

HEALTH AND WELLBEING BOARD 21 OCTOBER 2021

Report title: Update: Child and Adolescent Mental Health Services in Lambeth

Wards: All

Portfolio: Cabinet Member for Children and Young People: Councillor Edward Davie

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REPORT SUMMARY

This report sets out some of the challenges our commissioned Child and Adolescent Mental Health Services (CAMHS) provider, the South London and Maudsley (SLaM) NHS Foundation Trust, are currently experiencing in respect of their workforce, and increased referrals and waiting times. The report sets out the steps SLaM are taking to address the workforce shortages to reduce wait times as well as ensuring children and young people are supported whilst they await interventions.

The report also provides information on the wider emotional health and wellbeing offer in place within Lambeth and gives a brief update as to work ongoing in this area.

FINANCE SUMMARY

There are no financial implications to this report. The vast majority of mental health and emotional wellbeing services are funded by NHS South East London Clinical Commissioning Group (CCG) (Lambeth), with a £648,000 contribution from London Borough of Lambeth for the Children Looked After Mental Health Services team (CLAMHS) and the Youth Offending CAMHS team.

RECOMMENDATIONS

1. To note the report.

1. CONTEXT

Commissioned CAMHs provision

- 1.1 NHS South East London CCG (Lambeth) commissions SLaM to provide CAMHs services for its children.
- 1.2 Lambeth Community CAMHS service is made up of the following teams:
- Spring (Early Intervention) Service** offer short term interventions for those with low-risk mental health and behavioural difficulties (e.g., cognitive behavioural therapy);
 - River (Community Adolescence) Service** provides assessment, treatment, and care for children and young people experiencing moderate to severe mental health and learning difficulties;
 - Neurodevelopmental Service** for children and young people with a significant learning disability and/or complex neurodevelopmental disorders;
 - Rapids (Crisis/Enhanced Treatment) Service** who deliver mental health outreach support for those at significant risk of presenting at A&E (or have been recently discharged);
 - Children Looked After Mental Health Service (CLAMHS)** provides assessment, care, and intervention to children that are looked after and support to foster carers;
 - Youth Offending Service (YOS) CAMHS** works with young people known to YOS who have mental health difficulties, offering range therapeutic interventions;
 - AIM project** is part of YOS CAMHS and provides assessment and intervention for young people who are perpetrators of sexually harmful behaviour and families and professionals; and,
 - SLaM also provide **Tier 4 specialist services**, including an Eating Disorder Service and inpatient units for children and young people. They also provide liaison services with GSTT and specialist services such as Rapid Response.
- 1.3 NHS South East London CCG (Lambeth) also commissions a series of early intervention, prevention and more universal emotional health and wellbeing services which meet the needs of children and young people at an earlier stage than CAMHs. Please see bullet point 2.12 for further information on these services.

2. PROPOSAL AND REASONS

- 2.1 Covid-19 has presented a series of challenges for CAMHSs in the borough. This includes challenges in terms of performance (notably waiting times), workforce and referral increases, creating what could be seen as the 'perfect storm' for SLaM as a provider.
- 2.2 Referrals have understandably varied across the last financial year and into this, but broadly SLaM are reporting an increase of around 25% since last year.

2020/21												2021/22	
Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
63	69	99	121	76	152	151	172	142	111	120	203	168	194

- 2.3 Average waiting times for first appointments have also varied during the last financial year and into this. Please note waiting times below are in weeks.

2020/21												2021/22	
Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May

24.3	24.0	30.2	15.8	14.4	16.6	16.0	23.8	27.2	21.	23.9	19.5	22.9	14.0
6	4	9	8	1	8	5	8	7	0	2	2	4	3

2.4 Lambeth CAMHs has also seen increasing complexity of children and young people, which is shown by the number of contacts CAMHs have been having each month:

2020/21												2021/22	
Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
426	413	517	628	452	672	794	845	688	796	817	856	708	753

It is feasible to assume that the more complex the child or young person, the higher the number of contacts they will have with CAMHs.

2.5 Equally, the average time a child or young person is open to CAMHSs is long, with a current average of 55.3 weeks on a caseload of 1,529.

