

Blackpool Council

11 June 2019

To: Members of the Health and Wellbeing Board

The above members are requested to attend the:

HEALTH AND WELLBEING BOARD

Wednesday, 19 June 2019 at 3.00 pm
in Committee Room A, Town Hall

A G E N D A

1 DECLARATIONS OF INTEREST

Members are asked to declare any interests in the items under consideration and in doing so state:

(1) the type of interest concerned either a

- (a) personal interest
- (b) prejudicial interest
- (c) disclosable pecuniary interest (DPI)

and

(2) the nature of the interest concerned

If any member requires advice on declarations of interests, they are advised to contact the Head of Democratic Governance in advance of the meeting.

2 MINUTES OF THE LAST MEETING HELD ON 5 DECEMBER 2018 (Pages 1 - 4)

To agree the minutes of the last meeting held on 5 December 2018 as a true and correct record.

3 EYE HEALTH IN LANCASHIRE AND SOUTH CUMBRIA NEEDS ASSESSMENT (Pages 5 - 36)

To present the findings of the Eye Health in Lancashire and South Cumbria needs assessment, completed in May 2019.

4 LANCASHIRE AND SOUTH CUMBRIA CHILDREN AND YOUNG PEOPLE'S EMOTIONAL WELLBEING AND MENTAL HEALTH TRANSFORMATION PLAN 2015 - 2020/21 (REFRESHED MARCH 2019) (Pages 37 - 112)

To receive an overview of the refreshed 2019 Lancashire and South Cumbria Transformation Plan supporting children and young people's emotional wellbeing and mental health.

5 DATE OF NEXT MEETING

To note the date of the next meeting as Thursday 3 October 2019

Venue information:

First floor meeting room (lift available), accessible toilets (ground floor), no-smoking building.

Other information:

For queries regarding this agenda please contact Lennox Beattie, Executive and Regulatory Manager, Tel: 01253 477157, e-mail lennox.beattie@blackpool.gov.uk

Copies of agendas and minutes of Council and committee meetings are available on the Council's website at www.blackpool.gov.uk.

MINUTES OF HEALTH AND WELLBEING BOARD MEETING - WEDNESDAY, 5 DECEMBER 2018

Present:

Councillor Cain, Cabinet Secretary (Resilient Communities) (in the Chair)
Councillor Clapham, Conservative Group Member
Councillor Cross, Cabinet Member for Adult Services and Health

Roy Fisher, Chairman, Blackpool Clinical Commissioning Group

Tracy Hopkins, Blackpool Citizens Advice Bureau, Third Sector Representative

Phil Horner, Deputy Head of Operations, Lancashire Care Foundation Trust

Wendy Swift, Chief Executive, Blackpool Teaching Hospital NHS Trust

In Attendance:

Lennox Beattie, Executive and Regulatory Support Manager, Blackpool Council

Jayne Bentley, Better Care Fund Lead, Blackpool Council

Nicky Dennison, Senior Public Health Practitioner, Blackpool Council

Zohra Dempsey, Consultant in Public Health, Blackpool Council

Janet Duckworth, Consultant in Public Health, Blackpool Council

Mark Golden, Senior Accountant, Blackpool Council

Judith Mills, Consultant in Public Health, Blackpool Council

Apologies:

Diane Booth, Director of Children's Services, Blackpool Council

Dr Arif Rajpura, Director of Public Health, Blackpool Council

Karen Smith, Director of Adult Services, Blackpool Council

Jane Cass, Head of Public Health, NHS England (Lancashire and South Cumbria)

Dr Amanda Doyle, Chief Clinical Officer, Blackpool Clinical Commissioning Group

Dr Leanne Rudnick, GP Member, Blackpool Clinical Commissioning Group

1 DECLARATIONS OF INTEREST

There were no declarations of interest on this occasion.

2 MINUTES OF THE LAST MEETING HELD ON 10 OCTOBER 2018

The Health and Wellbeing Board considered the minutes of the last meeting held on 10 October 2018.

Resolved:

That the minutes of the last meeting held on 10 October 2018 be approved and signed by the Chairman as a correct record.

**MINUTES OF HEALTH AND WELLBEING BOARD MEETING - WEDNESDAY, 5 DECEMBER
2018**

3 BLACKPOOL BETTER CARE FUND

The Health and Wellbeing Board received an update from Ms Jayne Bentley, Lead Better Care Fund, Blackpool Council and Mr Mark Golden, Senior Accountant, Blackpool Council, on the position of the Better Care Fund as at the 30 September 2018 end of quarter 2 2018/2019. The report highlighted the financial position of the schemes which comprised the Better Care Fund and the current forecast underspend of £240,000. Mr Golden emphasised that in a number of cases these underspends resulted from delays in commencing schemes often, outside the scheme's control notably delays in experienced staff starting their roles rather than the delivery of schemes under budget. It had therefore been agreed to carry forward the underspend into the next financial year.

The Board had therefore received confidence that by utilising the forecast under spend in 2018/19 alongside the recently announced additional funding for Adult Social Care the Better Care Fund Schemes would be fully funded to 31 March 2020.

This was considered by the Board to be a positive outcome in light of the revised funding gap at 1 April 2020 of £4.2million for the Blackpool Better Care Fund and the failure of the government to deliver revised guidance for the scheme.

Resolved:

To note the mid-year update contained in this report.

4 SEXUAL HEALTH STRATEGY UPDATE

The Board considered an update on the implementation of the Sexual Health Strategy and Action Plan approved by the Board on the 19 April 2017.

Resolved:

That the update be deferred to a future meeting.

5 PUBLIC MENTAL HEALTH ACTION PLAN 2016-19 UPDATE

The Board considered an update on the implementation of the Public Mental Health Action Plan 2016-19 which had been approved by the Board on 19 April 2017.

Resolved:

That the update be deferred to a future meeting.

**MINUTES OF HEALTH AND WELLBEING BOARD MEETING - WEDNESDAY, 5 DECEMBER
2018**

6 DATE OF NEXT MEETING

To note the date of the next meeting as 6 February 2019.

Chairman

(The meeting ended at 3.25pm)

Any queries regarding these minutes, please contact:
Lennox Beattie Executive and Regulatory Manager
Tel: 01253 477157
E-mail: lennox.beattie@blackpool.gov.uk

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Report to:	Health and Wellbeing Board
Relevant Officer:	Stephen Boydell, Principal Epidemiologist- Public Health, Blackpool Council
Relevant Cabinet Member	Councillor Graham Cain, Deputy Leader (Children)
Date of Meeting	19 June 2019

EYE HEALTH IN LANCASHIRE AND SOUTH CUMBRIA NEEDS ASSESSMENT

1.0 Purpose of the report:

1.1 To present the findings of the Eye Health in Lancashire and South Cumbria needs assessment, completed in May 2019.

2.0 Recommendation(s):

2.1 To receive the Eye Health in Lancashire and South Cumbria needs assessment, attached at Appendix 3a.

2.2 To endorse a commitment that the action plans will be developed by partner organisations on the Health and Wellbeing Board, based on the recommendations from the Eye Health in Lancashire and South Cumbria needs assessment

2.3 To solicit commitment from the partner organisations that they will consider and demonstrate how the needs assessment findings are reflected in their plans and strategic decisions

3.0 Reasons for recommendation(s):

3.1 To advance policies, procedures and services to improve eye health and support people with sight loss.

3.2 Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.3 Is the recommendation in accordance with the Council's approved budget? Yes

4.0 Other alternative options to be considered:

4.1 None.

5.0 Council priority:

5.1 The relevant Council priority is: “Communities: Creating stronger communities and increasing resilience”.

6.0 Background information

6.1 Local authorities and clinical commissioning groups (CCGs) have equal and joint duties to prepare the Joint Strategic Needs Assessment (JSNA), through the Health and Wellbeing Board. The responsibility falls on the Health and Wellbeing Board as a whole. Every year a number of thematic needs assessments are conducted for Blackpool that are added to the Joint Strategic Needs Assessment. This year an Eye Health in Lancashire and South Cumbria needs assessment was undertaken, with partners across the region. It is planned that this needs assessment will replace the existing Blackpool based Eye Health needs assessment that was published in January 2016.

6.2 The Eye Health in Lancashire and South Cumbria needs assessment report has been attached at Appendix 3a and, once approved, will be uploaded to the Blackpool Joint Strategic Needs Assessment website (www.blackpooljsna.org.uk). The report has been consulted on by stakeholders across sectors in Lancashire and the project delivery team now seek commitment from the Health and Wellbeing Board to lead the process of ensuring the recommendations from the needs are taken forward by partners into action.

6.3 The project was initiated due to the huge and largely preventable burden of disability eye health presents, the inequalities experienced by those with impaired sight and the lack of intelligence about eye health issues in Lancashire and South Cumbria. The project group, made up of partners from across health, local government and the voluntary sector worked together to analyse the issues. Stakeholders from a wider multiagency network of professionals and service users helped identify the priorities and develop recommendations for action based on best practice.

6.4 Key findings:

Over 60,000 people (3.6%) in Lancashire and South Cumbria were living with sight loss in 2018 with a projected increase of 24% over the next 12 years. The projected increase is mainly due to the ageing population but also to increases in risk factors such as diabetes and glaucoma. Only a small number of those eligible are registered as sight impaired, meaning they are missing out on potential help and support. This could be due to a lack of awareness about the advantages of registration or the over-

complication of the registration process. There were over 22,000 missed eye clinic appointments in 2017/18 costing in excess of £2.5million. It is thought that improvements in communications and access could greatly reduce this figure and help prevent deterioration and loss of vision. Access to Eye Clinic Liaison Officers (ECLOs) is not universal across Lancashire and South Cumbria. Eye Clinic Liaison Officers are often the first person a patient has contact with after getting a diagnosis and they provide vital practical and emotional support.

The agreed priority issues are:

1. Prevention and protection
2. Information and advice
3. Services
4. Data
5. Inequalities
6. Quality of life

A large amount of work is already going on around these priority areas, but there is still much that can be done, including some quick wins. The eye health needs assessment report provides recommendations for action under these priority headings, based on best practice and agreed by the project's stakeholder reference group. The data and analysis for this project, including Blackpool level information, will be presented on Lancashire Insight (www.lancashire.gov.uk/lancashire-insight/) and will sit alongside the needs assessment report.

6.5 Does the information submitted include any exempt information? No

7.0 List of Appendices:

7.1 Appendix 3a: Eye Health in Lancashire and South Cumbria needs assessment

8.0 Legal considerations:

8.1 None.

9.0 Human resources considerations:

9.1 None.

10.0 Equalities considerations:

10.1 None.

11.0 Financial considerations:

11.1 None.

12.0 Risk management considerations:

12.1 None.

13.0 Ethical considerations:

13.1 None.

14.0 Internal/external consultation undertaken:

14.1 None.

15.0 Background papers:

15.1 None.

Eye health in Lancashire and South Cumbria

A joint strategic needs assessment

This report presents the key findings and intelligence from this multi-agency project, along with the priority issues and some strategic recommendations for action to improve eye health and prevent sight loss in the Lancashire and South Cumbria area.

