

Derbyshire Mental Health Services NHS Trust

Report to Overview & Scrutiny – Derby City Social Services

REPORT TO THE CHILDREN AND YOUNG PEOPLE COMMISSION – DERBY CITY COUNCIL

Background:

This report aims to provide the Committee with an update on current performance in respect of Child and Adolescent Mental Health Services (CAMHS).

Key themes:

The key themes are:

Child and Adolescent Mental Health Services

- ◆ County CAMHS teams have made considerable progress since last year on waiting times but City teams have had difficulties with increasing waiting times due to staffing numbers
- ◆ There has been considerable pressures around the reported target for waiting times for CAMH Services, however the report by City Social Services is currently exclusively about Mental Health Trust CAMHS teams and does not include other CAMHS teams.
- ◆ The Area Service Manager has been in regular meetings with health and social services commissioners to report on waiting times and explore partnership approaches to addressing these concerns, as it is an issue that is evident in other CAMHS services.
- ◆ There are action plans in place to address these waiting times concerns, which are already having an impact. A revised action plan was implemented in July to escalate the pace of change and ensure outcomes were achieved by addressing any difficulties.
- ◆ Progress is being made in respect to waiting times targets despite recruitment difficulties. Recruitment has been successful in one team. Posts are being reviewed with commissioners (health and social care) against changing priorities for CAMHS before re-advertisement. Recruitment difficulties have led to a review of the skills mix.
- ◆ The refocusing of the management roles in both these areas is expected to support an increased emphasis on performance and outcomes based around consistency of processes. This will ensure that progress already made will be built upon and consolidated.
- ◆ Building on the significant progress achieved to date the management team is also reviewing processes and practices to consolidate the learning and aim to minimise the possibility of waiting times increasing. This will only be achieved by concerted multi-agency scrutiny of all service provision to these children and young people.

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The main area of concern has continued to be the City CAMHS services where vacancies have been the highest. The County teams have performed better in regard to waiting times but more recently (as demonstrated by the information from first 4 months from April 2007 to July 2007) the Amber Valley CAMHS team (Rivermead) has experienced a rise in waiting times. The most recent data has demonstrated that there have been increasing trends in the teams based at the Townhouse and the Mill. A range of initiatives was tried in these teams including trying to bring in additional staff hours from other teams.

By the end of July 2007 progress had not been demonstrated despite a number of endorsed actions to help support the managers to ensure reduction of the waiting times. This resulted in the commissioning and implementation of a revised action plan by the Area Service Manager to ensure that the agreed reduction target was achieved (all waiting times below 18 weeks) by September 2007 again.

The result of this action plan has been a significant impact on the waiting times has been achieved for the City services. This momentum will need to be maintained and the new management team has been refocused to put performance and governance as the key drivers for the services.

The Townhouse vacancies have been filled as at beginning of August 2007. The post holders will be in place once health, reference and CRB checks have been completed and indicative start dates given. The Vacancies at the Mill have been advertised and not been recruited to due to withdrawal of candidates. In addition further progress has been hampered by the recent long-term illness of the manager responsible for this. This has provided an opportunity to review again the available posts and fit with current changing needs in discussion with partners,

CAMHS NEXT STEPS

It is clear that significant challenges have been experienced by this service during a time of reorganisation and change. Despite a number of difficulties around achievement of targets and key deliverables (full recruitment and reduced waiting times) the service areas have delivered significant improvements in relatively short timescales. This is indicative that there is commitment and initiative to tackle these concerns within the services.

This progress has been assisted by some targeted pieces of work by the emerging new management teams. The evident refocusing of the management teams is already beginning to show demonstrable outcomes. This has resulted in the completion of recruitment in one team and the achievement of the local agreed target of reducing waiting times below 18 weeks.

Having made significant progress on the challenging waiting times in the City services it will be necessary to support this by ensuring that:

- Recruitment is fully achieved through continued follow-up. This will be underpinned by skills mix review (including review of type and grade of posts where necessary)
- Referral and allocation systems are robust enough to ensure that cases are taken on based on the assessed need. These systems will continue to be reviewed to ensure that eligibility criteria are clearly communicated to referrers and that this is followed consistently and appropriately by clinicians.

- Discharge and transfer of care is effectively coordinated and supported through caseload management systems. This will identify readily where waiting times in other specialist CAMHS services or universal services are causing delays in discharges and potentially causing delays for other patients in receiving treatment.

The newly appointed managers in CAMHS are already implementing this work.