access	-	4,317	3,063	5,988	5,736	3,285	2,655	4,956	29,999
More senior clinicians in psychological services	-	-	-	-	-	-	-	-	-
More practitioners in psychological services	-	-	-	-	-	-	-	-	-
More staff in locality teams to respond to low to moderate needs	-	-	-	-	-	-	-	-	-
Extra management capacity	-	-	-	-	-	-	-	-	-
Training for therapy services (CYP IAPT)	-	11,800	8,372	16,367	15,678	8,979	7,257	13,546	81,997
Local partnership development sessions	-	3,022	2,144	4,129	4,015	2,300	1,859	3,469	21,001
Support and training for schools	-	-	-	-	-	-	-	-	-
Transformation support costs	-	34,120	24,209	47,327	45,335	25,963	20,984	39,170	237,108
Paediatric Liaison Pilot	Non-Recurrent	-	20,500	-	-	20,500	-	-	41,000
		215,786	173,603	299,312	286,715	184,701	132,711	247,726	1,504,553

Our Progress

The new service commenced on 1 November 2015 with a contract value of just over £13 million.

Year 2

A growth in national funding created the opportunity to increase our additional investment from £3.3 million per year in 2016/17 to £5.3 million in year 3 (2017/18) of our plan.

The table below shows actual additional transformation funding for 2017/18 and indicative allocations for 2018/19 and 2019/2020 for Essex CCGs.

Transformation Funding

Financial Year 2017-18								
CCG	Basildon and Brentwood CCG	Castle Point and Rochford CCG	Mid Essex CCG	North East Essex CCG	Southend CCG	Thurrock CCG	West Essex CCG	Total
Eating Disorder allocation Revised	141,000	95,000	187,000	187,000	100,000	85,000	160,000	955,000
CAMHS Transformation allocation Revised	660,198	442,467	873,214	873,884	467,369	397,768	745,314	4,460,214
Total allocation Revised	801,198	537,467	1,060,214	1,060,884	567,369	482,768	905,314	5,415,214
Total previously notified allocation	805,114	539,591	1,064,889	1,065,705	569,959	485,080	908,914	5,439,253
Movement (increase)/decrease	3,917	2,124	4,675	4,822	2,590	2,312	3,600	24,039

Financial Year 2018-19								
CCG	Basildon and Brentwood CCG	Castle Point and Rochford CCG	Mid Essex CCG	North East Essex CCG	Southend CCG	Thurrock CCG	West Essex CCG	Total
Eating Disorder allocation	141,000	95,000	187,000	187,000	100,000	85,000	160,000	955,000
CAMHS Transformation allocation	801,669	537,281	1,060,331	1,061,144	567,520	483,004	905,024	5,415,947
Total allocation	942,669	632,281	1,247,331	1,248,144	667,520	568,004	1,065,024	6,370,974

Financial Year 2018-19								
CCG	Basildon and Brentwood CCG	Castle Point and Rochford CCG	Mid Essex CCG	North East Essex CCG	Southend CCG	Thurrock CCG	West Essex CCG	Total
Eating Disorder allocation	141,000	95,000	187,000	187,000	100,000	85,000	160,000	955,000
CAMHS Transformation allocation	895,983	600,491	1,185,076	1,185,985	634,287	539,828	1,011,498	6,053,148
Total allocation	1,036,983	695,491	1,372,076	1,372,985	734,287	624,828	1,171,498	7,008,148

Our joint strategic needs assessment highlighted mental health care for children and young people with learning disabilities and support for young people moving between services as significant service gaps.

We therefore updated our investment plan to increase the funds for children's learning disability services to ensure a consistent and equitable service offer across Southend, Essex and Thurrock. We also identified funding additional community support for the transition of young people who continue to need services but might not meet the criteria for adult mental health services.

The table below gives a detailed breakdown of our planned spend on service developments during 2016/17.

Scheme Number	Description of work stream	R/NR	Provider	Submission (Open Up and Reach Out)	Tracker Submission FYE 2016/17	2016/17 Cost
LTP 1	Expansion in local services for specialist community Eating Disorders	R	NELFT	953,000	0	693,288
LTP 3	Development and publications of the Essex wide Local Transformation Plan (LTP) with an accessible version for CYP and their families. The plan is required to be refreshed and published annually	R	Other	-	-	3,530
LTP 4	Active engagement with CYP in partnership with Repezent	NR	Repezent	-	-	100,000
LTP 6	Project Management Officer (PMO) function to deliver transformation workstreams	R	NELFT	-	-	74,849
LTP 10	Enhanced crisis service cover across Southend Essex and Thurrock and building capacity in the teams to provide more intensive care at home	R	NELFT	430,000	0	431,060
LTP 11	Enhanced staffing capacity in the Single Point of Access team to ensure better information, consultation and support, and signposting to local services	R	NELFT	144,000	0	110,794
LTP 12	Enhanced senior psychology posts across each locality to ensure high quality supervisions	R	NELFT	76,000	0	141,976
LTP 13	Increased junior psychology posts at a local level to enhance service delivery	R	NELFT	421,000	190,000	375,550
LTP 14	Additional staffing capacity in all locality teams with a specific focus on low to moderate needs and increased capacity for greater access	R	NELFT	598,000	241,060	570,698
LTP 15	Increase medical capacity (5 junior doctor posts)	R	NELFT	208,000	0	-
LTP 16	Enhanced management capacity at a local level, Southend Essex and Thurrock	R	NELFT	104,000	28,877	289,904
LTP 17	Additional local bespoke CYP IAPT training programmes over and above the national IAPT programme, with a specific focus on Primary Mental Health Workers	R	NELFT	100,000	76,181	50,000
LTP 19	Building community resilience by providing additional support to schools and the voluntary sector	R	NELFT	310,000	597,780	145,464
LTP 20	Transformation Support Cost	-	Other	-	-	288,367
LTP 21	Communication and Engagement	R	Other	-	-	37,500
LTP 22	Care and treatment review	N/R	Other	-	-	61,609
LTP 23	Transitions - support for young people leaving leaving childrens services gap	R	Other	-	-	62,500
LTP 24	LD - additional capacity and equitable offer across county	R	Other	-	-	100,000
	Total	-	-	3,344,000	1,133,898	3,474,125
	Eating disorders					693,288
	Other transformation projects					2,780,837
	Total planned spend					3,474,125

See Appendix 3 for details of actual spend in 2016/17 and planned investments for 2017/18.

The following shows planned funding investments for 2017/18.

Estimated extra £1 million investment for developments from 2018/19 onwards

The following shows investments that are in addition to the original budget of £13.2 million per year.

Expansion in local services for specialist community Eating Disorders	£953,000
Development and publication of the Essex wide Local Transformation Plan (LTP) with an accessible version for CYP and their families	£12,000
Enhanced crisis service cover across Southend Essex and Thurrock and building capacity in the teams to provide more intensive care at home	£431,000
Enhanced staffing capacity in the Single Point of Access team to ensure better information, consultation and support, and signposting to local services	£140,000
Support team for service transformation	£108,000
Enhanced senior psychology posts across each locality to ensure high quality supervision	£76,000
Increased junior psychology posts at a local level to enhance service delivery	£421,000
Additional staffing capacity in all locality teams with a specific focus on low to moderate needs and increased capacity for greater access	£598,000
Increase support for CYP with Complex needs. i.e. SEN, ASD, LD etc.	£208,000
Enhanced management capacity at a local level, Southend Essex and Thurrock	£290,000
Additional local bespoke CYP IAPT training programmes over and above the national IAPT programme, with a specific focus on Primary Mental Health Workers	£100,000
Building community resilience by providing additional support to schools and the voluntary sector	£310,000
Communication and Engagement	£100,000
Transitions - support for young people leaving children's services gap	£400,000
LD - additional capacity and equitable service offer across county	£350,000
Online Counselling Service	£200,000
Crisis re-modelling Match funding	£674,000
Total	£5,371,000

IMPROVING ACCESS AND EQUALITY

The national target for the NHS of reaching at least another 70,000 more children and young people annually from 2020/21 is expected to deliver increased access from meeting approx. 25% of those with a diagnosable condition locally, to at least 35%. These additional children and young people will be treated by NHS funded community services.

For Essex, this will mean that the NHS has a local target of reaching at least 600 more children and young people annually from 2020/21.

The table below sets out an indicative trajectory for increased access. We have already exceeded this target.

Objective	2016/17	2017/18	2018/19	2019/20	2020/21
At least 35% of children and young people with a mental health condition receive treatment from an NHS-Funded Community mental health service	28%	30%	32%	34%	35%
Number of additional children and young people to be treated over 2014/15 baseline	179	298	417	537	596

Single points of access – “one way in” to better information, support and services

Our plan

To make it easier for children and young people to get access to mental health care and support through a single point of access that would ensure a consistent response to needs.



Our progress - Year 2

For all children, young people, parents, schools or health and care workers there is one telephone number and one email address for referrals. These are open to all and publicised in patient information and websites.

The number directs people towards their local single point of access, one of three teams based in Southend, Colchester and Grays. These teams are able to give:

- telephone advice and support
- triage, signposting, preventative planning and an early offer of help
- allocation of the referral to a locality team, where an expert service is needed

The new single point of access offers wider eligibility criteria than before and with enhancements, such as clinical triage, the teams are able to respond to a higher volume of calls.

Opening up the referral criteria has demonstrated the success of the single point of access, we decided to review how this part of the service during year 2. The findings of the review will help us to adapt and improve the single point of access over the next 3 years.

The total number of referrals received by the single point of access and accepted by the service was over 10,000 by the end of March 2017.

Updated plan 2017-2020

We will ensure a sustained workforce for the three teams that provide the single point of access. The nature of the work can be stressful at times. Working with NELFT, our provider organisation, the aim is to explore innovative approaches to the roles, such as the development of rotational posts and learning from the single point of access service review.

Improving crisis services

Our plan

To enhance crisis teams with additional trained and experienced staff so that the service can operate 9am-9pm seven days a week across all localities in Southend, Essex and Thurrock.

Our progress - Year 2

Previously there were mental health services available 24 hours a day to do emergency assessments. The work was mainly in hospital A&E departments and paediatric wards, but actual crisis intervention and home treatment was only offered in north Essex.

Three crisis teams now offer assessment and support for families, as well as working in hospitals. As part of the team there is a dedicated consultant working out of hours to give telephone advice to both families and professionals such as A&E and hospital doctors.

In addition we have added access to a national telephone advice service out of hours, called *Mental Health Direct*. We have also developed a CAMHS consultant on-call Rota for CAMHS Out-of-hours.

Most crisis situations come to our attention in A&E departments. In Colchester Hospital and Broomfield Hospital in Chelmsford, we are delivering specialist nurse support available 8pm to 8am. The service in Broomfield is also covering The Princess Alexandra Hospital in west Essex.

We analysed and reviewed our current crisis model and held a systems leadership event to discuss how we can better meet the needs of our children and young people in crisis. Children and young people who are supported by emotional wellbeing and mental health services do have a clear crisis management plan as part of their overall care plan.

As at March 2017, 99.4% of assessments were completed in A&E within 4 hours.

See [Appendix 2](#) for further information showing current crisis referrals in Southend, Essex and Thurrock during the period April 2016 to March 2017.

Updated plan 2017-2020

Over the period of our transformation plan, the aim is to offer intensive treatment at home or wherever a young person needs help, rather than having to go into hospital or a specialised service.

A review of crisis resolution and home treatment by the national Joint Commissioning Panel for Mental Health concluded that evidence showed:

- A reduction in repeat admissions after the initial crisis where children and young people were supported in their own home.
- A positive impact on family burden and in general a higher satisfaction with the quality of care.
- Sustained improvements in mental state after a 3-month follow-up.

In year 3, we will develop a system-wide crisis offer that will build on an intensive home treatment model and utilise the findings of our system leadership event and crisis model review.

We will continue over the next two years to develop home treatment for young people in crisis, with the aim of having a full “hospital at home” type service to prevent the need for a hospital stay.

Crisis Care Concordat Mental Health

The Mental Health Crisis Care Concordat sets out how organisations work together to avoid crises in the first place and deal with them in the right way when they happen.

A commitment to improve crisis services for children and young people is already written into the action plans for the three Concordats for Southend, Essex and Thurrock and linked to this transformation plan. This will help to improve our common understanding of what children and young people with behaviour and mental health problems might need should they run into extreme difficulties, with the aim of avoiding a visit to A&E or an admission to hospital.

Commissioners for children’s and young people’s mental health services are represented at monthly meetings of the concordat working groups and will continue to manage developments and interdependencies.



Improving Access to Psychological Therapies (IAPT) for children and young people

Ref. Children and Young People's IAPT
<http://www.cypiapt.org/children-and-young-peoples-project.php?accesscheck=%2Findex.php>

A national transformation project

Improving Access to Psychological Therapies (IAPT) is a transformation project run by NHS England. It offers training and development for all staff working in mental health services for children and young people, to promote evidence-based interventions and measurable outcomes.

IAPT changes the way clinicians work with children and young people, enabling a more personalised approach that is clinically more effective. The training improves skill and knowledge in evidence-based interventions. It introduces new ways to involve children and young people in decisions about their care. It offers a way of recording outcomes session by session.

For a child receiving treatment, it will be possible to see how things are improving. This becomes crucial for rapid recovery and reduces the risk of either stopping therapy too early or keeping young people in therapy longer than necessary.

Our plan

To expand and train our workforce to ensure a sustained culture of evidence-based care with an emphasis on outcomes and to make more therapy available in a range of places, such as schools and children's centres. Our aim is that staff are released for IAPT training year on year so that we achieve 100% IAPT coverage across our mental health service by 2018.

Our progress - Year 2

In spite of a number of workforce challenges associated with transition, NELFT has successfully released 23 practitioners to the national IAPT training programme. During year 2 NELFT planned to release a further 38 trainees for academic year 2016/17 with plans in place for more to follow in year 3.

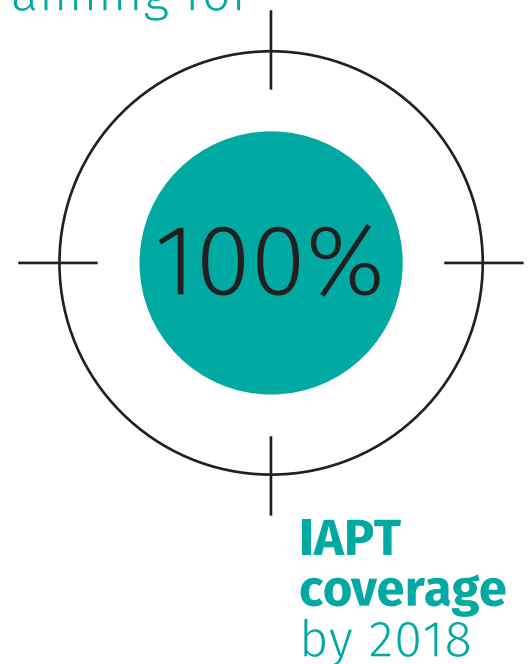
NELFT have been focused on delivering care pathway treatments and reducing the treatment waiting times. In 2016/2017 it was necessary to strike a balance between training, meeting the exacting supervision requirements of the courses and delivering treatment to children, young people and their families and meeting the demands of the service.

There are currently three clinicians on the IAPT management and Leadership course with four due to attend the 2017/2018 course.

There are currently eight clinicians attending the Enhanced Evidence-Based Practice (EEBP) for Children and Young People course.

There are two clinicians attending the Systemic Family Practice; two clinicians attending the ASD/LD course; and two are attending the Systemic Supervision module; one clinician is attending the Interpersonal Psychotherapy for Adolescents (IPTA) and another the Cognitive Behavioural Therapy course.

We are aiming for



The Conduct and Behaviour pathway leads within the locality teams have attended Triple Parent training for Teens and Primary age and these interventions are being offered by the service. These pathway leads will also be undertaking Managing Emotional Triggers (MET) training in September 2017, which will ensure that this pathway is able to offer NICE recommended treatments for all age groups.

During 2016/17 there was no take up of the recruit to train option. It was decided that it would not be advantageous to the service to take up the recruit to train option during 2016/17 as the service was focused on delivering care pathway treatments and reducing the treatment waiting times.

There were four candidates for the new PWP option in 2016/2017 - Psychological Wellbeing Practitioner and a further four for 2017/18.

LTP investment had enabled development of a bespoke in-house training programme for Band 5 & 6 clinicians on Assessment and Treatment of Depression in Young People and Parent-Led CBT for Child Anxiety. These were very well attended and feedback from both the facilitators and attendees was very positive. The service continues to develop training within the pathways to meet the needs of young people and their families, while further skilling up the workforce in evidence based treatments.

The CYP IAPT Steering Group, attended by senior clinicians and Team Managers aims to assure IAPT principles are embedded throughout the service and to support the training being developed and disseminated. The service strives to ensure the balance between having clinicians attend courses, while meeting the demands of the service.

The new emotional wellbeing and mental health service for Southend, Essex and Thurrock has a formal status with the London and South East Learning Collaborative, which provides IAPT training.

Updated plan 2017-2020

Essex commissioners want to sustain a culture of continuous evidence-based, outcomes focused service improvement delivered by a workforce with the right mix of skills, competencies and experience.

To do this we will work with our provider to support workforce training opportunities offered by CYP IAPT Transformational Programme to ensure CYP IAPT principles are embedded in psychological therapies and that EWMHS practitioners are trained in the CYP IAPT evidence based interventions.

Commissioners are committed to supporting NELFT to release staff for CYP IAPT training year on year, working to achieve 100% coverage across Essex by 2018

Our service provider has identified a potential 28 candidates for the academic year 2017/18 and commissioners will continue to commit resources through the LTP to support the transformation agenda within the service and the dissemination of IAPT principles internally.

Attention Deficit Hyperactivity Disorder - ADHD

Parents and people in general are largely uneducated about neurodevelopmental and behavioural problems. They are unaware of the potential to tackle these problems in early life and avoid distress in the family, problems at school, and the risks of depression and self-harm in later years.

For those who do seek help, the feedback we have heard from parents, schools and health and care professionals locally is that the pathway to services is unclear or that services are unavailable at an early stage.

Our plan

In *Open up Reach out*, our local transformation plan, we identified Attention Deficit Hyperactivity Disorder (ADHD) as a target for improving access to specialist care. It was our original intention to tackle this with five new posts for junior doctors.

Our progress - Year 2

We reviewed the proposed medical model of care in year 1 and concluded that there were other innovative ways to improve care, through psychological therapies for example.

We have changed our approach, but with the same commitment to increasing our services and improving early intervention for children and young people. This work now interfaces with the mental health learning disability pilot/priority and the Transforming Care, a programme to improve health and care for people with learning disabilities, so that we can improve services for a broader range of autistic spectrum disorders.

Updated plan 2017-2020

Our plan for 2017-20 is linked to Transforming Care, a programme to improve health and care for people with learning disabilities, autistic spectrum disorders and challenging behavior. We want to improve services to cover a broader range of autistic spectrum disorders, more information under Learning disability section on this plan.

Creating a community service for eating disorders

National evidence shows that if children and young people are treated at an early stage by eating disorder specialists, rather than in generic mental health services, the risk of a hospital admission in the future is greatly reduced.

Prior to the start of our new service for the emotional wellbeing and mental health of children and young people, specialist services for eating disorders were available in north Essex, but not in the south.

Our plan

To invest in a new community-based specialist service in line with NICE Guidance for eating disorders. This will provide intensive support for families at home and in the communities of Southend, Essex and Thurrock.

There will be one specialist team covering the whole area, but with a network of eating disorders clinicians working in each of the seven localities.

Families and professionals will be able to refer directly to the specialist service. In line with NICE Guidance, treatment will begin within four weeks and within one week for urgent cases. The whole family will be involved in treatment and some aspects will be about developing their skills in self-help.

The new service will use the principles and training of the national children's and young people's IAPT programme, which emphasises evidence-based treatment, routine outcome measures and children and young people having more say in their care. The service model includes having a group of local children and young people who will be part of the team, for example helping to shape the service and information so that it remains accessible for young people.

The service will have the following skills and competencies from its workforce:

- A rapid response to referrals
- A skilled workforce competent in assessing and treating eating disorders
- Qualifications to deliver the NICE concordant modes of treatment
- Psychiatric assessment by a specialist CAMHS consultant in eating disorders
- Medical assessment and monitoring by appropriately trained medical and nursing staff
- Access to clinical leadership and supervision in CBT, CBT-E and family based treatments
- Confidence in providing home treatment and family support
- Established strong links with acute and paediatric services
- Sufficient administrative staff to support data collation and analysis

Assuming 50% of children and young people with an eating disorder will seek treatment, we estimate 156 new referrals per year. Based on this level of activity, the workforce capacity needed to meet the waiting time standard across Essex is shown in the table below.

Staffing	WTE	Cost £
Head of service (Band 8b)	1	67,390
Specialty doctor	1	81,570
Paediatric medical consultant	0.2	24,000
Senior clinical staff (band 8a/8b)	1.7	105,310
Clinical staff (band 7)	6.7	307,330
Home treatment specialist (band 6)	2.5	96,080
Dietician (band 6)	1.5	57,650
Support staff (band 4)	1.8	47,470
Total pay	-	786,800
Total non-pay	-	48,720
Estates	-	25,000
Overheads	-	91,910
Total cost of the service	-	952,430

Our progress - Year 2

The new eating disorder service across Southend, Essex and Thurrock is up and running. Whilst the new service is in development, our provider organisation, NELFT continues to draw upon the expertise of its well-established eating disorders Lifespan service, which serves four London boroughs.

A specialist community based eating disorder service has been developed. It is a multidisciplinary service covering all of Essex offering community based NICE (National Institute for health and Care Excellence) concordant treatment. Intensive community support and specialist family based treatments are a core component. The specialist team comprises medical and non-medical staff with significant eating disorder expertise and appropriate capacity and skill-mix to meet the Access and Waiting Time Standard.

The service is committed to the principles of children and young people's improving access to psychological therapies (CYP-IAPT; evidence-based practice, routine outcome measures, high quality clinical supervision and increased young people's participation. The team offers direct access to treatment through self-referral and primary care services (GPs, schools, colleges and voluntary sector services).

The service in Essex offers treatments in family based interventions for anorexia nervosa and bulimia nervosa and specifically adapted forms of cognitive behaviour therapy (CBT) for bulimia nervosa, in particular CBT-Enhanced (CBT-E) (Fairburn, 2008). Guided self-help for some presentations of bulimia nervosa is also available.

The service has strong local links with paediatrics where shorter acute admissions will be arranged for children and young people, and there are well established relationships with providers of adult eating disorder services in order to improve outcomes and support transition between services.

The service meets the standards set out in the Access and Waiting Time Standard for Children and Young People with Eating Disorders. NICE concordant treatments start within 4 weeks of first contact with a healthcare professional and within 1 week for urgent cases.

Our provider is a member of the Quality and Accreditation Network for CEDS-CYP linked to QNCC, which will enable our provider to assess and continue to improve the quality of care they provide, and ultimately become accredited services.

In appendix 2 you are able to see the performance monitoring data. The table below details the caseload as @ 31st March 2017.

CCG	Active Caseload
Basildon Brentwood Wickford	9
Castle Point and Rochford	4
Mid Essex	31
North East Essex	21
West Essex	17

Updated plan 2017-2020

Our provider is taking advantage of the training being offered at a national level to improve clinical and management skills specifically to meet the needs of children and young people with an eating disorder, and the needs of their family where appropriate. CYP IAPT principles embedded in established accreditation processes for individual therapists, and modality courses.

Our provider is planning to release 3 trainees to attend the two-year PG Dip in CYP IAPT Therapy due to start in January 2018 for Systemic Family Practice for adolescent Eating Disorders.

The service also has representatives from the Essex eating disorder team on the newly constituted East of England wide Children and Young People's Eating Disorders Network which focuses on quality improvements to the eating disorders pathway across the East of England.

One of our priorities is communications and engagement and a commitment to involve children and young people, their families and carers, in service delivery and design to help us ensure that our model of care meets their immediate and future needs.

Monthly monitoring of the access and waiting time standard will continue during 2017/18, to ensure that treatment starts within four weeks, and within one week for urgent cases with the aim of achieving 95% of those referred for assessment or treatment receive NICE concordant treatment with the ED standard RTT by 2020

Commissioners will continue to monitor, review, and track service improvements through our appropriate governance structures i.e. monthly contract management meetings, and quarterly performance briefings to the Collaborative Commissioning Forum to ensure that the service continues to meet the national specification with appropriately qualified and supervised staff to deliver high-quality, evidence-based care.

Early intervention in psychosis

Ref. Implementing the early intervention in psychosis access and waiting time standard: Guidance published April 2016 by NHS England and National Institute for Health and Care Excellence (NICE) <https://www.england.nhs.uk/mentalhealth/wp-content/uploads/sites/29/2016/04/eip-guidance.pdf>

Psychosis may involve hallucinations, delusions and losing touch with reality. It can cause huge stress and disability for a young person and their family. The evidence is that people can recover from psychosis and that early treatment has a greatly beneficial impact on preventing further problems and illness in the longer term.

From 1 April 2016, NHS England set a national standard that more than 50% of people experiencing a first episode of psychosis should receive care within two weeks of referral, in line with NICE guidance.

Our plan

Early intervention in psychosis is commissioned as part of adult mental health services. It is provided by EPUT based in Essex who work together with NELFT, which provides children's mental health services. Early intervention in psychosis services cover the age range 14 years upwards.

The early intervention in psychosis teams work to national waiting time standards and offer care as recommended by the National Institute for Health and Care Excellence (NICE).

Our progress

Both adult mental health service providers are currently meeting the national access and waiting time targets, but further work is needed to comply fully with NICE recommendations.

Updated plan 2017-2020

Services continue to deliver their improvement plans, which include a phased expansion in capacity and skills to deliver a fully compliant Early Intervention in Psychosis service in year 3 of our local transformation plan.

Essex Partnership University Foundation Trust (EPUT) continue to perform well against the national target and there is evidence of good joint working with the children's Emotional Wellbeing and Mental Health Service (EWMHS). The newly merged Essex partnership NHS trust is currently reviewing clinical pathways and the future service model



Children's learning disability services

It is often the case that children with learning disabilities also have mental health problems, and the complexity of this requires specialist expertise. In north Essex, there is a stand alone service for 5-18 year olds with moderate to severe problems. In south Essex, there is a limited service for children with complex mental health needs and learning disabilities up until the age of 12. Both of these teams work closely with social care services, however, the service offer is limited.

Our plan

With our additional money for transformation, we intend to offer specialist mental health learning disability services to the whole of Southend, Essex and Thurrock. We will also work with the Transforming Care programme and adult mental health services to support young people, if they need it, up to the age of 25 and further development of the learning disability/ASD service offer.

In year 2 of our transformation plan, we will conduct a thorough review, appraise options and refine move towards the most appropriate model of care

Our progress - Year 2

We have seen some delays in the completion of the learning disabilities review, we anticipate this to be completed in November 2017. The delay has not prevented us from working to our plan and we have:

- Agreed funding to recruit a children and young people's care, education and treatment manager and a coordinator across Southend, Essex and Thurrock
- Plan and agreed to extend the specialist mental health learning disability service in the south across Southend, Essex and Thurrock as well as increase the age range upto 18 years

This work will directly support children and young people who aligned to the Transforming care plan. The care, education and treatment manager (CETR) will lead community care, education and treatment reviews to prevent hospital admissions where possible and coordinate packages of care in the community to support children, young people and their families. The CETR manager will also participate in CETR's of children and young people who have needed to be admitted to hospital for treatment of their mental health, learning disability and/or ASD to support returning home/back into the community with a package of care.

Extending the specialist mental health learning disability service to 18 years and across Southend, Essex and Thurrock ensures children and young people who have mental health and learning disability and/or ASD receive a specialist service to meet their needs. Increasing the age range and the area covered ensure our population receive an equal service and evaluating the pilot after one year offer us the opportunity to make changes to the service to meet our populations needs and further the wider transforming care agenda.