Eye health in Lancashire and South Cumbria

A joint strategic needs assessment

Foreword

Sight loss and poor eye health are a major cause of disability and poor quality of life. They have far-reaching effects on individuals, communities, the health and care system, and the wider economy.

Sight loss disproportionately affects older people, and our ageing population means that poor eye health and sight loss are increasing. But through early identification and effective treatment about fifty per cent of sight loss is preventable (RNIB, 2009).

For those already affected, good quality accessible services, information and support can help people make the most of the sight they have and enable them to live happier, healthier, more fulfilling lives.

Joint working is key to improving outcomes. Organisations from all sectors across Lancashire and South Cumbria need to work together, making the best use of collective resources in order to make a real impact. This joint strategic needs assessment marks the beginning of that journey.



CC Shaun
Turner

Cabinet Member
for Health and
Wellbeing and
Chair of the
Lancashire Health
and Wellbeing
Board.

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Acknowledgements

Authors

Chris Dineen, NHS England; Eamonn Dunne – EVS Regional Manager, England Vision Strategy; Donna Gadsby – Public Health Knowledge and Intelligence Analyst, Gemma Jones – JSNA Manager and Hayley Sumner – JSNA Research Officer, Lancashire County Council; Mike Harrison – Partnerships and Development Manager, Royal National Institute of Blind People (RNIB); and Ruth Lambert – Chief Executive, N-Vision.

Contributors

For their contributions to the design, planning and execution of this joint strategic needs assessment (JSNA), the authors would like to thank the rest of the Lancashire and South Cumbria eye health JSNA project group:

Farha Abbas and Mike Walker, Lancashire County Council; Tracy Ashworth and Ruth Cuthbert, NHS England; Stephen Boydell, Blackpool Council; Stuart Clayton and Jenny Lloyd, Galloway's Society for the Blind; Carl Hodge, Barrow & Districts Society for the Blind; Gifford Kerr and Mike Rawsterne, Blackburn with Darwen Borough Council; Claire Park, Sight Advice South Lakes; Kath Threlkeld, Cumbria Societies for the Blind; Peter Taylor, Accrington and District Blind Society; Ali Wilson, Cumbria County Council; and Debbie Wood, Royal Preston Hospital.

The primary research for this JSNA was led by Galloway's Society for the Blind. Special thanks to them for designing and disseminating the consultation and collating the findings. And thanks to the following organisations who supported the primary research:

- Accrington & District Blind Society
- Barrow and Districts Society for the Blind
- Galloway's Society for the Blind
- N-Vision
- Sight Advice South Lakes

Special thanks to Eamonn Dunne for his contributions to the literature review and his comments on the draft report; to the multiagency stakeholder reference group including some individuals affected by sight loss for their valuable contributions to this project; and finally, to CC Shaun Turner for his direction and support as project sponsor.

Introduction

Background

The England Vision Strategy is part of Vision UK's country-led approach and in 2018 their six priorities were updated to form the foundations of change from 2018-2021:

- Prevention
- Commissioning
- Services
- Independence
- Self-determination
- Inclusion

Locally, there was a recognised need for intelligence to support a better understanding of eye health and sight loss in Lancashire and South Cumbria and in March 2018, a proposal for a thematic JSNA for eye health was approved by the Lancashire Health and Wellbeing Board.

Stakeholders from more than 20 organisations and from all sectors across Lancashire and South Cumbria came together in June 2018 to give their input into the scope and goals for the project, and the project team, led by Stuart Clayton – CEO, Galloway's Society for the Blind, initiated the work.

This report presents the key findings and intelligence from this multi-agency project, along with the priority issues and some strategic recommendations for action to improve eye health and prevent sight loss in the Lancashire and South Cumbria area. In addition, there is a wealth of data and intelligence relating to eye health on the Lancashire Insight web pages – the online home of the Lancashire JSNA. To access all the related material please visit: www.lancashire.gov.uk/lancashire-insight.

Scope of this project

This JSNA project was carried out across the Lancashire and South Cumbria Integrated Care System (ICS) area. This covers the 12 county districts of Lancashire plus Blackburn with Darwen, Blackpool, Barrow-in-Furness, South Lakeland and parts of Copeland and Craven (see [appendix A](#)). This area has a population of approximately 1.7 million.

In order to make the project manageable, after the initial scoping exercise the decision was taken to focus on the adult population aged 18 and over. However, to facilitate a preventative approach, it was essential to make reference to how services and systems relating to children and young people could be improved.

Definitions

The term **Lancashire-12** refers to the geographic area encompassing the 12 county districts of Lancashire. **Lancashire-14** represents the wider Lancashire area encompassing the 12 county districts of Lancashire plus the two unitary authorities of Blackpool and Blackburn with Darwen. For more information about the geographies used in the Lancashire JSNA please visit our geographies page on Lancashire Insight at: <https://www.lancashire.gov.uk/lancashire-insight/geographies-of-lancashire/>

The following definitions are taken from The Criteria for Certification (RNIB, 2019).

Visual acuity is described as your central vision, the vision you use to see detail.

Visual field is described as how much you can see around the edge of your vision, while looking straight ahead.

To be certified as **sight impaired** (partially sighted), a person's sight has to fall into one of the following categories, while wearing any glasses or contact lenses needed:

- visual acuity of 3/60 to 6/60 with a full field of vision;
- visual acuity of up to 6/24 with a moderate reduction in field of vision or with a central part of vision that is cloudy or blurry; or
- visual acuity of 6/18 or even better if a large part of the field of vision, for example, half is missing or a lot of a peripheral vision is missing.

Generally, to be certified as **severely sight impaired** (blind), a person's sight has to fall into one of the following categories, while wearing any glasses or contact lenses needed:

- visual acuity of less than 3/60 with a full visual field;
- visual acuity between 3/60 and 6/60 with a severe reduction in the field of vision such as tunnel vision; or

- visual acuity of 6/60 or above but with a greatly reduced field of vision, especially if a lot of sight is missing in the lower part of the field.

A **certificate of visual impairment (CVI)** will be issued by an ophthalmologist if they determine that a patient is sight impaired or severely sight impaired. A copy of this online certificate is sent to the patient, their GP and the local authority.

Upon receipt of the certificate, the local authority social services department contacts the patient to ask whether they would like to be added to its **register of visually impaired people**. If a person chooses to join the register, they will be contacted again by social services to arrange for them to be assessed to see what support can be provided to help them maintain their independence. Being on the register is not compulsory but can entitle individuals to certain benefits such as Personal Independence Payment – a tax-free government benefit to help with disability-related costs, TV licence fee reduction and parking concessions.

Impact

Sight loss affects more than two million people in the UK (Pezzullo, Streatfeild, Simkiss, & Shickle, 2016). Sight loss and poor eye health have far-reaching impacts on individuals, communities, health and care services and the wider economy.

On an individual level, people with sight loss are more likely to struggle financially, with only one in four registered blind or partially sighted people of working age in employment. People with sight loss often have lower wellbeing and a feeling of isolation, which can lead to more significant mental health issues if left unchecked. Access to travel and transport can be a significant difficulty for people with sight loss and could be a barrier to them getting out into the community. This could impact on their ability to work, enjoy leisure activities, visit friends and family and attend medical appointments. Some people with sight loss rely on care to support them in their day to day life. This care can often be informal and unpaid and could impact the wellbeing of caregivers.

The estimated economic cost of eye health and sight loss in the UK is £28 billion per year, which includes direct costs linked to prevention and healthcare, and indirect costs such as unemployment and informal care (RNIB, 2018). The project group submitted a Freedom of Information request (FOI) to hospital trusts across

the Lancashire and South Cumbria ICS area. This revealed the cost of missed appointments across ophthalmology departments to be over £2.5 million in 2017/18. Attending medical appointments can be more difficult for people affected by sight loss, and issues such as the formatting of appointment letters, transport, and hospital signage can hamper a person's ability to attend.

Key findings

Prevalence

There were an estimated **61,620** people of all ages in the Lancashire and South Cumbria ICS area living with sight loss in 2018. This represents around 3.6% of the population.

By 2030 this is expected to rise to **76,410** – an increase of 24% over 12 years.

53,390 people (87% of those with any sight loss) were estimated to have mild or moderate sight loss (partial sight) and **8,220** were estimated to have severe sight loss (blindness).¹

Only **11,965** people were registered as sight impaired with Lancashire County Council, Cumbria County Council, Blackburn-with-Darwen Borough Council or Blackpool Council in 2017².

A total of **1,070** Certificates of Visual Impairment (CVI) were issued in Lancashire-14 and Cumbria during 2016/17.³

The projected increase in the number of people with sight loss across the ICS is largely, but not entirely due to an increase in the older population. Projected increases in risk factors such as diabetes also come into play, so the

¹ Figures do not sum due to rounding.

² Data were unavailable for the other authorities.

³ This includes the whole of Cumbria, not just those parts within the ICS area, and excludes Craven.

Key points

More than 60,000 people are living with sight loss across the ICS. This figure is expected to rise.

Prevalence is increasing due to the ageing population and increases in the prevalence of key risk factors.

Key points

Only a small proportion of eligible individuals are registered as sight impaired.

Improvements in data management and sharing practices will facilitate the production of better intelligence to support commissioning.

continued drive to increase diabetes diagnosis rates will play a part in the prevention of sight loss.

It is apparent that not all people eligible to be registered as sight impaired with the local authority are indeed registered. Individuals are not always being encouraged to register with the local authority and therefore are not accessing the support on offer to them. This includes support from rehabilitation officers for visual impairment (ROVIs).

Data

Data issues hampered any detailed analysis of sight loss registers. Local authorities are required to submit this data to the government every few years but registers need better maintenance to ensure that records are removed when appropriate. This is an area for potential improvement.

Some health data were not available for the ICS area but plans are in place to improve the availability of data within this geography.

Risk factors

Several health conditions are known to be risk factors for sight loss. These include diabetes, for which obesity is a risk factor, glaucoma, macular degeneration, cataract and rheumatoid arthritis.

Diabetes and related conditions

Recorded **diabetes** prevalence stood at **7.2%** in 2017/18 across the ICS area. This was significantly higher than the England prevalence of 5.8% and represents just over 103,000 individuals aged 17 and over. However, the estimated prevalence of recorded and unrecorded

diabetes was 9.0% in 2017, indicating that there are many undiagnosed cases.

Across the north west of England the uptake of diabetic eye screening was significantly lower than in England as a whole in 2017/18 at just 79.4% compared to 82.7%. Prevalence of diabetic eye disease across Lancashire-14 and Cumbria was 3.3 per 100,000 in 2016/17. This was statistically similar to the England prevalence rate of 3.1 per 100,000. In Cumbria this rate is decreasing over time (getting better).

In 2017/18, **10.5%** of adults in Lancashire and South Cumbria ICS area were **obese** according to general practice records. This was significantly higher than the England prevalence of 9.8% and represents a total of almost 150,000 individuals aged 18 and over. Recorded prevalence of adult obesity in the area has remained similar over recent years.