2.6 Lambeth CAMHS also has a number of children who have been waiting a long time for their first appointment:

Weeks waiting	19-38	39-51	52+
Number of YP	127	38	24

2.7 The longest wait is showing as 112 weeks – this case is with the Services for Complex Autism and Associated Neurodevelopmental Disorders (SCAAND) team (Tier 4 forensic CAMHS team). The team have been in regular contact while the young person awaits their appointment. The breakdown of the remaining cases are as follows:

- three of the cases are on the Neurodevelopmental (NDP) pathway – the SCAAND case being one of them. The remaining two are waiting to be allocated for assessment;
- 17 are in the assessment clinic – waiting to be allocated for assessment; and,
- four are waiting on ADHD review.

SLaM have recently secured the input of an overseeing psychiatrist who will be able to assist with the ADHD reviews. All young people and families waiting have been sent relevant support information and guidance of what to do if their situation worsens. None of the cases waiting are coded as “red” (i.e., crisis cases.)

It is important to flag that children and young people are not just “left” waiting. CAMHS colleagues provide information about the available resources listed at 2.12 to children and young people on their waiting lists, as well as constantly triage their list to ensure those categorised as ‘red’, or in crisis, are prioritised.

2.8 Finally, the increase in seven-day follow-ups / staff sickness and the ongoing challenge securing agency staff continue to impact on the waits.

2.9 SLaM are also experiencing some challenges in their workforce. As expected through Covid-19, CAMHS workers moved to virtual appointments and began delivering services from their homes. While this has been positive, it has also increased stress levels within the workforce, and SLaM are now seeing an increasing number of staff either resigning or going off on long-term sickness absence.

- a. In total, 66 staff members make up the staff contingent for Lambeth CAMHS (excluding the Mental Health Support Teams in Schools (MHST) and trainees).
- b. From 1 March 2020 until present day, four staff members have had stress-related sickness ranging from two to seven weeks. Three of these are from the River Team which manages the more complex cases. Return to work has all been managed via occupational health which have stipulated a phased return back to clinical duties with a reduction in allocations / caseload.
- c. The real pressure points in the service are located in Spring (Early Intervention) / River / Rapids, totalling 30 staff members. Vacancies within these teams will total five as a further two staff members will be leaving by the end of the week. Caseloads for a whole-time equivalent total approximately 35 and need to either be redistributed within the team and or be closed when a staff member leaves. This places further demands on existing team members.
- d. Vacancies are out to advert for permanent recruitment. NHS Professionals have been approached to fill these vacancies in the interim period with little or no success. Neighbouring boroughs are all in the same position and there is an ever-decreasing pool of suitable / interested candidates for these posts.
- e. SLaM take the wellbeing of their staff seriously and concerns regarding the complexity of cases / workload and challenges with remote working are fed back to the senior management team via the respective team's wellbeing champions. There have been two wellbeing half-days in acknowledging the stressors of the role with the added opportunity to link into a range of wellbeing support offered via the Trust.

2.10 Alongside this, while SLaM are attempting to recruit staff to fill vacant and much-needed posts, ultimately there is only a small 'pot' of clinicians in London who are suitable for this work, meaning recruiting is proving highly challenging.

2.11 This ultimately means that we have increasing referrals, increasing complexity of children and young people, and a reduced workforce; all as we see the demand increasing as the lockdown releases.

- a. With the increase in referrals and growing waiting list SLaM have approached an agency for a number of full-time staff members who can focus solely on managing and reducing the waiting times. SLaM's intention is initially to keep these newly recruited staff for six months, taking on the longer waits; as earlier indicated, SLaM have been unsuccessful in finding suitable candidates from NHS Professionals.
- b. Where possible and dependant on the young person's needs, SLaM have a suite of webinars and group offers they are directing families to whilst they wait. All young people and families are provided with relevant information whilst on the wait list regarding how best to manage the presenting issue and what to do in an emergency. Whilst the wait list has grown all cases RAG-rated 'red' are prioritised and in the most urgent of situation are seen and assessed the same day by Rapids (crisis).
- c. Long waits are a priority for SLaM and are monitored and reported on weekly within CAMHS but with the current staffing pressures and increase in referrals this is likely to remain an ongoing challenge.

Alternative Services – Emotional Health and wellbeing

2.12 As a local area we also commission a series of providers who work in the universal and targeted space: these are early intervention services which work to support children and young people who are not eligible for CAMHS.