Updated plan 2017-2020

We are using the learning from our individual care and treatment reviews to inform our service model for children with learning disabilities, in conjunction with developments in the wider service for children with learning disabilities / ASD, which is implementing the national Transforming Care programme.

We have identified funds for investment in year 3 of our plan to support children with learning disabilities who need mental health care. The children and young people's mental health learning disability service will support children and young people across Southend, Essex and Thurrock up to the age of 18 years, this will be piloted for 1 year and evaluated for future service planning.

Support for vulnerable and disadvantaged children and young people

There are visible differences in Southend, Essex and Thurrock as there are in other parts of the country, between affluent and deprived areas. Surveys with children and young people as part of our first Joint Strategic Needs Assessment showed a 17% difference in perceptions about the quality of life between the best and worst districts of Southend, Essex and Thurrock.

From the information we have about children's care services, we know, for example, that young people who are in care, on the edge of care, those who come into contact with the police and justice system, children who are carers and children seeking asylum are among the most vulnerable people in terms of mental health needs. A significant number of children known to be "on the edge of care", are also known to mental health services.

We also know that there are children and families with complex and multiple needs including mental health needs who may need additional support in order to prevent escalation to social care, or to successfully 'step down' from social care. The Essex Family Solutions Service (which includes support for those families known nationally as 'Troubled Families') works with these families to help them identify their own solutions to their problems.

Our plan

Our transformation plan includes specific actions for these vulnerable groups of children and young people. Some of these include:

- Mental health clinicians being linked to each youth offending team (four in Essex and one each in Southend and Thurrock)
- Joint work between mental health teams and domestic abuse services and the Sexual Assault and Referral Centre
- Joint work with substance misuse services
- Joint assessments and case reviews with a range of children's care services.
- Dedicated consultation and potentially joint assessment between NELFT and the Divisional Based Intervention Team (DBIT) working with children on the edge of care and supporting reunification for children returning home from residential care or long term fostering who may have significant mental health and behavioural needs.
- Developing operational links between NELFT and Family Solutions including training for Family Solutions staff. This will build capacity to support children and young people in families with multiple and complex needs.

Our progress - Year 2

The single point of access teams identify referrals for children in care and other vulnerable groups and are fast-tracked for assessment. We recruited to a criminal justice liaison and diversion post in North Essex.

- A mental health clinician is seconded to each of the six youth offending teams across Essex.

Youth offender health

The Essex Youth Offending Service works to prevent offending and reoffending by children and young people, and to ensure that custody for them is safe, secure, and addresses the causes of their behavior.

Our mental health worker within each team brings in additional support, as required, from telephone advice to specialist and sometimes crisis services.

During 2015/16, organisations in south Essex, including South Essex Partnership University NHS Foundation Trust (SEPT), Essex County Council, Southend-on-Sea Borough Council and Thurrock Council, ran a successful criminal justice liaison and diversion pilot. This is a scheme to support at the earliest possible opportunity vulnerable people of all ages who enter the criminal justice system.

Our experts in mental health services for children and young people are providing:

- A clinical lead for children and young people
- Training and development to upskill staff within liaison and diversion teams
- A single point of access for referrals to further care
- Continuity of aftercare for young people leaving custody

Updated plan 2017-2020

In year 3 (2017/18) we will:

- Pilot an online counselling service to target hard to reach and seldom heard children and young people
- During year 3, we will review our service offer for vulnerable groups with a view to implementation of new developments in years 4 and 5.



Support for children and young people who move between services

Open up Reach out is driven by principles of early action and a focus on outcomes to help children and young people with mental health problems so that they do not endure serious problems in later life. However, some children and young people, particularly those with lifelong neurodevelopmental difficulties, will need continuing support throughout their adult life.

Making the transition from one service to another is not always straightforward and requires careful planning to prevent any breaks in continuity of care and support. Such planning requires a good understanding of the structures and protocols between different agencies and professionals, such as:

- Adult mental health services
- Paediatricians
- Specialised services
- Community and primary care
- Children's social care to support care leavers
- Social care services support for children and young people moving in and out of area, including children in care and residential placements

Our plan

It was our intention in year 1 of our transformation plan to review the national model transfer of and discharge from care protocol for young people with mental health problems. The aim was to establish whether the guiding principles could be applied locally to establish a consistent protocol across Southend, Essex and Thurrock.

We have agreed to implement improvements in transitions as follows:

- To pilot a transitions model
- To extend service eligibility for children and young people with extra vulnerabilities, such as those with special educational needs and disabilities
- To improve access to information and signposting
- To consider the use of transition coordinators
- To develop co-designed, individualised transition plans
- To improve communication, including follow up after transition.

Our progress - Year 2

The transitions work stream was established but experienced some delay in progressing work. The work stream was revived in June 2017 and will oversee delivery and implementation of:

- ▶ The Transitions priority work stream identified within the Essex Local Transformation Plan (LTP) for improving emotional wellbeing and mental health outcomes for children and young people.
- ▶ The national Transitions CQUIN for children and young people

Work has started on reviewing the national service model, alignment with the national CQUIN scheme 'transitions out of children and young people's mental health services (CYPMHS), looking at best practice, and consideration of transitions service models in order to inform service delivery locally.

In year 2 (2016/17) we:

- ▶ Developed a single transition protocol across Southend Essex and Thurrock
- ▶ Ensure young people and their families contribute their expertise and experience in development of local transition processes
- ▶ Consider the needs of those young people with a wide range of developmental disorders
- ▶ Provide resources, information and choices
- ▶ Consider arrangements for follow up and monitoring for those leaving services

Updated plan 2017-2020

In year 3 (2017/18) we will:

- ▶ Pilot a transition model
- ▶ Evaluate the model and feedback from young people and families
- ▶ Ensure young people and their families contribute their expertise and experience in development of local transition processes
- ▶ Consider the needs of those young people with a wide range of developmental disorders
- ▶ Consider the needs of care leavers
- ▶ Provide resources, information and choices
- ▶ Consider arrangements for follow up and monitoring for those leaving services.

Medicines management review

Medicines is one of the most frequent topics of enquiries from children and young people with mental health needs. Good practice recommends regular medicines reviews with service users. Our information about how much this happens and whether it has a positive impact is currently unclear. Given the frequency of queries about medicines, we know this is an area that needs our attention.

Our plan

A full-scale medicines management review to include; looking at how we can achieve more from services working together, including children's health specialists, GPs and the role of community nurses in prescribing medicine.

Our progress - Year 2

A pharmacist was appointed and the review has been completed.

Updated plan 2017-2020

We will use the learning and recommendations of the review to lead to improvements in medicines awareness and clinical knowledge across health professionals, for example through:

- Use of a formulary to ensure accuracy and consistency in the use of medicines
- Shared care protocols with GPs
- Nurse-led prescribing within the emotional wellbeing and mental health service

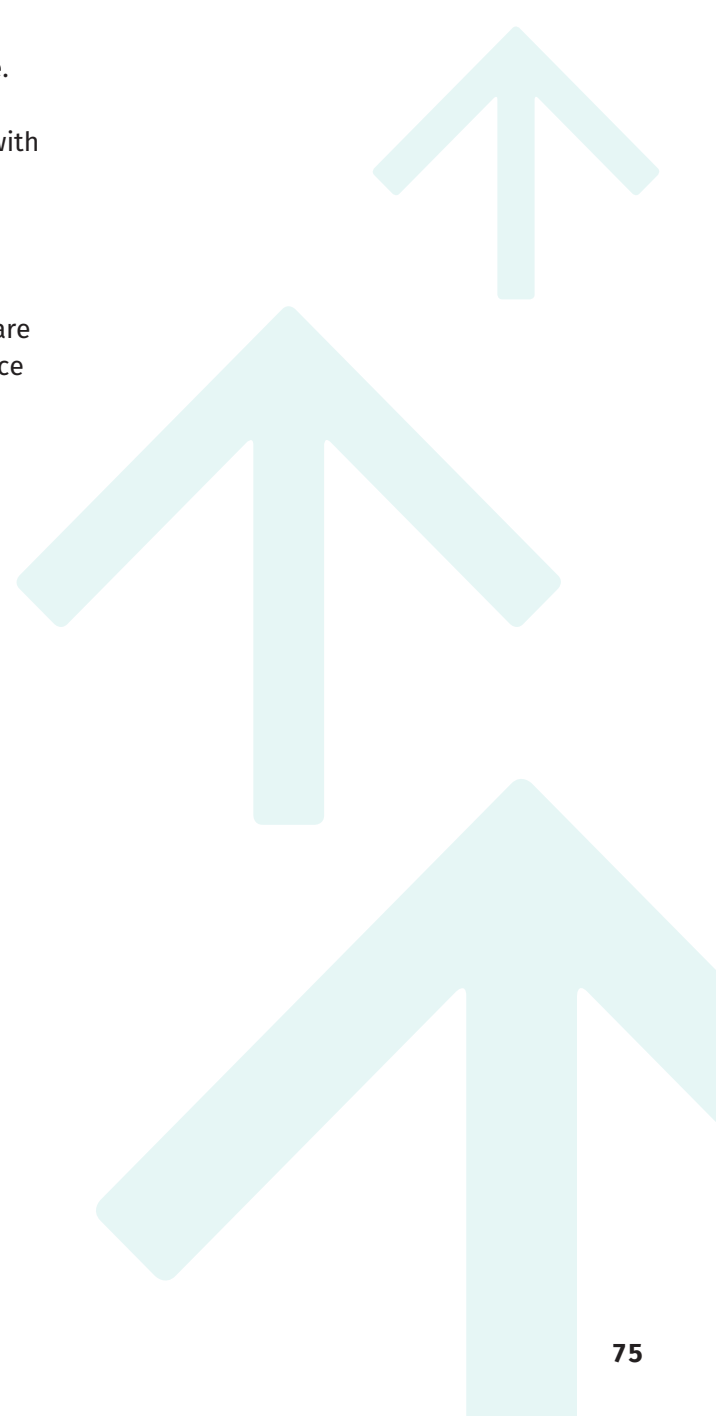
Action for equality

Mental health problems in childhood can badly affect opportunities in later life. In every part of this transformation plan we include specific and proactive plans to protect young people from disadvantage and inequality. We do this by improving access, and by building resilience in the community, including the resilience of individuals.

Alongside service developments, our locality teams will work with others to create a wider understanding of mental health problems. By making services more responsive and easier to get to, by bringing support into places where young people feel safe and by educating families and communities we intend to eliminate discrimination and stigma.

Within our transformation plan we are taking particular action to prioritise the needs of the most vulnerable children and young people, as guided by the Equality Act and other national guidance. This includes children known to youth justice services, children in care or, “on the edge of care”, children leaving care and children with complex needs such as physical or learning disabilities.

We will ensure that these young people are fully engaged in our plan as it develops, working through the routes described above and through our existing mechanisms, including our children in care councils and engagement routes within the Youth Offending Service and Divisional Based Intervention Teams.



BUILDING CAPACITY AND CAPABILITY IN THE SYSTEM

Building capacity and capability in our seven locality teams

Our local transformation plan is founded on the creation of a consistent, high quality service for children and young people across Southend, Essex and Thurrock through a single, integrated service. In one major step, we have brought together health and social care working with other public sectors to strengthen universal services and specialist support for the emotional wellbeing and mental health of our children and young people.

Implementation of our plan started on 1 November 2015 with the transition of over 200 staff from four previous service providers to a single provider organisation. Now working from seven locality teams, professionals are mainly out in the community, working closer to children and young people. The service opens wider and reaches further with new technology. With additional investment, new ways of working and a comprehensive training programme, we are increasing both the number of staff and the level of skills in our seven locality teams over the next four years.

Workforce

Our plan

The main points:

- Transition to a new single integrated service
- Development and establishment of new teams, including assertive recruitment and links to national programmes Recruit to Train, Talent for Care and Widening Participation
- Development and training for new protocols and ways of working
- Roll out of training, including progress towards 100% staff trained in Improving Access to Psychological Therapies (IAPT)
- Building relationships with other services and communities

Our immediate priority in year 1 was to support staff in transition to the new service model. This includes formal induction training, and informal development through discussion and consultation with the new teams.

During year 2, there were several review processes to assess needs and the case for change. These processes, focusing on a particular service area, listened to staff views and involved staff in developing new protocols.

Earlier in this section, we have written about the national training programme to improve access to psychological therapies (IAPT) for children and young people. This will ensure that we develop the right skills and approaches to deliver our vision of preventative, responsive and listened services for the emotional wellbeing and mental health of children and young people.

We expected to see evidence of change in working practices in year 2 and substantial improvements in treatment outcomes in year 3 onwards. In year 2, we have seen progress in real time outcomes measurement and the start of a cultural shift towards collaboration between professionals and young service users.

The priority areas for workforce development

Identified gaps in services	Proposed improvements
Services for eating disorders	Increase in clinical and support staff to cover all localities across Essex.
Specialist services to help with developmental and behavioural problems	Investment funds identified, workforce plans to be agreed
Improving access to psychological therapies (IAPT)	Investing in clinical psychology leadership. New posts in each locality.
Faster access to help for low to moderate needs	Recruitment and training for lower grade clinical staff. Additional resources to support locality teams and their work with partners within the community e.g. schools, children's centres, GPs, voluntary sector.
Faster access to advice, information, support and assessment where needed.	More staff, including clinical support, for single points of access in Southend, Essex and Thurrock.

Timescales

Year 1 – 2015/16	<ul style="list-style-type: none"> ■ Transition from four previous provider organisations to a single integrated service, involving the transfer of over 200 staff. ■ Recruitment to single points of access teams and start of recruitment to other services ■ Ongoing training and IAPT, including adoption of new technology
Year 2 – 2016/17	<ul style="list-style-type: none"> ■ Recruitment to and development in crisis services ■ Recruitment to and development in services for eating disorders ■ Ongoing training and IAPT, including adoption of new technology ■ Building community relationships and joint training with schools, including new training to address self-harm
Year 3 and beyond	<ul style="list-style-type: none"> ■ Recruitment to and development in services to support children and young people with developmental and behavioural problems, including Attention Deficit Hyperactivity Disorder (ADHD) ■ Ongoing training, 100% staff trained in IAPT, continued development in technology ■ Building community relationships and continued support for schools and roll-out of training to address self-harm ■ Develop a Multi-agency workforce plan

Our progress

Year 1

On 1 November, we completed the transfer of staff to the new service for the children and young people of Southend, Essex and Thurrock.

Staff consultation followed in January 2016 and has been extended to a second round of consultation to take full account of feedback. The new service presents significant clinical and culture changes for staff and has required more time for discussion and consultation than we had previously envisaged.

In order to ensure that staff are fully supported and able to adapt to their new roles, the transition process has taken longer than planned. Some of the issues involved:

- Staff adapting to agile working to reach out to children and families at home or in a range of community settings, where previous workplaces were fixed.
- Changing information and recording systems from paper-based to new digital technologies
- Changing working practice to meet the requirements of new protocols
- Building new relationships with a wider range of people and services
- Building new relationships with children and young people themselves and those around them.

There were early signs of improvements, such as the new service being able to offer support to double the number of children and young people compared with previous services.

A major improvement in staffing is the establishment of 28 clinical lead roles across the seven locality teams, to which 26 people have so far been appointed.

Each clinical leader is responsible for service delivery across one of the following four pathways:

- Emotional disorder (including the 0 – 5 parent-infant mental health pathway)
- Neurodevelopmental
- Complex cases
- Behavioural difficulties and conduct disorder

This ensures supervision, quality assurance and support to ensure that staff continue to provide high quality, evidence-based treatment.

In spite of a number of workforce challenges associated with transition, NELFT successfully released 23 practitioners to the national IAPT training programme.

Year 2

The caseload remains consistent and in year 2 and 3 the service has continued to support double the number of children and young people compared to the numbers that transferred in November 2015.

- Following development and mobilisation of the three crisis teams across Essex with extended hours of operation, a review and evaluation of the current service model was undertaken during the January 2017.

- LTP monies has enabled a rapid expansion of staff numbers within the crisis teams which are currently staffed with a combination of consistent agency, bank and permanent staff. Recruitment to crisis management posts and crisis worker posts is challenging and on-going during year 3 but we have achieved established consistent crisis team staff, allowing recruitment to be staged to ensure quality and consistency is maintained.
- It was a requirement of the newly designed service model to offer a Single Point of Access (SPA) in each of the three local authority areas across Essex, co-located and linking with existing Early Help and Advice services in that locality. Capacity has been increased in the Essex SPA and an Essex SPA Manager appointed.

However, recruitment and retention of staff has proved challenging for the Single Point of Access (SPA) function in the CCG localities of Southend and Thurrock. A review of the function was undertaken in March 2017 to identify future service delivery options, for consideration and implementation during year 3.

- During 2016/17 commissioners have supported NELFT with the development and mobilisation of the Eating Disorder service across all seven Essex CCGs and expansion to a county wide service from previous limited provision. Recruitment to such a specialist team has again proved challenging but following a huge recruitment drive vacancies within the team are now minimal.
- A programme to build capacity and capability in schools was one of the most important actions in our transformation plan. In discussion with education leaders and head teachers a EWMHS and schools collaboration has been developed to support the drive for early-intervention in schools and foster cultural change in the way schools tackle mental health problems and mental wellbeing.

This collaboration will support school staff to develop their knowledge of mental wellbeing and the problems affecting young people, the symptoms to look for and strategies for supporting children with early signs of mental and emotional stress before a referral to EWMHS is needed.

As part of our collaboration, schools have asked to appoint a Mental Wellbeing Champion who is responsible for liaising with EWMHS for consultation, supervision and access to training. EWMHS have recruited a Schools Operational Lead from within their cohort of Locality Team Managers, and together with Essex County Council have collaborated to employ an EWMHS Schools Clinical Lead from the ECC Educational Psychology Team.

- During year 2 NELFT planned to release a further 38 trainees for academic year 2016/17 with plans in place for more to follow in year 3.

NELFT have been focused on delivering care pathway treatments and reducing the treatment waiting times. In 2016/2017 it was necessary to strike a balance between training, meeting the exacting supervision requirements of the courses and delivering treatment to children, young people and their families and meeting the demands of the service.

For further details, see our previous section on *Improving Access to Psychological Therapies*.

See [Appendix 4](#) for further details on staffing in 2016/17.

Updated plan 2017-2020

We have agreed an additional investment of £108k per year starting in year 2 of our plan to fund a transformation team, which will support workforce development and cultural change.

£100k for IAPT training remains ring-fenced for investment in both national training and our own internal bespoke IAPT training. We will continue to embed the principles of IAPT across the service with large numbers of clinical staff, supervisors and leaders enrolled or enrolling in IAPT training.

We have also identified a need for training for GPs and other primary care staff, and schools, with a particular focus on self-harm. Work began during year 2 with the development of a self harm management toolkit for educational settings. Work will continue into year 3 and beyond. A county wide engagement event is planned for November 2017 to enable a shared understanding on the emotional wellbeing and mental health support and resources on offer locally.

Availability of training and clinical supervision for school staff on how to identify, understand and help a child or young person with varying emotional, psychological or social needs will also continue into year 3 and beyond.

Continuing into year 3 our provider and commissioners are working collaboratively to determine a revised model of service delivery based on best practice outlined in the East of England Mental Health Crisis Care Toolkit published in February 2017.

During 2018/19 we will draft a multi-agency workforce plan to support the future planning and workforce across the children and young people's system in health, social and education care.

Improving data and IT

Our plan

Most staff will be working out in the community and will work from laptops and mobile phones so that they can access systems and electronic records in any location. They will be able to log in to a clinical portal and share in an instant any clinical information. This will open up for children, young people and families over the period of the plan.

Our progress

Our service provider, NELFT, has installed a new electronic patient record system, which holds a single record for every child and young person who receives care. This is a major improvement on previously held multiple paper-based records.

All staff have been issued with tablets carrying a measurement tool called iCAN. iCAN allows children, young people and families to use an iPad to rate the services they receive. This allows NELFT to collect information routinely and track outcomes progress. The child or young person can also see how they are progressing and this in itself can be important to achieving good outcomes.

The anonymised data then goes to a performance dashboard, which enables full data interrogation for a range of performance and quality indicators.

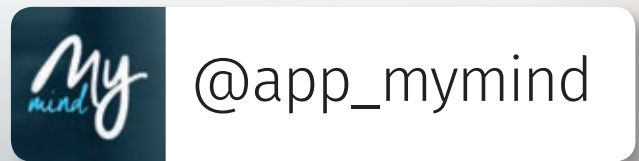
Mandatory data required for national monitoring is submitted by NELFT. This data covers information on patient demographics, referrals, care contacts and GP details.



Updated plan 2017-2020

A rolling programme of training for the iCAN system will embed new technologies into routine practice.

NELFT continues to explore innovative opportunities. My Mind, for example, a new application for smart phones and tablets, is currently being piloted with some young people. This offers a channel for young people to communicate in real time directly with their therapist or support worker. Sometimes people may prefer to communicate in this way for certain issues. Any exchanges are directly linked to the electronic patient record.



Governance and Performance Framework

Our plan

Collaborative Commissioning Forum

Each of the ten commissioners, the three local authorities and seven clinical commissioning groups responsible for children and young people's care are statutorily accountable for the delivery of the local transformation plan, Open up, Reach out.

Through a legally binding agreement, the ten commissioners have established a Collaborative Commissioning Forum, which is delegated to set budgets, authorise spending and manage operational delivery of the five-year transformation plan.

The Collaborative Commissioning Forum:

- Act as the strategic forum for CYP EWMH transformation
- Act as the strategic forum to agree and mobilise LTP priorities and agree release of LTP funding
- Share information that enables collective understanding of any gaps in locally commissioned services that are impacting on children and young people.
- Use information to inform future commissioning intentions. This may include both the EWMHS services and also where there are gaps in local pathways at CCG/LA level.
- Oversee the production of a CYP EWMH strategy and transformation plan
- Monitor subsequent delivery of CYP EWMH strategy and transformation plan
- Discuss matters relating to the CYP EWMH commissioning contract and the pursuit of the objectives and performance of the function of the Collaborative.
- Monitor performance of the provider against contract and KPIs
- Monitor mobilisation plans of the new provider

The Forum Chair is Chris Martin, Commissioning Director- Children, Essex County Council. Each of the commissioners has one appointed representative.

We reviewed our governance arrangements in July 2017 and strengthened our terms of reference and membership of the forum to include children's commissioners and senior representatives from all ten partners.

A regional forum, plus monthly meetings and teleconferences have also supported liaison with NHS England Specialised Commissioning with specialised commissioners and representatives of the Clinical Network.

Performance and quality framework

Within the service contract there is a comprehensive performance and quality framework, monitored monthly and reported to the Collaborative Commissioning Forum.

Our high level key performance indicators (KPIs) demonstrate our commitment to measuring improvement in outcomes year on year. The following shows our focus on a smaller number of meaningful outcomes measures, rather than a broader list of outputs-based measures.

Improved emotional wellbeing



Staff monitor individual clinical outcomes using IAPT validated outcome tools. Real time sessional outcomes monitoring will be phased in year 2. (ICAN)
 Performance monitoring will look at the number and percentage of service users with improving validated outcome scores between start of treatment and up to 6 months.
 Targets for further improvements to be agreed for year 3 onwards.
 Information is by locality
 6 monthly reports

Satisfaction with services



Data gathering will be via a service experience questionnaire and the national “friends and family test”.
 Monitoring will look at the number and percentage of service users reporting satisfaction
 Year 1 performance will set the baseline and targets will be set for year 2 onwards
 Monthly reports

Easier access



Intervention without delays monitored against nationally recommended timescales
 Monitoring will look at referral to treatment within 6 weeks, 12 weeks and 18 weeks and waiting times for referral to assessment of new cases
 Year 1 performance will set the baseline and targets will be set for year 2
 Monthly activity reports
 Single point of access
 Catch and carry – no bounce
 Signposting or direct intervention
 (Looks at referrals received, redirected, rejected)

Prompt response to crisis



Monitoring will look at the number of assessments in A&E within 4 hours, aiming for 100% achievement
 Monthly activity reports

Proactive outreach



Monitoring will look at DNA rates
 Year 1 performance will set the baseline and targets will be set for year 2
 Monthly activity reports

Our progress

Year 1

Part way through year 1 of our plan, we reviewed our governance arrangements and made some changes that were better fitted to delivery and transformation after moving on from the initial mobilisation of a new service.

We replaced a Transformation Planning Steering Group with a Strategic Oversight Group, which ensures that all 10 partners are involved at senior level.

Performance reports are produced quarterly, but it is too early to see trends in outcomes. We expect to report on these early in year 2.

In March 2016, the most striking improvement was in the increasing number of referrals received and accepted compared with 2015/16. The caseload transferred on 1 November 2015 increased from 3,200 to 6,432 by the end of March 2016.

Year 2

At the end of April 2016, NELFT started reporting on a quarterly basis the outcomes of the Friends and Family Test, showing whether people were likely to recommend the service. At the end of June 2016, 83% of people answered that they were likely or extremely likely to recommend the service.

Waiting times have improved across the service and we continue with a detailed performance regime to drive down waiting times. During year 2 further recruitment to the new staff establishment has impacted on the development of the new service and waiting times.

Year 3

As of the end of March 2017, NELFT have embedded their monitoring reporting practices and show that 87% of people are reporting satisfaction with services received.

Waiting times have significantly improved across the service during year 2, we are now 2.83% above the Referral to Treatment waiting time standard and just 5% were waiting longer than 12 weeks compared to 38% waiting over 12 weeks at the end of July 2016. We recognise that the increase in demand of the service will impact on waiting times and we are planning a demand and capacity working group during 2017/18 to further plan for service needs.

See [Appendix 2](#) for further details on activity and [Appendix 5](#) for further details on governance structures.

Key links with other strategies

Good mental health and wellbeing for children and young people is a priority for all three health and wellbeing boards in Southend, Essex and Thurrock. It is part of an overall commitment to children and young people having the best possible start in life and being able to maintain their resilience.

Using the findings from several needs assessments and review studies, the Joint Service Needs Assessment for Children's Emotional Wellbeing and Mental Health and the Essex Corporate Outcomes Framework ensures coordination and consistency between this transformation plan and the wider health and wellbeing strategies for Southend, Essex and Thurrock.

Our plans are in line with the Winterbourne View – Time for Change and Transforming Care, national plans to transform commissioning of services for people with learning disabilities and / or autism. Also the Southend, Essex & Thurrock Mental health & Wellbeing Strategy; Lets Talk about mental health 2017-2021, supports and interfaces with our Open Up, Reach Out transformation plan.

The priorities for action in this transformation plan align with those of the system resilience groups for Southend, Essex and Thurrock and the five A&E departments across the patch.

Sustainability and Transformation Plans (STPs)

Our local transformation plan is a county-wide strategy across Southend, Essex and Thurrock, which crosses three STPs:

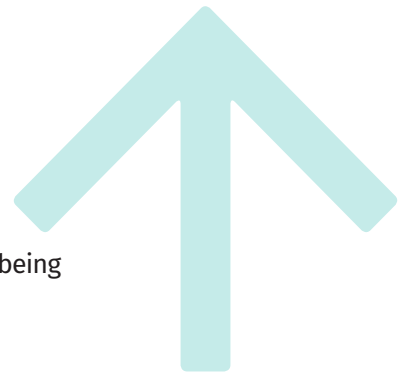
- Mid and South Essex
- Hertfordshire and West Essex
- Suffolk and North East Essex

All three plans align and are signed up to the Southend, Essex & Thurrock Mental health & Wellbeing Strategy; Lets Talk about mental health 2017-2021. The Lets Talk about Mental Health strategy supports and interfaces with our Open Up, Reach Out transformation plan.

Open up Reach out will continue to plan on its countywide basis and all three STPs have incorporated our local transformation plan.