Rheumatoid arthritis

Prevalence of **rheumatoid arthritis** in Lancashire and South Cumbria ICS area has remained at **0.8%** over the last few years and this rate is now significantly higher in statistical terms when compared to the England prevalence of 0.7%.

Cataract

In 2018 there were an estimated 19,540 people living with cataracts in the ICS area. This is an estimate and cannot be compared to the national value.

Key points

10.5% of adults are obese putting them at risk of diabetes.

7.2% of adults have diabetes, putting them at risk of eye diseases and sight impairment.

Key points

Rheumatoid arthritis prevalence is higher than the national rate.

Glaucoma is on the rise in Lancashire-12.

Glaucoma

In 2016/17 the Lancashire-14 and Cumbria prevalence of **glaucoma** (adults aged 40 and over) was **14.7** per 100,000. This was statistically similar to the England prevalence of 13.1 per 100,000. In Lancashire-12 this prevalence rate is increasing (getting worse) over time.

Age-related macular degeneration (AMD)

The 2016/17 prevalence of AMD (among adults aged 65 and over) across the Lancashire-14 and Cumbria area was 116.7 per 100,000. This was statistically similar to the England rate of 111.3 per 100,000. In Cumbria this rate is decreasing (getting better) over time.

Prevention and protection

Some people with known risk factors may already have some level of sight loss, others will not. There are many opportunities to intervene in order to protect people's sight and stop existing conditions worsening.

There are known discrepancies between estimated and recorded prevalence of diabetes both locally and nationally and there is an opportunity for continued awareness-raising and opportunistic testing to increase the diagnosis rate.

Ensuring that every effort is made to encourage and support people with diabetes to attend the regular retinal screening appointments they are eligible for will help protect this at-risk group.

In 2018 there were an estimated **3,580 falls** across the ICS area directly attributable to visual impairment.

Information and advice

There is a variation in support available across Lancashire and South Cumbria to those who have sight loss.

It is clear that not all patients attending hospital ophthalmology appointments are given the opportunity to speak to an eye clinic liaison officer (ECLO). ECLOs are often the first person a patient will come into contact with following a diagnosis and play a key role in supporting patients in coming to terms with their condition. They can provide practical and emotional support and further information at a time that can be very uncertain for an individual.

"my ECLO helped me to understand my eye condition and the registration process"

"the ECLO provided advice and guidance on the statutory benefits I may be able to access"

In Lancashire and South Cumbria ICS the provision of ECLOs is not universal. It differs by hospital, and by day and time of appointment.

Services

This project has revealed that many patients are not attending appointments at eye clinics. In 2017/18, more than **22,000** first and follow-up appointments were missed across the ICS area (all ages). The financial costs of these missed appointments was in excess of **£2.5 million**, and potential health costs to

Key points

The financial cost of missed eye clinic appointments in 2017/18 was over £2.5 million.

There are many quick wins to improve attendance at eye clinics and prevent the deterioration of sight.

individuals could include the avoidable deterioration or loss of vision. These figures don't include cancelled clinics, an issue which also needs to be addressed.

There are many reasons why a person may not attend an appointment, but the evidence shows that a few relatively simple changes could make a big impact on reducing missed appointments.

"make hospital and council letters available in other formats so [I] don't have to rely on others"

Making sure appointment letters are sent out in a suitable format and in a timely manner, supported travel and accessible clinics would all help. The UK Ophthalmology Alliance and RNIB have put together a set of patient standards to increase support for eye clinic patients (UKOA; RNIB, 2018).

Individuals have told us their views about local services and tend to agree that further information, access to practical support and guidance is mainly provided by local

societies and other voluntary agencies, such as RNIB, Age UK and Citizens Advice and is not always forthcoming through the eye clinics.

"I feel I have had to find out about my sight loss myself"

"not enough time [at appointments] for things to be explained"

"registration process not really explained"

"did not get diagnosis quickly... if appointments more efficient would not have lost as much sight"

Quality of life

Our local case studies highlighted some of the things that are important to local people with sight impairment and the personal impact.

Rehabilitation officers for visual impairment (ROVIs) can support individuals to make the most of the sight they have to live a fulfilling life and to do and achieve all that they want to. As previously mentioned, it is important to ensure all eligible people are actively encouraged to register, if they wish to do so, with the local authority to receive this support. If a person with sight loss does not wish to register as blind, ROVIs and other social care teams may still be able to offer

"I try to be as self-sufficient as possible"

"potholes and pavements uneven and I have hurt my ankle and tripped which has knocked my confidence"

some support to meet their needs. The safe use of public spaces can be impeded by factors such as poor street lighting, 'shared spaces', excess street furniture (bins, railings, seats and signs for example) and poor pavement/road conditions. This can restrict people in being out and about in their local communities and can lead to increased isolation and reliance on others. The emphasis should be on the relevant local authorities to maintain a safe and uncluttered public realm for all people with accessibility issues.

"dark or low lights a barrier so [I] don't go out at night"

"some days I don't feel I can communicate with others"

"it is not always easy to get [training] courses in audio form"

"I am in the house a lot because of transport issues: surroundings can be a problem if confined or crowded e.g. shop aisles"

Priorities

The eye health stakeholder reference group came together in November 2018 to review the key findings from the JSNA analysis and to identify priorities for local improvement. Delegates worked in groups to discuss the key issues and give input from their own professional or personal perspective about what needs to be prioritised to ensure the best outcomes for the local population.

- Prevention and protection
- Information and advice
- Services
- Data
- Inequalities
- Quality of life

Prevention and protection received 87 votes, information and advice received 59 votes, there were 50 votes for services, 46 for data, 30 for inequalities and 27 for quality of life. The overall results reveal that prevention and protection was the highest priority issue. It was also felt that tackling the other issues would lead to a better quality of life and reductions in inequalities for people with sight loss.

What is already being done?

The NHS has committed to working with partners to ensure that children with learning disabilities, autism or both are given sight tests in special residential schools (NHS, 2019).

All children in mainstream education in Lancashire have a vision screening within the first year of school. This is an orthoptic-led service and any child failing the required vision standard are referred onward to their local hospital eye service.

Currently, some areas have a minor eye conditions scheme which allows patients to attend their local optometrist if they have symptoms of red eye, flashes and floaters and eye discomfort. This is in line with the national Systems and Assurance Framework for Eye health (SAFE) from the Clinical Council for Eye Health Commissioning (SAFE – Urgent and Emergency Care). This service is commissioned in Preston, Chorley and South Ribble, Blackburn with Darwen, East

Lancashire and the Morecambe Bay area.⁴ As this service is locally commissioned, it can present cross-border difficulties – a patient who receives an eye test at a practice in an area where it is commissioned can only be offered the service if they also live within that commissioning area.

Diabetic screening for all adults with diabetes is available throughout the ICS area. This is delivered virtually, whereby the patient attends their local clinic for fundus photography (image of the retina of both eyes). These images are then reviewed by a specialist to assess for evidence of diabetes in the eye and the potential risk of sight loss. If a specified degree of diabetic retinopathy is found, the patient is referred to their local hospital eye service for treatment or monitoring.

The NHS aims to reduce inequalities in diabetes and minimise the risk of complications through continued investment in supporting delivery across primary care (NHS, 2019). It will be developing and expanding the diabetes prevention programme to offer digital access from 2019 and enhance its support offer to people with diabetes including the expansion of structured education provision.

The [NHS Diabetes Prevention Programme digital stream](#) provides support, assistance and guidance around weight, physical activity and healthy eating to those at high risk of developing Type 2 diabetes through the use of wearable technology, apps, online peer groups and electronic goal setting and monitoring. Lancashire and South Cumbria ICS is one of eight areas nationally selected to pilot these digital interventions.

A pathway for patients who attend for a routine eye examination and are found to have high eye pressure (ocular hypertension) is available in the majority of areas in Lancashire and South Cumbria.⁵ This allows community optometrists to reassess and manage patients with ocular hypertension in the community until their condition is confirmed. This allows reductions in hospital outpatient appointments and allows patients to have care closer to home until a time when

⁴ At the time of the production of this report, this service was not confirmed in the other areas of Lancashire.

⁵ At the time of the production of this report, this service was not confirmed in West Lancashire.

onward referral is necessary. This is in line with national guidance (SAFE – Glaucoma). The degrees to which patients are managed by community optometrists is variable throughout Lancashire and South Cumbria.

Both pre- and post-operative cataract assessments are commissioned to align with national frameworks throughout Lancashire and South Cumbria (SAFE - Cataract). The pre-assessment ensures patients are eligible for and understand the risks of cataract surgery prior to referral to hospital. These are currently commissioned in Preston, Chorley, South Ribble, Blackburn with Darwen and the East Lancashire area.

Post-operative cataract assessments ensure patients can have their two- and six-week follow-up assessments delivered in a community setting. This ensures care closer to home and reduces hospital capacity for routine cases. Post-operative cataract assessments are commissioned throughout most of Lancashire and South Cumbria.⁶

For patients who suffer with wet age-related macular degeneration (wet AMD), fast track pathways are commissioned throughout Lancashire and South Cumbria. This ensures patients with this condition have their needs met on an urgent basis, allowing treatment to be administered as soon as possible and maximising the efficiency of treatment (SAFE – AMD). However, because of capacity issues, there is variation in how soon a patient is seen and this can often exceed the NICE recommended two week timescale. This delay can have significant repercussions for the individual as the delay could mean their eye sight deteriorates and they are no longer suitable for treatment.

Recommendations

A literature review was carried out to identify best practice relating to the priority areas and this was amalgamated with suggestions made by the stakeholder reference group about how best to address the priority issues from a local perspective.

As the RNIB (n.d.) notes: "sight is incredibly precious and we live in an increasingly visual world. Levels of avoidable sight loss in the UK are

⁶ Ibid

unacceptably high. Around half of all sight loss is preventable". This emphasises the importance of investment in public health messaging, making eye services accessible to all, and making the link between the consequences of smoking, obesity, diabetes or high blood pressure and the increased risk of sight loss.

The UK Ophthalmology Alliance (UKOA) worked with RNIB to compile a set of patient standards for ophthalmology services (UKOA; RNIB, 2018). They suggest: "there are many national standards covering patient focus and patient experience in healthcare, such as those from the National Institute for Health and Care Excellence (NICE), which should be respected for patients receiving ophthalmology services".

The thematic areas of prevention and person-centred services co-produced with the involvement of people affected by sight loss are critical factors in achieving improved eye health in Lancashire and South Cumbria. Another is improvements in accessibility of information for patients, their carers and parents, and visitors who have a disability or sensory loss. All organisations providing NHS care or publicly-funded adult social care services are required to adopt and implement the Accessible Information Standard (AIS) (NHS England, 2017). This is key to achieving equality for people living with sight loss.

Many of the recommendations below are cross-cutting and apply to more than one priority topic.

