

## Children and Young People's Emotional, Mental Health and Wellbeing Case for Change LLR Triage & Navigation Service

### 1. Purpose

To commission a Children and Young Peoples Triage & Navigation Service by June 2019, this will:-

- *Reduce the number of referrals into CAMHS by at least 30% to enable Specialist CAMHS practitioners to focus on those C&YP requiring CAMHS assessment and treatment*
- *Support professionals, families, carers, children, and young people to navigate across the pathway to gain timely access to the right care that meets their needs (emotional, lower level mental health and wellbeing)*
- *Create central access for health service referrals and to improve the patient journey with timely navigation to appropriate support and interventions.*
- *Ensuring C&YP are referred to the right service to meet their needs, accessing the full range of emotional, mental health and wellbeing services as described within our local transformation plan.*

### 2. Introduction

The following paper identifies a model for a collaborative Children and Young People's (C&YP) Emotional, Mental Health and Wellbeing Triage & Navigation Service.

This proposal has been developed with key partners from health, local authority and voluntary sector.

The service has been designed in response to a number of local challenges and general difficulties in accessing the right services to meet the needs of C&YP and their families including;

- Assessment of presenting problems takes too long - despite addressing a backlog of children waiting to be assessed and to improve waiting times, this has not been sustained and C&YP currently wait 20 weeks to be assessed.
- Those C&YP accepted for specialist CAMHS treatment are then subject to further long waits
- Evidence shows that at least 30% of C&YP referred to the current Access Service provided by CAMHS; do not require their specialist services.



### 3. **Case for Change**

The Future in Mind Transformation Programme is in the third year of implementation and has so far established a range of different services to support C&YP. These have included services such as; on-line counselling, resilience training for schools and development of a crisis and home treatment service.

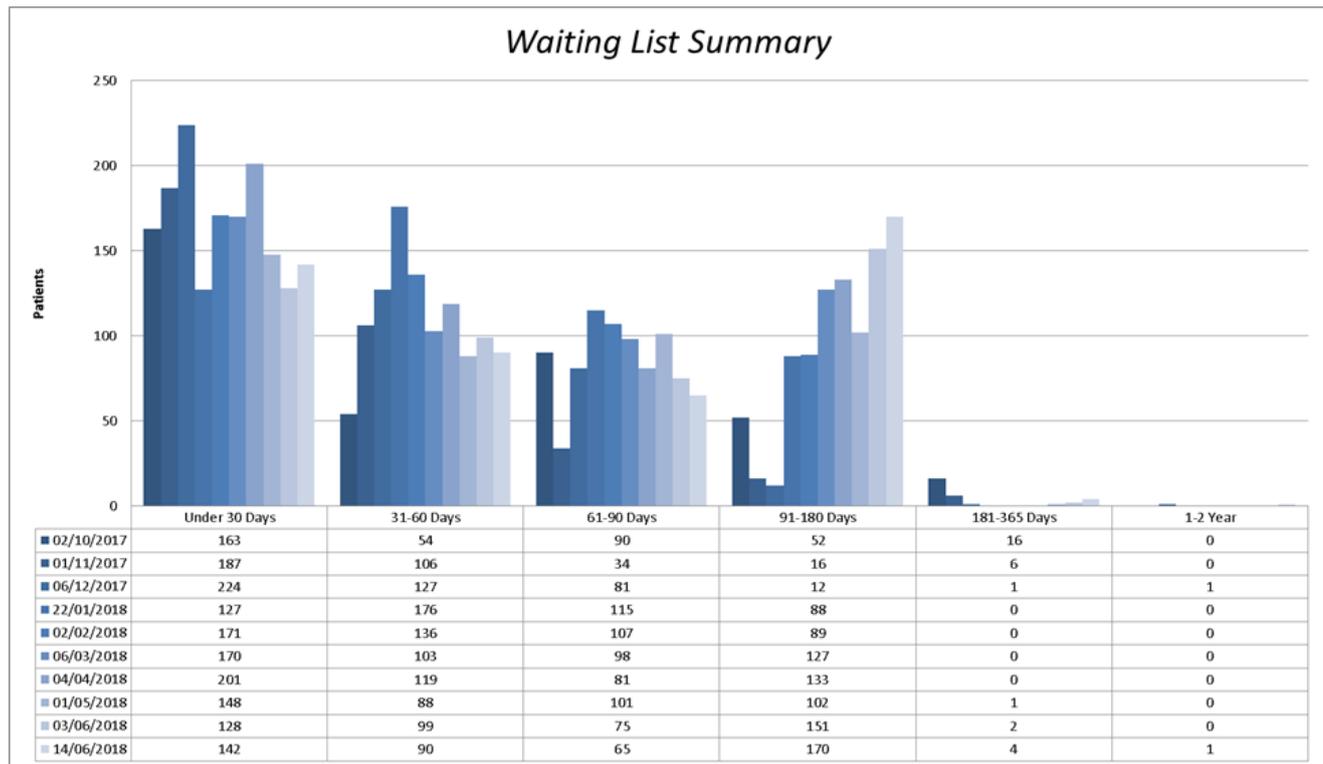
The focus is now on developing an integrated system wide pathway which is easy to access and responsive to C&YP needs.