Our strategic direction is reflected in the wider STPs to:

- Deliver more care closer to home, working in localities that bring together physical, mental health and social care
- Place a greater emphasis on prevention and early treatment to avoid crises and hospital stays and to avoid longer term serious problems
- Work with multi-agencies and professionals in a joined-up way to wrap services around individuals and their needs
- Work together to develop community resilience, including working partnerships with voluntary sector and other public services
- Empower people and families by involving them in decisions about their own care and by improving access to information to support self-care.



Implementing the Mental Health Forward View

Collaborative and Place Based commissioning

During 2015/16, work began to plan for better, more responsive and accessible mental health services. These have included new access and waiting times for psychological therapies and early intervention in psychosis which came into force from April 2016, with eating disorder services for young people following in April 2017.

Immediate priorities for service redesign:

- to increase access to specialist perinatal care
- to reduce the number of out of area placements for children, young people and adults through the provision of more care closer to and at home
- to increase access to crisis care liaison services in emergency departments and inpatient wards
- suicide prevention.

Essex CCGs are committed to working with NHSE specialised commissioning to develop local seamless in-patient pathways across the three Essex STP footprints. Our continued investment of LTP funding in new models of care in the community will need to evidence the impact on Tier 4 CYP inpatient care and 'step up' 'step down' pathways i.e. development of specialised community eating disorder services and 24/7 crisis services/home treatment services.

It is expected by 2020/21 that overall bed usage will have decreased and inappropriate out of area placements largely ended; with consequent savings to be reinvested in community-based services, including specialist outreach, to improve access and reduce waiting times.

We are in the early stages of this development work with specialised commissioning, with support from the East of England CAMHS Clinical Network meeting bi-monthly as the CYP MH FiM regional Steering Group.

We will work collaboratively with our acute trusts and NHSE specialist commissioning colleagues to draft trajectories and collect metrics that will allow us to report on:

- Seamless pathways to reduce the need for admission, prevention of inappropriate/unnecessary admissions, and admission avoidance schemes
- A reduction in length of stay (LOS)
- better discharge planning arrangements on admission to facilitate safe and timely/early discharge back to the community
- a need to manage pathways closer to home reducing the numbers of CYP placed out of area
- A reduction in re-admission rates


Agreement will need to be made with our colleagues from these organisations to work towards a timeline to deliver the data reporting, agree year on year trajectories and how we can measure these outcomes.

BUILDING RESILIENCE IN THE COMMUNITY

“Although we are taught how to recognise some mental health issues within our school, education about mental illnesses is very limited if not non-existent.”

“I know many people who suffer from mental health issues. It is vital that teachers in charge of pastoral care receive adequate mental health training and that every teacher is taught about mental health. All teachers undergo physical first-aid training, so why do they not receive this training for mental health?”

Ellie, a participant in the **Healthwatch YEAH! Project** to hear the views of young people



Access to information and support is one of the main themes of feedback in any discussion with children, young people and families.

Over the next five years of our transformation plan, we are investing in resources that will reach further into our local communities than we have ever done before.

Engagement

Our local transformation plan is built on engagement with children and young people on many levels.

We listened to children and young people right from the start when we were first designing the specification for a new single integrated service across Southend, Essex and Thurrock. Young people were involved in the procurement of a single provider.

Children and young people's views are a major part of the two joint strategic needs assessments that have helped to inform our plans. The outcomes of several engagement exercises have influenced service redesign, in particular the view of young people in the two Healthwatch YEAH! reports that featured earlier in this document.

As we continue to implement Open up, Reach out, we continue to listen to what children and young people say, both at an individual level, where young people are able to influence their own care, and at a service level in a way that tackles any stigma and raises awareness of mental health issues.



Here are just a few examples of how we have responded:

You said

Difficult to access the service

We did

- Established a single phone number and point of access.
- Opened up to self-referrals, and referrals from parents, schools and others – not just professionals.
- Developed procedures designed to provide early help, advice and support.
- Set detailed performance regimes to monitor waiting times for assessments and treatments.

Confusing process and variable eligibility

- Referral criteria have been simplified and are much less restrictive than before.
- We have successfully moved away from a fragmented and multi-tiered service by implementing a single integrated service for children and young people across Southend, Essex and Thurrock.

We need better information

- The single integrated service has made it simpler to publish information via a single website, publicity leaflets and referrals information.
- The new single point of access teams give better information and signposting to other local services and where to get help.
- A new website *The Big White Wall* is designed to provide helpful information for children and young people.
- Looking to the future, the service is piloting new digital technologies, such as an app that enables young people to talk to their therapist at any time.

More people are needed to help tackle problems at an earlier stage

- The service has worked with local schools to pilot a training programme for schools' staff.
- In future years of our plan, the intention is to extend training to other local services to build knowledge and resilience in local communities.
- Capacity has increased through additional staffing and is supporting around double the number of children compared with previous years.

Our plan

Our overall engagement plan as part of *Open up, Reach out* included the following main points:

- Continued events and exercises to involve children and young people in service commissioning
- Each of the seven locality teams to build their intelligence of relationships with services and people in their locality
- The seven locality teams to be available to schools and other public services
- The use of technology and online tools to involve and engage children and young people, responding to strong messages in our earlier engagement that social media and online resources work well for children and young people
- Engagement built-in to the care and support that is provided for every individual
- The launch of **Reprezent**, an innovative and far-reaching approach to continuing engagement for children and young people

Our progress

Year 1

Engagement in commissioning

South Essex Children's Partnership Board delivered training for 11-14 year old commissioners. The young commissioners had a small budget to improve services locally.

Youth Assemblies held commissioners to account at events such as 'Question Time' style panels.

Year 2

Localities engagement

NELFT has undertaken significant engagement work with schools over the last year including attending head teachers briefings, behaviour and attendance groups in schools and liaising with relevant staff in education in our three councils regarding intervention in schools.

Innovation

NELFT has contracted *The Big White Wall* app for 16-25 year olds promoting self-help and expanding the digital offer to young people.

The *My Mind* app has been launched, the app was developed with the involvement of young people during 2015/16.

REPREZENT

***Reprezent* – a new engagement channel to build resilience for young people**

All 10 NHS and local authority commissioners from across Essex have invested in an innovative and ambitious pilot to transform engagement and build resilience with children and young people. We created a new youth media channel, including a radio station, an APP and website. Engagement is based around music and sharable content owned and created by young people themselves. Children and young people taking part received training in radio programming and digital communications.

Reprezent was set up in year 1 and in year 2 the pilot delivered media (e.g. social media, music streaming, events, digital) to find the best approaches. The campaigns work to tackle stigma and improve general understanding of mental health issues.



The achievements of the pilot:

- Built awareness, communication skills, self-help knowledge and resilience
- Acted as an agent to bridge the gap between those who experience mental health issues and those who have not had such experience.
- Encouraged responsibility and develop a trigger for behaviour change to deal with problems early and avoid crisis situations
- Created unique opportunities to identify unmet needs
- Gave commissioners earlier insight into changing patterns of behaviour over time – including impact on others, such as parents
- Enabled new ideas, new perspectives and real co-production
- Created a new media talent pipeline in Southend, Essex and Thurrock of young people who go through the training and peer mentoring programme, helping to build self-esteem and workplace learning.

The project also included a unique and distinctive promotional programme aimed at making a big impact in a way not always associated with the public sector.

Reprezent, as an innovative and peer-led engagement model has given children and young people an exciting opportunity to be heard through a route that suits them. It enabled them to discuss on their own terms issues that are real to them, which then was fed through to commissioners, as well as to their peers. This gave children and young people a genuine influence over commissioning decisions

Summary of activities Reprezent delivered

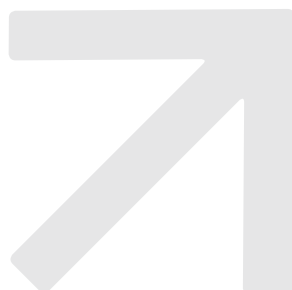
- Launch of app
- Campaigns delivered across Southend, Essex and Thurrock
- Pilot review and decisions for development in year 3 and beyond

Communication plan

We developed a communications and engagement plan in relation to the Children and Young People's Emotional Wellbeing and Mental Health Service across Southend, Essex and Thurrock to ensure consistent and aligned messages by the organisations within the collaborative.

For further information about Reprezent and its activities, please visit

<http://essex.reprezent.org.uk>



Updated plan 2017-2020

Both commissioners and NELFT, our provider organisation will continue to implement a range of methods year on year for engaging children and young people, families, communities and professionals. This is embedded at all levels, as shown in some of the examples above, including service design, commissioning, quality improvement and decisions about individual care.

Commissioners are committed to continue to improve and build on our children, young people and family coproduction and plan to deliver further innovative engagement work with our children and young people by linking closely with our providers and voluntary / community organisations.

REPREZENT

SOUND OF YOUNG ESSEX

- // **YEAR LONG BROADCAST TRAINING SCHEME** FOR 13 - 24 YEAR OLDS
- // **CREATIVE PROGRAMMING WITH SPECIAL Q&A SESSIONS** FEATURING BBC RADIO 1XTRA'S **JAMZ SUPERNOVA**, MTV PRESENTER, **SNOOCHIE SHY & KENNY ALLSTAR**
- // THE HOTTEST **ESSEX TALENT CURATES CREATIVE WORKSHOPS, SEMINARS & TOP SECRET LIVE PERFORMANCES** OF GRIME, URBAN AND ELECTRONIC SOUNDS
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A clear role for schools

Many children and young people talk about school life when giving their views about mental health. They see a clear role for schools in understanding mental health problems and providing support. In our experience, the majority of schools already take on this responsibility and are often the first to raise concerns when someone is experiencing problems.

There is an army of skilled professionals across our 700 plus schools that form a substantial support network, including teachers, school nurses, counsellors, pastoral care staff, educational psychologists and special educational needs coordinators.

The potential of this resource is largely untapped although health, care and education for children and young people works side by side, it is not as joined up as it could be. Learning could be shared, for example, the experience of education, health and social care staff in working with young people with SEND to develop joint outcomes-focused plans, for children who require an Education Health and Care Plan or who need joined up early planning to prevent their needs escalating.

Our plan

- ▶ From 1 November 2015, fast access to advice and guidance through a single point of access in each area of Southend, Essex and Thurrock.
- ▶ From year 1, a developing information portal for children's and young people's emotional wellbeing and mental health, giving information to schools and online techniques, such as self-help toolkits.
- ▶ Together with young people, schools and community leaders we will develop a peer mentoring scheme that equips young people themselves to be able to help others.
- ▶ We will co-design a pilot with schools to develop training and capacity within groups of schools. This will cover training, development of a common understanding about emotional wellbeing and mental health and testing stronger links between school staff and the new service.

Year 2

The EWMHS and schools collaboration will also develop and promote clear referral pathways for school staff so that where more specialised support is needed, it can be accessed effectively and efficiently. Together, this enables schools to better support the children in their care while promoting good mental wellbeing and awareness of mental health issues more generally.

Our progress

Year 1

- The single point of access was established from 1 November 2015. Anecdotally, the feedback from schools is positive.
- NELFT is in partnership with *The Big White Wall*, which provides a comprehensive range of self-help tools for children, young people and those who support them. We are also promoting other existing online tools, such as *MindEd*, a free training site for school staff.
- As part of the schools support offer we will be launching an Information portal providing a range of information and advice on Emotional wellbeing and mental health including:
 - // Development of risk management toolkit/triage
 - // Support/service/training available
 - // Guidance on parental consent
- The new emotional wellbeing and mental health service has a schools support team which is planning to pilot schools support on four levels:
 - // Staff training covering self-harm, suicidality, anxiety, depression, bereavement
 - // Regular and specialist consultations on complex cases
 - // Regular supervision for pastoral staff and schools leaders
 - // Access to a range of courses for teachers and staff through links to independent sector partners, such as *Young Minds*, *Mental Health First Aid Youth* and *Mindfulness in Schools*

Year 2

Throughout year 2, we will monitor referrals in detail, gather further information on how schools interact with the service and feed any outcomes into our schools support programme, both in real time and in planning for year 3.

During 2016/17 34 schools from across Southend Essex and Thurrock expressed an interest in being involved in Phase one of the EWMHS schools collaboration. All have been visited, and had their needs initially assessed and have agreed/started to collaborate with EWMHS in the first phase. Schools range across the geography and across primary, secondary and special provision.

The first phase is focussing on these schools/groups of schools and progress will be evaluated in April 2018. Wider roll-out of provision will follow as we learn, and will continue over the life time of our Plan.

Updated plan 2017-20

The continuation of the schools support programme will be rolled-out during years 3, 4 and 5.

Suicide prevention and support for children who harm themselves

The risk of suicide and self-harm is one of the major concerns of children and young people, families, carers and school staff. Our first priority is to increase support with dedicated people in the locality teams who have particular skills in suicide prevention and managing self-harm.

Our plan

During 2015/16, we will audit the existing Essex suicide prevention guidelines to identify next steps and improvements, which will include support for schools and other services.

Our progress

Over the past few months we have reviewed the existing suicide guidance through; literature research, reviews into recent child deaths, interviews with stakeholders and focus groups with schools.

In general, we found that schools are only using the suicide guidance to manage incidents and would need some training to put more emphasis on prevention.

We also found increasing concerns about the rise in self-harm, for which there was no prevention guidance.

Year 2

We have worked together with the local safeguarding children boards, local authorities and local schools to:

- Revise the existing suicide guidance
- Develop the self-harm guidance
- Develop an information portal for guidance tools for schools

Updated plan 2017-20

We have a EWMHS Schools Conference day set for Schools, Commissioners, NELFT colleagues, VCS organisations and others to come together and ensure everyone understands the support and resources on offer to schools, the role Schools have in supporting children and young people and how they can support prevention and early intervention.

CONCLUSION

As year 1 of our local transformation plan ended on 31 March 2016, our new single integrated service was five months into its first year.

In year 2 we were already seeing an impact on inequalities – children and young people have equal access to support and services across north and south Essex, the number of referrals accepted for treatment is over 80% across the patch. Vulnerable and disadvantaged children are considered high priority for assessment. We are learning from what children and young people say, including those who are seldom heard, and these issues are helping to shape new services in a way that works for them.

Some of the highlights of our achievements include:

- Creating the “one way in to services” that we promised
- Managing a significant increase in referrals and reaching many more children and young people
- Improving information and engagement with children and young people, including the launch of Rerezent, an innovative radio and online channel that reaches young people through music
- Setting in motion a major programme to connect with schools and other services to strengthen the resilience of children and young people
- Improving technology and information so that commissioners are able to see far more clearly the quality and impact of what is being provided; while staff have better access to information they need to provide the best possible evidence-based care.
- An increase in investments to tackle key priorities, including crisis care, eating disorders, ADHD, self-harm and care for vulnerable and disadvantaged children and young people.
- Establishing a new eating disorder service across Southend, Essex and Thurrock
- Establishing a new locality team structure and a completely transformed approach to providing care for children and families in the community and close to where they spend their lives.

Managing the risks

Looking ahead to the next three years of our local transformation plan, we have identified the risks and ways to manage them, which are consistent with every scheme.

These are characterised in terms of:

- Workforce
- Information management and technology
- Culture
- Sustainability

Description of risk	Action to manage risks
<p>Workforce As in other parts of the NHS nationally and locally, we face a challenge to recruit and retain the clinical workforce needed to deliver the new service model.</p> <p>The launch of this plan and the new service in Southend, Essex and Thurrock meant a wholesale change in skill mix and ways of working, with an associated change in staff.</p> <p>There remain a number of vacancies to be filled in year 3 and maintained in years 4, and 5.</p>	<p>NELFT recruited to 60 new posts in year 1 and further post were recruited to in year 2, we will continue to monitor and work with NELFT to manage workforce.</p> <p>In the short term, NELFT is able to share its own existing resources from outside Essex, and use of agency and bank staff where clinically appropriate and safe to do so.</p> <p>In the longer term, an ongoing assertive recruitment programme will work with national recruitment programmes and innovative opportunities, such as training schemes and apprenticeships.</p>
<p>IM&T The new service has a comprehensive new IT infrastructure and data quality to drive evidence-based, outcomes-driven services.</p> <p>The main challenge is to provide staff with the continuing support they need to adapt to new technology</p> <p>Previous services held limited electronic systems and many staff were accustomed to paper-based reporting.</p>	<p>Following our experience in year 1 of our plan, we have a transformation team and digital lead manager.</p> <p>Part of the transformation team's remit will be to coordinate support for technology training.</p> <p>Data quality is also a priority for the performance team, which completed a major data-cleansing project in year 2 and is implementing changes where required.</p>
<p>Culture There are cultural challenges for both commissioners, who are collaborating across ten statutory organisations, and provider staff following a major transition from four previous organisations.</p>	<p>The commissioners have already reviewed and amended governance strategy and structure, to promote collaborative progress.</p> <p>NELFT is experienced in organisational development and cultural change and this has been brought to Essex by a new transformation support team.</p> <p>Commissioners and providers will continue to support each other through joint work on strategy and skills. A System Leadership event in year 2 supported by the Regional Clinical Network, has been a catalyst for this work and the learning from this event is being taken forward.</p>
<p>Sustainability All health and care systems are working within a challenging environment with pressures on workforce, care quality and finance.</p>	<p>The introduction of sustainability and transformation plans (STPs) brings together all health and care partners and sets the roadmap for transformation that will bring the best of modern healthcare to local people.</p> <p>In Southend, Essex and Thurrock, the STPs will promote joined up working in localities, with new opportunities for fully integrated mental health care.</p>

The way ahead

In years 1 and 2, we have steered a new service safely to full-scale operation, closing the gaps and treating more children and young people in the process. In year 3 we have focused on embedding the new service and working out mobilisation and culture changes, while beginning to review and plan additional improvements and priorities. We have a clear direction, confidence in delivery and signs of success after two years of implementation.

In years 3 and 4 we will begin to plan and draft the Local Transformation Sustainability Plan to support transformation beyond 2020.

From the basics of making information available, to training staff in schools and other public services, to specialists building relationships with families and communities, we will promote a collective responsibility for the emotional wellbeing and mental health of children and young people in Southend, Essex and Thurrock.

Appendix 1

Prevalence of mental health problems taken from ChiMat

Ref. National Child and Maternal Health Intelligence Network

Estimated number of children with conduct disorders by age group and sex

Estimated no. of children and young people (2014)	All 5-10 years	All 11-16	Boys 5-10	Boys 11-16	Girls 5-10	Girls 11-16
NHS Southend	620	775	450	485	170	290
NHS Thurrock	715	835	515	525	205	315
NHS Castle Point and Rochford	510	700	375	435	135	265
NHS Basildon and Brentwood	910	1,160	660	725	255	440
NHS Mid Essex	1,175	1,500	855	950	325	555
NHS North East Essex	1,055	1,345	760	840	295	505
NHS West Essex	1,005	1,170	735	735	270	435
Total	5,990	7,485				

Source: Local authority mid year resident population estimates for 2014 from Office for National Statistics. CCG population estimates aggregated from GP registered populations (Oct 2014). Green, H. et al (2004).

Estimated number of children with emotional disorders by age group and sex

Estimated no. of children and young people (2014)	All 5-10 years	All 11-16	Boys 5-10	Boys 11-16	Girls 5-10	Girls 11-16
NHS Southend	285	605	130	265	160	345
NHS Thurrock	335	630	150	270	185	360
NHS Castle Point and Rochford	230	555	100	230	130	330
NHS Basildon and Brentwood	425	920	190	395	235	530
NHS Mid Essex	545	1,210	245	515	305	695
NHS North East Essex	490	1,045	220	445	270	605
NHS West Essex	455	940	205	405	250	540
Total	2765	5,905				

Source: Local authority mid year resident population estimates for 2014 from Office for National Statistics. CCG population estimates aggregated from GP registered populations (Oct 2014). Green, H. et al (2004).

Estimated number of children with hyperkinetic disorders by age group and sex

Estimated no. of children and young people (2014)	All 5-10 years	All 11-16	Boys 5-10	Boys 11-16	Girls 5-10	Girls 11-16
NHS Southend	210	175	185	150	30	30
NHS Thurrock	250	190	215	160	35	30
NHS Castle Point and Rochford	170	165	150	140	25	30
NHS Basildon and Brentwood	315	265	270	225	45	45
NHS Mid Essex	395	350	340	290	60	60
NHS North East Essex	355	300	310	255	45	45
NHS West Essex	340	275	290	230	50	50
Total	2035	1720				

Source: Local authority mid year resident population estimates for 2014 from Office for National Statistics. CCG population estimates aggregated from GP registered populations (Oct 2014). Green, H. et al (2004).

Estimated number of children with less common disorders by age group and sex

Estimated no. of children and young people (2014)	All 5-10 years	All 11-16	Boys 5-10	Boys 11-16	Girls 5-10	Girls 11-16
NHS Southend	170	150	135	105	35	50
NHS Thurrock	190	155	155	110	35	50
NHS Castle Point and Rochford	140	145	110	100	35	45
NHS Basildon and Brentwood	260	230	205	160	60	75
NHS Mid Essex	340	310	260	215	80	95
NHS North East Essex	280	260	225	175	60	85
NHS West Essex	290	240	225	165	60	75
Total	1670	1490				

Source: Local authority mid year resident population estimates for 2014 from Office for National Statistics. CCG population estimates aggregated from GP registered populations (Oct 2014). Green, H. et al (2004).

Estimated number of males aged 16 to 19 with neurotic disorders

	Mixed anxiety and depressive disorder (males 16-19 yrs) (2014)	Generalised anxiety disorder (males 16-19 yrs) (2014)	Depressive episode (males 16-19 yrs) (2014)	All phobias (males 16-19 yrs) (2014)	Obsessive compulsive disorder (males 16-19 yrs) (2014)	Panic disorder (males 16-19 yrs) (2014)	Any neurotic disorder (males 16-19 yrs) (2014)
NHS Southend	225	75	40	30	40	25	380
NHS Thurrock	215	70	40	30	40	25	360
NHS Castle Point and Rochford	235	75	45	30	45	25	390
NHS Basildon and Brentwood	340	110	60	40	60	35	570
NHS Mid Essex	465	150	85	55	85	50	785
NHS North East Essex	410	130	75	50	75	40	685
NHS West Essex	360	115	65	45	65	40	610

Source: Local authority mid year resident population estimates for 2014 from Office for National Statistics. CCG population estimates aggregated from GP registered populations (Oct 2014). Green, H. et al (2004).

Estimated number of females aged 16 to 19 with neurotic disorders

	Mixed anxiety and depressive disorder (females 16-19 yrs) (2014)	Generalised anxiety disorder (females 16-19 yrs) (2014)	Depressive episode (females 16-19 yrs) (2014)	All phobias (females 16-19 yrs) (2014)	Obsessive compulsive disorder (females 16-19 yrs) (2014)	Panic disorder (females 16-19 yrs) (2014)	Any neurotic disorder (females 16-19 yrs) (2014)
NHS Southend	510	45	110	90	40	25	785
NHS Thurrock	505	45	110	90	40	25	780
NHS Castle Point and Rochford	510	50	115	90	40	25	790
NHS Basildon and Brentwood	775	70	170	135	60	40	1,195
NHS Mid Essex	1,060	95	235	180	80	55	1,645
NHS North East Essex	935	85	205	160	70	50	1,450
NHS West Essex	800	75	175	140	60	40	1,240

Source: Local authority mid year resident population estimates for 2014 from Office for National Statistics. CCG population estimates aggregated from GP registered populations (Oct 2014). Green, H. et al (2004).

Estimated number of children with autistic spectrum disorders

	Autism in children aged 9-10 years (2014)	Other ASDs in children aged 9-10 years (2014)	Total of all ASDs in children aged 9-10 years (2014)	Autism-spectrum conditions disorders in children aged 5-9 years (2014)
NHS Southend	20	35	55	180
NHS Thurrock	20	40	60	200
NHS Castle Point, and Rochford	15	30	45	150
NHS Basildon and Brentwood	30	55	80	270
NHS Mid Essex	40	70	105	355
NHS North East Essex	30	60	90	305
NHS West Essex	30	60	90	310
Total	185	350		

Source: Local authority mid year resident population estimates for 2014 from Office for National Statistics. CCG population estimates aggregated from GP registered populations (Oct 2014). Green, H. et al (2004).

Suicide and self-harm

Suicide is a complex issue and one that requires further research to understand better the specific risk factors associated with it. Looking at suicides in the UK between 1997 and 2003, one study has made the following observations (Windfuhr, K., 2008):

- Three times as many young men as young women aged between 15 and 19 committed suicide
- Only 14% of young people who committed suicide were in contact with mental health services in the year prior to their death, compared with 26% in adults.
- Looking at the difference between sexes, 20% of young women were in contact with mental health services compared to only 12% of young men

According to ONS, in 2014 there were 476 deaths of 15 to 24 year olds from intentional self-harm or undetermined intent in England and Wales. This is a rate of 6.6 deaths per 100,000 population aged 15 to 24 years.

Self-harm is a related issue:

- Levels of self-harm are higher among young women than young men. The rates of self-harm in young women averaged 302 per 100,000 in 10 to 14 year olds and 1,423 per 100,000 in 15 to 18 year olds. Whereas for young men the rates of self-harm averaged 67 per 100,000 in 10-14 year olds and 466 per 100,000 in 15 to 18 year olds (Hawton, K., 2012). Self-poisoning was the most common method, involving paracetamol in 58.2 % of episodes (Hawton, K., 2012)
- Presentations, especially those involving alcohol, peaked at night. Repetition of self-harm was frequent (53.3 % had a history of prior self-harm and 17.7 % repeated within a year) (Hawton, K., 2012). Common characteristics of adolescents who self-harm are similar to the characteristics of those who commit suicide (Hawton, K., 2005)
- Young South Asian women in the United Kingdom seem to have a raised risk of self-harm. Intercultural stresses and consequent family conflicts may be relevant factors (Hawton, K., 2005)
- As many as 30% of adolescents who self-harm report previous episodes, many of which have not come to medical attention. At least 10% repeat self-harm during the following year, with repeats being especially likely in the first two or three months (Hawton, K., 2005)
- The risk of suicide after deliberate self-harm varies between 0.24% and 4.30%. Our knowledge of risk factors is limited and can be used only as an adjunct to careful clinical assessment when making decisions about after care. However, the following factors seem to indicate a risk: being an older teenage boy; violent method of self-harm; multiple previous episodes of self-harm; apathy, hopelessness, and insomnia; substance misuse; and previous admission to a psychiatric hospital (Hawton, K., 2005)

Information about hospital admission for self-harm and for mental health conditions is included in Local Authority Child Health Profiles, available at www.chimat.org.uk/profiles

Appendix 2

Further information on baseline activity in 2015/16

Following mobilisation of our new service model in November 2015 with a single service provider across Essex, there was a surge in demand and we are still seeing nearly double the number of cases, 6,354 as at March 2017 compared to the 3,200 cases which transferred to the new service provider on 1st November 2015.

This represents an increase to the caseload of 98% compared to that which transferred in November 2015, and although at the end of September 2016 we saw a drop in the caseload to 5308, by the end of March 2017 we had seen it rise again by 20% to 6354. The Table below refers.

CCG	as @ 01/11/2015	as @ 31/03/2016	as @ 30/09/2016	as @ 31/03/2017
Mid Essex	-	1,295	1,248	1,493
North East Essex	-	1,125	948	1,150
West Essex	-	1,035	820	929
Basildon and Brentwood	-	959	803	942
Southend	-	894	601	709
Thurrock	-	552	523	597
Castle Point and Rochford	-	572	365	534
Essex	3,200	6,432	5,308	6,354

The table below details the crisis team caseload at the point of transfer of the service in November 2015 compared to caseload as at the end of March 2016, and March 2017. At the end of March 2017 there has been a 26% decrease to the caseload compared to that which transferred at the end of November 2015. However, performance across the crisis teams exceeds that planned for 2016/17.