- Partners from education, children's services, health and public health to work together with sight advice centres to deliver information and training about eye health in schools.
- NHS and public health teams to expand existing health checks to include eye health.
- Health and social care teams to plan ahead to ensure information about individual eye health conditions or risk factors are passed on when children transition to adults' services.
- Deliver campaigns to raise awareness about eye health and sight loss, taking advantage of opportunities such as National Eye Health Week to raise the profile of the issues. Evidence suggests that targeted campaigns for at-risk groups can reduce inequalities, and that such campaigns should use media channels suitable to the sub-population of interest and feature

role models, examples and cultural signifiers appropriate to the intended audience (Baker & Murdoch, 2004; 2008; Cross, Shah, Bativa, & Spurgeon, 2005; Thornton, et al., 2005; Wormald, Basauri, Wright, & Evans, 1994).

- Clinicians to introduce awareness sessions in eye clinics to inform patients about risk factors, symptoms and services.
- Local politicians to lobby central government to introduce regulations requiring all drivers to have regular eye sight tests.
- Partners from Lancashire and South Cumbria ICS to develop a single online source for information and advice about everything from aids and adaptations, to sources of financial and emotional support and ensure there is a single point of contact for direct help and advice.
- All partners to work together to ensure opportunities for intervention are maximised. For example, giving out leaflets or information at blood pressure monitoring sessions.
- Establish effective training courses to ensure health and local authority professionals are well informed about eye health issues.
- Seek to secure sustainable NHS funding to ensure that every eye clinic has full-time ECLO provision, thus removing reliance on voluntary sector funding. (Clinical Council for Eye Health Commissioning, 2017; The Royal College of Ophthalmologists, 2019; UKOA; RNIB, 2018).
- Review hospital administration systems to ensure appointment information is accessible across all departments.
- Conduct an audit of health services' and local authorities' accessibility policies.
- Ensure that staff have appropriate "people skills" when conducting appointments with visual impaired people. A sensitive and helpful approach is important to patients.
- Improve the accessibility of health services where necessary. This will help reduce 'did not attend', improve the health of people with sight loss and reduce some of the inequalities they experience.
- Provide multidisciplinary low vision clinics across the ICS, which provide patients with a chance to see an optical practitioner, a ROVI and a representative from the voluntary sector in a single setting.
- Target waiting lists for fast-tracked appointments.
- Introduce a national pathway of accepted standards (UKOA; RNIB, 2018).

- Work together to secure funding and resources.
- The national rollout of the [NHS app](#) will enable patients to update their data sharing preferences from their computer or smartphone. This opportunity for data sharing should be maximised through education about the benefits of allowing data to be shared for care purposes.
- Continue to use intelligence from the Lancashire JSNA and other sources to inform service provision and influence decisions around eye health.
- Local authorities to lead on the simplification and transparency of the registration process, in collaboration with relevant partners.
- All partners to increase the provision and quality of information and advice.
- Implement the SAFE Framework (Clinical Council for Eye Health Commissioning, 2018), which provides the basis for commissioners, provider organisations and clinicians to adopt a high level, strategic, systems-based approach for the planning, provision and commissioning of eye health and care services, covering whole pathways and operating across traditional service footprints.
- Ensure services which are commissioned from national frameworks (SAFE), (Clinical Council for Eye Health Commissioning, 2018) are available across the whole area to reduce inequalities.
- Minimise cross-border issues in commissioned services.
- Produce a SMART⁷ action plan that references, where applicable, the indicators included in the SAFE framework and seek support for the establishment of an Eye Health Quality Board for the ICS area.
- Implement the locally deliverable recommendations from the "See the light" report (All-Party Parliamentary Group on Eye Health and Visual Impairment, 2018) to minimise the impact of cancelled eye clinics.
- Conduct service mapping across the eye health and sight-loss pathway to identify gaps in current and future provision and capacity.
- Produce a pathway-mapping template similar to that produced by London local eye health network (LEHN) and distribute to stakeholders such as Local Optometric Committees. (See downloads at <https://www.lancashire.gov.uk/lancashire-insight/health-and-care/disability/physical-disability-in-adults/>)

⁷ See, for example: <https://www.projectsmart.co.uk/smart-goals.php>

- Share and learn from the Surrey cost-avoidance case study for rehabilitation services to demonstrate the impact and value of rehabilitation services (OPM Group, 2017).

By implementing the recommendations for the key issues, quality of life will be improved for people with a visual impairment and the prevention agenda will reduce the number of people who experience unnecessary sight loss.

"now attend blind society, great help"

"Barrow VSC gave emotional support and help in understanding condition"

"have been helped by Galloway's physically and mentally"

"talk helped me to understand what was happening"

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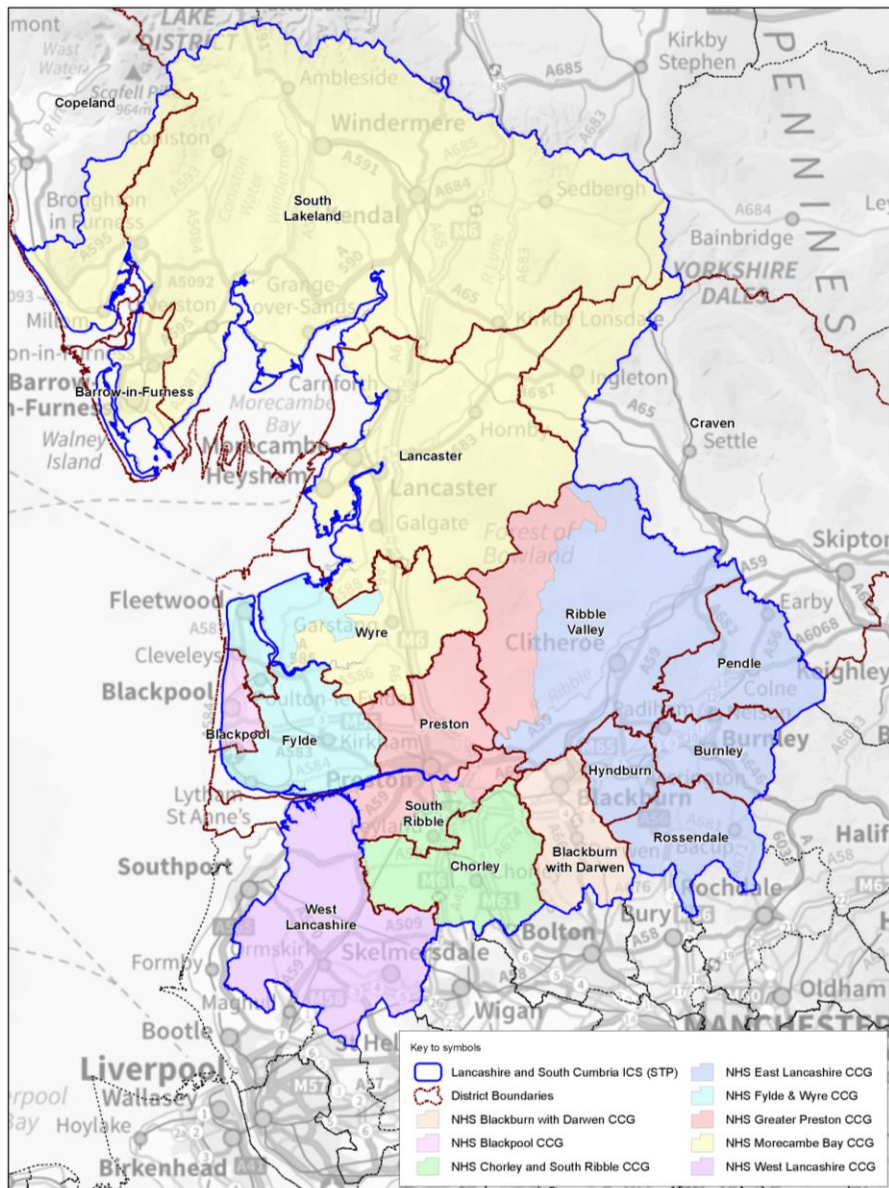
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Appendices

Appendix A – map of the Lancashire and South Cumbria Integrated Care System (ICS) area.

The map shows the geographical boundaries of the ICS and the local authority districts and clinical commissioning group areas within it. Several areas overlap.





In partnership with



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Report to:	Health and Wellbeing Board
Relevant Officer:	Rachel Snow-Miller, Director of Commissioning All Age Mental Health and Learning Disabilities Lancashire and South Cumbria Integrated Care System
Relevant Cabinet Member	Councillor Graham Cain, Deputy Leader (Children)
Date of Meeting	19 June 2019

LANCASHIRE AND SOUTH CUMBRIA CHILDREN AND YOUNG PEOPLE’S EMOTIONAL WELLBEING AND MENTAL HEALTH TRANSFORMATION PLAN 2015 – 2020/21 (REFRESHED MARCH 2019)

1.0 Purpose of the report:

- 1.1 This report provides members of the Blackpool Health and Wellbeing Board (HWBB) with an overview of the refreshed 2019 Lancashire and South Cumbria Transformation Plan supporting children and young people’s emotional wellbeing and mental health.

In 2018, it was agreed that following Clinical Commissioning Group boundary changes in North Lancashire and with the formation of the Integrated Care System for Lancashire and South Cumbria, the Children and Young People’s Emotional Wellbeing and Mental Health Transformation Plan should also represent the needs of children, young people and their families across the Lancashire and South Cumbria geographical footprint.

Following due consultation within agreed governance arrangements, the Transformation Plan has been approved by the Children and Young People’s Emotional Wellbeing and Mental Health Transformation Partnership Board, the Collaborative Commissioning Board and the Joint Committee of Clinical Commissioning Groups.

2.0 Recommendation(s)

- 2.1 To endorse the strategic direction of the Lancashire and South Cumbria Children and Young People’s Emotional Wellbeing and Mental Health Transformation Plan (2015-2020/21) (attached at Appendix 4a) and the principles that underpin the workstreams and objectives.

3.0 Reasons for recommendation(s):

3.1 To ensure that the Blackpool Health and Wellbeing Board is aware of the strategic direction and the intended current and future delivery of the programme through the Transformation Plan.

3.2 Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.3 Is the recommendation in accordance with the Council's approved budget? Yes

4.0 Other alternative options to be considered:

4.1 None.

5.0 Council priority:

5.1 The relevant Council priority is: "Communities: Creating stronger communities and increasing resilience".

6.0 Background information

6.1 The Children and Young People's Emotional Wellbeing and Mental Health (CYPEWMH) Transformation Plan for Lancashire (2015-2020) was originally published in January 2016. That document set out the first iteration of a five-year plan for Lancashire, to support local implementation of the national ambition and principles as set out in 'Future in Mind' – promoting, protecting and improving children and young people's mental health and wellbeing (2015).

6.2 The Plan, then and now, aims to improve the resilience, emotional wellbeing and mental health of children and young people, especially those who are at increased risk due to their vulnerability, making it easier for them and their families to access help and support when they need it and improving the standard of mental health services across Lancashire and now South Cumbria.

6.3 Throughout, the Plan has been informed by consultation with children, young people and families, and based on comprehensive identification of needs and evidence-based practice, as well as a clear understanding of the local context.