A number of meetings have taken place with a range of partners across health, local authority and voluntary sector. This included providers involved in the triage, assessment treatment of C&YP with emotional, mental health and wellbeing needs. The meetings reviewed available reports and data about the current Access to Services provided by LPT and the following was noted;

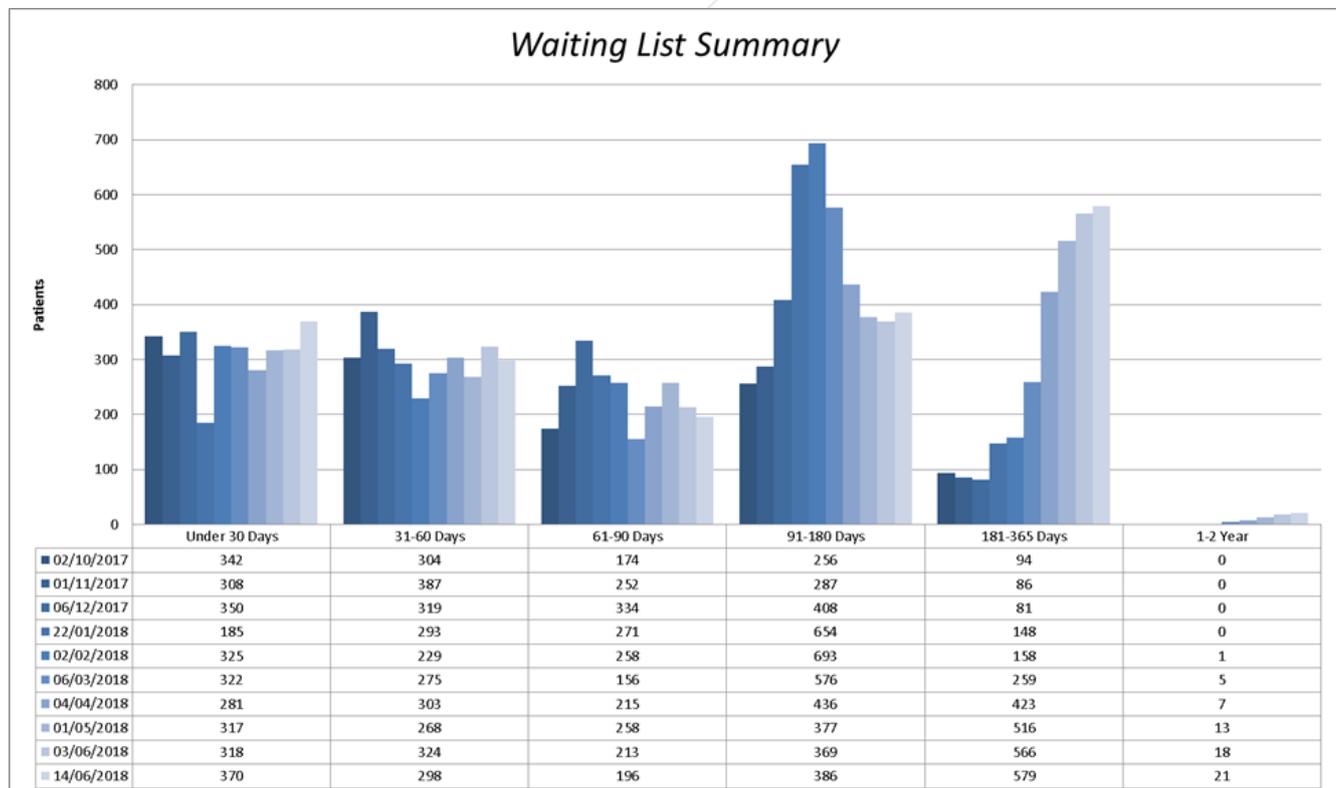
- The CQC (2017) raised concerns about the unacceptable waiting times for C&YP requiring access to specialist CAMHS treatment.
- A recent (June 2018) quality visit by commissioners to the enhanced CAMHS access highlighted concerns with regard to the service staffing levels, frequent use of staff from other services and general lack of pace in assessing patients.
- The CAMHS provider has not sustained the 13 week access to assessment target, compounded by increases in wait for treatment times since October 2017.
- At least 30% of the C&YP referred into CAMHS Access did not meet the CAMHS criteria, and were therefore often referred back to their GP.
- That the introduction of the Early Intervention Service has enabled onwards referral by the CAMHS Access Service but this still takes too long. C&YP have to wait between 13 and 20 weeks before they are assessed by the CAMHS team.
- Professionals are uncertain about referral to services other than CAMHS Access and are concerned about how often they experience problems getting timely access to the right services to meet the needs of a C&YP.