CCG	as @ 30/11/2015	as @ 31/03/2016	as @ 31/03/2017
Mid Essex	23	47	7
North East Essex	23	53	12
West Essex	11	30	6
Basildon & Brentwood	29	34	23
Southend	8	13	15
Thurrock	6	12	6
Castle Point & Rochford	9	21	11
Essex	109	108 210	80

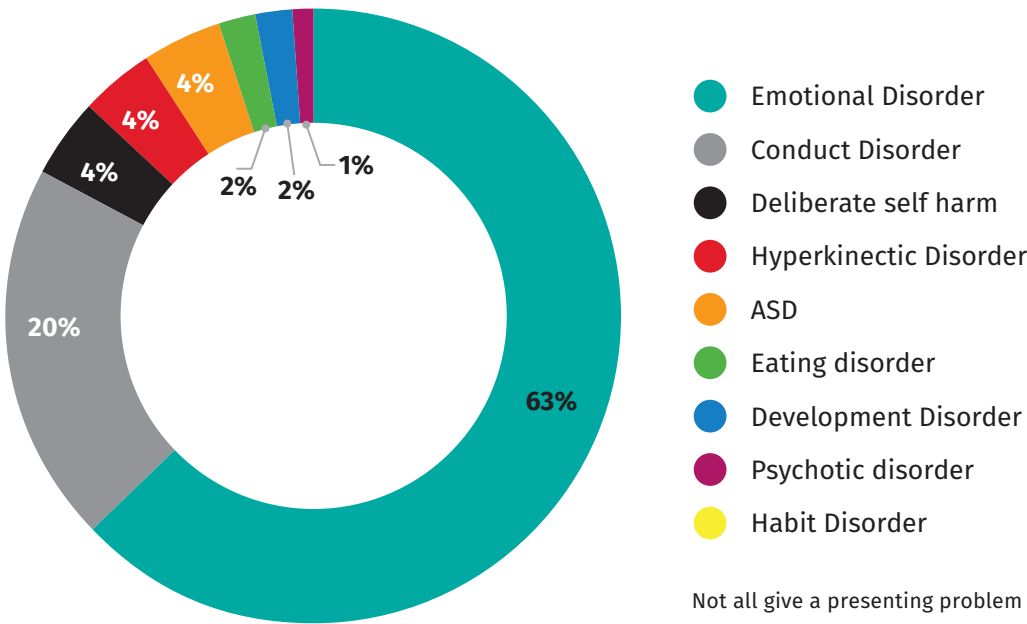
Needs indicated by presenting problems in Southend, Essex and Thurrock

The chart below shows the presenting problems of those children and young people seen across Essex between April 2016 and March 2017. The top three presenting problems across Essex are Emotional Disorder, Conduct Disorder, and Deliberate Self Harm.

Across all seven CCGs the top two presentations are Emotional Disorder and Conduct Disorder demonstrating consistency across all CCG localities regards the most common presenting problems and equating to 83% of the presenting problems recorded.

Deliberate self-harm follows the same pattern as Essex being the 3rd most common presenting problem in Southend, and West Essex CCG localities, but it is notable that in Basildon and Brentwood, Castle Point and Rochford, and North East Essex CCG localities, ASD ranks as the 3rd most common presenting problem. Mid Essex is an outlier with a high number of eating disorder presentations ranking as 3rd most common presenting problem. Hyperkinetic disorder ranks as the 3rd most common presenting problem in Thurrock CCG.

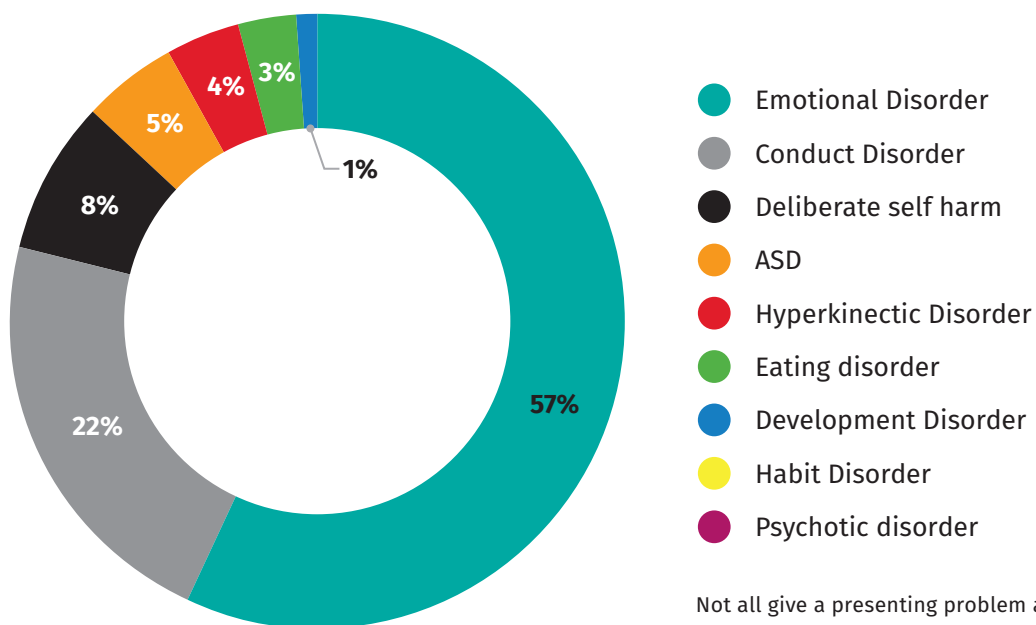
Essex Top Presenting Problems of those Children and Young People seen between April 2016 and March 2017



Not all give a presenting problem and there can be more than one problem.

Year 1 2015/16

Snapshot of Top Presenting Problems across Essex of those Children and Young People seen between November 2015 and March 2016



Not all give a presenting problem and there can be more than one problem.

Single Points of Access (SPA) across Southend Essex and Thurrock

It was a requirement of the newly designed service model to offer a Single Point of Access (SPA) in each of the three local authority areas across Essex, co-located and linking with existing Early Help and Advice services in that locality. Numbers of referrals across the three Essex SPAs remain consistent circa 800 – 1,000 referrals a month between April 2016 and March 2017. Capacity has been increased in the Essex SPA and an Essex SPA Manager appointed.

During 2016/17 there have been over 10,000 referrals across all three SPAs.

Between April 2016 and March 2017 an average of:

- 680 referrals per month Essex SPA
- 90 referrals per month Southend SPA
- 80 referrals per month Thurrock SPA
- 80% of the total referrals are received by the Essex SPA
- North East Essex CCG has the highest referral rate as @ end of March 2017, followed by Mid and then West Essex CCG
- 56% referrals come from the North Essex CCGs
- Across Essex there has been a 20% increase in referrals during Q4 2016/17, compared to Q1 2016/17
- Southend CCG has seen the highest increase in referrals during Q4 2016/17, compared to Q1 2016/17

The figures in the table below reflect the number of referrals received by the SPAs during 2016/17.

It should be noted that there would be additional referrals from sources other than the SPAs.

SPA - total referrals received	Q1 2016	Q2 2016	Q3 2016	Q4 2016	2016/2017
CCG	as @ 30/06/2016	as @ 30/09/2016	as @ 31/12/2016	as @ 31/03/2017	Year to date
Basildon and Brentwood	319	297	351	451	1418
Castle Point and Rochford	235	202	226	284	947
Mid Essex	507	384	525	540	1956
North East Essex	541	441	543	669	2194
Southend	243	210	305	354	1112
Thurrock	249	213	222	271	955
West Essex	395	358	421	419	1593
Essex	2,489	2,105	2,593	2,988	10,175
Plan	2824	2824	2824	2825	11297
% Variance (above/below plan)	-11.83	-25.46	-8.18	5.77	-9.93

CCG	As @ 30/11/2016	As @ 31/03/2016
Mid Essex	210	950
North East Essex	183	940
West Essex	146	758
Basildon and Brentwood	99	695
Southend	70	504
Thurrock	96	470
Castlepoint and Rochford	73	390
Essex	877	4,707
Plan	692	3,460
% Variance (above plan)	26.73	36.04

National CAMHS access targets

The national target for the NHS of reaching at least another 70,000 more children and young people annually from 2020/21 is expected to deliver increased access from meeting approx. 25% of those with a diagnosable condition locally, to at least 35%. These additional children and young people will be treated by NHS funded community services.

For Essex, this will mean that the NHS has a local target of reaching at least around 600 more children and young people annually from 2020/21.

The table below sets out an indicative trajectory for increased access.

Objective	2016/17	2017/18	2018/19	2019/20	2020/21
At least 35% of CYP with a diagnosable MH condition receive treatment from an NHS-Funded Community MH service	28%	30%	32%	34%	35%
Number of additional CYP to be treated over 2014/15 baseline	179	298	417	537	596

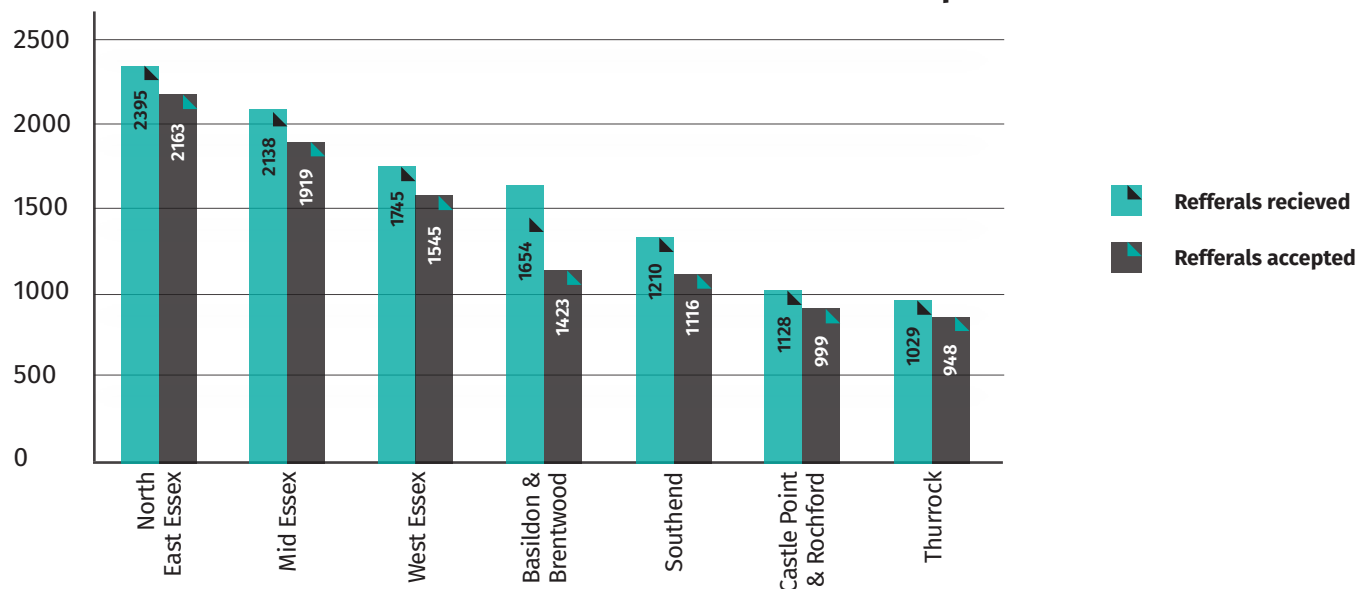
	2016/17	2017/18	2018/19	2019/20	2020/21
Number of additional CYP to be treated over 2014/15 baseline (Essex)	179	298	417	537	596
Southend	32	53	74	95	105
Basildon and Brentwood	20	33	46	60	66
Castle Point and Rochford	18	31	41	54	59
Thurrock	10	16	22	29	32
West Essex	26	43	60	77	86
Mid Essex	47	78	110	141	157
North East Essex	27	45	63	81	90
Essex	179	299	417	537	596

Referrals from all sources across Essex, including the SPA

Since November 2015 and in year 1 of our LTP we launched a single integrated (Tier 2 and Tier 3) emotional wellbeing and mental health service (EWMHS).

The chart below shows the number of referrals received and the number accepted in 2016/17, by CCG locality.

EWMHS referrals received v referrals accepted 2016/17



The Table below details the number of referrals received compared to those accepted during 2016/17. The service model commissioned reflects a ‘catch and carry’ approach and the expectation is that 25% of referrals would be signposted to alternative provision. Commissioners would therefore expect an acceptance rate of 75% across Essex.

Community EWMHS CCG Activity April 2016 - March 2017			
CCG	Refferals Recieved	Refferals accepted	% acceptance rate
Basildon & Brentwood	1654	1423	86%
Castle Point & Rochford	1128	999	89%
Mid Essex	2138	1919	90%
North East Essex	2395	2163	90%
Southend	1210	1116	92%
Thurrock	1029	948	92%
West Essex	1745	1545	89%
Essex	11299	10113	90%

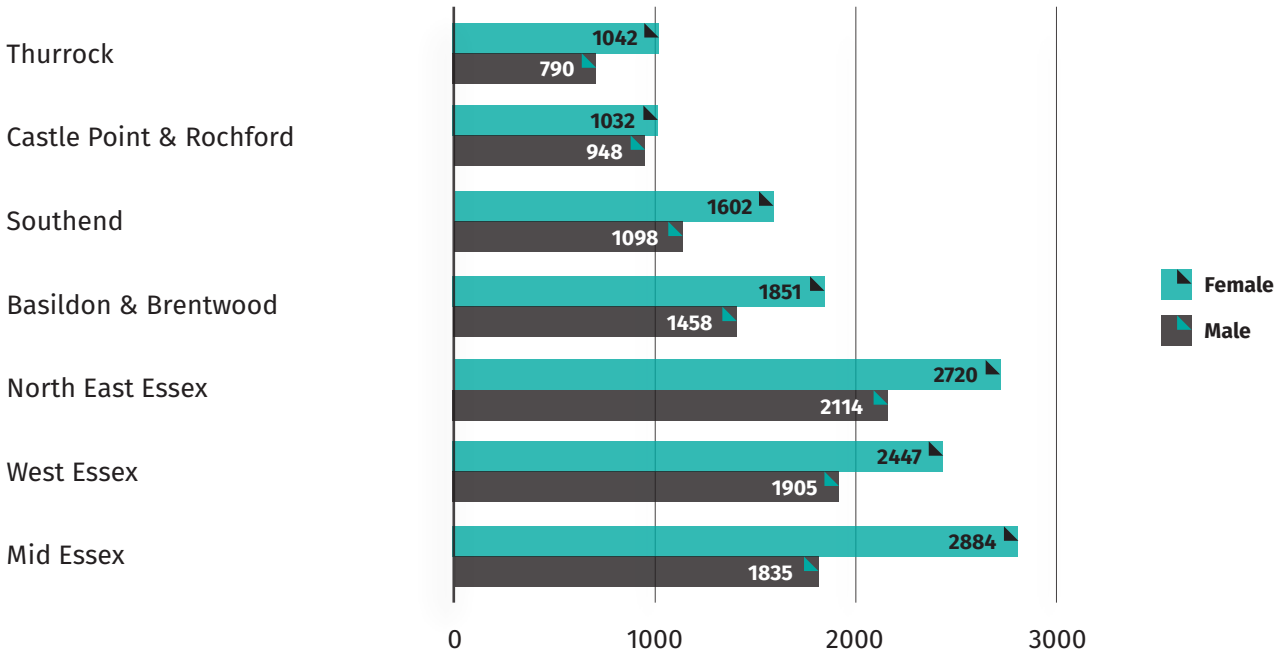
Community EWMHS CCG Activity Year 1: 2015-2016			
CCG	Refferals Recieved	Refferals accepted	% acceptance rate
Basildon & Brentwood	1455	1207	83%
Castle Point & Rochford	1021	857	84%
Mid Essex	1474	1240	84%
North East Essex	1572	1320	84%
Southend	1595	1427	89%
Thurrock	981	804	82%
West Essex	1357	1196	88%
Essex	9455	8051	85%

The NHS CAMHS Benchmarking Report for 2015/16 reported an average of 1,933 referrals accepted per 100,000 population. This equates to a 72% acceptance rate which is the lowest seen in recent years. An acceptance rate of 76%-79% has been reported for the last 3 years.

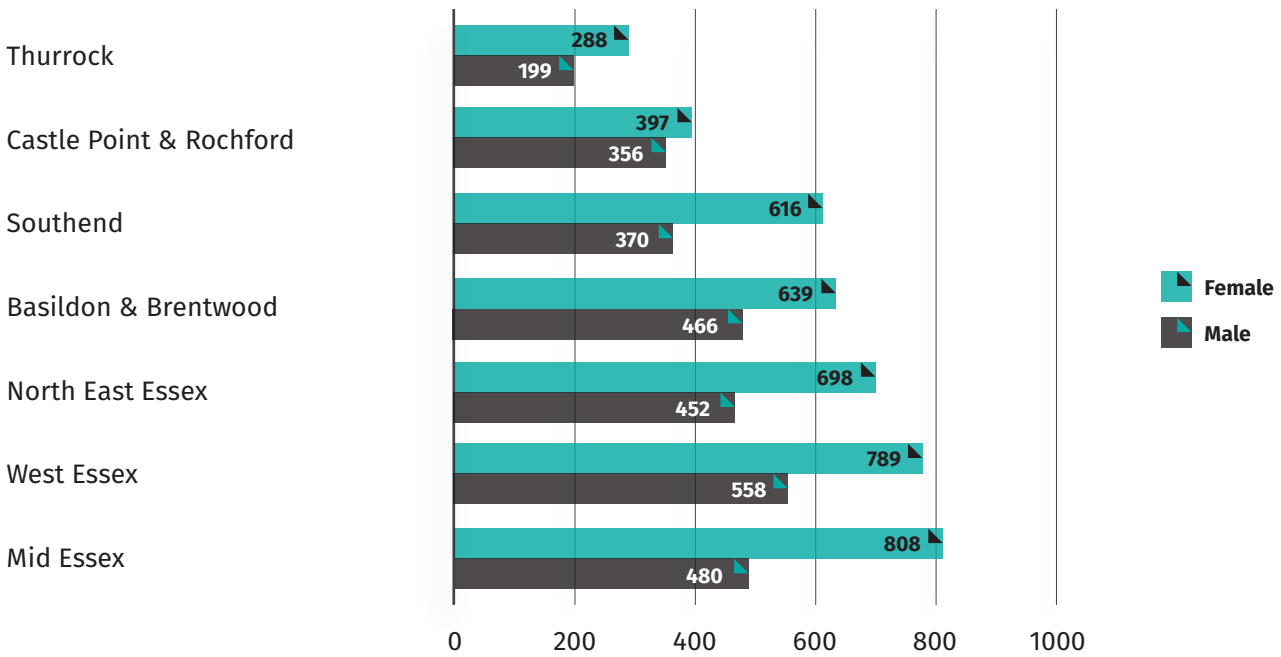
The acceptance rate across all Essex CCG localities is equitable and fairly consistent and is a significant improvement on the variances highlighted in our original LTP.

The chart below details the gender breakdown of referrals accepted into the service between April 2016 and March 2017.

Gender Breakdown of referrals accepted 2016/2017



Gender Breakdown of referrals accepted 2015/2016



The table below provides the breakdown of those young people seen by the service between April 2016 and March 2017, by age, across each of the CCG localities.

Age Band	Basildon & Brentwood	Castle Point & Rochford	Mid Essex	North East Essex	Southend	Thurrock	West Essex
0-4	27	9	33	53	24	17	45
5-9	413	240	550	825	451	238	712
10-15	2068	1263	2904	2671	1616	1060	2531
16-18	801	467	1230	1284	613	518	1063

Year 1: 2015-2016

Age Band	Basildon & Brentwood	Castle Point & Rochford	Mid Essex	North East Essex	Southend	Thurrock	West Essex
0-4	0	17	8	2	9	3	13
5-9	92	91	126	135	103	61	190
10-15	679	399	729	615	519	274	778
16-18	334	241	425	398	354	149	366

The next table shows actual referrals accepted into the service and compared with ChiMat estimates on indication of need, still suggests wide variation across Southend, Essex and Thurrock and considerable unmet need.

CCG	ChiMat estimated numbers needing a Tier 2 (2014) service	ChiMat estimated numbers needing a Tier 3 (2014) service	Total	Actual number of referrals accepted into the service	% of expected number
Southend	2685	710	3395	1116	33%
Thurrock	2850	755	3605	948	26%
Castle Point and Rochford	2430	645	3075	999	32%
Basildon & Brentwood	4115	1090	5205	1423	27%
Mid Essex	5515	1460	6975	1919	28%
North East Essex	4585	1215	5800	2163	37%
West Essex	4555	1205	5760	1545	27%

However, ChiMat prevalence data is sourced from the ONS midyear population estimates for 2014. We know there is going to be publication of a new prevalence study 2017/18 at which time this information will be refreshed.

Generic EWMHS community contacts 2016/17

The table below shows assessments, initial and follow up appointments across the service.

Essex Activity Year April 2016 - March 2017									
CCG	Assessments	Plan	% Variance	1st Apps	Plan	% Variance	Follow ups	Plan	% Variance
Basildon & Brentwood	1389	823	68.77	1045	1284	-18.16	7626	5148	48.14
Castle Point and Rochford	718	665	7.97	629	970	-35.15	4394	3180	38.18
Mid Essex	1615	888	81.87	1238	1668	-25.78	10413	5563	87.18
North East Essex	1716	864	98.61	1518	1404	8.12	10737	5270	103.74
Southend	953	876	8.79	833	1291	-35.48	5688	3389	67.84
Thurrock	870	437	99.08	747	638	17.08	3772	2323	62.38
West Essex	1464	806	81.64	1078	1390	-22.45	11978	6934	72.74
Essex	8725	5359	62.81	7088	8645	-18.01	54608	31807	71.69

Year 1: 2015-2016								
Contacts	Basildon and Brentwood	Castle Point and Rochford	Mid Essex	North East Essex	Southend	Thurrock	West Essex	Total
1st Appointment	950	764	882	782	1,292	571	759	6,000
Follow up Appointment	4,405	3,206	5,411	4,479	5,632	2,966	5,636	31,735

Crisis teams activity across Southend, Essex and Thurrock

The table below indicates the crisis activity across the five acute hospitals across Essex between April 2016 and March 2017

The national target for all age 24/7 crisis cover by 2020 could well mean that the future service model may look very different. An evaluation has been undertaken and the final report has been presented to commissioners who will need to discuss and consider future crisis service model.

A&E crisis activity April 2016 – March 2017

A&E Crisis Activity - Essex		Target	Apr 2016	May 2016	Jun 2016	July 2016	Aug 2016	Sept 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Year to date	
KPI5	Total number of crisis assessment undertaken in A&E for each locality, including out of hours No. and % of those presenting assessed within 4 hours of referral	100%	Vol (<4 hours)	53	59	72	71	43	97	99	120	90	94	111	1	1,044
			Vol (Total)	54	59	74	71	43	97	101	120	91	94	111	135	1,050
			Percentage	98.1%	100%	97.3%	100%	100%	100%	98%	100%	98.9%	100%	100%	100%	99.43

2015/16

A&E Crisis Activity - Essex		Target	Nov 2015	Dec 2015	Jan 2016	Feb 2016	Mar 2016	Year to date	
KPI5	Total number of crisis assessment undertaken in A&E for each locality, including out of hours No. and % of those presenting assessed within 4 hours of referral	100%	Vol (<4 hours)	62	54	70	76	73	335
			Vol (Total)	65	55	70	78	73	341
			Percentage	95.4%	98.2%	100%	97.4%	100%	98.2%

Key points:

- Exception reports are received for all breaches
- Primary reason for breach is a number of presentations occurring simultaneously
- Number of breaches in one month is generally small, but a single breach will impact on percentage achievement
- During 2016/17, all CCGs other than Thurrock are showing a significant increase in A+ E crisis presentations in month 12 compared to month 1.
- During 2016/17 there have been over 1,000 referrals to the five A+ E departments across Essex, with 547 of these from across North Essex, equating to 53% of total activity.

All community crisis activity 2016-2017

The Table below outlines the number of referrals to the crisis teams during the period April 2016 – March 2017, and shows positive improvement against plan for Basildon and Brentwood which has always been an outlier, and considerable over performance across Mid, North East Essex, West Essex CCGs

■ 923 referrals across North Essex

■ 738 referrals across South Essex

Of all the crisis referrals received, 65% present via A+E in South Essex, with 59% presenting via A+E across North Essex. Across each CCG locality virtually 2/3rds of crisis referrals are via A+E.

Crisis referrals	Apr 2016	May 2016	Jun 2016	July 2016	Aug 2016	Sept 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	YTD	YTD Plan	% Variance
Basildon & Brentwood	23	26	17	16	9	20	28	17	16	18	25	38	253	278	-9
Castle Point and Rochford	7	8	16	17	9	16	15	19	10	10	8	24	159	154	3
Mid Essex	13	26	19	11	10	25	29	38	35	27	39	43	315	247	28
North East Essex	24	33	32	32	25	31	28	38	34	35	39	41	392	262	50
Southend	20	16	19	8	13	15	16	26	12	11	20	29	205	170	21
Thurrock	11	14	9	10	8	8	6	14	11	15	7	8	121	108	12
West Essex	17	9	18	15	8	16	13	27	21	30	17	25	216	158	37

Crisis Service Essex Activity Year April 2016 - March 2017									
CCG	Assessments	YTD Plan	% Variance	1st Appoints	YTD Plan	% Variance	Follow ups	YTD Plan	% Variance
Basildon & Brentwood	257	240	7.08	209	185	12.97	701	247	183.81
Castle Point and Rochford	160	125	28.00	141	110	28.18	330	168	96.43
Mid Essex	320	199	60.80	293	209	40.19	758	694	9.22
North East Essex	396	206	92.23	356	226	57.52	1046	619	68.98
Southend	209	151	38.41	171	130	31.54	431	218	97.71
Thurrock	139	96	44.79	102	77	32.47	296	101	193.07
West Essex	224	122	83.61	194	134	44.78	574	350	64.00
Essex	1750	1139	49.69	1466	1071	36.88	4136	2397	72.55

The Table above highlights all crisis activity during the period April 2016 to March 2017 by CCG. There is considerable over performance in North East Essex CCG, West Essex CCG, and Mid Essex CCG, with assessments equating to 55% of Essex overall performance.

2015/16

	Basildon and Brentwood	Castle Point and Rochford	Mid Essex	North East Essex	Southend	Thurrock	West Essex	Total
Crisis referrals received	186	94	230	247	142	70	154	1123

Crisis Activity	Basildon and Brentwood	Castle Point and Rochford	Mid Essex	North East Essex	Southend	Thurrock	West Essex	Total
1st Appointment	116	64	103	109	71	45	66	574
1st Appointment	77	46	87	94	54	32	56	446
Follow up Appointment	103	70	289	258	91	42	146	999

Waiting times 2015/16

Referral to assessment waiting times

KPI 3a

RTT waiting times

RTT KPI has significantly improved and across Essex we are now 2.83% above the RTT waiting time standard i.e. achieving 94.83% against the 92% waiting time standard as @ end of March 2017. Across Essex the RTT for April 2016 was 81.68% falling to 66.46% in July with month on month recovery thereafter until year end.

KPI 3b

RTT completed pathways

Significant improvement in achievement against 95% local standard rising from 87.45% in April 2016 to 92.99% as @ end of March 2017

Referral to assessment waiting times

KPI 4a

RTA waiting to be seen

RAs @ end of March 2017, of those CYP waiting for assessment, 5% were waiting longer than 12 weeks compared to 38% waiting over 12 weeks as @ end of July 2016.

KPI 4B

RTA completed pathways

As @end of March 2017, 6,650 CYP completed treatment. Of those CYP, 58% completed treatment within 8 weeks and 76% in less than 12 weeks.

Eating Disorders (ED) team activity across Southend Essex and Thurrock

During 2016/17 commissioners have supported NELFT with the development and mobilisation of the Eating Disorder service across all seven Essex CCGs and expansion to a county wide service.

The chart below shows the number of referrals received for Eating Disorders compared to those accepted, assessments, first and follow up appointments during 2016/17.

The Eating Disorder caseload for Southend and Thurrock CCGs has been held by the generic CAMHS teams with advice and support provided by the pan Essex ED team. When clinically safe to do so the caseload will gradually transferred to the new Eating Disorder team.

