



The Norfolk and Waveney Health and Care Partnership

Norfolk & Waveney Children and Young People Mental Health Services Transformation

Frequently Asked Questions – October 2019

Why do we need to change Norfolk & Waveney's Children & Young Peoples Mental Health services?

Clinicians, service managers and commissioners worked together to respond to input gained over many months from children, young people, families and professionals. There is a shared view across Norfolk & Waveney that there are significant opportunities to improve the support for children and young people's mental health and wellbeing.

While there is significant commitment to do the very best for children and young adults in the area, the current system is:

- Too fragmented, complicated, and difficult to access;
- Too focused on diagnosis and ill-health, with not enough focus on early prevention;
- Not consistent across Norfolk & Waveney.

This view was backed up by our recent comprehensive review of the provision available across Norfolk and Waveney.

What are we proposing?

We've made four key commitments:

- To listen to children, young people, families and professionals and transform children's mental health support, to improve access and focus on getting help and guidance to children earlier.
- To work together to ensure the right support for children and young people aged 0-25, moving away from a focus on illness and diagnosis towards young people's health and emotional well-being.
- We will work across children's services and the wider available resource in Norfolk and Waveney and are united in creating the best mental health services.

- To recognise and appreciate the fantastic staff working to support children and young people and ensure that the right systems are in place to enable them to do their job.

We've looked at best practice elsewhere, as well as emerging national policy and now want to create a system based on the THRIVE framework. Instead of a tiered system that creates gaps and exacerbates waiting times, a THRIVE based approach focuses on the needs of individual children, young people and young adults.

All 0—25 year olds are considered to be *'in'* the THRIVE framework. The majority will be 'Thriving'. 1 in 8 are likely to need some kind of help, with the majority having needs met through 'Getting Advice'. More information on THRIVE is available [here](#).

Services would be community-based and relationship focused, with multi-agency, multi-disciplinary teams in Community Bases that provide support to families, professionals, and universal settings (especially schools) in their patch.

What does it mean for children and young people?

A service for all 0-25 year-olds, with children and young people able to get help near to where they live, no matter which agency they contact. There will be self-serve support online, a dedicated phone number, and face to face support. Our practice will focus on strengths, setting goals and making choices. By ensuring help is available earlier, it will prevent children and young people's needs from escalating.

What does this mean for staff working across the system?

A more integrated system, which better supports staff to do their job.

Everyone in the system takes responsibility for the child or young person they are working with – they don't refer on, but draw in support that's needed. Those who don't work in a specialist service will work in multi-agency, multi-disciplinary team co-located in the community.

There will also be a single performance, outcome and quality framework, and a shared IT system for case management and reporting.

Commissioning and decision making will take place through a single governance body.

Who is leading the transformation?

The transformation project is governed by the Norfolk and Waveney Sustainability and Transformation Partnership (STP). Sara Tough, Executive Director for Children's Services is leading the children and young people's workstream for the STP and is the system lead for this work.

This does not mean that the County Council is taking on the running of children's mental health services. It just means that there is an identified lead for setting the strategic direction and ensuring that the system is working effectively together to provide the best support.

Who is overseeing the day to day work and making decisions?

An interim Executive Sponsor group, comprising of senior leaders across health and Children's Services, has been responsible for progress so far. A single governing body with delegated financial responsibility – the Alliance Board – will meet for the first time in December 2019.

Rebecca Hulme, Associate Director of Children, Young People and Maternity for the Norfolk & Waveney CCGs and Norfolk Children's Services, has day to day oversight of the transformation team. There are also two allocated programme managers, one from Norfolk County Council and one from the Norfolk & Suffolk Foundation Trust, working together to coordinate the efforts of colleagues from across the system driving progress across a number of programme areas:

- Further Service Design
- Outcomes and Reporting
- Workforce
- Digital offer
- Alliance Board
- Alliance agreements
- Section 75 arrangements
- Sourcing & Legal

Further workstreams – Third Sector engagement, Insight, Innovation and Research, Financial and Performance Management, and Estates – will receive particular focus from November 2019.