Partners agreed, including the CAMHS provider, to focus on removing the pressure on CAMHS by developing a separate access route into emotional, mental health and wellbeing services, therefore freeing up time for CAMHS to focus on delivery of treatment and intervention.

The numbers of CYP waiting for an initial assessment is shown below.



The number of CYP waiting for treatment is shown below;



Some concerns were shared about how the new service would be funded.

CAMHS also expressed concern that they would struggle to provide an assessment service if they lost funding for enhanced access. CAMHS have been reassured that they will receive at least 30% less referrals into their service as a result of the new Triage & Navigation Service becoming the primary route for all referrals. The Triage & Navigation Pathway will ensure referrals are completed and assessed to good quality standards, avoiding the need for practitioners to clarify information and spend time processing referrals, which is the current practice.

The Local Authority has expressed that this service could complement or indeed be integrated in to existing children services front door triage and navigation service. The Early Help Front Doors act as the point of contact for concerns relating to children and young people, which includes self-referral for families. The Local Authority front doors would need expert input from mental health and emotional wellbeing professionals to make these triage decisions and to increase the skills knowledge and expertise of Local Authority Social Care and Early Help staff, including CYP IAPT practitioners, which could support a more sustainable model and reduce the need to prolong the process of forwarding referrals to Social Care and Early Help in 3 localities for those cases that do not meet the threshold for CAMHS. However, the Local Authorities recognise that the resource and capacity to support 3 separate front doors might be a challenge.

Concerns were raised by medical colleagues that a triage and navigation service must have staff with the appropriate competence, knowledge and expertise to triage & navigate referrals for C&YP presenting with complex mental health needs.

All concerns have been addressed in the development of the paper and service model.

#### **4. Examples of other Triage and Navigation Services**

A site visit was undertaken to Warwickshire to see a model currently being used; and it was proposed our service matched their delivered model.

Cambridgeshire Community NHS Trust launched a Triage and Navigation Service in January 2018 (Appendix1), their model has also been considered in benchmarking research and designing the LLR Triage & Navigation Service.

#### **5. Funding and Resourcing the Triage and Navigation Service.**

Our local transformation plan (LTP) affirms our commitment to enhance access to Children & Adolescent Mental Health Service (CAMHS). In June 2016 an additional budget allocation was given to the CAMHS provider to enhance access to CAMHS assessment.

Despite this additional funding CAMHS access were not able to sustain the 13 week access to assessment target. The service was not being delivered in line with the service specification due to poor staffing levels that were unable to meet the demand placed on the service.

The introduction of the Triage & Navigation Service would reduce the numbers of C&YP referred into CAMHS by at least 30%, and evidence from the recent Early Intervention data suggests this figure would be closer to 50%.

The Triage & Navigation Team would undertake any clarification required with referrers to ensure that all referrals were fully completed before they were forwarded to the appropriate services. This would reduce the time that the specialist CAMHS spends on completing referrals.

Having considered this information the current providers of the CAMHS Access Service agreed to the proposal not to recommission the service from April 2019.

It has also been agreed that the model would be to have a point of access rather than provided through 3 separate local authority front doors. However, the local authority will be fully involved in the pre-procurement and procurement processes.

The proposed Triage & Navigation Service will be funded from the Future in Mind budget allocation of 192k (which is currently invested in the Enhanced Access to CAMHS).

## **6. The Emotional and Mental Health & Wellbeing Triage & Navigation Service Model**

This would be a central resource for professionals C&YP, parents and carers to call for support and advice and or to refer into to ensure access to the appropriate services

Through the Triage & Navigation Pathway, Children and Young People will be referred to the full range of services offered including:

- Online Counselling Service
- Early Care and Early Help
- Local Authority Emotional Health and Wellbeing Services
- Early Intervention
- Specialist CAMHS
- Crisis & Home Treatment
- Youth Justice
- Looked After Children

We will agree a multi-agency referral form with partners to support the referral process, (see section 12).