Community Eating Disorder Service - Essex Activity Year April 2016 - March 2017					
CCG	Referrals Rec'd	Referrals acpt'd	Assessments	1st Apps	Follow ups
Basildon & Brentwood	10	10	4	5	22
Castle Point and Rochford	5	5	2	2	7
Mid Essex	59	59	68	65	942
North East Essex	38	38	44	35	490
Southend	0	0	0	0	0
Thurrock	0	0	0	0	0
West Essex	29	28	38	31	334
Essex	141	140	156	138	1795

Waiting times 2016/17

Monitoring compliance with the new eating disorders waiting time standard

Monitoring of this standard has been on a monthly basis during 2016/17 in readiness for the tolerance levels to be set and the standard implemented from 2017/18.

Q1 2016/17

08Q (Mid Essex CCG)	Number of patients on CYP ED pathways, complete and incomplete pathways broken down by length of period from referral to treatment (weeks)														Total	% Routine seen / waiting <4 weeks	% Urgent seen / waiting <1 week
	G-t 0-1	Gt 1-2	Gt 2-3	Gt 3-4	Gt 4-5	Gt 5-6	Gt 6-7	Gt 7-8	Gt 8-9	Gt 9-10	Gt 10-11	Gt 11-12	Gt 12+				
Length of completed CYP ED care pathways (routine cases) broken down by time band	2	6	0	1	2	4	0	1	0	0	0	0	0	18	56.25%		
Length of incomplete CYP ED care pathways (routine cases) broken down by time band	1	0	0	0	0	1	0	0	0	0	0	0	0	2	50.00%		
Length of completed CYP ED care pathways (urgent cases) broken down by time band	2	1	0	0	0	0	0	0	0	0	0	0	0	3		66.6%	
Length of incomplete CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a	

06T (North East Essex CCG)	Number of patients on CYP ED pathways, complete and incomplete pathways broken down by length of period from referral to treatment (weeks)														Total	% Routine seen / waiting <4 weeks	% Urgent seen / waiting <1 week
	G-t 0-1	Gt 1-2	Gt 2-3	Gt 3-4	Gt 4-5	Gt 5-6	Gt 6-7	Gt 7-8	Gt 8-9	Gt 9-10	Gt 10-11	Gt 11-12	Gt 12+				
Length of completed CYP ED care pathways (routine cases) broken down by time band	1	0	1	1	3	3	0	1	0	0	0	0	0	10	30.00%		
Length of incomplete CYP ED care pathways (routine cases) broken down by time band	0	0	1	0	0	0	0	0	0	0	0	0	0	1	100.00%		
Length of completed CYP ED care pathways (urgent cases) broken down by time band	0	0	1	0	0	0	0	0	0	0	0	0	0	1		0.00%	
Length of incomplete CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a	

07H (West Essex CCG)	Number of patients on CYP ED pathways, complete and incomplete pathways broken down by length of period from referral to treatment (weeks)														Total	% Routine seen / waiting <4 weeks	% Urgent seen / waiting <1 week
	G-t 0-1	Gt 1-2	Gt 2-3	Gt 3-4	Gt 4-5	Gt 5-6	Gt 6-7	Gt 7-8	Gt 8-9	Gt 9-10	Gt 10-11	Gt 11-12	Gt 12+				
Length of completed CYP ED care pathways (routine cases) broken down by time band	1	1	0	0	1	0	0	0	0	0	0	1	0	4	50.00%		
Length of incomplete CYP ED care pathways (routine cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	1	0	0	1	00.00%		
Length of completed CYP ED care pathways (urgent cases) broken down by time band	0	0	0	1	0	0	0	0	0	0	0	0	0	1		0.00%	
Length of incomplete CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a	

ALL EWMH 8	Number of patients on CYP ED pathways, complete and incomplete pathways broken down by length of period from referral to treatment (weeks)														Total	% Routine seen / waiting <4 weeks	% Urgent seen / waiting <1 week
	G-t 0-1	Gt 1-2	Gt 2-3	Gt 3-4	Gt 4-5	Gt 5-6	Gt 6-7	Gt 7-8	Gt 8-9	Gt 9-10	Gt 10-11	Gt 11-12	Gt 12+				
Length of completed CYP ED care pathways (routine cases) broken down by time band	4	7	1	2	6	7	0	2	0	0	0	1	0	30	46.67%		
Length of incomplete CYP ED care pathways (routine cases) broken down by time band	1	0	1	0	0	1	0	0	0	0	1	0	0	4	50.00%		
Length of completed CYP ED care pathways (urgent cases) broken down by time band	2	1	1	1	0	0	0	0	0	0	0	0	0	6		40.00%	
Length of incomplete CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a	

Q2 2016/17

06Q (Mid Essex x CCG)	Number of patients on CYP ED pathways, complete and incomplete pathways broken down by length of period from referral to treatment (weeks)														% Routine seen / waiting <4 weeks	% Urgent seen / waiting <1 week
	G-t 0-1	Gt 1-2	Gt 2-3	Gt 3-4	Gt 4-5	Gt 5-6	Gt 6-7	Gt 7-8	Gt 8-9	Gt 9-10	Gt 10-11	Gt 11-12	Gt 12+	Total		
Length of completed CYP ED care pathways (routine cases) broken down by time band	2	1	3	2	1	1	0	0	0	0	0	0	0	10	80.00%	
Length of incomplete CYP ED care pathways (routine cases) broken down by time band	1	2	0	0	0	0	0	0	0	0	0	0	0	3	100.00%	
Length of completed CYP ED care pathways (urgent cases) broken down by time band	2	0	0	0	0	0	0	0	0	0	0	0	0	2		100.00%
Length of incomplete CYP ED care pathways (urgent cases) broken down by time band	0	1	0	0	0	0	0	0	0	0	0	0	0	1		0%

08Q (North East Essex x CCG)	Number of patients on CYP ED pathways, complete and incomplete pathways broken down by length of period from referral to treatment (weeks)														% Routine seen / waiting <4 weeks	% Urgent seen / waiting <1 week
	G-t 0-1	Gt 1-2	Gt 2-3	Gt 3-4	Gt 4-5	Gt 5-6	Gt 6-7	Gt 7-8	Gt 8-9	Gt 9-10	Gt 10-11	Gt 11-12	Gt 12+	Total		
Length of completed CYP ED care pathways (routine cases) broken down by time band	0	1	2	3	1	0	0	0	0	0	0	0	0	7	30.00%	
Length of incomplete CYP ED care pathways (routine cases) broken down by time band	0	1	0	0	0	0	0	0	0	0	0	0	0	1	100.00%	
Length of completed CYP ED care pathways (urgent cases) broken down by time band	0	1	0	0	0	0	0	0	0	0	0	0	0	1		0.00%
Length of incomplete CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a

08Q (West Essex x CCG)	Number of patients on CYP ED pathways, complete and incomplete pathways broken down by length of period from referral to treatment (weeks)														% Routine seen / waiting <4 weeks	% Urgent seen / waiting <1 week
	G-t 0-1	Gt 1-2	Gt 2-3	Gt 3-4	Gt 4-5	Gt 5-6	Gt 6-7	Gt 7-8	Gt 8-9	Gt 9-10	Gt 10-11	Gt 11-12	Gt 12+	Total		
Length of completed CYP ED care pathways (routine cases) broken down by time band	0	1	0	1	0	1	0	0	0	0	0	0	0	3	66.67%	
Length of incomplete CYP ED care pathways (routine cases) broken down by time band	0	1	1	1	0	0	0	0	0	0	0	0	0	3	100.00%	
Length of completed CYP ED care pathways (urgent cases) broken down by time band	1	1	0	0	0	0	0	0	0	0	0	0	0	2		50.00%
Length of incomplete CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a

99F (Castle point & Rochford CCG)	Number of patients on CYP ED pathways, complete and incomplete pathways broken down by length of period from referral to treatment (weeks)														% Routine seen / waiting <4 weeks	% Urgent seen / waiting <1 week
	G-t 0-1	Gt 1-2	Gt 2-3	Gt 3-4	Gt 4-5	Gt 5-6	Gt 6-7	Gt 7-8	Gt 8-9	Gt 9-10	Gt 10-11	Gt 11-12	Gt 12+	Total		
Length of completed CYP ED care pathways (routine cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0	n/a	
Length of incomplete CYP ED care pathways (routine cases) broken down by time band	0	1	0	0	0	0	0	0	0	0	0	0	0	1	100.00%	
Length of completed CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a
Length of incomplete CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a

ALL EWMH 8	Number of patients on CYP ED pathways, complete and incomplete pathways broken down by length of period from referral to treatment (weeks)														% Routine seen / waiting <4 weeks	% Urgent seen / waiting <1 week
	G-t 0-1	Gt 1-2	Gt 2-3	Gt 3-4	Gt 4-5	Gt 5-6	Gt 6-7	Gt 7-8	Gt 8-9	Gt 9-10	Gt 10-11	Gt 11-12	Gt 12+	Total		
Length of completed CYP ED care pathways (routine cases) broken down by time band	2	3	6	8	1	2	1	0	0	0	0	0	0	20	80.00%	
Length of incomplete CYP ED care pathways (routine cases) broken down by time band	1	5	1	1	0	0	0	0	0	0	0	0	0	8	100.00%	
Length of completed CYP ED care pathways (urgent cases) broken down by time band	3	2	0	0	0	0	0	0	0	0	0	0	0	6		60.00%
Length of incomplete CYP ED care pathways (urgent cases) broken down by time band	0	1	0	0	0	0	0	0	0	0	0	0	0	1		0%

Q3 2016/17

ALL EWMHS	Number of patients on CYP ED pathways, complete and incomplete pathways broken down by length of period from referral to treatment (weeks)														% Routine seen / waiting <4 weeks	% Urgent seen / waiting <1 week
	G-t 0-1	Gt 1-2	Gt 2-3	Gt 3-4	Gt 4-5	Gt 5-6	Gt 6-7	Gt 7-8	Gt 8-9	Gt 9-10	Gt 10-11	Gt 11-12	Gt 12+	Total		
Length of completed CYP ED care pathways (routine cases) broken down by time band	2	7	9	3	0	0	0	0	0	0	0	0	0	21	100.00%	
Length of incomplete CYP ED care pathways (routine cases) broken down by time band	1	4	1	1	0	1	0	0	0	0	0	0	0	8	87.50%	
Length of completed CYP ED care pathways (urgent cases) broken down by time band	1	1	0	0	0	0	0	0	0	0	0	0	0	2		50.00%
Length of incomplete CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a

06Q - Mid Essex x CCG	Number of patients on CYP ED pathways, complete and incomplete pathways broken down by length of period from referral to treatment (weeks)														% Routine seen / waiting <4 weeks	% Urgent seen / waiting <1 week
	G-t 0-1	Gt 1-2	Gt 2-3	Gt 3-4	Gt 4-5	Gt 5-6	Gt 6-7	Gt 7-8	Gt 8-9	Gt 9-10	Gt 10-11	Gt 11-12	Gt 12+	Total		
Length of completed CYP ED care pathways (routine cases) broken down by time band	2	3	2	2	0	0	0	0	0	0	0	0	0	9	100.00%	
Length of incomplete CYP ED care pathways (routine cases) broken down by time band	1	0	1	1	0	0	0	0	0	0	0	0	0	3	100.00%	
Length of completed CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a
Length of incomplete CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a

06T - North East Essex x CCG	Number of patients on CYP ED pathways, complete and incomplete pathways broken down by length of period from referral to treatment (weeks)														% Routine seen / waiting <4 weeks	% Urgent seen / waiting <1 week
	G-t 0-1	Gt 1-2	Gt 2-3	Gt 3-4	Gt 4-5	Gt 5-6	Gt 6-7	Gt 7-8	Gt 8-9	Gt 9-10	Gt 10-11	Gt 11-12	Gt 12+	Total		
Length of completed CYP ED care pathways (routine cases) broken down by time band	0	4	2	0	0	0	0	0	0	0	0	0	0	6	100.00%	
Length of incomplete CYP ED care pathways (routine cases) broken down by time band	0	1	0	0	1	0	0	0	0	0	0	0	0	2	50.00%	
Length of completed CYP ED care pathways (urgent cases) broken down by time band	0	1	0	0	0	0	0	0	0	0	0	0	0	1		0.00%
Length of incomplete CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a

07H - West Essex CCG	Number of patients on CYP ED pathways, complete and incomplete pathways broken down by length of period from referral to treatment (weeks)														% Routine seen / waiting <4 weeks	% Urgent seen / waiting <1 week
	G-t 0-1	Gt 1-2	Gt 2-3	Gt 3-4	Gt 4-5	Gt 5-6	Gt 6-7	Gt 7-8	Gt 8-9	Gt 9-10	Gt 10-11	Gt 11-12	Gt 12+	Total		
Length of completed CYP ED care pathways (routine cases) broken down by time band	0	0	5	1	0	0	0	0	0	0	0	0	0	6	100.00%	
Length of incomplete CYP ED care pathways (routine cases) broken down by time band	0	3	0	0	0	0	0	0	0	0	0	0	0	3	100.00%	
Length of completed CYP ED care pathways (urgent cases) broken down by time band	1	0	0	0	0	0	0	0	0	0	0	0	0	1		100.00%
Length of incomplete CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a

Q4 2016/17

2016/17 - QUATER 4	Number of patients on CYP ED pathways, complete and incomplete pathways broken down by length of period from referral to treatment (weeks)														% Routine seen / waiting <4 weeks	% Urgent seen / waiting <1 week
BASILDON & BRENTWOOD CCG (99E)	G-t 0-1	Gt 1-2	Gt 2-3	Gt 3-4	Gt 4-5	Gt 5-6	Gt 6-7	Gt 7-8	Gt 8-9	Gt 9-10	Gt 10-11	Gt 11-12	Gt 12+	Total		
Length of completed CYP ED care pathways (routine cases) broken down by time band	1	1	0	1	0	0	0	0	0	0	0	0	0	3	100.00%	
Length of incomplete CYP ED care pathways (routine cases) broken down by time band	1	0	4	1	0	0	0	0	0	0	0	0	0	6	100.00%	
Length of completed CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a
Length of incomplete CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a

2016/17 - QUATER 4	Number of patients on CYP ED pathways, complete and incomplete pathways broken down by length of period from referral to treatment (weeks)														% Routine seen / waiting <4 weeks	% Urgent seen / waiting <1 week
CASTLE POINT AND ROCHFORD CCG (99F)	G-t 0-1	Gt 1-2	Gt 2-3	Gt 3-4	Gt 4-5	Gt 5-6	Gt 6-7	Gt 7-8	Gt 8-9	Gt 9-10	Gt 10-11	Gt 11-12	Gt 12+	Total		
Length of completed CYP ED care pathways (routine cases) broken down by time band	1	1	0	0	0	0	0	0	0	0	0	0	0	2	100.00%	
Length of incomplete CYP ED care pathways (routine cases) broken down by time band	1	0	1	0	0	0	0	0	0	0	0	0	0	2	100.00%	
Length of completed CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a
Length of incomplete CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a

2016/17 - QUATER 4	Number of patients on CYP ED pathways, complete and incomplete pathways broken down by length of period from referral to treatment (weeks)														% Routine seen / waiting <4 weeks	% Urgent seen / waiting <1 week
MID ESSEX CCG	G-t 0-1	Gt 1-2	Gt 2-3	Gt 3-4	Gt 4-5	Gt 5-6	Gt 6-7	Gt 7-8	Gt 8-9	Gt 9-10	Gt 10-11	Gt 11-12	Gt 12+	Total		
Length of completed CYP ED care pathways (routine cases) broken down by time band	1	6	2	1	0	1	0	0	0	0	0	0	1	12	83.33%	
Length of incomplete CYP ED care pathways (routine cases) broken down by time band	0	1	0	0	0	0	0	0	0	0	0	0	0	1	100.00%	
Length of completed CYP ED care pathways (urgent cases) broken down by time band	1	0	0	0	0	0	0	0	0	0	0	0	0	1		100.00%
Length of incomplete CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a

2016/17 - QUATER 4	Number of patients on CYP ED pathways, complete and incomplete pathways broken down by length of period from referral to treatment (weeks)														% Routine seen / waiting <4 weeks	% Urgent seen / waiting <1 week
NORTH ESSEX CCG	G-t 0-1	Gt 1-2	Gt 2-3	Gt 3-4	Gt 4-5	Gt 5-6	Gt 6-7	Gt 7-8	Gt 8-9	Gt 9-10	Gt 10-11	Gt 11-12	Gt 12+	Total		
Length of completed CYP ED care pathways (routine cases) broken down by time band	3	1	4	0	0	1	0	0	0	0	0	0	0	9	88.89%	
Length of incomplete CYP ED care pathways (routine cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0	100.00%	
Length of completed CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a
Length of incomplete CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a

2016/17 - QUATER 4	Number of patients on CYP ED pathways, complete and incomplete pathways broken down by length of period from referral to treatment (weeks)														% Routine seen / waiting <4 weeks	% Urgent seen / waiting <1 week
WEST ESSEX CCG	G-t 0-1	Gt 1-2	Gt 2-3	Gt 3-4	Gt 4-5	Gt 5-6	Gt 6-7	Gt 7-8	Gt 8-9	Gt 9-10	Gt 10-11	Gt 11-12	Gt 12+	Total		
Length of completed CYP ED care pathways (routine cases) broken down by time band	2	0	1	0	0	0	0	0	0	0	0	0	0	3	100.00%	
Length of incomplete CYP ED care pathways (routine cases) broken down by time band	1	0	0	0	0	0	0	0	0	0	0	0	0	1	100.00%	
Length of completed CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a
Length of incomplete CYP ED care pathways (urgent cases) broken down by time band	0	0	0	0	0	0	0	0	0	0	0	0	0	0		n/a

Tier 4 service provision – specialised services commissioned by NHS England

These are Acute child and adolescent mental health (CAMHS) inpatient services, which are commissioned by NHS England and include; Eating Disorder inpatient units; Psychiatric Intensive Care Units, Low Secure Mental Illness; Low and Medium Secure Learning Disability inpatient hospitals.

Collaborative Working

Due to the capacity issues across the specialised commissioned services nationally, the inter relationship between commissioners within NHS England and the local CCGs is crucial. The Future in Mind Report (March 2015) provides a clear direction of travel for all commissioners.

There are a number of forums across the East of England where collaboration between commissioners takes place, which include the East of England Clinical Network CAMHS Forum, and the East of England Future in Mind Steering Group. In addition, there are regular meetings between local CCG commissioners and NHS England commissioners to ensure a whole systems approach to existing and developing community and in patient services.

Furthermore, local CCG commissioners are working closely with NHS England commissioners on the Transforming Care Programme of work, and the community pre-admission care and treatment review process for children and young people with learning disabilities and/or autistic spectrum disorders, behaviour that challenges, and mental health problems. The process is intended to challenge and check that there is no alternative to hospital admission.

Implementing the Five Year Forward View for Mental Health includes a requirement for all CCGs to develop collaborative commissioning plans with NHS England's specialised commissioning teams. These plans will include locally agreed trajectories for aligning in-patient beds to meet local need, and where there are reductions releasing resources to be redeployed in community-based services.

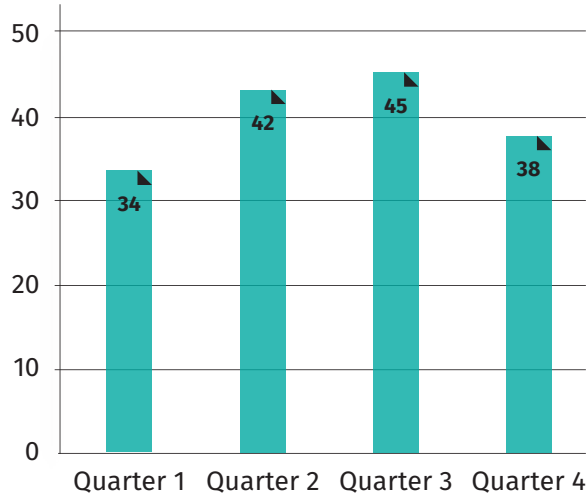
The new investment in development and implementation of clear evidence based pathways, including intensive home treatment where appropriate, for local community Crisis and Eating Disorder services across Essex is intended to reduce admissions to CAMHS Tier 4 in patient units, and where admission is required the length of stay is brief, with joint working and shared practice across services to promote continuity of care on transition back to the community.

CAMHS Tier 4 inpatient activity

Specialist Tier 4 in patient services in Essex are provided by North Essex Partnership University NHS Foundation Trust (NEP) based at the St Aubyn Centre in the north of the county, and by South Essex Partnership University NHS Foundation Trust, (SEPT), Poplar unit, in south Essex. These Trusts have since merged as Essex Partnership University Foundation Trust, (EPUT). There are 2 general acute wards and on PICU

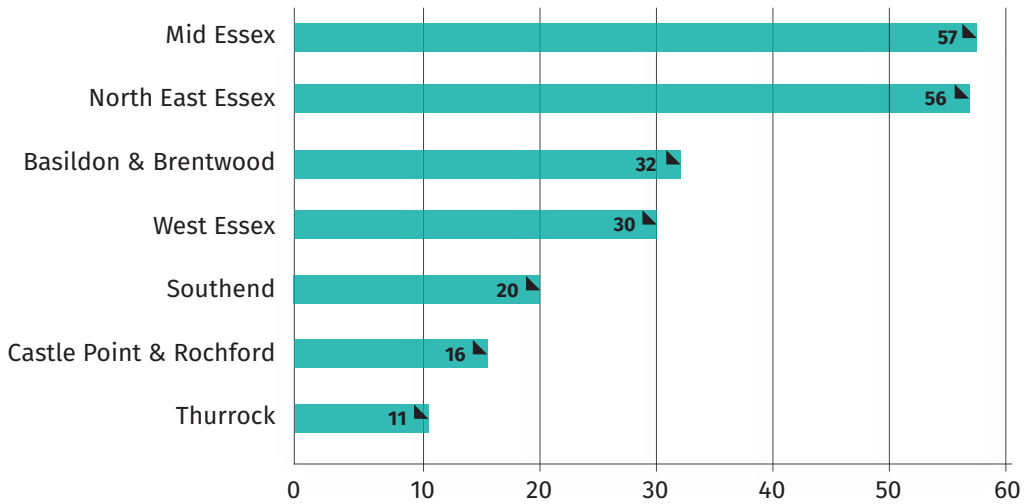
The Chart below shows new admissions in the quarter across the two trusts for 2016/17 based on information provided by commissioning colleagues at NHSE specialised commissioning.

New Admissions - April 2016 - March 2017
St Aubyn Centre and Poplar Unit



The chart below shows admission rates by CCG to all facilities commissioned by specialised commissioning. The highest numbers of admissions to CAMHS Tier 4 across Essex CCGs originate from Mid Essex and North East Essex CCGs, which equate to over 50% of all Essex admissions.

CAMHS admissions - Tier 4 inpatient services
April 2016 - March 2017



Patient activity/length of stay reporting

The tables below summarise details of patient activity by CCG during April 2016 to March 2017 for all CAMHS inpatient service providers commissioned by specialised commissioning.

CCG	Primary Service Type	No. of Patients by ID	Total Length of stay	Average of LOS
NHS Basildon and Brentwood CCG	CAMHS Acute	26	5,602	215.45
	CAMHS Low Secure	2	278	139.00
	CAMHS PICU	2	361	180.50
	Eating Disorder	2	479	239.50
NHS Southend CCG	CAMHS Acute	12	2,223	185.25
	CAMHS LD	2	553	276.50
	CAMHS PICU	1	136	136.00
	Eating Disorder	5	935	187.00
	Unknown (CAMHS) - Not Provide			
NHS North East Essex CCG	CAMHS Acute	46	9,841	213.93
	CAMHS Low Secure	1	137	137.00
	CAMHS Medium secure			
	CAMHS PICU	5	1,225	245.00
	Eating Disorder	3	305	101.67
	Mental Illness	1	180	180.00
NHS Castle Point and Rochford CCG	CAMHS Acute	13	2,820	216.92
	CAMHS Low Secure	2	304	152.00
	CAMHS PICU	1	353	353.00
NHS Mid Essex CCG	CAMHS Acute	39	7,327	187.87
	CAMHS LD			
	CAMHS Low Secure	3	420	140.00
	CAMHS PICU	5	1,180	236.00
	Eating Disorder	10	2,130	213.00
NHS West Essex CCG	CAMHS Acute	25	5,128	205.12
	CAMHS Low Secure	1	286	286.00
	CAMHS Medium secure			
	CAMHS PICU	1	298	298.00
	Eating Disorder	3	920	306.67
NHS Thurrock CCG	CAMHS Acute	8	1,852	231.50
	CAMHS LD	1	40	40.00
	Eating Disorder	2	184	92.00

Appendix 3

Baseline assessment investment in 2016/17

The table below reflects the investment in CAMHS during 2015/16 across Tier 2, Tier 3 and Tier 4, Children's Learning Disability Services and Informal Advocacy.

2015/16 Baseline	Thurrock LA	Southend LA	Essex County Council	Southend CCG	Thurrock CCG	Castle Point & Rochford CCG	Basildon & Brentwood CCG	North East Essex CCG	Mid Essex CCG	West Essex CCG	Essex Total
CAMHS Tier 2	117,833	122,500	1,208,200	0	0	0	0	0	0	0	1,448,533
CAMHS Tier 3 - NEP	0	0	0	0	0	0	0	1,360,649	1,089,965	1,531,646	3,982,260
CAMHS Tier 3 - SEPT	0	0	0	533,400	582,800	511,400	969,400	0	0	0	2,597,000
CAMHS Tier 2 & 3 - NEFLT	80,800	84,000	758,833	381,664	417,866	365,488	689,382	940,901	753,721	1,059,147	5,531,802
CAMHS Tier 4	0	0	0	735,641	424,846	69,689	490,513	1,531,925	1,658,855	1,291,872	6,203,341
CAMHS/LD	0	0	0	35,606	38,983	34,097	64,314	0	0	0	173,000
Childrens Learning Disability Service	0	0	0	0	0	0	0	123,447	98,888	138,959	361,294
Informal Advocacy	0	0	0	0	0	0	0	18,112	14,513	20,382	53,007
Total	198,633	206,500	1,967,033	1,686,311	1,464,495	980,674	2,213,609	3,975,034	3,615,942	4,042,006	20,350,237

Additional investment 2015/16 through transformation funding – part year effect

CAMHS Actual spending15/16									
CCG share of Total Essex Allocation									
Workstreams		Basildon & Brentwood CCG 14.39%	Castle Point & Rochford CCG 10.21%	Mid Essex CCG 19.96%	North East Essex CCG 19.12%	Southend CCG 10.95%	Thurrock CCG 8.85%	West Essex CCG 16.52%	Total 100%
Expansion of services for eating disorders		24,463	17,357	33,932	32,504	18,615	15,045	28,084	169,998
Deeper Dive needs analysis	non-recurrent	21,585	15,315	29,940	28,680	16,425	13,275	24,780	150,000
Publication of the LTP	non-recurrent	2,655	1,884	3,683	3,528	2,020	1,633	3,048	18,449
Engagement with Children & Young People		16,549	11,742	22,954	21,988	12,593	10,178	18,998	115,002
Improved IM&T infrastructure	non-recurrent	33,241	23,585	46,108	44,167	25,295	20,444	38,161	230,999
Project Management office for Transition	non-recurrent	20,434	14,498	28,343	27,150	15,549	12,567	23,458	141,998
Suicide and self-harm audit & training	non-recurrent	14,390	10,210	19,960	19,120	10,950	8,850	16,520	100,000
Medicines Management review	non-recurrent	7,195	5,105	9,980	9,560	5,475	4,425	8,260	50,000
Enhanced crisis services to cover 9am-9pm 7 days a week		22,017	15,621	30,539	29,254	16,754	13,541	25,276	153,002
More staff in local teams to improve single point access		4,317	3,063	5,988	5,736	3,285	2,655	4,956	29,999
More senior clinicians in psychological services		-	-	-	-	-	-	-	-
More practitioners in psychological services		-	-	-	-	-	-	-	-
More staff in locality teams to respond to low to moderate needs		-	-	-	-	-	-	-	-
Extra management capacity		-	-	-	-	-	-	-	-
Training for therapy services (CYP IAPT)		11,800	8,372	16,367	15,678	8,979	7,257	13,546	81,997
Local partnership development sessions		3,022	2,144	4,192	4,015	2,300	1,859	3,469	21,001
Support and training for schools		-	-	-	-	-	-	-	-
Transformation support costs		34,120	24,209	47,327	45,335	25,963	20,984	39,170	237,108
Paediatric Liaison Pilot	non-recurrent	-	20,500	-	-	20,500	-	-	41,000

CAMHS investment in 2016/17

The table below reflects the investment in CAMHS during 2016/17.

