

The Business Case

Officers should seek advice from their Head of Service or Budget Holder before completing a project business case or options analysis and use the template as required by their department or section. If there is no established business case form in the service team, officers can use this template for project approval by directorate management.

1.0 Project Details

Project title:	The Well Centre / SLAM Pilot
Contract type:	<input type="checkbox"/> Supplies <input checked="" type="checkbox"/> Services <input type="checkbox"/> Works <input type="checkbox"/> Consultancy <input type="checkbox"/> Framework Agreement
Directorate:	Children's Services and Adults & Health
Division:	Integrated Commissioning
Total estimated contract or purchase value:	£400,000
Name of report author:	Kevin Yong, Project Manager
Name of presenter:	Karen Sanderson, Children and Young People's Alliance – Programme Lead

2.0 Summary Description of Proposal

This project will be a two-year pilot to see how Lambeth's mental health services can work with third party providers to create a joined-up offer for young people in the borough, with the long term aim of reducing demand on CAMHS.

As part of the pilot we are looking to establish the processes and legal basis for sharing relevant information between providers and partners for two key purposes:

- To provide a seamless service for a young person accessing mental health and wellbeing support in Lambeth, by enabling service providers to share with each other, when necessary, the data they hold on the needs of the young person and the support they have received, so that when a young person transitions to a different service they receive the support they need as quickly as possible
- To enable the tracking of the outcomes for young people accessing the services covered by this pilot so that we can determine the effectiveness of those services in meeting the needs of the young people and, in the long term, reducing the proportion of young people with severe or acute mental health needs.

Lambeth will be commissioning two voluntary sector organisations, Place2Be and Coram, to deliver services that complement the borough's existing mental health and wellbeing services, which will enable us to test and refine the data sharing processes designed in this pilot. Once effective processes and the legal basis are established, Lambeth will be able to replicate them with other partners so that we can scale up our involvement of partners to help us meet the needs of our 0-18 population, as well as thinking up to 25. This approach also means that Lambeth will have additional services available for its young people during the pilot, delivered by Place2Be and Coram.

The pilot will also build on the work of The Well Centre, based at the Herne Hill Group Practice, which provides young people with open access to GPs, counsellors and health & wellbeing practitioners in one place and assesses the needs of presenting young people via a holistic assessment (Teen Health Check). We will explore how to scale and / or replicate this model to extend its availability across the borough, and look at how to seamlessly transition young people to the relevant services once their needs have been assessed.

3.0 Project Background

Not all young people in Lambeth are receiving the support they need to prevent or address mental health issues. For example, the Five Year Forward View committed to increasing the proportion of children and young people with mental disorder receiving treatment to 35% by March 2021. COVID-19 has disproportionately affected children and adolescents, with a national survey indicating a 50% increase in prevalence of probably mental health disorders in 2020 (NHSD, 2020) that has persisted in 2021 (NHSD, 2021).

SLAM has set out a strategic priority to be a 'partner in prevention', so that it is not only focusing on delivering CAMHS; and, with Lambeth partners, it is seeking to be a national lead in meeting the mental health needs of local young people up to the age of 25. This means developing a system that is child-centric rather than driven by the services available, which currently results in a disjointed system. For example, we want to avoid move between services where possible, else otherwise for that transfer to be seamless for the young person: achieved via a joined-up commissioning plan and a clear understanding of how services fit together. This is particularly important if we want to avoid a 'cliff edge' in support to young people when they turn 18 and transition to adult services.

To this end, we are looking to develop a new way of working between the relevant providers and partners in Lambeth so that they can effectively collaborate to provide Lambeth residents aged 0-18 years old with the emotional health and wellbeing support they need at the right time and in the right place. It is expected that this will reduce the demand on CAMHS as a result of prevention and early intervention, and enable a more even distribution of resources across the tiers of support.