### **The service will be commissioned following a fair procurement process.**

The proposed integrated model will transform services, focus on a whole system approach to care delivery and will move away from the traditional and existing CAMHS led model. In addition, there is a national requirement to implement 'self-referral' into CAMHS by 2020, which will be met as part of the proposed new service.

This will be a point of access that will also provide professional help and support to all Providers, leading to improved service access.

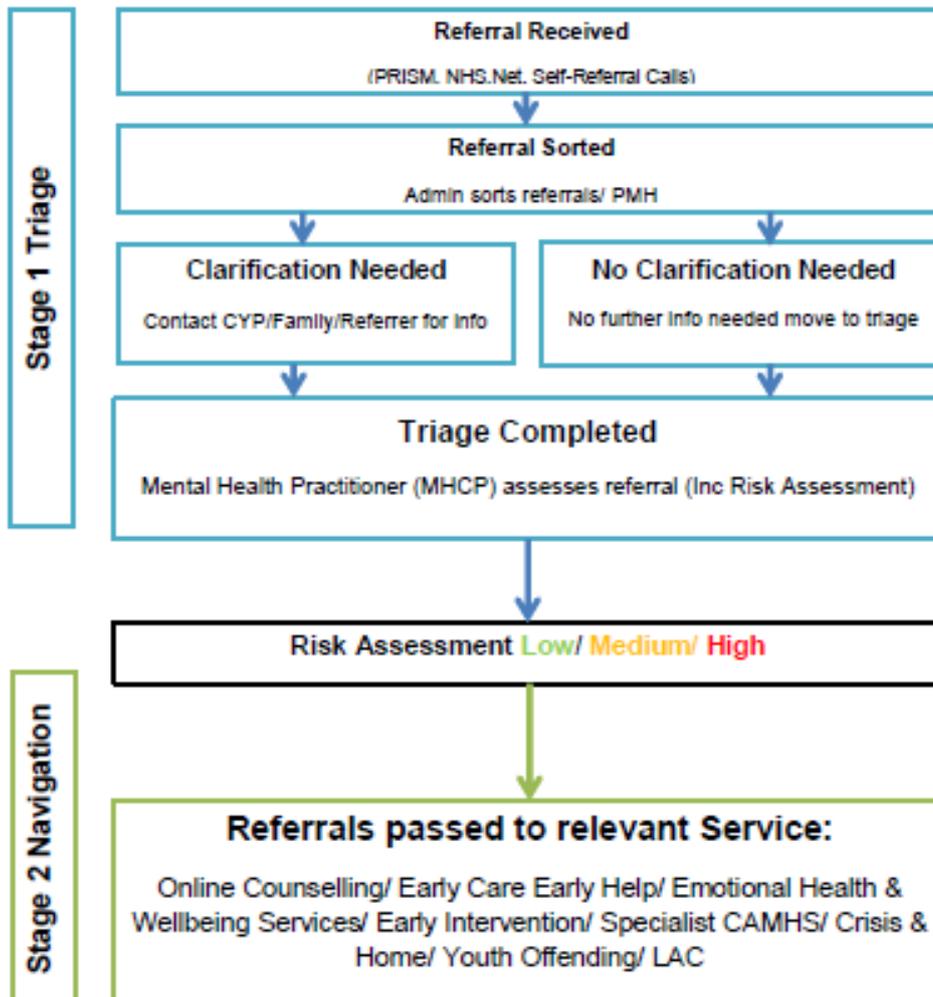
The model will have capacity to triage for between 400 and 500 Children and Young People each month.

- Increase in the number of C&YP accessing emotional, mental health and wellbeing services (Five Year Forward View).
- Increase the number of C&YP, Families and Carers will access the right care, in the right place at the right time, leading to improved patient experiences and outcomes  
Reduction in waiting times to both assessment and treatment through improved referral management
- Integrated self-referral routes (a national NHSE requirement by 2020)
- Improved equity of access and a reduction in variation
- More appropriate utilisation of workforce capacity
- More efficient use of funding to maximise value for money

## 7. The Triage & Navigation Pathway

### Children and Young People's Social, Emotional, Mental Health & Wellbeing Enhanced Triage & Navigation Pathway 2018-19

Service Opening Times: 8:00 hours- 18:00 hours Monday-Friday (including Bank Holidays)



## 8. The Way Forward

The paper will be presented to the Collaborative Commissioning Board for **approval** to proceed to the next stage.