Service	Thurrock LA	Southend LA	Essex County Council	Southend CCG	Thurrock CCG	Castle Point & Rochford CCG	Basildon & Brentwood CCG	North East Essex CCG	Mid Essex CCG	West Essex CCG	Essex Total
CAMHS Tier 2 & Tier 3	196,000	204,000	1,841,000	926,000	1,014,000	887,000	1,673,000	2,283,000	1,829,000	2,570,000	13,423,000
CAMHS Tier 4				967,000	502,000	921,000	1,660,000	2,490,000	2,877,000	1,419,000	10,836,000
CAMHS / LD				36,000	39,000	34,000	65,000				174,000
Childrens Learning Disability Service								126,000	101,000	142,000	369,000
Informal Advocacy								18,000	15,000	21,000	54,000
Total	196,000	204,000	1,841,000	1,929,000	1,555,000	1,842,000	3,398,000	4,917,000	4,822,000	4,152,000	24,856,000

Allocation of mental health Transformation funding to Essex CCGs

Funding for emotional wellbeing and mental health services for children and young people is managed as a single fund across Southend Essex and Thurrock. However, the table below shows an indicative division of funds between the CCGs and reflects the intended national investment.

CCG	2017/18	2018/19	2019/20
Basildon and Brentwood CCG	660,198	801,669	895,983
Castle Point and Rochford CCG	442,467	537,281	600,491
Mid Essex CCG	873,214	1,060,331	1,185,076
North East Essex CCG	873,884	1,061,144	1,185,985
Southend CCG	467,369	567,520	634,287
Thurrock CCG	397,768	483,004	539,828
West Essex CCG	745,314	905,024	1,011,498
Essex	4,460,214	5,415,974	6,053,148

In addition, £25m nationally has been made available to reduce waiting times. Half of the funding was released in October 2016 and the second half in January 2017 subject to assurance. The additional funding is shown below by CCG.

CCG	Value for Allocation £k
NHS Basildon and Brentwood	118
NHS Castle Point, Rayleigh and Rochford	79
NHS Mid Essex	156
NHS North East Essex	156
NHS Southend	83
NHS Thurrock	71
NHS West Essex	133
Essex	796
	132

CAMHS Financial Plan

Baseline Assessment Investment in 2016/17 Across All CAMHS Funding Streams	Thurrock LA £000	Southend LA £000	Essex County Council £000	Southend CCG £000	Thurrock CCG £000	Castle Point and Rochford CCG £000	Basildon and Brentwood CCG £000	North East Essex CCG £000	Mid Essex CCG £000	West Essex CCG £000	Total £000
New integrated Tier2/Tier 3 service	196	204	1,841	926	1,014	887	1,673	2,283	1,829	2,570	13,422
CAMHS Tier 4				967	502	921	1,660	2,490	2,887	1,419	10,835
CAMHS / LD				36	39	34	65				175
Children's Learning Disability Service								126	101	142	368
Informal Advocacy Services								18	15	21	54
Total Baseline Investment in 2016/17	196	204	1,841	1,929	1,556	1,842	3,398	4,917	4,822	4,151	24,855
Investment from 2016/17 at Recurrent Values											
Investment from Existing Budgets (Incl Parity of Esteem Investment)	196	204	1,841	1,929	1,556	1,842	3,398	4,917	4,822	4,151	24,855
Transformation Funding Investment				253	215	240	358	473	473	404	2,416
Eating Disorder Funding Investment				73	62	69	103	136	136	116	693
Children's and Young People's IAPT											0
Total Recurrent Baseline Investment at the End of 2016/17	196	204	1,841	2,254	1,833	2,151	3,858	5,526	5,430	4,671	27,964
Investment from 2016/17 at Non recurrent Values				4	3	4	5	7	7	6	37
Total investment 2016/17	196	204	1,841	2,258	1,836	2,155	3,863	5,533	5,437	4,677	28,001

New Investments Starting in 2015/16 Funded by National Allocations	2016/17 Spend											Planned investment 2017/18 funded by national allocations		Funding Source for 2017/18 Expenditure	
	Improving Access and Equality	Non Recurrent £000	Recurrent £000	Total £000	£000	£000	£000	£000	£000	£000	£000	Total £000	Non Recurrent £000	Recurrent £000	CAMHS Transformation 4,460,241
Expansion in local services for specialist community Eating Disorders		693	693	100	85	95	141	187	187	159	953		953		953
Deep Dive needs assessment across each CCG locality			0								0				
Development and publication of the Essex wide Local Transformation Plan (LTP) with an accessible version for CYP and their families		4	4	1	1	1	2	2	2	2	12		12	12	
Medicines management review			0											0	
Enhanced crisis service cover across Southend Essex and Thurrock and building capacity in the teams to provide more intensive care at home		431	431	45	38	43	64	84	84	72	431		431	431	
Enhanced staffing capacity in the Single Points of Access teams to ensure better information, consultation and support, and signposting to local services		111	111	15	12	14	21	27	27	23	140		140	140	
Enhanced senior psychology posts across each locality to ensure high quality supervision		142	142	8	7	8	11	15	15	13	76		76	76	
Online Counselling Service				21	18	20	30	39	39	33	200		200	200	
Crisis re-modelling Match Funding				71	60	67	100	132	132	113	674		674	674	
Building Capacity and Capability in the System															
Development of Project Management Office (PMO) function to deliver on mobilisation of the new service model and transformation workstreams		75	75	11	10	11	16	21	21	18	108		108	108	
Increased junior psychology posts at a local level to enhance service delivery		376	376	44	38	42	62	82	82	70	421		421	421	
Additional staffing capacity in all locality teams with a specific focus or low to moderate needs		508	508	63	53	59	88	117	117	100	598		598	598	
Increase medical capacity (5 junior doctor posts) to increase our ability to respond CYP with more complex needs (SEND, LD, ADHD, ASD)		0	0	22	19	21	31	41	41	35	208		208	208	
Enhanced management capacity at a local level		290	290	30	26	29	43	57	57	48	290		290	290	
Additional local bespoke CYP IAPT training programmes over and above the national IAPT programme, with a specific focus on Primary Mental Health Workers		50	50	10	9	10	15	20	20	17	100		100	100	
Building Resilience in the Community															
Active engagement with children and young people across all CCG localities	37		37	0	0	0	0	0	0	0	0		0	0	
Building community resilience by providing additional support to schools and the voluntary sector		145	145	32	28	31	46	61	61	52	310	-	310	310	
Transformation support costs		263	263	0	0	0	0	0	0	0	0		0	0	
Publicity Communication and Engagement		23	23	10	9	10	15	20	20	17	100		100	100	
Transitions - support for young people leaving childrens services		0	0	42	36	40	59	78	78	67	400		400	400	
Childrens LD - additional capacity and equitable service offer		0	0	37	31	35	52	69	69	58	350		350	350	
			0										0	0	
Total	37	3,109	3,146	563	479	533	795	1,052	1,052	898	5,371	0	5,371	4,418	953

Essex EWMHS Local Transformation Plan (LTP)

Summary of Planned vs. Actual Spend 2016/17

	TOTAL	NHS Mid Essex CCG 19.58%	NHS North East Essex CCG 19.59%	NHS Thurrock CCG 8.92%	NHS West Essex CCG 16.71%	NHS Basildon and Brentwood CCG 14.80%	NHS Castle Point and Rochford CCG 9.92%	NHS Southend CCG 10.48%	Total Essex 100.00%
Planned Spend									
Eating disorders	991,336	194,082	194,231	88,409	165,655	146,737	98,344	103,878	991,336
Other transformation projects	3,057,684	598,629	599,088	272,689	510,947	452,596	303,332	320,403	3,057,684
Total	4,049,020	792,711	793,711	361,097	676,602	599,333	401,675	424,282	4,049,020
Actual Spend									
Eating disorders	693,288	135,731	135,835	61,828	115,850	102,620	68,776	72,647	693,288
Other transformation projects	2,453,083	480,261	480,629	218,769	409,917	363,104	243,353	257,050	2,453,083
Total	3,146,371	615,992	616,464	280,598	525,767	465,724	312,130	329,697	3,146,371
Variance: under/over									
Eating disorders	298,048	58,351	58,396	26,580	49,805	44,117	29,567	31,231	298,048
Other transformation projects	604,601	118,368	118,459	53,919	101,030	89,493	59,978	63,354	604,601
Total	902,649	176,719	176,855	80,500	150,835	133,609	89,546	94,585	902,649

Explanation of underspend

Eating disorder

LTP 1 - Slippage expected. In November 2015 Essex mobilised a new integrated Tier 2 and Tier 3 service model with a single new pan Essex provider. As a consequence, and following the need for consultation with staff from 4 incumbent providers there was a delay in recruitment to the new staffing structures afforded by the LTP monies. Recruitment of staff on a permanent basis commenced at the end of June 2016. It is acknowledged nationally that recruitment to specialist community ED services is challenging. The ED team was running with a 50% vacancy factor in January 2017, nearing full staffing compliment as @ end of March 2017 but still with 3 vacancies

Other transformation projects

- LTP 4 - Majority of project support funded within existing CCG resource.
- LTP 14 - Slippage expected. In November 2015 Essex mobilised a new integrated Tier 2 and Tier 3 service model with a single new pan Essex provider. As a consequence, and following the need for consultation with staff from 4 incumbent providers there was a delay in recruitment to the new staffing structures afforded by the LTP monies. Recruitment of staff on a permanent basis commenced at the end of June 2016. Staff recruitment in specific CCG localities challenging. Some localities within Essex attract fringe supplements and therefore more attractive to staff
- LTP 15 - Scheme to be re-worked 2017/18 for increased support for CYP with SEN and complex needs as deanery confirmed no plans to release more junior doctors
- LTP 17 - Slippage incurred. NELFT working with ARU on development of a bespoke training package delay in delivery outside of their control. Monies used to address shortfall in backfill costs for release of CYP IAPT trainees instead
- LTP 22 - Non -recurrent. No costs incurred during Q4 2016/17. Still waiting for consensus across all CCGs for pan Essex approach to CTR process. From 2017/18 funded recurrently with in CCG allocations.
- LTP 23 - No costs incurred Q4 2016/17. Delay in CCG decision making process regards commitment to invest in identified LTP priorities and the requirement for new schemes to be supported by business cases that show return on investment
- LTP 24 - No costs incurred Q4 2016/17. Governance requirements of respective CCGs resulted in slippage and has delayed mobilisation of this service development
- LTP 21 - Existing CCG resource utilised for internal comms support. Therefore actuals spend was less than the planned estimate.
- LTP 25 - Service mobilised but costs reviewed and covered within enhanced crisis service provision. (LTP 10)
- LTP 20 - Actuals spend was less than the planned estimate due to delays with recruitment (Hub support function).

Appendix 4

Staffing of services in 2016/17

Children's and Young People's Emotional Wellbeing and Mental Health Services

Year 1 - 2015/16 – the priority was to support staff in transition to the new service model. This included formal induction training, and informal development through discussion and consultation with the new teams.

Year 2 - 2016/17 – Following the staff TUPE transfer to the new service provider and post staff consultation, major local and national recruitment campaigns commenced. There was a high vacancy rate at this time and these numbers were inflated by the additional investment in staffing afforded through the LTP monies.

During year 2, there were also several review processes to assess needs and the case for change. These processes, focusing on a particular service area, listened to staff views and involved staff in developing new protocols.

The staff vacancy rate as @ end of March 2016, was 12.65% after five months of service delivery. The following table shows the staff vacancy rate gradually increasing between quarters one and quarters three of 2016 and a gradual decrease in the final quarter four of 2017.

Quality Requirement	Target / standard	Reporting Frequency	Apr 2016	May 2016	Jun 2016	July 2016	Aug 2016	Sept 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017
% Staff vacancy rate	N/A	Q	14.8%	15.9%	64.9%	52.8%	56.6%	46.1%	57.9%	40.9%	38.8%	30.5%	28.6%	26.2%

As expected the staff vacancy rate is decreasing as newly appointed staff take up their posts.

The table below outlines the enhancement to the original staffing structure of our service provider funded through the LTP monies.

Description of work stream	Scheme Number	R/NR	Owner	Proposed Additional Staffing via LTP Funding	Comments
Eating Disorders	LTP 1	R	NEFLT	15.4 wte	Completed 2016/17 and in post
Crisis Service	LTP 10	R	NEFLT	4.73 wte	Complete 2016/17 and in post. Recruitment in certain localities across Essex continues to be challenging. Vacancies are filled with bank and agency staff
Core CAMHS	LTP 11	R	NEFLT	24.7 wte	Completed and in post
Enhanced senior psychology posts across each locality to ensure high quality supervision	LTP 12	R	NEFLT	Enhanced from Band 8a x 7 to Band 8b x 7	Completed and in post
Enhanced management capacity at a local level, Southend and Thurrock		R	NEFLT		Lift from 8c to 8d for service lead Associate Director
Support Team for transformation	LTP 6	R		2 wte	Completed and in post

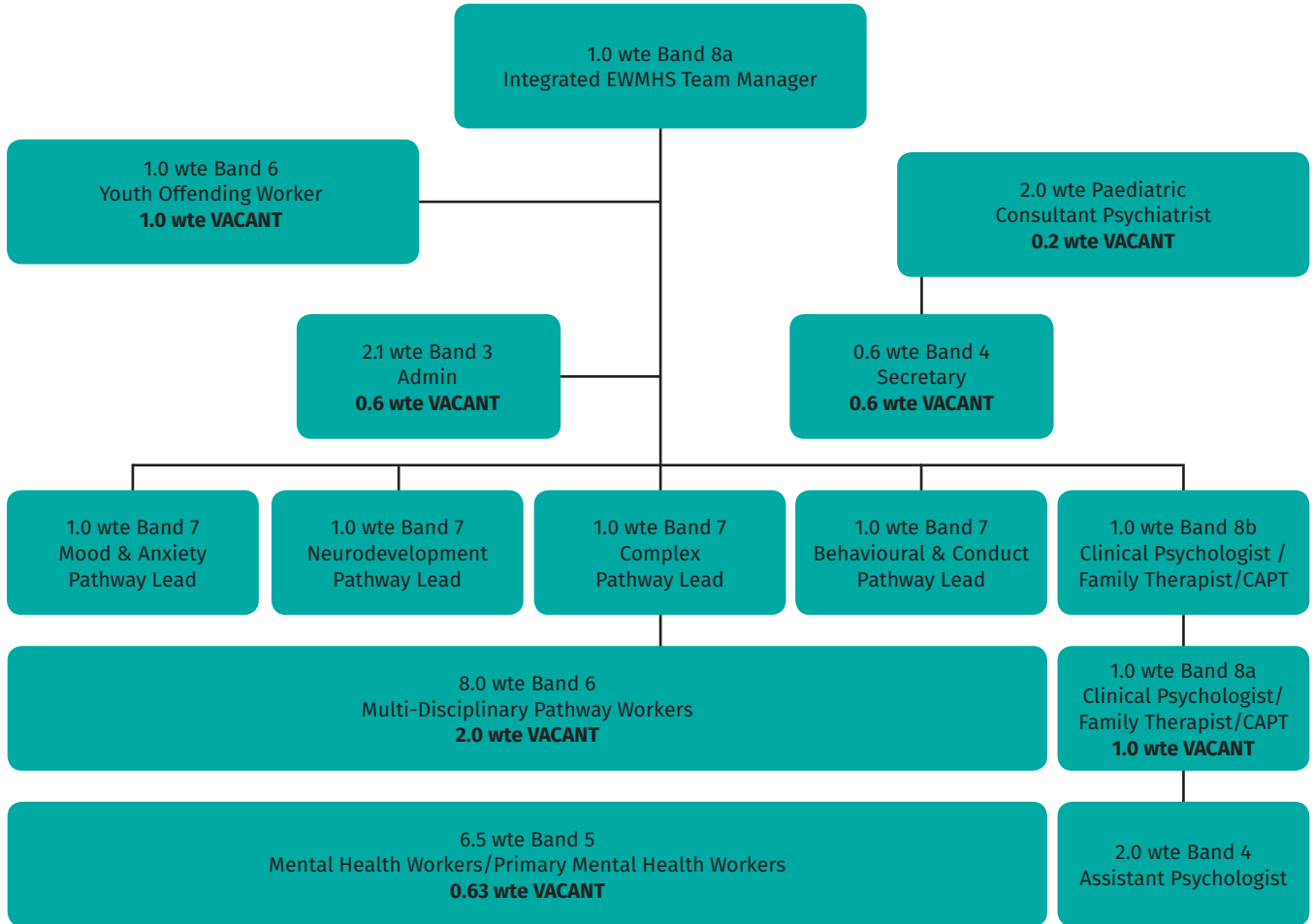
The table below details the staffing establishment for the EWMH service as at the end of March 2017.

EWMHS Current staffing compliment as @ year end 2017

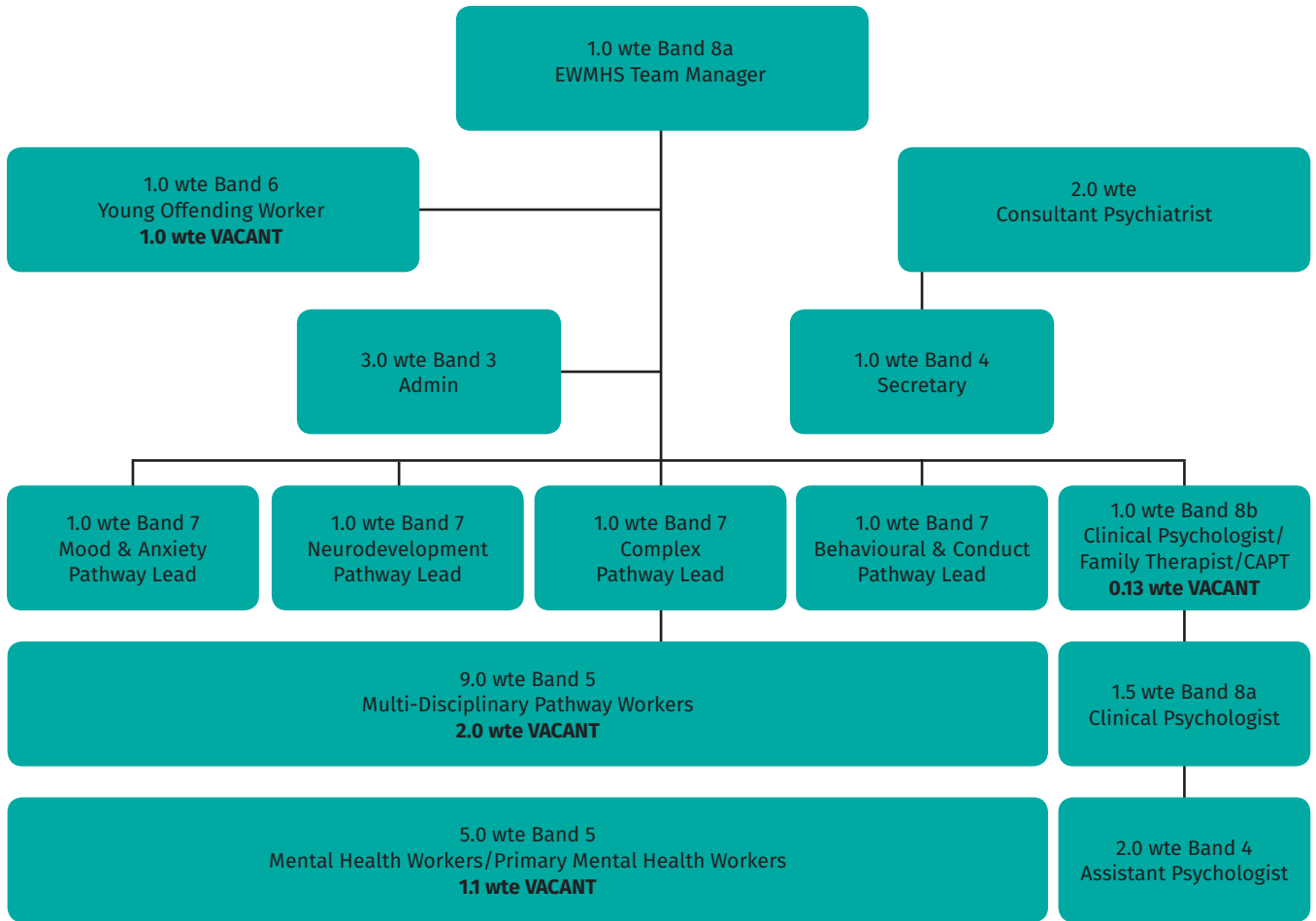
Quality Requirement	Target/Standard	Threshold	Reporting Frequency	Apr 2016	May 2016	Jun 2016	July 2016	Aug 2016	Sept 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	YTD
WTE General Psychiatry	N/A	-	Q	-	-	-	-	-	4	-	-	3	-	-	2	2
WTE Child and Adolescent Psychiatry	N/A	-	Q	-	-	-	-	-	0	-	-	0	-	-	5.5	5.5
WTE Community Health Service Medical	N/A	-	Q	-	-	-	-	-	4	-	-	1	-	-	2	2
WTE Medical and Dental Staff Total	N/A	-	Q	-	-	-	-	-	4	-	-	4	-	-	9.5	9.5
WTE Senior Manager Clinical Support	N/A	-	Q	-	-	-	-	-	1	-	-	0	-	-	0	0
WTE Manager Clinical Support	N/A	-	Q	-	-	-	-	-	4	-	-	1	-	-	1	1
WTE Clerical and Administrative Central Functions	N/A	-	Q	-	-	-	-	-	11.69	-	-	10.41	-	-	11.91	11.91
WTE Clerical and Administrative Clinical Support	N/A	-	Q	-	-	-	-	-	4.91	-	-	8.41	-	-	14.83	14.83
WTE Administration and Estates Staff Total	N/A	-	Q	-	-	-	-	-	21.6	-	-	19.82	-	-	27.73	27.73
WTE HCA Community Services	N/A	-	Q	-	-	-	-	-	0.7	-	-	0	-	-	0	0
WTE Support Worker Community Services	N/A	-	Q	-	-	-	-	-	1	-	-	1	-	-	1	1
WTE Health Care Assistants and Other Support Staff Total	N/A	-	Q	-	-	-	-	-	1.7	-	-	1	-	-	1	1
WTE Manager Community Services	N/A	-	Q	-	-	-	-	-	0	-	-	1	-	-	1	1
WTE Other 1st level (Level 1 Sub Part 1) Community Psychiatry	N/A	-	Q	-	-	-	-	-	0	-	-	0	-	-	0.8	0.8
WTE Other 1st level (Level 1 Sub Part 1) Community Services	N/A	-	Q	-	-	-	-	-	20.54	-	-	37.03	-	-	37.17	37.17
WTE Nursing, Midwifery and Health Visiting Staff Total	N/A	-	Q	-	-	-	-	-	20.54	-	-	38.03	-	-	38.97	38.97
WTE Manager Clinical Psychology	N/A	-	Q	-	-	-	-	-	2	-	-	1	-	-	1	1
WTE Manager Psychotherapy	N/A	-	Q	-	-	-	-	-	0.9	-	-	0	-	-	0	0
WTE Manager Social Services	N/A	-	Q	-	-	-	-	-	2	-	-	2.6	-	-	2.6	2.6
WTE Manager other Scientific, Therapeutic and Technical Staff	N/A	-	Q	-	-	-	-	-	0	-	-	2	-	-	3	3
WTE Therapist Occupational Therapy	N/A	-	Q	-	-	-	-	-	0.8	-	-	0.8	-	-	1.8	1.8
WTE Therapist Multi Therapies	N/A	-	Q	-	-	-	-	-	64.82	-	-	13.53	-	-	23.03	23.03
WTE Therapist Psychotherapy (IAPT)	N/A	-	Q	-	-	-	-	-	0	-	-	0.00	-	-	2.00	2.00
WTE Therapist Social Services	N/A	-	Q	-	-	-	-	-	1.5	-	-	5.59	-	-	10.69	10.69
WTE Therapist Other Scientific, Therapeutic and Technical Staff	N/A	-	Q	-	-	-	-	-	0	-	-	47.23	-	-	49.61	49.61
WTE Scientist Clinical Psychology	N/A	-	Q	-	-	-	-	-	15.24	-	-	14.03	-	-	13.07	13.07
WTE Scientist Psychotherapy	N/A	-	Q	-	-	-	-	-	3	-	-	1.867	-	-	1.9	1.9
WTE Assistant Practitioner Clinical Psychology	N/A	-	Q	-	-	-	-	-	1	-	-	5	-	-	15	15
WTE Helper/Assistant Other Scientific, Therapeutic and Technical Staff	N/A	-	Q	-	-	-	-	-	1	-	-	0	-	-	0	0
WTE Consultant Therapist / Scientist Other Scientific, Therapeutic & Technical Staff	N/A	-	Q	-	-	-	-	-	0	-	-	0	-	-	2.6	2.6
WTE Scientific, Therapeutic and Technical Staff Total	N/A	-	Q	-	-	-	-	-	92.26	-	-	93.65	-	-	126.27	126.27
WTE UNK	N/A	-	Q	-	-	-	-	138	8.75	-	-	0	-	-	7.5	7.5
WTE UNK Total	N/A	-	Q	-	-	-	-	-	8.75	-	-	0	-	-	0	0
WTE Grand Total	N/A	-	Q	-	-	-	-	-	148.85	-	-	156.49	-	-	203.47	203.47