The project is a joint initiative between SLAM, NHS South East London CCG and the London Borough of Lambeth council, through the Children's programme within Lambeth Together. The pilot will look at how to break down silos between providers, particularly in education and health, so that they can provide a seamless service from the point of view of the child / young person. We will look at how governance, joint working, data sharing and re-engineering of referral pathways can achieve this with third party providers, and we will be commissioning two voluntary sector organisations, Place2Be and Coram, to test how this would work in practice.

These two charities have been identified since SLAM has a memorandum of understanding in place with Place2Be, who already deliver services in Lambeth and provide universal mental health support and targeted child counselling in schools; and Coram is the largest external provider of support to schools for PSHE, reaching 10% of English and Scottish primary schools, and runs an Innovation Incubator for Children's Social Care as well as providing therapeutic support to vulnerable children and delivering parenting programmes for adopters. In particular, both organisations have a track record of delivering similar pilots successfully. Coram is one of only a few organisations to win two grants from the DfE's Children's Social Care Innovation Programme, developing new ways of working to improve outcomes for children in care; and recently worked with the City of London on a mental health project aimed at helping their UASC to settle and integrate. Similarly Place2Be has been funded by UBS to pilot working with both secondary schools and their associated primary schools as part of an integrated programme of work to support transition from primary to secondary; and by SW London CCG to deliver the Journey of Hope pilot, providing group work interventions for primary school children who demonstrate high emotional and/or peer difficulties score on SDQ.

The project will have four main strands of work:

- Mapping existing preventative and early intervention services and the referral pathways between them and also CAMHS
- Piloting of working with third sector organisations, including defining the services they will provide.
- Establishing a protocol and legal basis for data sharing between these services
- Defining and implementing a child-centric model of working

The **first strand** will look at the relevant services available to children, young people and their families in The Well Centre's locality – such as parenting programmes, counselling delivered in schools, school lessons on mental health – to determine the capacity and coverage provided by existing preventative services and the associated referral pathways.

The outputs from this will inform the **second strand**, where we will first specify the distinct services to be provided by Place2Be and Coram for a small cohort of children, aimed at increasing access to preventative support and providing a route to CAMHS where needed; and then pilot the implementation and integration of those services.

The **third strand** will be undertaken in parallel with the second strand. We will work with the relevant people in SLAM, Lambeth, KCL, Coram and Place2Be to establish the legal basis for sharing data between services and then develop a protocol for how this will work in practice. The data sharing arrangements are needed for two purposes:

- To enable services to provide joined up support to young people
- To enable us to monitor the impact of this project

The **fourth strand** will be an overarching change management strand, working with stakeholders to change ways of working to enable effective, joined up support for young people. For example, when a young person needs more targeted intervention, we want a system that can holistically assess their needs quickly and accurately, regardless of where they 'are' in the system, and provides the support they need without delay. This work will include:

- Establishing how assessments will be delivered (e.g. via The Well Centre)
- Determining how the referral pathways will be managed on behalf of the young person
- Testing and refining the data sharing protocol

4.0 Expected Outcomes & Critical Success Factors

- *Please set out the intended outcomes from this proposal.*
- *Please indicate how the success of this proposal will be measured i.e. the KPI's used to monitor and measure the success of this proposal.*

The principle driver of the pilot is to reduce the prevalence of acute and severe mental health needs among the target population – the number of children / young people (aged 0-18) worked with by Lambeth CAMHS tier 3 in 2020/21 was 2,558; with a further 18 being admitted to hospital. This in turn will lower demand on CAMHS and lead to a reduction in waiting times for those services. While this pilot will provide an initial injection of funding, it is anticipated that in the long term there will be a more even distribution of resources across the four tiers, which will equate to greater value for money in treating mental health needs as we move away from primarily spending on high cost interventions.

Another key outcome is to deliver a better experience for young people, by giving them the support they need when they need it; and not be subject to multiple needs assessments if they move between services. This should reduce the chances of their needs becoming more severe; and help to empower young people in dealing with their mental health concerns.