- 6.4 In 2016 and 2017, the plan was reviewed and refreshed as part of the ongoing commitment to deliver assurance around the work being undertaken and outcomes achieved. On both occasions the plan was developed by working closely with local stakeholders including service providers, clinicians and most importantly children, young people and families to review and revise the plan.
- 6.5 In 2018 the Integrated Care System was asked to align its review cycle with that of the wider NHS England. In addition, it was proposed that this was an appropriate time to present a Transformation Plan that takes account of the wider Integrated Care System geography bringing Lancashire and South Cumbria together as partners. The work planned in South Cumbria was already closely aligned with the Lancashire Transformation Plan thus a Lancashire and South Cumbria Transformation Plan will be delivered as of April 2019. This recommendation was agreed with NHS England along with the revised review cycle. The refreshed Transformation Plan has now been submitted to NHS England (March 2019) and will be reviewed and refreshed annually in line with this date.
- 6.6 For this reason, a full, in-depth review has been undertaken and facilitated an opportunity to once again extensively engage with children and young people, families and wider stakeholders.
- 6.7 The refreshed Transformation Plan reflects on past and present government policy and guidelines highlighting the key expectations and commitments to the recently published NHS Long Term Plan (2019).
- 6.8 In addition, the Transformation Plan has afforded partners the opportunity to strengthen commitments to children, young people and their families and in particular to children and young people who are at increased risk due to their vulnerability and those identified as young carers.
- 6.9 The Transformation Plan recognizes the role of those who work in partnership across the Lancashire and South Cumbria Integrated Care System including providers of services. The work in partnership with others serves to deliver a 'whole system approach' to planning, commissioning and delivery.
- 6.10 The Transformation Plan acknowledges and sets clear principles for working in close partnership with children, young people and their families so as to support understanding of the needs of individuals, groups and communities and to facilitate co-produced decision making and design of future services.
- 6.11 Does the information submitted include any exempt information? No

7.0 List of Appendices:

7.1 Appendix 4a: Updated Lancashire and South Cumbria Children and Young People's Emotional Wellbeing and Mental Health Transformation Plan 2015-2021/22.

Appendix 4b: Presentation on the Updated Lancashire and South Cumbria Children and Young People's Emotional Wellbeing and Mental Health Transformation Plan 2015-2021/22

8.0 Legal considerations:

8.1 None.

9.0 Human resources considerations:

9.1 None.

10.0 Equalities considerations:

10.1 None as outlined in the Stage 1 Equality Impact and Risk Assessment completed.

11.0 Financial considerations:

11.1 None.

12.0 Risk management considerations:

12.1 None.

13.0 Ethical considerations:

13.1 None.

14.0 Internal/external consultation undertaken:

14.1 Engagement with a wide range of stakeholders (internal and external) was undertaken during four weeks in February 2019. All feedback was considered and appropriate amendments to the report were actions and reported on within the Transformation Plan

14.2 In addition, the Refreshed Transformation Plan for 2019 has also be approved as part of the programme's governance framework and the Healthier Lancashire and South Cumbria Integrated Care System's governance framework with final approval given at the Joint Committee of Clinical Commissioning Groups in May 2019.

15.0 Background papers:

15.1 None.

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Appendix 4a

Lancashire and South Cumbria Children and Young People's Emotional Wellbeing and Mental Health

Transformation Plan
2015 – 2020/21

Refresh March 2019

Our Vision

We will work together with children and young people in Lancashire & South Cumbria to support their mental health and wellbeing and give them the best start in life.

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Introduction

The Children and Young People's Emotional Wellbeing and Mental Health (CYPEWMH) Transformation Plan for Lancashire (2015-2020) was published in January 2016. That document set out the first iteration of a five-year plan for Lancashire, to support local implementation of the national ambition and principles as set out in '**Future in Mind**' – promoting, protecting and improving our children and young people's mental health and wellbeing (2015).¹

The Plan aims to improve the resilience, emotional wellbeing and mental health of children and young people, especially those who are at increased risk due to their vulnerability, making it easier for them and their families to access help and support when they need it and improving the standard of mental health services across Lancashire and now, South Cumbria.

The Case for Change within the first iteration of the Plan is still relevant today, clearly identifying our aims to promote good emotional wellbeing and prevention of mental ill-health through early intervention, care and recovery.

Throughout, the Plan has been informed by consultation with children, young people and families, and based on comprehensive identification of needs and evidence-based practice, as well as a clear understanding of the local context.

In 2016 and 2017, we reviewed and refreshed the plan as part of our ongoing commitment to deliver assurance around the work being undertaken and outcomes achieved. On both occasions we worked closely with local stakeholders including service providers, clinicians and most importantly children, young people and families to review and revise the plan.

In 2018 we were asked to align our review cycle with that of the wider NHS England review programme. In addition, it was proposed that this was an appropriate time to present a Transformation Plan that takes account of the wider Integrated Care System geography bringing Lancashire and South Cumbria together as partners. The work planned in South Cumbria was already closely aligned with the Lancashire Transformation Plan thus a Lancashire and South Cumbria Transformation Plan will be delivered as of April 2019. This recommendation was agreed with NHS England along with the revised review cycle. The refreshed Transformation Plan will now be submitted to NHS England in March 2019 and annually in line with this date.

For this reason, a full, in-depth review has been undertaken and facilitated an opportunity to once again extensively engage with children and young people, families and wider stakeholders.

¹https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/414024/Childrens_Mental_Health.pdf

New National Guidance and Policy

NHS Long Term Plan (January 2019)² - Children & Young People's Mental Health NHS Long Term Plan Priorities

The NHS Long Term Plan (2019) makes a renewed commitment that mental health services will grow faster than the overall NHS budget, creating a new ringfenced local investment fund worth at least £2.3 billion a year by 2023/24. This will enable further service expansion and faster access to community and crisis mental health services for both adults and particularly children and young people. (p8)

The Plan sets out its ambitions in key areas including (p6-10):

- Better support and joined up care
- Prevention and health inequalities
- Care quality and improved outcomes
- Workforce
- Upgraded technology and digitally enabled care
- Achieving sustainable financial pathways
- Implementation of the Long Term Plan and the role of Integrated Care Systems

The Plan states that:

- Existing commitments in the **Five Year Forward View** and national strategies for cancer, mental health, learning disability, general practice and maternity will all continue to be implemented in 2019/20 and 2020/21 as originally planned. (7.2)
- The NHS is making a **new commitment** that funding for children and young people's mental health services will grow faster than both overall NHS funding and total mental health spending. (3.24)
- Over the next five years, the NHS will therefore **continue to invest** in expanding access to community-based mental health services to meet the needs of more children and young people. (3.25)
- By 2023/24, at least an additional 345,000 children and young people aged 0-25 will be able to **access** support via NHS funded mental health services and school or college-based Mental Health Support Teams. Over the coming decade the goal is to ensure that **100%** of children and young people who need specialist care can access it. (3.25)
- Over the next five years, we will also boost investment in children and young people's **eating disorder services**. The NHS is on track to deliver the **new waiting time standards** for eating disorder services by 2020/21...**extra investment** will allow us to maintain delivery of the **95% standard** beyond 2020/21. (3.26)

² <https://www.england.nhs.uk/long-term-plan/>

- Children and young people experiencing a mental health crisis will be able to access the support they need... With a single point of access through NHS 111, all children and young people experiencing crisis will be able to access **crisis care 24 hours a day, seven days a week.** (3.27)
- Mental health support for children and young people will be **embedded in schools and colleges...** new **Mental Health Support Teams working in schools and colleges...which will be rolled out to between one-fifth and a quarter of the country by the end of 2023.** (3.28)
- Mental Health Support Teams will receive **information and training** to help them support young people more likely to face mental health issues – such as **Lesbian, Gay, Bisexual, Transgender (LGBT+) individuals or children in care.** (3.28)
- New **national waiting time standards** for all children and young people who need specialist mental health services. (3.28)
- **In selected areas,** we will also develop **new services** for children who have complex needs that are not currently being met, including a number of children who have been subject to sexual assault but who are not reaching the attention of Sexual Assault Referral Services. For **6,000 highly vulnerable children with complex trauma,** this will provide consultation, advice, assessment, treatment and transition into integrated services. (3.29)
- A new approach to young adult mental health services for people aged 18-25 will **support the transition to adulthood...** We will extend current service models to create a **comprehensive offer for 0-25 year olds** that reaches across mental health services for children, young people and adults. The new model will deliver an integrated approach across health, social care, education and the voluntary sector. (3.30)
- NHS England is working closely with Universities UK via the Mental Health in Higher Education programme to build the **capability and capacity of universities** to **improve student welfare services** and improve access to mental health services for the student population, including focusing on **suicide reduction, improving access to psychological therapies and groups of students with particular vulnerabilities.** (3.30)

The objectives within the Transformation Plan reflects the key areas covered by the NHS Long Term Plan, and partners are working towards their delivery. However, to fully meet the requirements of the NHS Long Term Plan, investment will be needed.

At the time of writing this Transformation Plan, CCGs are awaiting publication of guidance relating to 'ringfenced local investment fund for Mental Health' as cited in the NHS Long Term Plan.

Our Commitment

As part of our commitment to continually review and refresh this Plan, we strive to provide assurance to all of our stakeholders and to NHS England, that the Transformation Programme Board and the role of those assigned to deliver the programme have undertaken their responsibility diligently and with the ambition to make a difference to the outcomes for children and young people with emotional wellbeing and mental health issues.

As part of this refresh, the Plan now recognises and is led by nine key Principles that will influence and be accounted for within all aspects of our planning and delivery. 2019 sees the introduction of an additional principle from previous years, with a specific focus on the needs of vulnerable children and young people.

In 2015, the Vulnerable Groups and Inequalities Task & Finish Group delivered their report addressing two key issues concerning children and young people with vulnerabilities:

- that there are groups of children and young people in our society with multiple difficulties and complex needs which significantly impede their access to, engagement with, and outcomes from services;
- that the majority of children and young people who need mental healthcare do have multiple vulnerabilities which contribute to their reasons for needing mental health support

This report offers us an insight into the broad range of vulnerable groups and whilst this is not taken as an exhaustive list, it none the less serves to guide our understanding and recognition of vulnerable children and young people and/or those who have experienced Adverse Childhood Experience(s):

- Adopted children
- Children Looked After, Care Leavers and those on the 'edge of care'
- Children in contact with the Youth Justice system
- Children who are abused (including those who are sexually exploited), neglected or victims of trauma
- Young people who are most excluded including those who are involved in gangs
- Children and young people with Learning Disabilities/Autistic Spectrum Disorder
- Children and young people with protected characteristics, such as disabilities caused by both physical and mental health difficulties, complex medical conditions, race, faith, sexual orientation, or gender reassignment.
- LGBTQ children, particularly those who are just coming to terms with their sexual orientation or gender identity
- Children and young people from minority ethnic groups
- Children who have been bereaved or experienced bereavement
- Children who have experienced or witnessed domestic violence

Furthermore, we recognise the vulnerabilities and needs of children and young people who are carers. Findings tell us that a third more young adult carers report anxiety or depression than other young people and for young carers under the age of 17 years, a survey of 61 young carers in school found that 38% had mental health problems³. This group of young people have been included specifically in response to discussions following the consultation period (Appendix 5).