Staffing of current services as at end March 2017

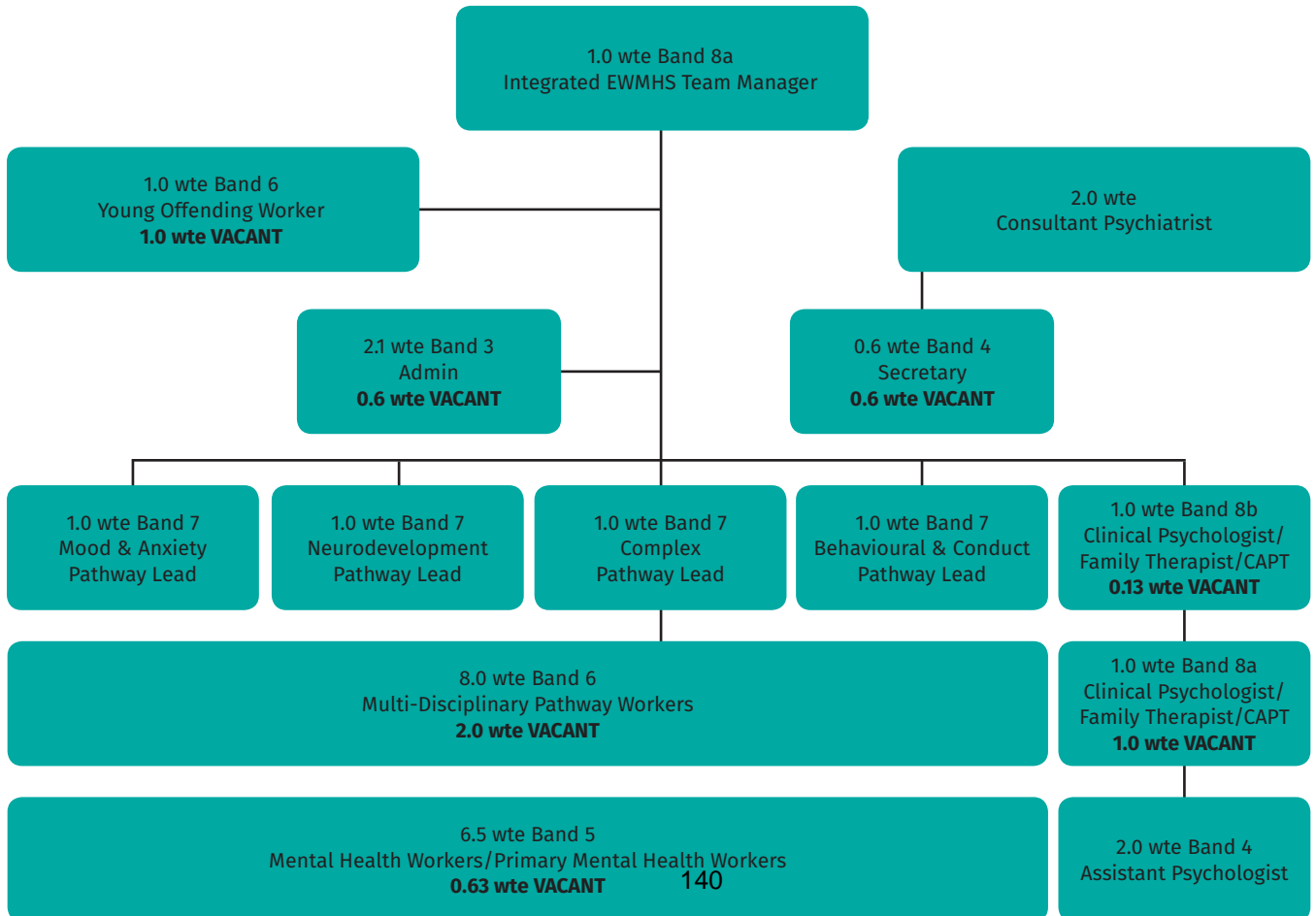
EWMHS Southend



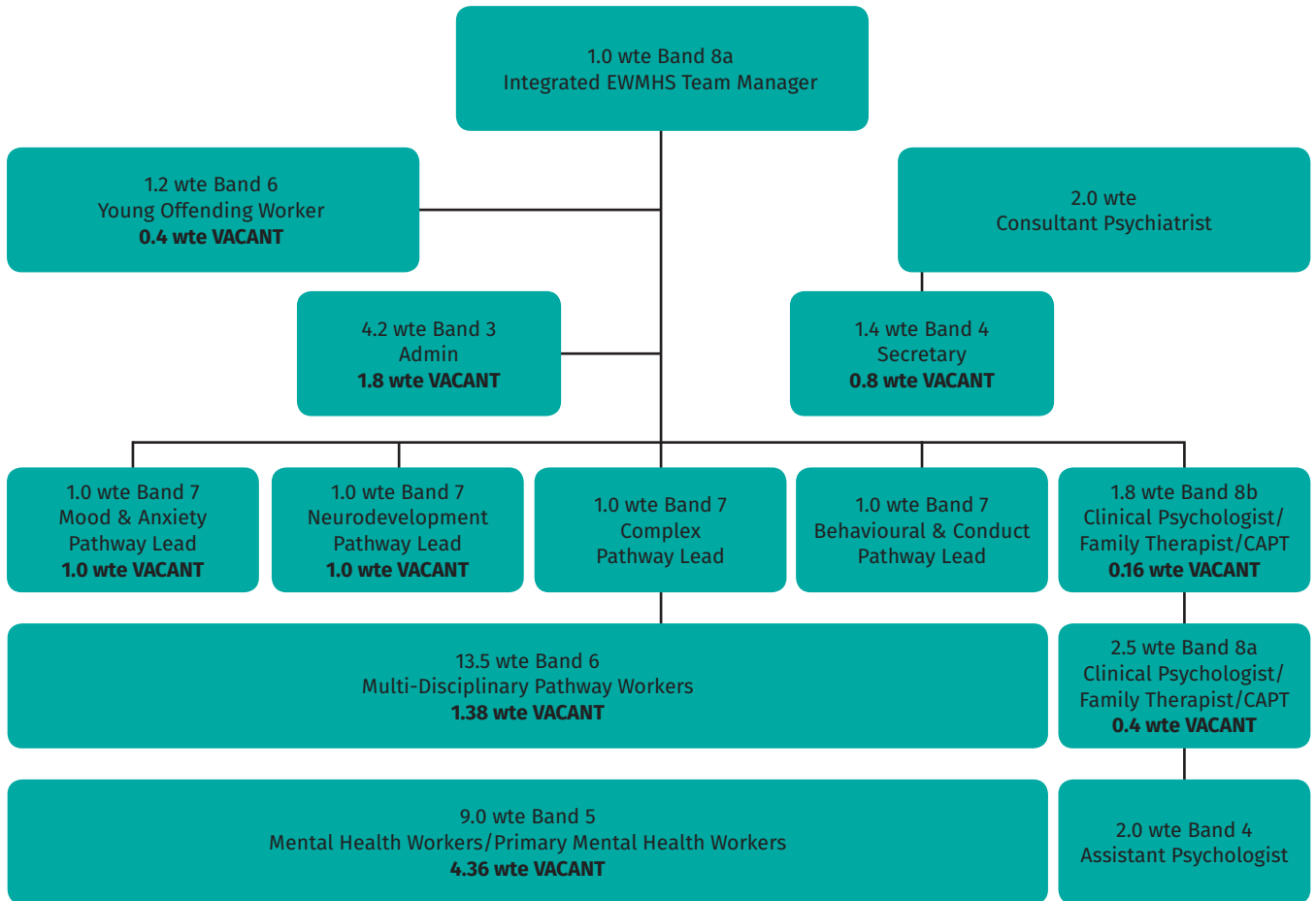
EWMHS Basildon/Brentwood



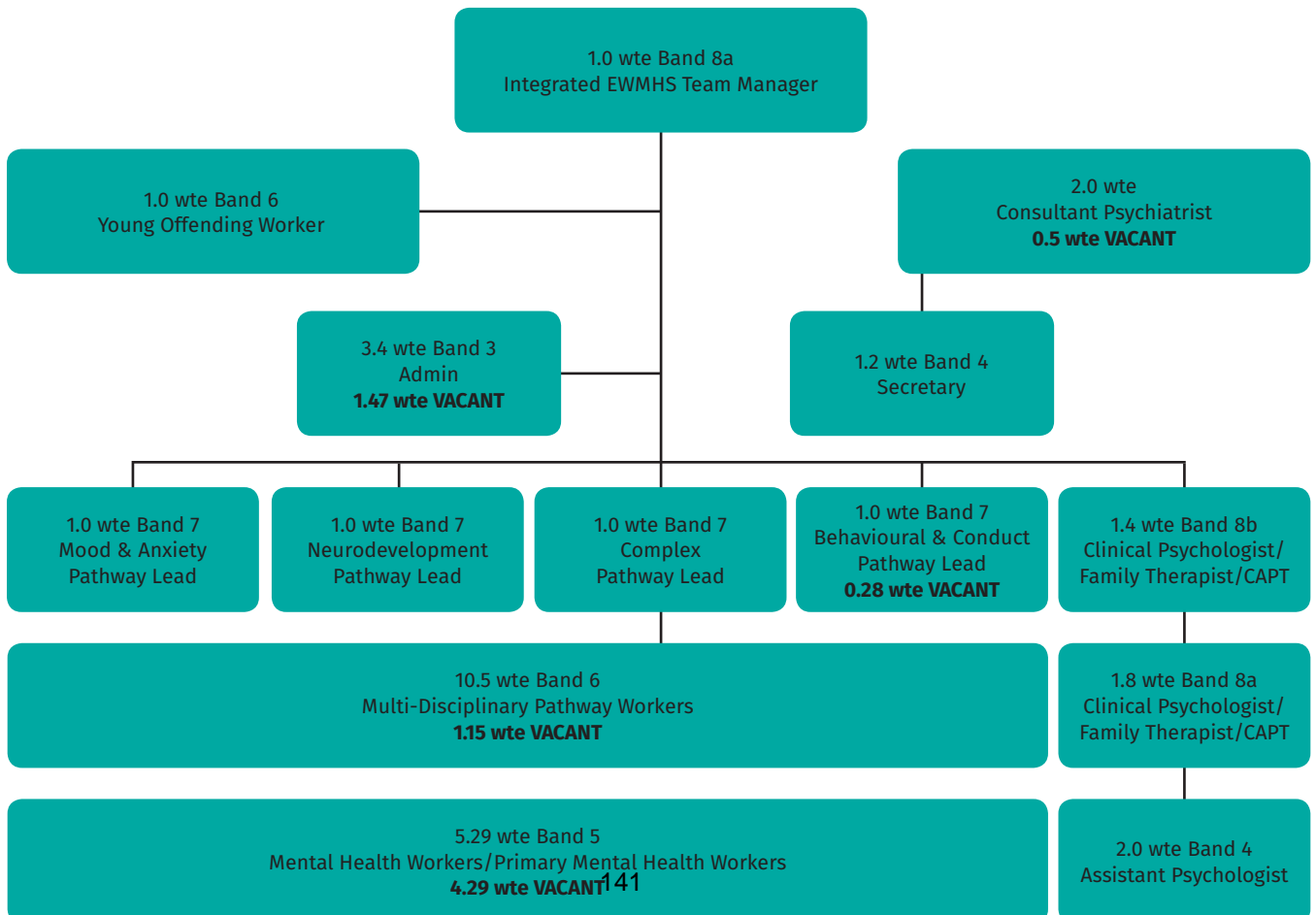
EWMHS Southend



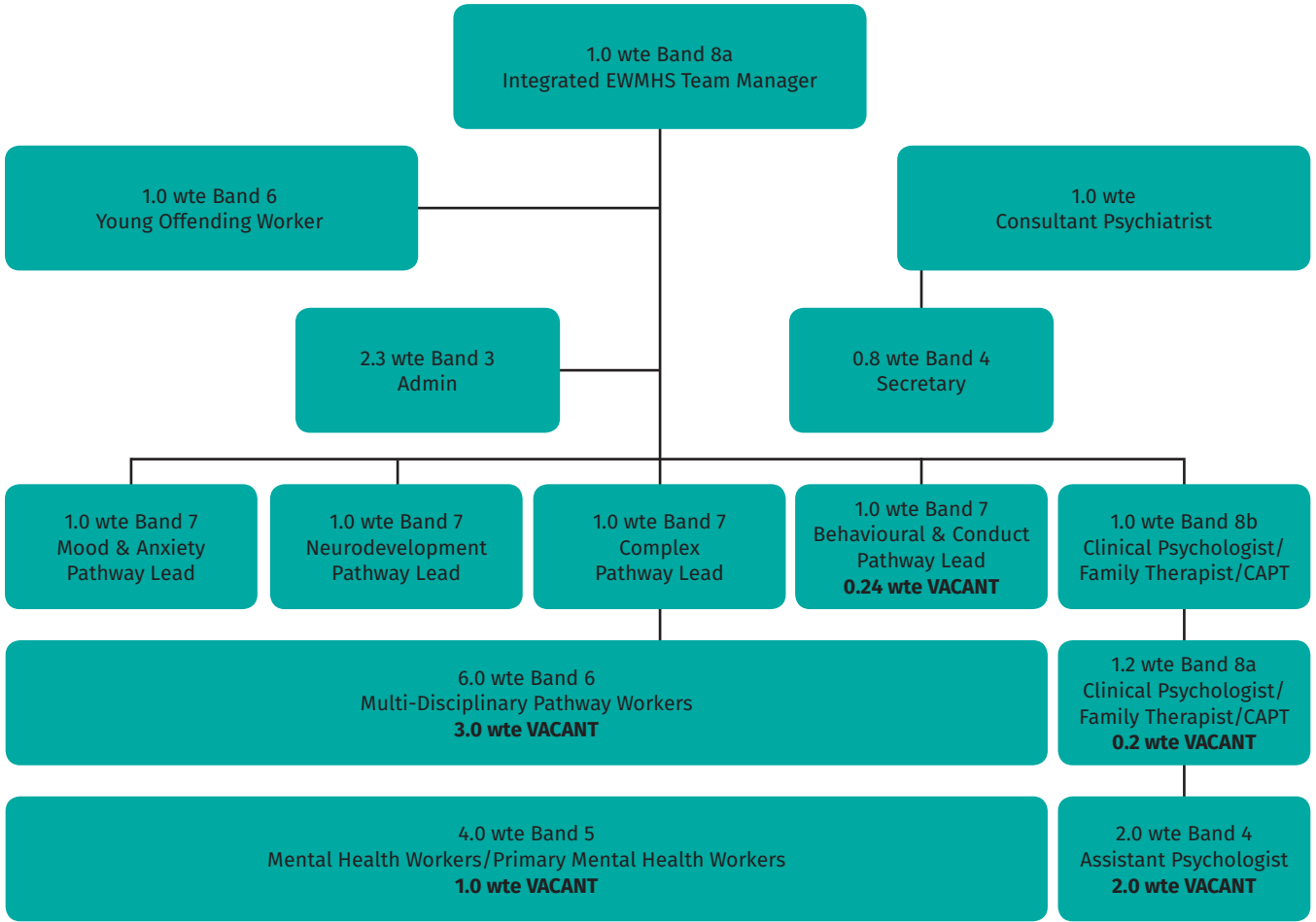
EWMHS Mid Essex



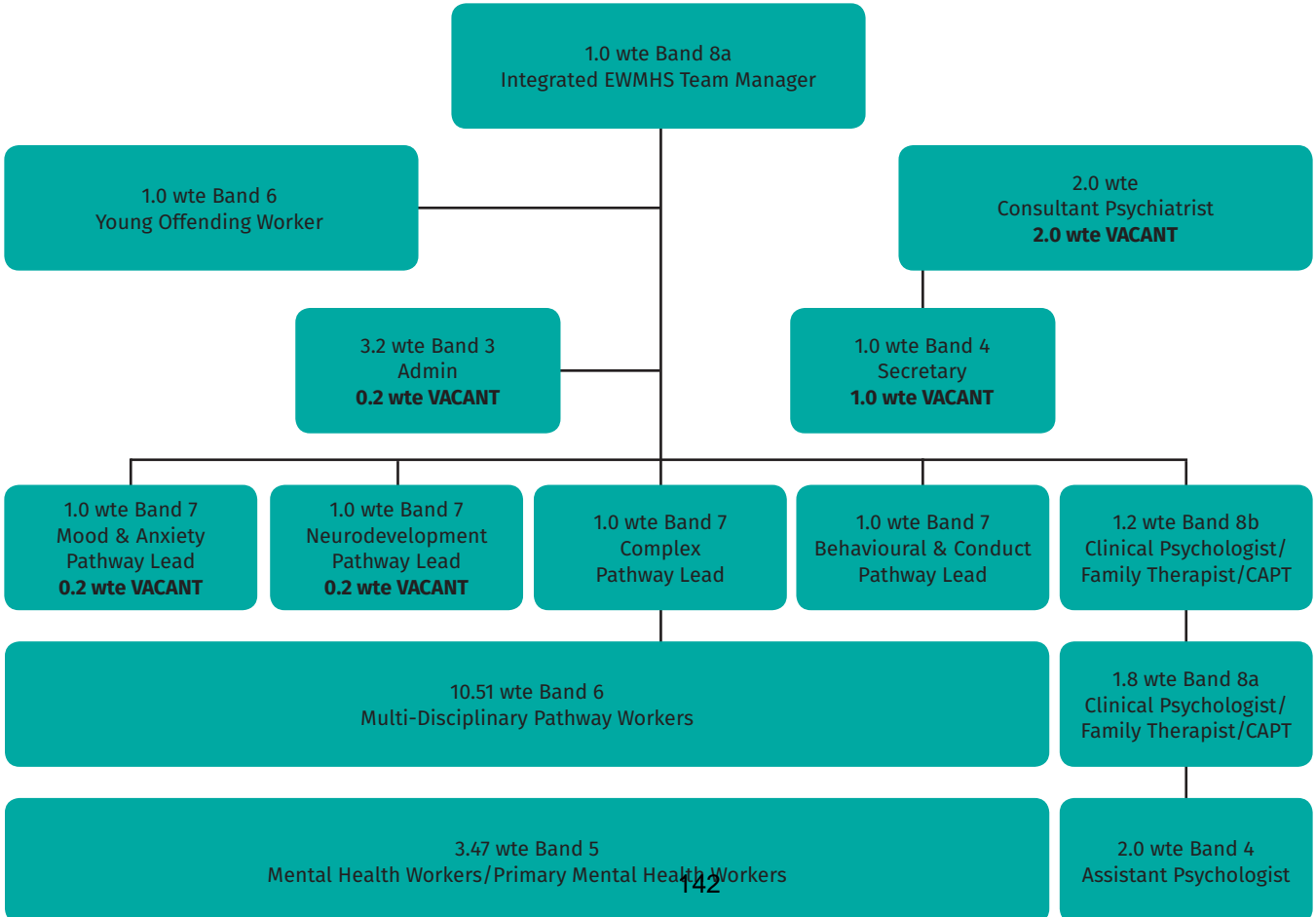
EWMHS West Essex



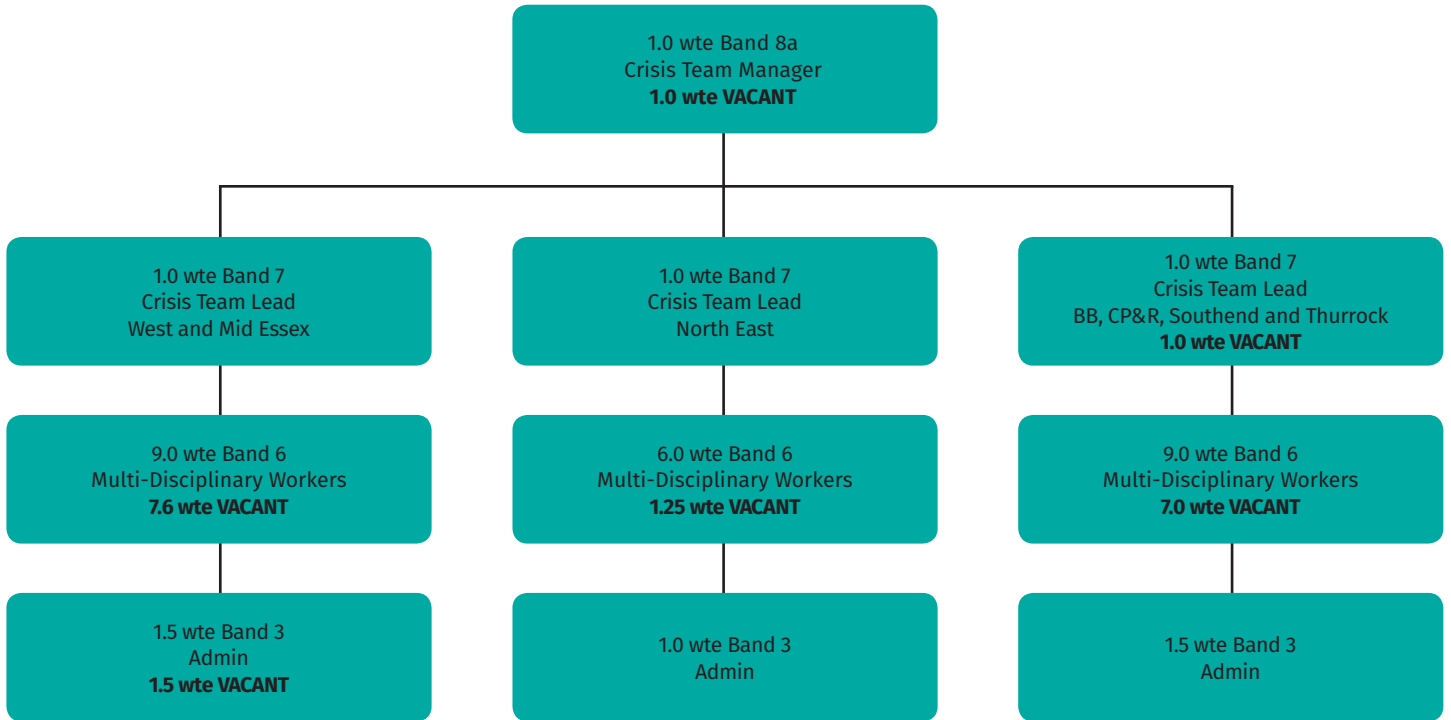
EWMHS Thurrock



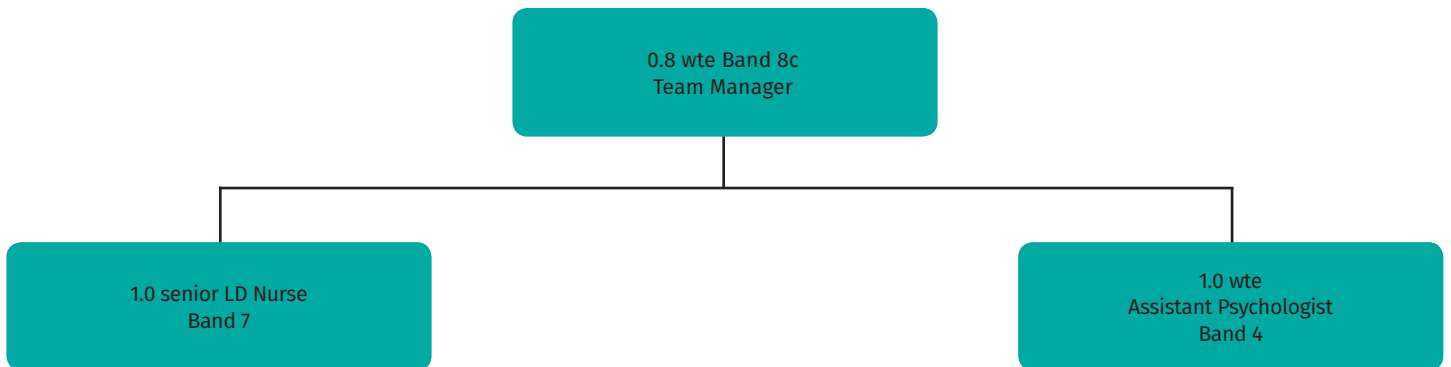
EWMHS North Essex



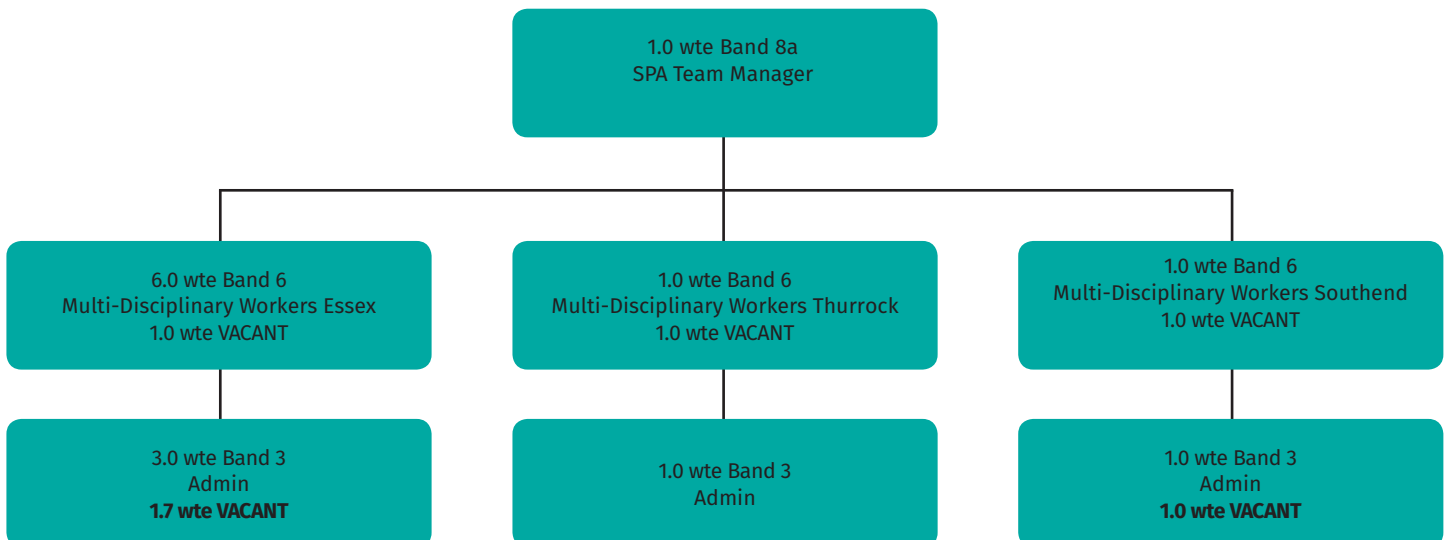
EWMHS Crisis Team



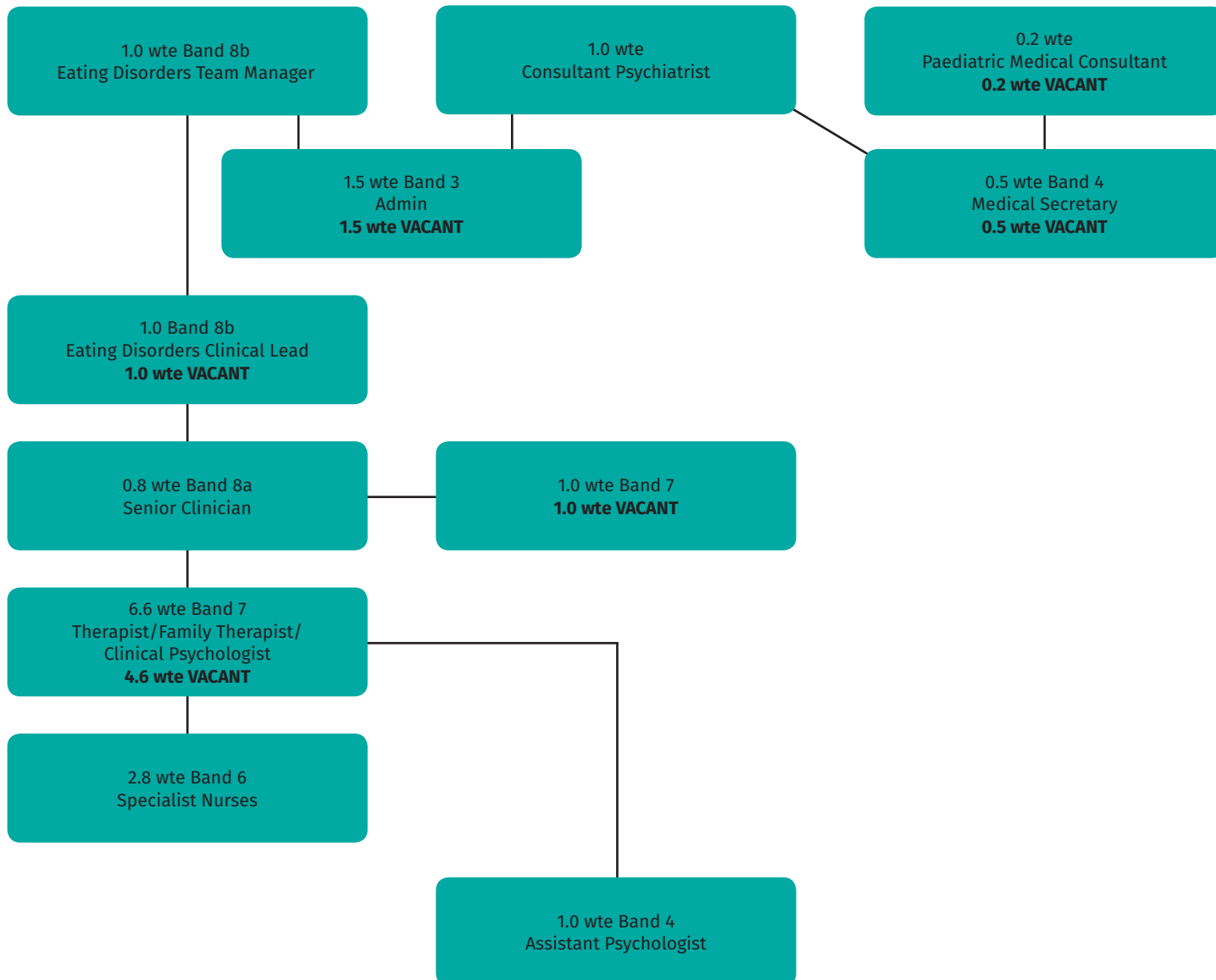
EWMHS LD Team



EWMHS SPA Team



EWMHS Eating Disorders service



CAMHS Tier 4 inpatient services

Staffing of current services as at March 2017

North Essex

Job Role	Band 2		Band 3		Band 4		Band 5		Band 6		Band 7		Band 8a		Band 8b		Total Tier 4	
	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
Assistant	8	6.25															8	6.25
Assistant/Associate Practitioner																	0	0.40
Assistant/Associate Practitioner Nursing					4.4	9.34											4.4	9.34
Clinical Psychologist										1	0.00		1.00				2	2.00
Consultant																	2	2.00
Healthcare Assistant			14.4	13.54													14.4	13.54
Modern Matron													1	1.00			1	1.00
Nurse Manager										2	2.00						2	2.00
Occupational Therapist							0	1.00	1	1.00							1	2.00
Officer			3	2.25	2	2.00	1	1.00									6	5.25
Psychotherapist													2	2.93			3	3.93
Sister/Charge Nurse									6	6.86							6	5.86
Specialty Doctor																	2	1.00
Specialty Registrar																	1	2.00
Staff Nurse							10.4	12.33									10.4	12.33
Supervisor			1	1.00													1	1.00

South Essex

Job Role	Band 2		Band 3		Band 4		Band 5		Band 6		Band 7		Band 8a		Band 8b		Total Tier 4	
	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
Nursing	8	7.89	6	6.00			6	8.24	2	2.00			1	1.00			23	22.00
Psychology													1	0.7	1	0.7	2	1.4
Occupational Therapist									1	1.00								
Family Therapy											1	1.00					1	1.00
Psychology Assistant					1	0.7											1	0.7
Medical Staff																		
Consultant																	1	1.00
SpR																	1	1.00
Staff Grade																	1	1.00
Admin																	2	2.00
Advocate Service																	1	0.2

Appendix 5

Terms of Reference for the Child and Adolescent Mental Health Strategic Oversight Group, Collaborative Commissioning Forum, and Local Transformation Plan (LTP) Service Delivery Group

Southend Essex and Thurrock Child and Adolescent Mental Health Services (CAMHS) Strategic Oversight Group (SOG)

Terms of Reference

Purpose

The purpose of this group is to have senior representation to ensure oversight of the complete CAMHS agenda. The meeting will be used as a Forum for discussion on all strategic matters relating to children's mental health including the STPs and as a means of sustaining the integrated commissioning arrangements across Southend Essex and Thurrock Local Authorities and Essex CCGs.