What are the timescales?

We are currently working at establishing the detail of the new service model and underpinning governance arrangements, before moving to full implementation planning from November 2019. The current aim is for the system to start working differently in October 2020, but we recognise the need to be careful about how and when we implement change. A number of authorities have attempted similar levels

of change, and similar THRIVE-based models, and we're learning what we can from their experiences.

How are we ensuring that everyone is working together more effectively?

We're pleased to say that there is genuine multi-agency buy in. There will be challenges in achieving full system integration, including shared IT / case management systems, but this is our ambition.

New governance arrangements mean that there will be one decision making authority with delegated financial responsibility for a pooled fund. This alone will make a huge difference to the system going forward.

We're currently proposing an Alliance model for providers to encourage genuine integrated working, whilst respecting the integrity of individual partners. Much of the change required will be to do with cultural and attitudinal change. We have some ideas about how we might start to achieve this through organisational development and training and welcome further thinking on this.

What are you doing to get the views of young people and partners?

We've had clear feedback over a number of years from children, young people and families about the changes they want to see. Our recent in-depth diagnostic review brought much of that feedback together and provided additional insight, with direct input from those who have used services historically.

In the last six months the transformation team (including clinicians, operational managers, provider and commissioners) has attempted to start addressing the issues identified. In May / June 2019 we held three staff engagement events and two Youth Advisory Board consultations to test and challenge our initial high-level service model proposal.

In early September 2019, a group of key operational managers and representation from the Youth Advisory Boards will meet to work on a detailed service design proposal. We will then engage in further co-design and engagement sessions with staff and as many different stakeholders as we can to test this detailed proposal before submitting to senior leaders.

One of our earlier workstreams, Insight, produced a paper with recommendations for ongoing co-design and involvement which we aim to implement as part of the new system.

What are we doing about the current waiting lists?

We understand the importance of tackling the current waiting list and getting the right support to children and young people waiting for further help. We've helped bolster capacity to the service, and are currently exploring digital clinical options as a way of

prioritising those who are waiting. We recognise the need to do more and are working with partners to understand how we can provide additional resource to ensure children and young people are supported in a more timely way.

One of the expected features of the new support model is that there will be no referrals on, with greater opportunity to access help as it is needed. Tiers will be removed, which will mean no waiting lists between tiers, and we expect to greatly reduce system inefficiencies for clinicians and practitioners.

Where will staff be based, what will teams look like and what procedures will be in place to help us work better together?

The details of the model are still to be determined, but principles like shared assessments and shared case management are core to the new model. We're holding a design workshop with key operational managers and YAB representatives in early September to start arriving at a detailed solution. Feedback received from staff engagement and YAB consultation will be crucial to shaping this.

How will children and young people transition between children's and adults' mental health services?

We're working closely with the adult mental health transformation team, sharing regular meetings to ensure we're aligned. In some areas, we're due to work very closely or share workstreams.

There is considerable evidence supporting the change to a 0-25 service, but we are mindful of some of the challenges for ensuring that services are appropriate for different age groups. The feedback we've received so far will shape the forthcoming service design workshop.

What else is happening to improve the support available?

Bid writing teams have been very busy applying for national funding to support our work in Norfolk and Waveney.

Over the summer we've secured four successful bids:

- Four new Children & Young People's Wellbeing Practitioners (CWPs), to add to the existing two cohorts of CWPs in our system
- Funding for two Mental Health Support Teams (MHSTs) to provide an enhanced Targeted service to CYP in education settings
- The UEA submitted a successful bid to deliver accredited training for the eight new Emotional Mental Health Practitioners who will be recruited to the two MHSTs
- Development funding to work up a larger bid to embed trauma informed practice across Norfolk & Waveney.