As part of this review, we have been able to celebrate our achievements whilst recognising that we have an ongoing commitment to working with colleagues from across the Lancashire & South Cumbria Integrated Care System. We will continue to raise the profile of children and young people with emotional wellbeing and mental health issues, and ensure their needs are reflected in other programmes of work, such as the Learning Disability & Autism Workstream, the Adult Mental Health programme, the All Age Suicide and Self Harm Strategy and the ICS Workforce Strategy. For this reason, we have closed some of the objectives included in previous iterations of this Plan but have reflected the need to remain cognisant of their importance through the review of our Principles and inclusion of new targets on our Performance Dashboard. Furthermore, reporting arrangements have been agreed to ensure the Transformation Programme Board remains updated on progress and, on our inclusion in and influence of, the work of other programmes such as Peri-natal that now sits within the Adult Mental Health programme.

In summary, as part of this review we have:

- developed a new Lancashire & South Cumbria Transformation Plan following boundary changes during 2018 in Morecambe Bay.
- looked at new national requirements and imperatives that have been published since the 2017/18 plan was refreshed, to ensure that this plan reflects these.
- introduced one new 'Principle' to guide our planning and deliver in regard to the needs of vulnerable children and young people.
- identified and celebrated what we have achieved to date.
- updated our objectives and deliverables.
- incorporated our current Performance Dashboard into the plan and included new elements including Self-Harm & Suicide targets along with targets relevant to the Early Intervention Services for Psychosis. This will show how well we are doing in improving experiences and services for children, young people and families. These will be reported quarterly to the Transformation Programme Board.
- introduced 'Our Priorities for 2019/20' and a new section that focuses on our interdependencies with other programmes of work from across the L&SC ICS.

³ <https://professionals.carers.org/young-adult-carer-mental-health>

- secured sign-off for our refreshed plan across the health and social care system.

Principles

Our plan is underpinned by **nine** key Principles drawn from national policy and guidance, that inform all our work. We will:

1. work collaboratively with children, young people, families, carers, partners, providers and wider stakeholders to support them to:
 - a. Shape, influence and drive forward the delivery of our objectives.
 - b. Engage in the co-production of system solutions.
 - c. Identify opportunities to improve efficiency, effectiveness and patient experience.
 - d. Understand how their feedback has informed service development and redesign.
2. draw on the learning from both local and national pilots and evidence based best practice.
3. recognise and respond to the needs of children, young people and families who have protected characteristics. This will include undertaking Equality Impact and Risk Assessments and ensuring that we have due regard to the public sector equality duty (Equality Act, 2010)⁴.
4. represent and respond to the needs of children, young people and families, including those deemed to be at greater risk due to their vulnerability, within our planning, commissioning, service delivery and strategy development.
5. improve services and outcomes for children, young people and families by sharing our performance against national targets through publication of our performance dashboard within the refreshed Transformation Plan and its monitoring via the Transformation Programme Board
6. draw on learning from the Joint Strategic Needs Assessment (JSNA) and other national and local data regarding needs and health inequalities.
7. strive to achieve 'parity of esteem' – valuing mental health equally with physical health, and that this principle will form the foundation of our planning and delivery.

⁴ A Public Sector Equality Duty Guidance document has been developed.

8. seek to achieve a balance between ensuring positive outcomes for children, young people and families whilst at the same time developing services that are both sustainable and affordable.
9. sustain a culture of 'continual learning and development'.

Achievements

By working collaboratively, we have achieved considerable improvements and progress in delivering the transformation programme. These are summarised on a year by year basis as below. Alongside this collaborative work, significant work has also been undertaken through local co-ordination and local partnership groups. Whilst local achievements are too many in number to detail within this plan, it is important to acknowledge the extensive work of local partners and the impact for children, young people and their families.

What have we achieved in year 1?

In 2016 we put all our foundational arrangements in place to support the work of the Transformation Programme (this included establishing our governance, initiating our work streams and developing our relationships). We also mobilised 13 key pieces of work that we believe will transform the system of service delivery for children and young people's emotional well-being and mental health. These are represented below.

What have we achieved in year 2?

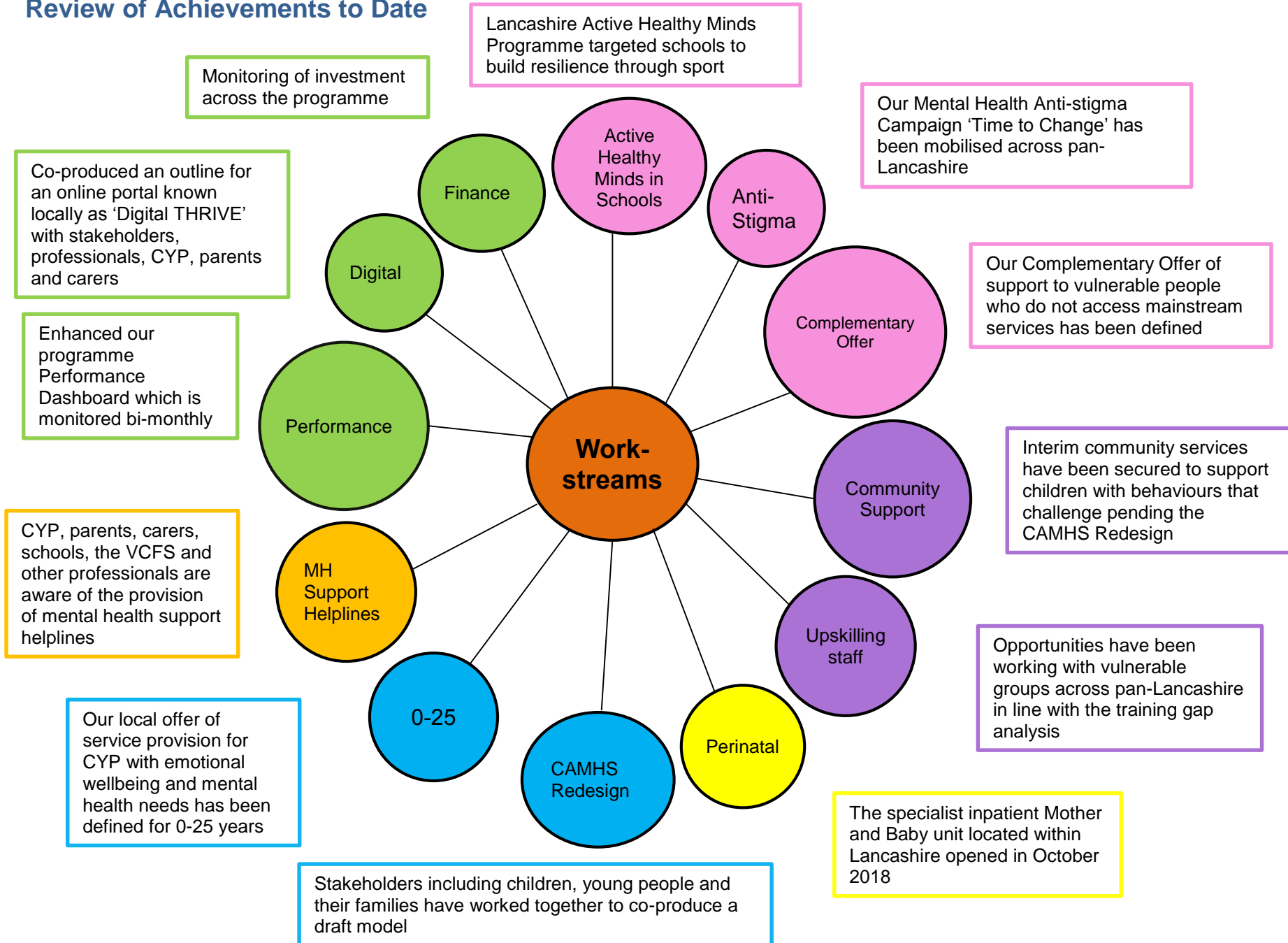
Our systems and relationships have matured in year two with a number of our objectives having been achieved. Children, young people and their families are benefitting from enhanced emotional wellbeing and mental health services and greater access to support.

What have we achieved in year 3?

In 2018, we have seen success in delivering five key objectives identified within previous iterations of the Plan and have continued to promote our Anti-Stigma campaign. Our complementary offer of support to vulnerable people who do not access mainstream services has been defined, our Mother and Baby Unit opened ahead of schedule allowing at least an additional 21 women each year to receive evidence-based treatment closer to home when they need it; we have reviewed our dedicated all-age Community Eating Disorder service and made recommendations for future delivery; opportunities have been shared to upskill staff who are working with vulnerable groups and interim community services have been secured to support children with behaviours that challenge pending our CAMHS redesign.

Our 4 NHS Trusts continued to work collaboratively with voluntary, community and faith sector providers and with CCGs to co-produce a core model for CAMHS services across Lancashire and South Cumbria through a process of engagement and co-production with children, young people, families and wider stakeholders. During 2018, an outline proposal for the clinical model was evaluated by a Core Panel made of up representatives from CCG Commissioners, Clinicians, Local Authorities and Public Health. There was also a Children and Young People's (CYP) Panel, a Family and Carers (F/C) Panel and an Education Panel who contributed to the evaluation process. Following feedback provided on the evaluation, Phase 2 of the work has commenced and will continue during 2019/20.

Review of Achievements to Date



What are our objectives going forward?

We have reviewed our plan and identified the following **four** key areas of work going forward to 2021. We have then defined a series of objectives that will serve to deliver the programme:

1. Promoting resilience, prevention and early intervention

Objectives:

1. All Primary Mental Health workers will be trained to deliver '**schools mental health first aid**' one day course.
2. Each team of Primary Mental Health workers will deliver four '**mental health first aid courses**' per year, to a maximum of 16 participants per course.
3. We will have mobilised our '**Complementary Offer**' of support for all children and young people that will wrap support around them and their families to avoid escalation, promote recovery and maintain wellbeing. This will be achieved by:
 - a. developing a 'whole education approach' in supporting children and young people's social and emotional wellbeing in education settings influenced by the Resilience Framework and Resilience Programme.
 - b. working with Local Authorities, Children's Trusts and other key partners to evaluate the minimum early intervention/prevention offer through qualitative and quantitative analysis of the provision.
 - c. delivering a change programme that challenges stigma around mental health and evaluate its impact.
 - d. empowering the community to co-produce and deliver creative approaches and interventions that raises awareness of mental health issues and supports children and young people to become increasingly engaged in their own community.
 - e. developing and delivering a training programme to the wider CYP and family workforce that enables the workforce to contribute to the delivery of the Complementary Offer.
 - f. 'Trauma Informed Practice' informing the development and delivery

of all practice, pathways and interventions and has due regard to policy.