Given the timeframe and scale of the pilot, it will difficult to attribute particular outcomes to this work. To measure the success of this proposal we propose to:

- Count the number of young people accessing the services that fall under this pilot
- Track how long it takes these young people to receive support, and compare timescales with similar services in the borough – we are looking reduce the time taken for young people to receive the support they need
- Count how many go on to receive support at a higher tier, compared with elsewhere in the borough – we are looking to have fewer move to a higher tier and or return for support at their current tier
- Measure their satisfaction with the support they received

We will also look at the characteristics of the young people being supported to see whether specific groups are benefitting or missing, and adjust our approach as necessary.

5.0 Financial Implications, Resources & Change Management

There are four key resources to be funded by this two-year project.

Both Place2Be (1) and Coram (2) will be allocated £85k per annum (£340k in total) to set up and deliver services in Lambeth aimed at preventing mental health issues from escalating, using existing infrastructure (e.g. in schools). They will focus on providing young people and their families with the tools to strengthen their resilience and help deal with any adversity they might experience.

The Well Centre (3) will be allocated £20k in total to help replicate and scale their offer across Lambeth. We will draw on their experience of creating and running their service, and support them to grow the capacity of their own service.

Finally £40k will be allocated to fund project management and evaluation resources (4), which will be needed as this will be a complex undertaking with lots of stakeholders and will be managed using agile principles – developing, testing / evaluating and refining the operating model in short cycles to enable us to minimise the risk of failure while also taking steps to improve the experience of young people in need of mental health support.

This project will be overseen by the Emotional Health and Wellbeing work stream, within the Children and Young People’s Alliance, under Lambeth Together.

6.0 Dependencies

Table 1 – Risk Register

Item	Risk	Likelihood	Impact	Score	Control Measures	Risk Owner
1	Barriers to data sharing	Likely	Serious	12	Work with relevant IG leads and practice managers to determine what data needs to be shared and develop a data sharing protocol. A DIA will be completed as part of the pilot once there is clarity on what needs to be considered	Kevin Yong
2	Demand for mental health support continues to increase	Likely	Significant	6	Ensure minimal slippage in this project – the impact will be worse without this project but additional pressures on the system will make it more difficult to achieve the desired outcome	Lambeth
3	Partners do not have enough capacity to engage sufficiently with the pilot	Very likely	Significant	8	Maintain stakeholder relationships and buy-in to pilot’s objectives with regular engagement and communication. If wider circumstances (e.g. pandemic) affect capacity we will review the project plan and adjust	Kevin Yong

Key

Likelihood	Very Likely	4	Likely	3	Unlikely	2	Very Unlikely	1
Impact	Major	8	Serious	4	Significant	2	Minor	1

7.0 Responsible Procurement

- **Good Quality Jobs with Fair Pay and Decent Working Conditions**

The Living Wage is applicable for all directly employed and sub-contracted staff with respect to this project.

The size of this contract means that providers do not need to comply with the Modern Slavery Act (2015).

Employees of both Coram and Place2Be are free to join a trade union and not be treated unfairly as a result of belonging to one.

8.0 Consultation & Stakeholder Engagement

Please complete stakeholder matrix below inserting relevant details of the stakeholders, their interest and action that needs to be taken to ensure that they are properly consulted and informed.

Table 2 – Stakeholder List

PROJECT ROLE	ORGANISATION	INDIVIDUAL
Project sponsor	London Borough of Lambeth & NHS South East London Clinical Commissioning Group	Dan Stoten, Integrated Associate Director - Children's Commissioning
Project sponsor	South London and Maudsley NHS Foundation Trust	Harold Bennison, CAMHs Service Director
Governance Board	Emotional Health and Wellbeing workstream	
Key Stakeholder	Coram	Tbc
Key Stakeholder	Place2Be	Tbc
Key Stakeholder	The Well Centre	Tbc
Key Stakeholder	Schools	Tbc

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