Redesigning the service to improve access and quality

A CAMHS whole system transformational redesign has been implemented in Grampian and is now nearing conclusion. After an extensive organisational change and engagement process (involving key partners, staff, patients and carers), the CAMHS services have now been redesigned for all children and young people aged between 0-18 years including learning disabilities. This will enable the service to provide safe, effective, equitable and efficient care regardless of age or location of the patient needing seen.

The redesign has supported the following key changes:

- NHS Grampian uses the Choice and Partnership Approach (CAPA). This is a model of service delivery which provides job planning to ensure efficiency and also equitable delivery of capacity by all staff members. This facilitates transparency and shared understanding of roles, responsibility as well as current capacity and demand modelling. We have clear and accurate data available which enables the service to be responsive to clinical demand. The capacity and activity data is available and is utilised for service planning. Achieving balance between delivering reliable, safe and efficient services and effective and efficient deployment of staff is the central function of the job planning activity. The system can flexed to balance waits between assessment and treatment.

- We now have a standard referrals process which follows the national CAMHS referral guidance as produced by the Scottish Government. Revised referrals guidance document has been produced and is being utilised. CAMHS now receives referrals from a wider range of professionals such as School Nurses, Head Teachers, and Health Visitors.

- We have expanded the multi-disciplinary team employing a speech and language therapist, a physiotherapist, dietician and occupational therapists. We have appointed to nearly all posts across the service and we do not have any problems currently recruiting to vacant posts.

- A new strategic multiagency meeting has been commissioned focused on supporting mental wellbeing in order to prevent mental ill health. The two main areas of focus are to deliver standardised training for the parenting programmes and anxiety reduction across the region.

In terms of further steps, £1m has been granted from the Scottish Government Health and Care Directorate to facilitate the co-location of the CAHMS services for Aberdeen and Aberdeenshire on a single site. CAMHS has been delivering care from 4 separate sites, by 3 separate teams all operating different age ranges and different models of delivery of care. It has been estimated that approximately 23% of the workforce capacity is being lost due to travel between CAMHS sites which is not efficient or effective.

Building works are due to commence for the new CAMHS centre this month with a planned finish date of 1st April 2019. This new facility will have many new benefits to patients, and staff, and in addition it will provide increased capacity and space to house new staff to ensure the workforce has enough clinical space to see patients. Support is also being provided by the Archie Foundation and there has been extensive ongoing input from the Patient Involvement Team, stakeholders and staff to ensure that the new site is fit for purpose.
The service aims to be a regional ‘CAMHS Centre of Excellence’ which can ensure equitable, effective and efficient healthcare. CAMHS NHS Grampian strives to be a source of locally accessible expertise to families and the wider services around the child, and to offer targeted specialist care.

Investing in a sustainable service

The Audit Scotland report highlighted the challenges facing the NHS Grampian CAHMS service, specifically in relation to workforce and performance against the national access standard. In respect of both we would provide the following update.

Waiting Times

The service has welcomed and has been working closely with the Mental Health Access Improvement Team (MHAIST) to review current arrangements and identify opportunities to improve access and reduce waiting times. The report arising from the MHAIST review has been agreed and an action plan developed.

There has been an overall improvement in waiting times by 27% in the last year from September 2017 to September 2018. Children who have been referred are prioritised and all emergency cases are seen within 48 hours; all urgent cases are seen within 7 days.

The current wait for clinical assessment (1st appointment - CHOICE) is 6 weeks in Aberdeen city and Aberdeenshire. The time to treatment (2nd appointment - PARTNERSHIP) for these geographical areas is currently 10 weeks. There are some longer waits, mainly for neurodevelopmental cases, in these locations as a previous waiting list existed prior to redesign implementation. The wait for all assessment appointments in Moray is currently 24 weeks and 7 further weeks for treatment. This data has been gathered from the NHS Grampian Choice and Partnership Database, November 2018. The database is based on CAPA modelling and it provides accurate data on a weekly basis which informs the monitoring of capacity and demand.

Significant improvements on waiting times for Aberdeen City and Aberdeenshire have been achieved in recent weeks following an initiative using the CAPA model. All patients who have been on a waiting list in these areas have now been allocated an appointment with a named clinician. This has been achieved by flexing and maximising job plans and by prioritising mental health and at risk clinical cases. Furthermore the wait to assessment for these geographical locations is now 4-6 weeks and from this point on, for all patients requiring further CAMHS involvement, it will be possible to give them their treatment appointment time on the day of their assessment appointment.

In terms of patients with a neurodevelopmental problem such as ADHD and ASD we have collaborated with MHAIST to develop a plan to reduce the waiting times. Extensive demand and capacity modelling based on CAPA has been undertaken to streamline the service capacity and manage demand. Additional clinic capacity has also been introduced over the next three to six months to address the backlog of patients waiting.