2. Improving Access to Effective Support

Objectives:

4. We will have an online portal known locally as '**Digital THRIVE**' offering information, advice, self-help, care pathways and self-referral for children and young people, parents and carers and professionals.
5. We will have '**redesigned the CAMHS**' clinical model in Lancashire and South Cumbria in line with THRIVE delivering in year improvements by March 2020 including:
 - a. out of hours provision within Acute systems
 - b. delivery of the 0-19 service provision
6. We will have developed and agreed a '**risk support approach**' in line with THRIVE informing the delivery of services and supports across the Complementary Offer and the CAMHS Redesign.
7. We will define and deliver specialist inpatient and community intensive support as part of '**Getting More Help**' within THRIVE.
8. We will have mobilised the approved '**redesign of CAMHS**'.
9. We will define and extend our current service models to create a comprehensive offer for '**0-25year olds**' that reaches across mental health services for children, young people and adults providing an integrated approach across health, social care, education and the voluntary sector, in line with the NHS 10 Year Plan (2019).
10. We will have embedded the agreed '**0-19 year eating disorder**' model in South Cumbria by March 2020.
11. We will have implemented recommendations from the '**0-19 Eating Disorder Review**' (2019) into the future delivery of the All-age Eating Disorder model across the Lancashire & South Cumbria ICS footprint.

3. Ensuring appropriate support and intervention for CYP in Crisis

Objectives:

12. We will have developed a **'Case for Change'** regarding facilities in the community for young people experiencing emotional crisis
13. We will have co-produced and implemented a **'crisis training package'**:
 - a. to support families, carers and residential settings who are caring for young people in crisis
 - b. for mental health professionals to improve their confidence in supporting young people in crisis and to avoid admissions or facilitate discharge

4. Improving Service Quality

Objectives:

14. We will have developed and evaluated against an **'outcomes framework'** to demonstrate the impact of the programme:
 - a. Develop the specification
 - b. Identify key sources of information
 - c. Develop an outcomes framework
 - d. Undertake an evaluation of the programme against the framework
 - e. Report back to the Transformation Programme Board
15. To work with Health Education England (HEE), Skills for Care (SfC), the L&SC ICS and other relevant agencies to inform **'workforce strategies'** to deliver the right mix of skills, competencies and experience across the workforce.
16. **'Key Performance Indicators'**, incorporating the Mental Health Standard Data Set (MHSDS), national transition CQUIN and CAMHS outcome measures, will be monitored and challenged via the Performance Management Group and reported quarterly to the Transformation Programme Board with recommendations for action.

Our Priorities

For 2019/20, our 3 key priorities are to:

1. Develop an online portal known locally as 'Digital THRIVE' offering information, advice, self-help, care pathways and a self-referral process (Objective 4)
2. Redesign CAMHS and the Complementary Offer in line with the THRIVE model (Objective 3 and 5)
3. Define and deliver appropriate specialist inpatient and community intensive supports as part of 'Getting More Help' within THRIVE (Objective 7)

How will we deliver?

THRIVE Model

Building on the Future in Mind⁵ principles of promoting, protecting and improving our children and young people's mental health and wellbeing, the programme has adopted the THRIVE model to underpin the development and redesign of services. THRIVE wraps services around children and young people allowing access to the correct level of support at the time that it is needed using a multiagency model.

The model consists of four quadrants:

- Getting Advice
- Getting Help
- Getting More Help
- Getting Risk Support



When it comes to delivering services, all partners are committed to delivery being as close to children, young people and their families as possible with integrated neighbourhood care teams seen as the core delivery mechanism for the majority of community services.

5

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/414024/Childrens_Mental_Health.pdf

Governance

The CYPEWMH Transformation Programme sits within the All Age Mental Health portfolio of the Healthier Lancashire & South Cumbria (HL&SC) Integrated Care System (ICS) and as such reports into the HL&SC Portfolio Management Group and the ICS Executive Leadership Team. As part of this wider programme of work to deliver sustainability and transformation across the ICS, CYPEWMH works collaboratively with a number of other complimentary portfolios including Prevention & Population Health, Digital, and Workforce. A copy of the L&SC ICS Governance structure is included at Appendix 6.

Implementation of the plan is overseen by the Children and Young People's Emotional Wellbeing and Mental Health Transformation Programme Board. As of 2019, the Board includes key partners from across both Lancashire and South Cumbria and is supported by the Clinical Reference Group and the Commissioning & Finance Group. A copy of the CYPEWMH L&SC Governance structure is included at Appendix 1.

The Transformation Programme Board has become an effective body working with a range of services and organisations including 4 Child & Adolescent Mental Health Services (CAMHS), 8 Clinical Commissioning Groups (CCGs), 4 Local Authorities, 7 NHS Trusts, hundreds of schools, a wide ranging third sector including voluntary and faith groups, primary care, community services, various children and young people's support services and groups, and children, young people and their families.

Consensus for recommendations is made by consulting with the appropriate groups through several cycles for each project and at least one cycle involving children, young people, their carers and the public.

The role of the Transformation Programme Board is to:

- a. lead in the design, delivery, implementation, review and evaluation of the 5-year Transformation Plan.
- b. oversee workstreams, implementation groups, task and finish groups etc. in line with the agreed governance structure.
- c. support positive channels of communication and engagement activity.
- d. make recommendations for commissioning arrangements including investment priorities and the use of resources.
- e. make recommendations for service improvements and new delivery models.
- f. make decisions on behalf of organisations in line with delegated decision-making authority.

The Clinical Reference Group is a sub-group of the Board and operates as a support to the work of the Board by:

- a. providing a strong professional and clinical voice.
- b. giving clinical opinion on matters relating to service development/service improvement.
- c. providing a place to test clinical feasibility.
- d. operating as a space from which to make shared clinical recommendations.
- e. being a place where the work of the Board can be aligned to existing and emerging evidence and best value practice (and vice versa).
- f. providing a mechanism for co-production and clinical consultation.
- g. being a capacity and capability support to work streams.
- h. operating as a transparent and professional forum that ensures a focus on clinical excellence.

The role of the Commissioning & Finance Group:

The purpose of the Commissioning & Finance Group will be to work collaboratively with all relevant key stakeholders to guide the deliverables and overall objectives of the programme. This group is not a decision-making group. Recommendations from the group will be presented to the Children and Young People Emotional Wellbeing and Mental Health Transformation Programme Board and the Directors of Finance Group for appropriate sign off.

Aims of the group are to:

- a. reduce the complexity of current commissioning arrangements through joint commissioning and service redesign, developing a system that is built around the needs of children, young people and their families
- b. have clear governance arrangements which hold each partner to account for their role in the system
- c. Increase transparency through the development of robust metrics on service outcomes
- d. ensure that our increased levels of investment will be used transparently, equitably and demonstrate value for money by working together

The role of the Performance Management Group:

The purpose of the Performance Management Group will be to work collaboratively with all relevant key stakeholders to support the deliverables and overall objectives of the Improving Service Quality workstream.

We will:

- a. have clear governance arrangements which hold each partner to account for their role in the system
- b. increase transparency through the development of robust metrics on service outcomes
- c. ensure that our increased levels of investment will be used transparently, equitably and demonstrate value for money by working together
- d. report the Performance Dashboard on a quarterly basis to the Transformation Programme Board or as required

Programme Management

A Programme Dashboard is in place and currently used to monitor monthly progress against the 16 objectives, and to manage risks and issues within the Transformation Plan with a summary report presented to the Board each month.

For each objective on the dash board a project initiation document incorporating project objectives, benefits and key milestones is developed and signed off through the programme governance.

Enablers

The overarching four workstreams consist of a number of projects with principles and enablers translating the desired outcomes into practice. There are four key enablers supporting the programme:

- a. Engagement with children, young people and their families or carers
- b. Communication
- c. Finance
- d. Business Intelligence

Engagement with children, young people and their carers has continued in order to obtain insight and intelligence to inform projects of the improvements and benefits but also the problems and difficulties they have faced whilst using a service.

Since 2016, we have effectively engaged with children, young people and our stakeholders to inform our decision making. After working with children and young people to co-design a visual identity (branding) for the transformation programme, we are now working with children and young people, professionals, carers and family members in order to co-produce a website. We are working with these groups to better understand what they would like from the website, how it will work, what information will be held on the website, how information will be displayed, and the format of the information i.e. using text and/or videos. 2019 will see greater development of the website, shaped by the

views and insights obtained from children and young people, professionals, carers and family members.

During 2019 we will work with children and young people to create films of commonly used venues to allow children, young people, carers and family members to see the location of a forthcoming CAMHS appointment. This filming is a direct result of the feedback and insights from our active engagement with children, young people, carers and family members. We understand that the run up to attending an appointment can be an anxious time when people may not know what to expect, especially if it is a first appointment. By creating video guides people will be able to view the venue of the appointment and therefore allow the person to prepare for the appointment. We also have several forthcoming opportunities for children and young people to create content for the website.

We have hosted numerous surveys via a range of methods - paper, electronic and social media. Using this information, we have been able to better understand patient and carer experience, and so inform decision making.

We have continued to grow the national anti-stigma 'Time to Change' campaign and will run 'Time to Change' training sessions at various locations within Lancashire and South Cumbria. As part of adopting the 'Time to Change' campaign we also promoted and raised awareness of 'Time to Talk' day on Thursday 7th February 2019.

Extensive stakeholder development has continued, and we will continue to work with and strengthen stakeholder partnerships, working with stakeholders to inform decisions and shape change as we move forward. An example being that, stakeholders are invited to be part of various work streams within the programme in order to contribute valuable expertise and insight.

The large-scale change that is being implemented, facilitated through the Transformation Plan, requires large scale **communication** between organisations, staff, the public, children, young people and their carers. There are systems in place to maintain the governance of the programme, which promotes communication between the organisations in the Governance Structure (Appendix 1), this takes the form of presentations to the relevant Boards and a bi-monthly bulletin. Continual work is being carried out to grow and strengthen communication channels and networks.

In addition, we continue to grow our social media presence via our already established Twitter channel. In 2018 we also saw the launch of our Healthy Young Minds - LSC Facebook account which we are developing and promoting as we move forward, providing wider engagement opportunity for all stakeholders.

Finance is governed by the Commissioning & Finance Group who have put systems in place to make recommendations and monitor spend; it is led by a Chief Finance Officer from one of the member CCGs.

Business intelligence - the Programme has commissioned and works closely with colleagues within the Midlands & Lancashire CSU Business Intelligence Team. The team collates and analyses data with specific regard to our Key Performance Indicators, working closely with task groups to deliver accurate and up to date information/data as required. In addition, the team supports the quality assurance and monitoring responsibility of the Programme through the presentation of monthly reports to the Performance Management Group and quarterly reports to the Transformation Programme Board.

Interdependencies

The CYPEWMH Programme is one of a number of key programmes within the Lancashire & South Cumbria Integrated Care System and as such there is value in our being cognisant of their work and vice versa. Consideration of how we can engage in, influence and contribute to their decision making, planning and delivery, on behalf of children, young people and their families is a central to our planning.