Universal Wellbeing Services	Targeted Emotional Health and Wellbeing Services
<p>The Lambeth Early Action Partnership (LEAP) is a ten-year programme, delivered in Stockwell, Coldharbour, Vassal, and Tulse Hill, that aims to support the social and emotional development of babies and children, as well as parents' wellbeing. Although only available in four wards, it is open to anyone from those wards.</p>	<p>Targeted community health services delivered by Evelina London, including community paediatrics and therapies, which provide early intervention and ongoing support by identifying and supporting developmental conditions or disabilities, including ASD and ADHD, and providing community therapy such as speech and language</p>
<p>The Empowering Parents, Empowering Communities (EPEC) programme delivered by SLaM trains local parents to run parents' groups for parents who experience difficulties with their children</p>	<p>Lambeth's Educational Psychology Service delivers emotional wellbeing support including direct interventions such as CBT</p>
<p>An Emotional Wellbeing/PSHE Coordinator who ensures schools in Lambeth have a consistent and informed approach to mental health</p>	<p>Parent and Infant Relationship Service (PAIRS) provided by SLaM is an early intervention programme focused on attachment and emotional understanding between parents and their children, aged under 6 months</p>
<p>Evelina London School Nursing Service provide a health service to children and young people in and out of schools, including carrying out holistic health assessments, providing advice, making referrals, and signposting to services. SLaM have previously upskilled School Nurses to enable them to deliver brief interventions to children with low level emotional health and wellbeing needs.</p>	<p>Kooth supports young people aged 10 – 25 years with free, anonymous online counselling sessions with a qualified practitioner. There are no referrals or waiting list to use this service and it is open 7 days per week. Kooth is linked to CAMHS for wrap around support, onward referral, or crisis escalation if needed, and is commissioned across the whole of South East London</p>
<p>Chat Health – free text messaging service operated by school nurses for children and young people to access and ask for advice on physical and emotional health needs</p>	<p>Lambeth's Early Help Service works with children up to the age of 19 (or 25 where the child or young person has a SEND) and families, ensuring they can access additional support (e.g., substance misuse, mental health services) as early as possible.</p>
<p>Parentline – free text messaging service operated by school nurses for parents/carers to access and ask for advice on issues relating to their children</p>	<p>Refuge provides a support service for young people affected by domestic abuse and sexual exploitation at the Gaia Centre.</p>
<p>Evelina London community health services for children and young people, including health visiting, healthy eating advice, and maternity services</p>	<p>The Young Carers Hub provides emotional and practical support for young carers (including 1-1 support), creative arts and activities, mentoring, advice, and wellbeing calls</p>
<p>Lambeth's Youth and Play Team currently fund year-round services from a number of organisations of which 19 focus on improved mental health and wellbeing</p>	<p>Oasis UK provides local support in times of vulnerability by providing weekly youth groups to bespoke mentoring services for young people at risk of violence and abuse.</p>
	<p>Lambeth Social Workers in Schools/Child Wellbeing Practitioners – a team of social workers and a team of mental health practitioners</p>

Universal Wellbeing Services	Targeted Emotional Health and Wellbeing Services
	who work in 12 primary and secondary schools to reduce the need for social work intervention and improve wellbeing
	Lambeth Cruse deliver a bereavement service for children and young people and their families affected, and struggling with the loss and grief
	SLaM and the Lambeth YOS manage a Liaison and Diversion post who undertakes mental health assessments for young people who come into custody and refers onwards or signposts to community services as needed
	Mosaic LGBTQ+ deliver support, advocacy, and awareness sessions to young people who identify as LGBTQ+
	Safer London delivers an emotional support and advocacy service for children and young people who have been sexually abused.
	St. Giles Trust work with vulnerable young people in Lambeth who are involved with or at risk of criminal exploitation and gang involvement, seeking to take a 'whole family' approach.
	Well Centre brings together primary care and wellbeing, offering holistic assessments spanning physical and emotional health
	Mosaic Clubhouse supports people living with a mental health condition by providing volunteering opportunities, access to education and employment, and crisis support and information for people 16 years and over.

3. FINANCE

3.1 There were no financial implications arising from this paper.

4. LEGAL AND DEMOCRACY

4.1 There were no specific legal comments arising from this report.

4.2 There were no further comments from Democratic Services.

5. CONSULTATION AND CO-PRODUCTION

5.1 The integrated commissioning team has recently been leading with Public Health colleagues a cross-partnership needs assessment on children and young people's mental health and wellbeing. This document will drive the next steps in our transformation of emotional health and wellbeing services for children and young people, and we will be going out to extensive consultation on it once we have finalised the document.

- 5.2 This consultation will take into account the array of diversity we have in our borough, ensuring we get representative voices into our work and enabling our young people from Black, Asian or Multicultural Ethnic backgrounds to really have their voices heard.
- 5.3 We are also in the process of establishing an emotional health and wellbeing alliance workstream, to be made up of key partners from across the borough.
- 5.4 All project work this alliance workstream undertakes will be delivered in co-production with our children, young people and families.