By using NHS Grampian CAPA modelling and job planning data, we anticipate that following the appointment of additional staff the service, and further to the accommodation move, we could potentially meet the 18 week waiting time target for all cases (including neurodevelopmental cases) in Aberdeen City and Aberdeenshire by 30 September 2019.

In relation to the CAHMS service in Moray, a detailed action plan has been discussed and is being developed with the MHAIST team. This will be a focused piece of work over the next 3-6 months.
to drive through change and service improvements in this part of the service along with looking at CAPA capacity and demand modelling in this geographical area to manage waiting times.

Attend anywhere virtual appointments system will also be implemented to ensure patient and staff travel to appointments or multiagency meetings is reduced. This is already being piloted within the service. Recent outcome data about Attend Anywhere from other services is positive and we expect this to be fully operational in CAHMS by April 2019.

The number of inpatient admissions and Tier 4 clinical work has reduced in recent years. The aim is to intervene early, and to enable patients to be seen as close to home as possible with as specialist the skills set as required. The nearest CAMHS inpatient unit is in Dundee. The service works in partnership with the regional Tier 4 Network (NHS Grampian, NHS Tayside, and NHS Highland) to manage the most unwell cases. We are also developing a new unscheduled care team to manage unpredictable clinical demand for the most unwell thus reducing the impact on core clinical capacity. The data for this work stream is noted below:

<table>
<thead>
<tr>
<th>Year</th>
<th>Inpatient Admissions</th>
<th>Community Tier 4</th>
<th>Eating Disorder (included)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>19</td>
<td>35</td>
<td>21</td>
</tr>
<tr>
<td>2018</td>
<td>17</td>
<td>18</td>
<td>7</td>
</tr>
</tbody>
</table>

*Data source – Local and North of Scotland Tier 4 data base, November 2018.

Developing our workforce

In terms of overall workforce, Grampian has less staff than the Scottish average. NHS Grampian Board has agreed to provide an additional £1m over the next five years to increase capacity within the service. This is in addition to funding that will be made available by the Scottish Government. The service is developing a workforce plan to support the implementation of this investment.

In terms of performance, and despite the differential in workforce, the proportion of patients waiting in NHS Grampian over 18 weeks is less than the Scottish average. Furthermore, national staffing vacancy rates are 4.8% whereas Grampian’s staffing vacancy rate is 2.6% which is nearly half the national average.

<table>
<thead>
<tr>
<th>NHS Board of Treatment</th>
<th>Data</th>
<th>Total</th>
<th>WTE per 100,000 population</th>
</tr>
</thead>
<tbody>
<tr>
<td>NHS Grampian</td>
<td>% patients waiting more than 18 weeks</td>
<td>16%</td>
<td>60.4 WTE</td>
</tr>
<tr>
<td>Scottish Average</td>
<td>% patients waiting more than 18 weeks</td>
<td>23%</td>
<td>92.8WTE</td>
</tr>
</tbody>
</table>

*Data source – Information Services Division (ISD) CAMHS in Scotland: Waiting Times, Service Demand, and Workforce, September 2018

In addition to this the service has been working closely with National Education Board for Scotland (NES) and have secured increased funding for training posts in both the masters and doctoral training programmes. The service also has secured NES funding for Tier 1 and 2 and training to skill up education staff to manage anxiety and this funding will continue until March 2020.
Summary

The agreed new ‘GRAMPIAN CAMHS CARE’ moto and vision is: ‘Mental Health Matters. Let’s Care Together’. CAMHS in NHS Grampian has undergone significant transformational change over the last three years and aims to provide effective, efficient and equitable care for all patients aged 0-18 years (including learning disabilities) who require CAMHS input.

The move to the new accommodation, increased funding for staff, and support from the MHAIST team are all central to improvement planning and increasing capacity for the service.

The service has made significant improvements and aims to be a CAMHS Centre of Excellence for children and young people in the North East of Scotland. The key areas the service now wishes to develop and move forward are:

- Developing a core minimum data set which includes standardised outcome measures to measure clinical effectiveness and efficiency;
- Increase responsive data analysis and support which will now be possible following the appointment of an ISD data analyst in October 2018;
- Increased partnership working and joint standardised initiatives around mental wellbeing for Tiers 1 and 2 in line with the Scottish Government’s Mental Health Strategy 2017-2027;
- Appointment of new clinical staff with the additional funding in line with the redesign workforce planning;
- Increase links with Tayside and Highland health boards to enhance and develop regional working and networks for CAMHS;
- Increase in Attend Anywhere virtual clinics to increase accessibility to CAMHS across NHS Grampian;
- A dedicated CAMHS NHS Grampian website to inform patients and stakeholders about the service and service developments;
- With support and collaboration with NES, increase teaching, training and consultation to our staff and our partner agencies from the new education room in the Centre of Excellence.

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