Governance

See Governance Chart below.

Functions

The group's key functions will be to:

- Act as the strategic forum for CAMHS transformation
- Oversee future iterations of the Local Transformation Plan (LTP)
- Monitor delivery of the LTP via assurance reports from the LTP Service Delivery Group
- Consider matters escalated from the Collaborative Commissioning Forum regarding the service contract and service delivery
- Ensure consistency and deliverability for matters to children's mental health across the three Sustainability and Transformation Plans (STP)
- Act as a Forum to explore all age approaches to mental health
- Ensure oversight of children's elements of the overarching mental health strategy

Modus operandi

Members of the group will:

- Act openly and transparently
- Respect the processes and business imperatives of partner organisations
- Be committed to resolving challenges through joint commissioning and partnership focused solutions
- Be creative
- Promote the interests of children and young people at all times

Membership and Frequency of Meetings

Membership is made up of one representative from each commissioning partner. For the CCGs the member should be either the AO or the DoN and for the local authorities an appropriate director. The strategic lead for CAMHS will be in attendance.

Meetings will be held monthly.

Quoracy

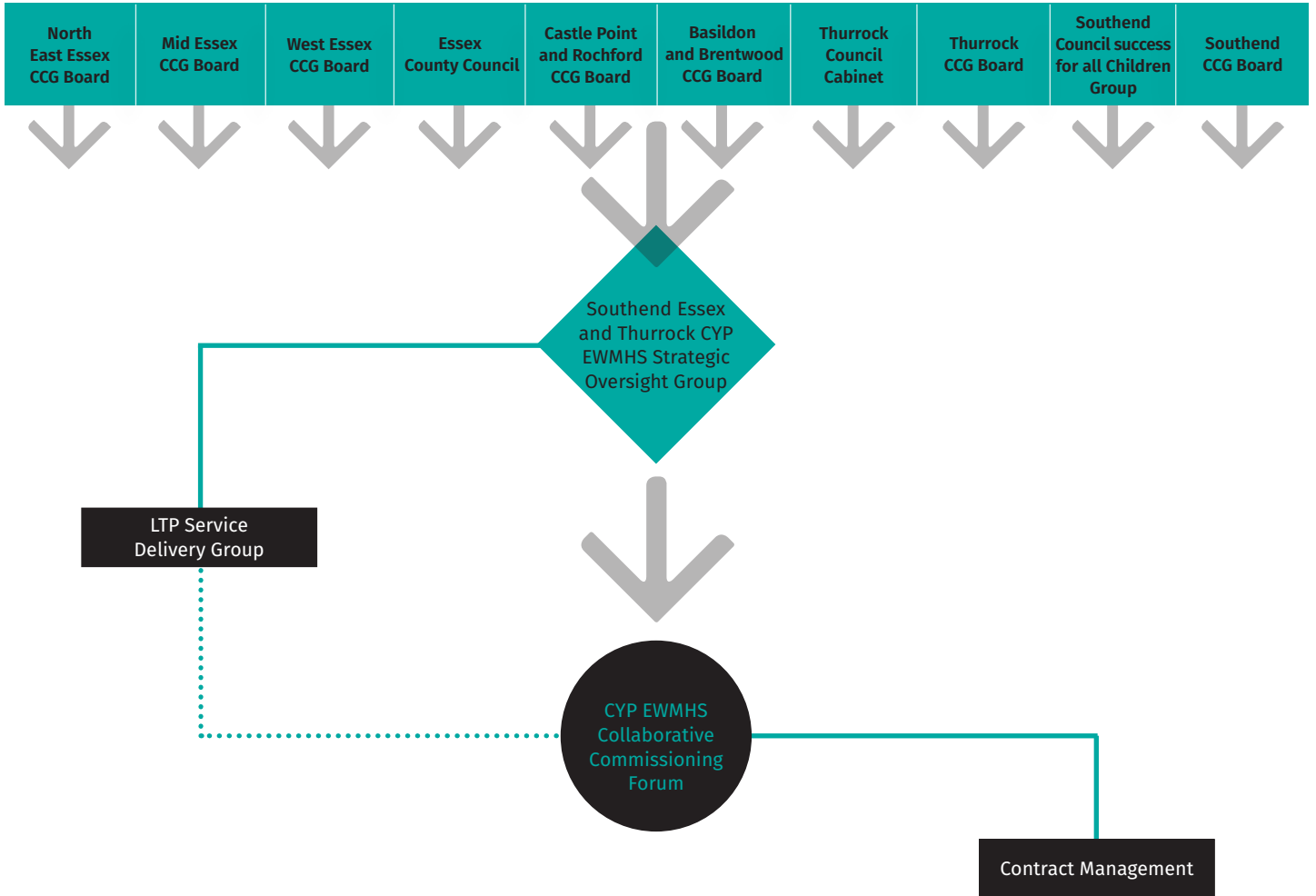
The group will be quorate with 4 CCG representatives and 2 LA representatives.

Review

These Terms of Reference will subject to regular review no later than 31st March 2017

Governance

Children and Young People (CYP) Emotional Wellbeing and Mental Health Service (EWMHS) Partnership Governance



Children and Young Peoples Emotional Wellbeing and Mental Health Service Collaborative Commissioning Forum (CCF)

Terms of Reference

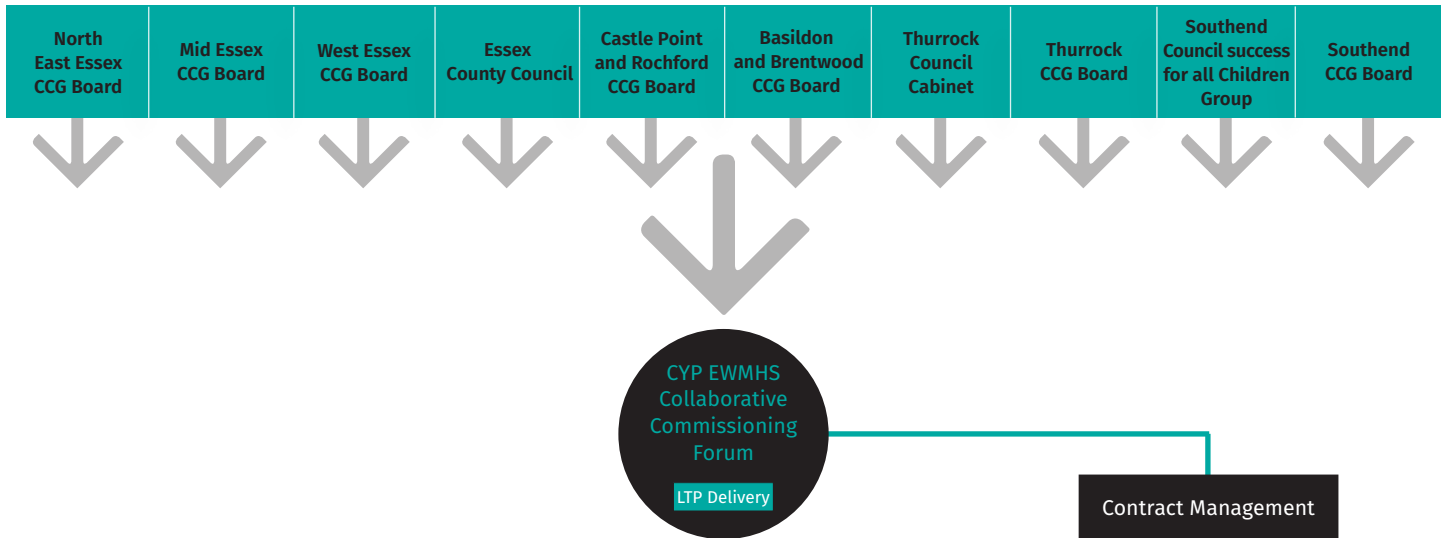
Purpose

The Collaborative Forum has been established following award of the contract on the 1st June 2015, by agreement of the Commissioners. This forum will be used as the focus for discussion of all matters relating to Children and Young People’s Emotional Wellbeing and Mental Health (CYP EWMH) including strategic planning the commissioning contract, mobilising the LTP priorities/funding and the pursuit of the objectives and performance of the function of the Collaborative.

Governance

Below is a map detailing the governance for the collaborative commissioning forum.

Children and Young People (CYP) Emotional Wellbeing and Mental Health Service (EWMHS) Partnership Governance



Functions

The Collaborative Forum's key functions are to:

- Act as the strategic forum for CYP EWMH transformation
- Act as the strategic forum to agree and mobilise LTP priorities and agree release of LTP funding
- Share information that enables collective understanding of any gaps in locally commissioned services that are impacting on children and young people.
- Use information to inform future commissioning intentions. This may include both the EWMHS services and also where there are gaps in local pathways at CCG/LA level.
- Oversee the production of a CYP EWMH strategy and transformation plan
- Monitor subsequent delivery of CYP EWMH strategy and transformation plan
- Discuss matters relating to the CYP EWMH commissioning contract and the pursuit of the objectives and performance of the function of the Collaborative.
- Monitor performance of the provider against contract and KPIs
- Monitor mobilisation plans of the new provider

Modus operandi

Members of this group will undertake to:

- Act in an open, transparent and honest way
- Respect the processes and business imperatives of partner organisations both commissioners and providers
- Individual CCF members will be responsible for consistent cascade of information and communication of the work of the CCF back into partner organisations.
- Be creative in resolving the difficult issues raised through joint commissioning and partnership arrangements
- Conduct business on a consensual basis

Membership and frequency of meetings

Membership is made up of one appointed senior representative from each commissioner with the delegated authority and responsibility to make decisions for their organisation. The group will be chaired by a local authority representative and the deputy chair will be appointed by the lead commissioner (West Essex CCG). The secretary for the forum will also be appointed by the lead commissioner.

The group will be chaired by: **Chris Martin**

The deputy chair is: **Jane Kinnibugh**

The group will be administered by: **Caroline Durell**

Meetings will be held monthly, with the agenda circulated 5 working days prior.

From time to time work will be carried out virtually by email or conference calls.

Organisation	Position	Name
Essex County Council – Chair	Commissioning Director – Children	Chris Martin
West Essex CCG – Deputy Chair	Director of Nursing	Jane Kinniburgh
Secretary	Joint CETR Co-ordinating Manager & EWMHS Administrator	Caroline Durell
Children's commissioner		
West Essex CCG	Head of Children's Commissioning	Jess Ford
North East Essex CCG	Senior Mental Health Commissioning Manager	Charlie Davies
Mid Essex CCG	Senior Commissioning Manager	Olabisi Williams
Castle Point and Rochford CCG	Strategy & Commissioning Manager – Children & Transition	Angela Ejoh
Basildon and Brentwood CCG	Senior Commissioning Manager	Alfred Bandakpara-Taylor
Thurrock CCG	Senior Commissioner for Children	Helen Farmer
Southend CCG	Strategy & Commissioning Manager – Children & Transition	Angela Ejoh
Thurrock Borough Council	Strategic Lead Children's Commissioning	Sue Green
Southend Borough Council	Strategy & Commissioning Manager – Children & Transition	Angela Ejoh
Essex County Council	Head of Commissioning – People	Clare Hardy
Senior Director/Nurse		
West Essex CCG	As above	As above
North East Essex CCG	TBC	TBC
Mid Essex CCG	Director of Finance	Dee Davey
Castle Point and Rochford CCG	Director of Strategy, Commissioning & Procurement	Jacqui Lansley
Basildon and Brentwood CCG	Director of Transformation	William Guy
Thurrock CCG	Director of Nursing	Jane Foster-Taylor
Southend CCG	Director of Strategy, Commissioning & Procurement	Jacqui Lansley
Thurrock Borough Council	Strategic Lead Children's Commissioning	Sue Green
Southend Borough Council	Director of Strategy, Commissioning & Procurement	Jacqui Lansley
Essex County Council	As above	As above
Lead Commissioners		
West Essex CCG	Assistant Director CAMHS Commissioning	Jessica Thom
West Essex CCG	CAMHS Commissioning Manager	Dawn Bolingbroke
West Essex CCG	Quality Lead	Theresa Smith
West Essex CCG	Contract Accountant	Chanuri Rodrigo

Version Control

Date	Version	Author	Summary of Changes
13/05/15	V.1	Alfie Ward	Produced initial Draft
19/08/2015	V.2	Sallie Mills Lewis	Review of functions
01/08/2017	V.3	Jessica Thom	Review of membership and functions
14/09/2017	V.4	Jessica Thom	Update on members

Southend, Essex and Thurrock LTP Service Delivery Group

Terms of Reference

Purpose

- 1 The purpose of the Service Delivery Group is to provide a time limited task and finish group to oversee delivery and implementation of the priority work streams identified within the Essex Local Transformation Plan (LTP) for improving emotional wellbeing and mental health outcomes for children and young people.

Objectives

- 2 To ensure that there are clear actions, targets and milestones for development and implementation of those priority work streams identified within the LTP, and set out below:
 - Development of an enhanced evidence based community eating disorder service.
 - Development of an Emotional Wellbeing and Mental Health Joint Strategic Needs Assessment
 - Refresh of the Southend Essex and Thurrock LTP
 - Active engagement and co-production with children and young people in the community across all CCG localities
 - Audit of effectiveness of teenage suicide prevention guidance and a review of the support required to prevent and manage self-harm
 - Medicines management review
 - Enhanced crisis service cover 24 hours a day seven days a week and building capacity to provide emergency care within the home
 - Enhanced staffing capacity in the Single Points of Access teams
 - Enhanced senior psychology staffing capacity
 - Enhanced junior psychology staffing capacity
 - Enhanced locality team capacity with a focus on low to moderate needs
 - Enhanced locality team management
 - Development and implementation of local bespoke children and young people IAPT training programs with a focus on Primary Mental Health Workers
 - Building community resilience by providing additional support to schools
 - Enhanced medical capacity (5 junior doctor posts) to respond to children and young people with more complex needs
- 3 To ensure the priority work streams are developed and implemented within agreed timescales.

Membership

4 The Service Delivery Group will be chaired by the Essex CAMHS Strategic Lead, West Essex CCG.

5 The membership of the Service delivery Group will comprise of;

- Commissioning and Strategic Leads for Thurrock LA, Southend LA, ECC, CCGs
- Service Leads for NELFT
- Education commissioner representative
- Voluntary Sector representative
- Healthwatch Essex representative
- YOT representative
- NHSE Specialised Commissioning representative
- Adult Mental Health Commissioning representatives
- GP leads
- Public Health Commissioning representative

Frequency of meetings

6 The Service Delivery Group will meet monthly

7 Lead commissioners will ensure that the work streams to be developed and implemented by NELFT are monitored through the monthly contract management meetings

Governance

8 The Service Delivery Group will report to the CAMHS Collaborative Commissioning Forum.

Appendix 6 Key Performance Indicators

LTP work stream	Description of local priority	Funding stream	Service user group that the priority is targeted at e.g. Under 18s with Eating Disorders, LAC, CYP who are sexually exploited	What is the evidence base for this intervention?	The expected outcome of the scheme	Main KPI	KPI baseline	KPI target	Date KPI to be achieved	Delivery of KPI
LTP 1	Create a specialist but community based eating disorder service. A multidisciplinary service covering all of Essex is proposed offering community based NICE (National Institute for Health and Care Excellence) concordant treatment, intensive community support and specialist family based treatments are a core component. The specialist team will comprise medical and non-medical staff with significant eating disorder expertise and appropriate capacity and skills to meet the Access and Waiting Time Standard.	Eating Disorders	Under 18s with Eating Disorders inclusive of all vulnerable groups	NCCMH's England guidelines 2015	Improved waiting times and access, improved outcomes, reduced admissions to Tier 4	To record % of cases that received NICE concordant treatment within the standard's timeframes	10% of presenting cases	10% of presenting cases	March 2018 - 95% by 2020/21	KPI on track to deliver and reviewed in view of 95% target by 2020/21. Unify waiting time reporting demonstrates on target for compliance with standards
LTP 2	Deep dive needs analysis across each of the CCGs	15/16 Transformation Funds	All CYP but targeted at vulnerable groups	Part of evidence based development	Detailed knowledge of the CYP population needs across Essex	Delivery of quality assured needs assessment by March 2016	Not applicable	100% completion	Mar-16	100% completion delivered September 2016. Due for sign off by Essex Health and Wellbeing Board
LTP 3	Publication of the Southern Essex and Thurrock Local Transformation Plan	15/16 Transformation Funds	All CYP but targeted at vulnerable groups	Compliance with National guidance	Better informed CYP families and partners	Delivery of Plan with required timeframes	Not applicable	100% completion	Mar-16	100% completion and sign off by Lead commissioner, West Essex CCG on behalf of all 7 Essex CCGs, Thurrock and Southern Borough Councils and Essex County Council. Published on all ten partners websites and signed off by all three LA Health and Wellbeing Boards
LTP 4	Active engagement with CYP in partnership with Resprocent	15/16 Transformation Funds	All CYP	Best practice	Genuine engagement and co-production with CYP in the community	Number of accredited training places by locality	To be established during phase 1	10% of the total young people expressing an interest	Mar-17	Existing work is on track to deliver the following milestones: work has begun and is looking to roll out over the coming months. Launch of App October 2016. Campaigns in November, January and March. KPIs and Outcome measures for the Project will commence in November - including the anecdotes / qualitative outcomes
LTP 5	Improved RMT equipment, training and infrastructure	15/16 Transformation Funds	All CYP	Enabler for NICE compliance best practice	Agile working, real time outcome capture from CYP, better informed working practice	Number and % of service users with improving outcome scores	To be established	To be agreed from year 2 onwards	Mar-17	Original KPI not met. Revised KPI baseline to be established. KPI revised to March 2016.
LTP 6	PMO to deliver mobilisation and transformation work streams	15/16 Transformation Funds	All CYP	Delivery of national guidance	New service mobilised and new model of care being delivered implementation of new schemes on track	Not applicable as this is an enabler to ensure delivery of all KPIs	Not applicable	Not applicable	Mar-16	New service model mobilised but pace of change slower than anticipated
LTP 7	Suicide and self harm audits	15/16 Transformation Funds	All CYP	Best practice	Understanding of gaps and needs to identify next steps and improvements	Audit completed	Not applicable	Audit completed and action plan developed	Mar-16	100% completion delivered September 2016. Further investment to be considered in support of recommendations
LTP 8	Medicines management review	15/16 Transformation Funds	All CYP who are on prescribed medication	Best practice, NICE guidance, formulary compliance	Effective prescribing and monitoring of medication, improved collaborative working with other community service providers and improved access to medicines advice	Review completed	Not applicable	Review completed and forward plan developed	Mar-16	KPI not met. Delay in recruitment of Pharmacist - due to commence employment November 2016. Audit Plan completed. New date KPI to be achieved March 2017
LTP 9	Safe and effective mobilisation of the new integrated Essex wide EIMHS	15/16 Transformation Funds	All CYP and their families across Southern Essex and Thurrock	Best practice NICE guidance and national guidelines	Better access, earlier intervention, support to schools, improved crisis response, better outcome for CYP and their families	Improved access	To be established during 2015/16	95% within 18 weeks	Mar-16	KPI achieved as @ end of March 2016 but have not been able to agree a stretch target due to increased demand and deterioration in waiting times in year. Action plan with trajectory in place to achieve 95% before March 2017
LTP 10	Extending crisis services to 7 days per week 9am-5pm and building capacity for emergency care at home	15/16 Transformation Funds	All CYP who require crisis intervention	Crisis care concordant and response to identified local need	Fewer CAMHS presentations at A+E. Reduced demand on Tier 4. More home based packages of care available	4 hour response time	New service model	100%	Mar-16	KPI achieved. Monitored on a monthly basis
LTP 11	Enhanced staffing to improve single points of access	15/16 Transformation Funds	All CYP	Best practice and national guidance	Better access earlier intervention, quicker response	Response time within 48 hours	New service model	90%	Mar-16	KPI on track to deliver
LTP 12	Enhanced senior psychology services to assure high quality supervision	15/16 Transformation Funds	All CYP	CYP IAPT	Enhances patient safety improved outcomes	Improved individual clinical outcomes	Established 2015/16 as new service	To be agreed by end March 2016	Mar-17	KPI achieved. All new posts filled
LTP 13	Increased junior capacity within psychology at local level to enhance service delivery	15/16 Transformation Funds	All CYP	CYP IAPT	Improved skill mix leading to better individual clinical outcomes	Improved individual clinical outcomes	Established 2015/16 as new service	To be agreed by end of March 2016	Mar-17	KPI achieved. All new posts filled
LTP 14	Additional locality team capacity with a focus on low intensity support	15/16 Transformation Funds	All CYP with low to moderate mental health needs	CYP IAPT, early intervention national evidence regards intervening early	Improved capacity to ensure early access	Increased numbers of referrals	To be established as part of the new service	To be agreed by the end of March 2016	Mar-17	KPI achieved. Increased number of referrals absorbed into planned activity for 2016/17
LTP 15	Increase medical capacity (5 junior doctor posts) to increase our ability to respond CYP with more complex needs (SEND, LD, ADHD, ASD)	17/18 Transformation Funds	Vulnerable groups of CYP	Best practice, multi-agency working in partnership	Increased ability to respond to those CYP with more complex needs (SEND, LD, ASD, ADHD)	Improved individual clinical outcomes	Established as part of new service model	Appropriate KPIs to be set once the scheme has been finalised		
LTP 16	Enhanced locality team management	15/16 Transformation Funds	All CYP	Improved patient safety, national guidance	More capacity and capability within the system	Increased numbers of referrals	To be established as part of the new service	To be agreed by the end of March 2016	Mar-17	KPI on target
LTP 17	Additional local bespoke CYP IAPT courses focusing on Primary Mental Healthcare workers over and above the national IAPT training programme	15/16 Transformation Funds	All CYP	CYP IAPT	Enhanced evidence base practice delivered by junior workers achieving rapid cultural change	Number of staff trained	Establish baseline	20 who staff trained per annum	Mar-17	KPI on target.
LTP 18	Locality partnership development	15/16 Transformation Funds	Vulnerable groups of CYP	Partnership working	Qualitative input into deeper dive assessment of local need	1 development session per locality	Not applicable	7 sessions completed and local priorities identified	Mar-16	KPI achieved
LTP 19	Building community resilience by providing additional support to schools and the voluntary sector	15/16 Transformation Funds	All CYP	National guidance and best practice	Increased confidence in identifying mental health problems and more children supported in schools and in the community setting	Not applicable	Not applicable	Not applicable	Mar-16	KPI achieved. Rolling programme of training and development for schools based on the priorities identified by Essex schools. Pilots to be rolled out November 2016 in each of the three LA areas.
LTP 20	Transformation support costs	15/16 Transformation Funds	All CYP	Collaborative working across all agencies delivering services for CYP	Integrated service delivery and easier access and streamlined service delivery for CYP	Not applicable	Not applicable	Not applicable	Mar-16	KPI achieved
Work stream	Pediatric psychiatric liaison	15/16 Transformation Funds	Vulnerable groups of CYP	Collaborative working across service providers and targeting of vulnerable groups	Enhanced support for those children with highly complex healthcare needs	Improved individual clinical outcomes	To be established	To be established	Mar-16	KPI achieved. Pilots to be rolled out into mainstream services funded via CCGs community childrens services.
Work stream	Improved access	15/16 Transformation Funds	All CYP	Improving access and waiting times for CYP	More CYP are seen earlier	Shorter waiting times	Established 2015/16 as new service	To be established	Mar-16	KPI not met. Addressed through other work streams within the LTP
LTP-21	Publicity Communication and Engagement	16/17 Transformation Funds	All CYP	Best practice	Genuine engagement with voluntary sector and communities including proactive engagement with CYP	To be established once the scheme has been finalised				
LTP-22	Care and Treatment Review	16/17 Transformation Funds	CYP with LD and/or Autism, Challenging Behaviour and Mental Health problems	National guidance and best practice. Improving access. Collaborative working across service providers	Improved access and a better service offer for these CYP and their families. Reduction in admissions and LOS in Tier 4. Reduced presentations at A+E for this client group	To be established once the scheme has been finalised				
LTP-23	Transitions	16/17 Transformation Funds	All CYP	National guidance and best practice. Collaborative working	More facilitated support for CYP who do not meet the criteria for AMHS	Multi-agency transitions protocol to be developed	Not applicable	Transitions protocol developed and options for additional support services explored	Mar-18	Review completed and forward plan developed
LTP-24	Childrens LD	16/17 Transformation Funds	Vulnerable groups of CYP	National guidance and best practice. Improving access	Improved access and a better service offer by providing a more equitable service offer across Essex	Review of current service provision across Essex	Not applicable	Review completed and forward plan developed	Nov-17	

Would you like this information in another format?

If you would like this information in a different language or another format such as braille or large print, please contact us at the office below:

Communications, West Essex CCG

Tel: 01992 566140

Email: weccg.comms@nhs.net

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