6. RISK MANAGEMENT

- 6.1 There is a clear risk here regarding children and young people waiting extended periods for their first appointment and ongoing treatment. SLaM are running a number of long-wait initiatives and these are having a positive effect, with the number of long waiters reducing month on month.
- 6.2 However, there are issues as regards workforce and SLaM have pledged to look across their services in other CCG areas to cross-fill key posts where necessary.
- 6.3 Ultimately the main risk we hold is an increasing number of children and young people waiting a long time for their intervention, meaning poorer outcomes.

7. EQUALITIES IMPACT ASSESSMENT

- 7.1 An Equalities Impact Assessment is not required for this paper as it does not require a decision. However, we are acutely aware of the poorer outcomes children and young people from Black, Asian and multi-ethnic backgrounds experience as regards their mental health and their interaction with CAMHS.
- 7.2 There is considerable work required to ensure SLaM's reporting is of the required standard. While regular reporting is received on caseload and referral by ethnicity, this is not broken down by:
 - a. Ethnicity by referral source; and,
 - b. Outcomes by ethnicity.

These are key gaps in data which we require in order to provide assurance that our CAMHS service is meeting the needs of our BAME children and young people.

- 7.3 The data we have also does indicate that CAMHSs are at least representative (in terms of activity) of the communities they represent: in that the proportions of the caseload by ethnicity are broadly similar to that within Lambeth's population. However, there is more work to do here, as we know that children and young people from a BAME background are disproportionately affected by mental health illness; so we should expect to see an over-representation within CAMHS activity data.
- 7.4 Finally, there is a requirement to ensure SLaM's workforce are representative of the communities they serve. While this is an improving picture, particularly with regard to the MHSTs, there is still work to do to ensure a more representative staffing group.

8. COMMUNITY SAFETY

- 8.1 While mental health and community safety are inextricably linked, this paper has no direct implications on community safety.

9. ORGANISATIONAL IMPLICATIONS

Environmental

9.1 None.

Health

9.2 CAMHSs are essential to the mental health of our population, and can ensure that young people, as they transition into adulthood, have a more positive state of emotional health and wellbeing.

Corporate Parenting

9.3 The CLAMHs service is one of the better performing aspects of the CAMHS, with considerably shorter waiting lists (typically no child waits longer than 12 weeks). They are a small team but undertake training, consultations, seven-day follow ups, as well as individual case work.

Staffing and accommodation

9.4 Work is currently ongoing to ensure the CAMHS are able to take up location in a new base in St John's School, Angell Town.

Responsible Procurement

Good Quality Jobs with Fair Pay and Decent Working Conditions

9.5 SLaM staff are all paid London Living Wage.

Quality Apprenticeships, targeted Employment for Lambeth residents and Lambeth Priority Group

9.6 SLaM are exploring this area with a view to local implementation over the next 18 months.

Positive Health and Wellbeing

9.7 SLaM have a series of initiatives running to ensure the health and wellbeing of their workforce is maintained. This includes a recent local Schwartz Round for CAMHs colleagues.

Other Offers (Innovation)

9.8 SLaM has been working on the PCREF (Patient and Carer Race Equality Framework recently and has also close links with the Maudsley Charity.

10. TIMETABLE FOR IMPLEMENTATION

10.1 Not applicable.

AUDIT TRAIL

Name and Position/Title	Lambeth Directorate	Date Sent	Date Received	Comments in paragraph:
Councillor Edward Davie	Cabinet Member for Children and Young People	23.06.21	24.06.21	
Merlin Joseph, Strategic Director	Children's Services	16.06.21	18.06.21	For info
Abi Onaboye	Children's Services	16.06.21	18.06.21	Throughout
Andrew Eyres	Integrated Health & Care	16.06.21	16.06.21	Throughout
Rachel Harrison	Finance and Property	24.06.21	28.06.21	
Fateha Salim, Legal Services	Legal and Governance	24.06.21	24.06.21	
David Rose, Democratic Services	Legal and Governance	24.06.21	25.06.21	

REPORT HISTORY

Original discussion with Cabinet Member	Ongoing
Report deadline	12.10.21
Date final report sent	25.06.21
Part II Exempt from Disclosure/confidential accompanying report?	No
Key decision report	No
Date first appeared on forward plan	N/A
Key decision reasons	N/A
Background information	None
Appendices	N/A