The service will be procured following a fair procurement process, which will include multi-agency involvement, including health, social care and voluntary sector organisations.

The service specification, and the pre-procurement questions will be developed with our social care, and voluntary sector partners to enable us to ensure they assist us in achieving an outcome of the procuring the right partners to deliver the right service that will ensure full integration of a system wide pathway.

## 9. Opening Hours

The service will be available Monday to Friday 8:00 hours – 18:00 hours including Bank Holidays.

**\*This is not an Emergency, Urgent Care or Out of Hours Service**

## 10. Referral Route

Referrals will be accepted through PRISM and NHS.net

Referrals will also be accepted through a central service email address (for those without access to PRISM and nhs.net)

Self-referral will be through a telephone helpline

## 11. Service Offer

The Children and Young People referred into the service will follow the Triage and Navigation Pathway. **(See Diagram 1)**

## 12. Who Can Refer?

The Triage and Navigation Service is aimed at improving access to the right care for Children and Young People. We are therefore making it easier to refer, through extending those people who can refer directly into the service. This will also reduce the pressure on GPs.

The changes in professions and organisations that can refer directly into the service for triage into services will include:

- Self-referral
- GP's
- NHS111
- Education and Schools - Through a school nurse or dedicated Mental Health Lead / Special Education Needs Coordinator (SENCO)
- Specialist CAMHS Access
- Police
- Local Authority\*

**\*The Local Authority Early Help Front Doors will continue to manage their own front doors. They will refer any C&YP into the Triage and Navigation Service that present with health needs.**

### 13. Referral Process

The detail of the triage tool used will be agreed with all partners including the Consultants working in access to ensure a safe and trusted intervention is delivered.

We will utilise the Multi-Agency Referral Form (MARF) currently used by all agencies across Leicester, Leicestershire and Rutland to make a referral to the local authority social care and early help service as the initial referral. We recognise that there may need to be some adaptation and negotiation on how to use this across the partner organisations.

### 14. Staffing

The staffing is based on receiving around 500 referrals per month (to be reviewed for more accurate calculation).

A staffing resource modelling tool was used to identify the numbers of staff that would be required to resource the service

<b>WTE</b>	<b>Role</b>	<b>Responsibilities</b>	<b>Band</b>
0.5	Senior MH Practitioner	Triage Leadership Management	Equivalent to band 8a
1.0	MH Practitioner	Triage and Coordination	Equivalent to band 7
2.0	MH Practitioner	Triage and Coordination	Equivalent to band 6
3.0	Trained Support Worker or Peer Support Worker Roles	Sorting, clarification, data entry	Equivalent to band 3
1.0	Admin Support	Admin , generating reports and manager support	Equivalent to band 4

Function	Elements of the Triage and Navigation Service
<b><u>STAGE 1 TRIAGE – REFERRAL RECEIVED</u></b>	
<b>REFERRAL SORTED</b>	<p>Referrals (including self-referrals)/ Calls are received and sorted for distribution by a trained administrator to the appropriate stages of the process.</p> <p>Referral will be marked as either ‘clarification’ or ‘coordination’            Clarification – referral passed to trained Mental Health Support Worker            Coordination - Referral passed to qualified mental health clinical practitioner for triage</p> <p>Senior Qualified Clinical Practitioner will process self-referrals.</p>
<b>CLARIFICATION TO COMPLETE REFERRAL</b>	<p>A trained mental health support worker / trained administrator will review the referrals and notes made by the triage team. They will contact people to gather more facts and information and assimilate all of the information to pass on for triage. This will ensure a complete referral template is sent across to the organisation receiving the referral.</p>
<b>TRIAGE OF REFERRAL COMPLETED</b>	<p>Qualified Mental Health Clinical Practitioner (MHCP) will review the complete referral and triage process.</p> <p>A qualified MH clinical practitioner will review the details of the referral, contact the family and using the services criteria for referral will appropriately refer patients into that service.</p> <p>The destination of the referral will be logged onto a tracking system.</p> <p>Risk assessment of case will be completed and referral will be progressed to appropriate service</p>
<b><u>STAGE 2 NAVIGATION – REFERRAL PASSED TO RELEVANT SERVICE</u></b>	
<b>COORDINATE REFERRAL TO SERVICE</b>	<p>Once referral destination is logged onto the tracking system, the MHCP will liaise with relevant professionals to ensure appropriate support is in place and will pass the referral onto the appropriate service who will deliver relevant care, treatment or intervention.</p>

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