The Programme has identified five key interdependencies:

- Adult Mental Health including the Peri-natal programme
- Learning Disability & Autism workstream
- Workforce Development
- Commissioning Development
- Prevention and Population Health and the work of the All Age Self Harm and Suicide Prevention programme

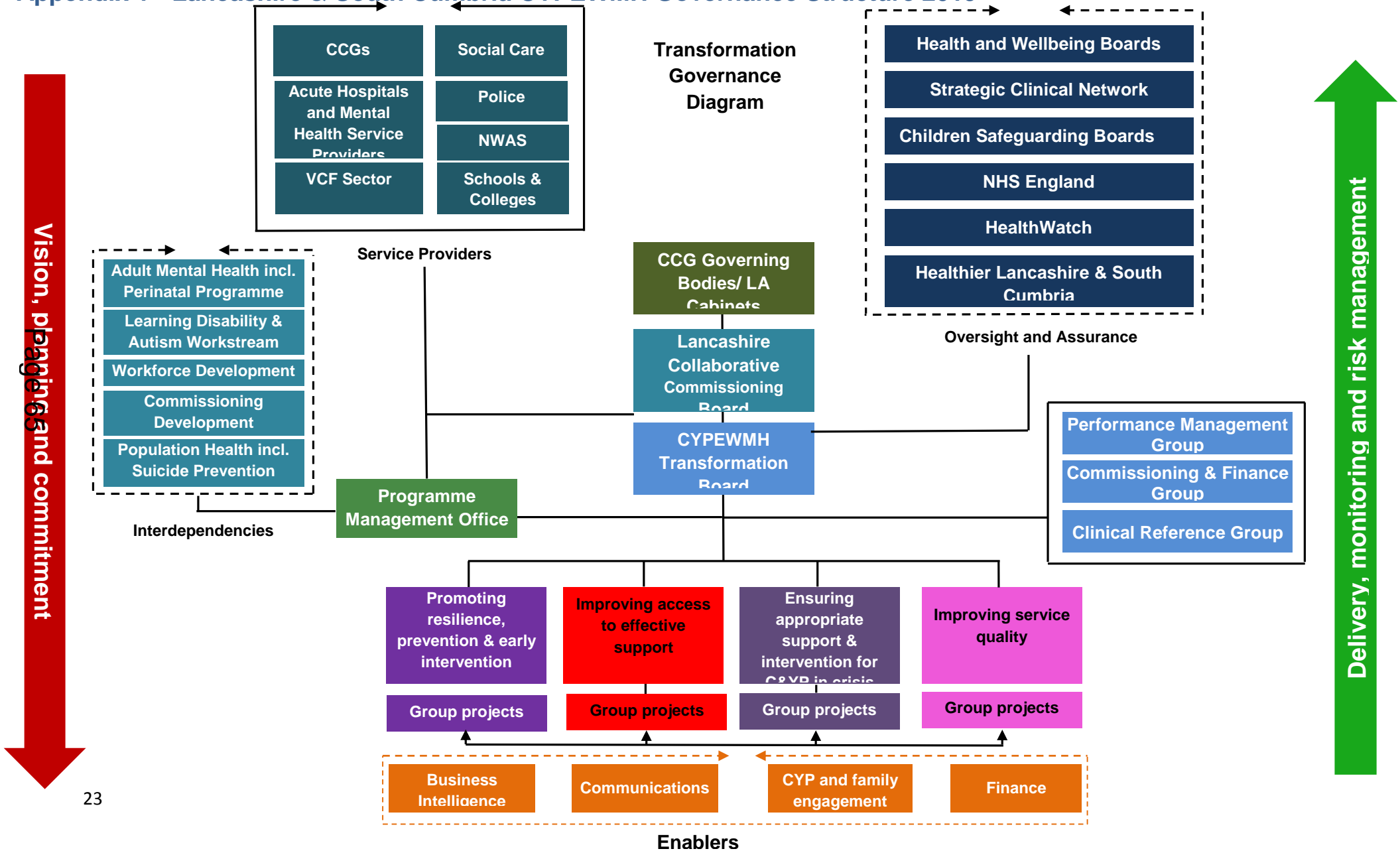
Partners

We work collaboratively with a wide range of partners and stakeholders, many of whom have been identified within our Governance Structure below (Appendix 1).

It is important to us to ensure that the communities of Lancashire & South Cumbria are equitably represented through our partners. To support this, we will continue to explore and utilise creative ways to support engagement and participation through the use of digital technology to minimise the distance people have to travel, especially given our new geographical footprint.

We regularly check the membership and accessibility of our groups and seek ways to remain engaged with all of our key partners and stakeholders especially representatives from our four Local Authorities and Public Health services; the Voluntary, Community & Faith sector; schools, colleges and further education providers; and our Health and Social Care providers. This section has been included following feedback from our consultation (Appendix 5).

Appendix 1 - Lancashire & South Cumbria CYPEWMH Governance Structure 2019



Appendix 2 - Summary of new national must do's and imperatives 2018/19

ID	Narrative	Reference
	<p>'Transforming children and young people's mental health provision'</p> <p>https://www.gov.uk/government/consultations/transforming-children-and-young-peoples-mental-health-provision-a-green-paper</p>	<p>DH, HEE (2018) Government response to the consultation on 'Transforming children and young people's mental health provision: a green paper' and next steps</p>
	<p>NHS Long Term Plan</p> <p>https://www.england.nhs.uk/long-term-plan/</p>	<p>NHS Long Term Plan 2019</p>
	<p>https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/770675/The_Handbook_to_the_NHS_Constitution_-_2019.pdf</p>	<p>DH. (2019), The handbook to the NHS Constitution</p>
	<p>https://www.ucl.ac.uk/pals/sites/pals/files/self-harm_and_suicide_prevention_competence_framework_-_children_and_young_8th_oct_18.pdf</p>	<p>Health Education England (2018) Self-harm and suicide prevention competence framework, for children and young people</p>
	<p>https://www.childrenssociety.org.uk/sites/default/files/the_good_childhood_report_full_2018.pdf</p>	<p>The children's society, (2018) The Good Childhood Report 2018</p>

ID	Narrative	Reference
	<p>https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/728892/government-response-to-consultation-on-transforming-children-and-young-peoples-mental-health.pdf</p>	<p>DHSC HEE (2018) Government response to the consultation on <i>Transforming Children and Young People's Mental Health Provision: a green paper and next steps</i></p>
	<p>Future in Mind</p> <p>https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/414024/Childrens_Mental_Health.pdf</p>	<p>DH (2015) Future in Mind, promoting, protecting and improving our children and young people's mental health and wellbeing</p>
	<p>Robust local workforce plans to grow and transform the Mental Health workforce, aligned with finance and service plans p.28</p> <p>https://www.hee.nhs.uk/our-work/person-centred-care/mental-health/mental-health-workforce-plan</p>	<p>Stepping Forward to 2020/21: Mental Health Workforce Plan for England</p>
	<p>New support for schools with every secondary school in the country to be offered mental health first aid training and new trials to look at how to strengthen the links between schools and local NHS mental health staff</p> <p>https://mhfaengland.org/mhfa-centre/news/2017-01-09-government-announces-plans-for-youth-mental-health/</p>	<p>Government announcement (Jan 17)</p>
	<p>Robust local workforce plans to grow and transform the Mental Health workforce, aligned with finance and service plans</p> <p>https://www.hee.nhs.uk/our-work/person-centred-care/mental-health/mental-health-workforce-plan</p>	<p>Stepping Forward to 2020/21: Mental Health Workforce Plan for England</p>

ID	Narrative	Reference
	<p>Improved care for children and young people. An extra 35,000 children and young people being treated through NHS-commissioned community services next year compared to 2014/15, growing to an extra 49,000 children and young people getting the care they need in two years' time.</p> <p>https://www.england.nhs.uk/wp-content/uploads/2017/03/NEXT-STEPS-ON-THE-NHS-FIVE-YEAR-FORWARD-VIEW.pdf</p>	<p>Next Steps on the NHS Five Year Forward View</p>
	<p>Approval of courses for approved mental health professionals</p> <p>http://www.legislation.gov.uk/ukpga/2017/16/contents/enacted</p>	<p>Children & Social Work Act (2017)</p>

Appendix 3 - Finance

There is a national expectation that investment in children's mental health is expected to continue to rise over the course of the five-year Transformation Programme, up to 2020 as outlined in Table 1 below. The investment is added into CCG baselines. Future investment is being linked to the achievement of targets aimed at increasing access to support for those with a diagnosable mental health need. It should be noted that revised figures published by the Department of Health in 2018 have resulted in a slight change to the figures in the table below from those presented in the 2018/19 Transformation Plan.

Table 1 – Total Transformation Funding by CCG

CCG Name	2016/17	2017/18	2018/19	2019/20	2020/21
Blackburn with Darwen CCG	£367,510	£432,277	£524,658	£586,151	£647,531
Blackpool CCG	£423,027	£497,579	£603,915	£674,698	£745,350
Chorley and South Ribble CCG	£392,084	£461,182	£559,739	£625,344	£690,827
East Lancashire CCG	£889,325	£1,046,053	£1,269,603	£1,418,359	£1,566,595
Fylde and Wyre CCG	£360,870	£424,467	£515,179	£575,561	£635,831
Greater Preston CCG	£445,867	£524,444	£636,522	£711,126	£785,593
Morecambe Bay CCG (Lancashire North)	£353,363	£415,637	£504,462	£563,588	£622,605
Morecambe Bay CCG (South Cumbria)				£737,080	£814,265
West Lancashire CCG	£247,296	£290,877	£353,040	£394,418	£435,720
Total Lancashire	£3,479,341	£4,092,516	£4,967,120	£6,286,324	£6,944,317

Increased Investment from 2014/15 – 2018/19

The following table shows the investment by CCG for 2018/19 compared to the baseline position in 2014/15.

	0-18 pop (10%)	2014/15 Baseline	£ per prevalent child	2018/19	£ per prevalent child
Blackburn With Darwen CCG	4463	£1,286,230	£288.20	£1,833,175	£410.75
Blackpool CCG	3413	£ 2,188,255	£641.15	£2,526,072	£740.13
Chorley & South Ribble CCG	3851	£1,287,350	£334.29	£1,823,739	£473.58
East Lancashire CCG	10755	£3,652,596	£339.62	£4,833,839	£449.45
Fylde & Wyre CCG	2807	£987,070	£351.65	£1,593,344	£567.63
Greater Preston CCG	4635	£1,206,841	£260.38	£1,695,522	£365.81
Morecambe Bay CCG (Lancashire North)	3095	£662,366	£214.01	£1,129,621	£364.98
West Lancashire CCG	2284	£862,548	£377.65	£1,220,980	£534.58
Lancashire Total	35,303	£12,133,256	£343.69	£16,656,292	£471.81

In 2018/19 the 85% aligned transformation funding was spent across several transformation priorities. Details are shown in table 2 below. A significant proportion, 27% (£1.1m of £4.3m of transformation funding) was allocated to plug the gap left by the withdrawal of funding by Lancashire County Council (LCC) from the CAMHS services. This is now a recurrent position, so the decision has been taken to continue to support these services to preserve current levels of access and to safeguard the access targets. The outcome of the alternative investment by LCC into emotional health and well-being support is being monitored by the Transformation Board.

Table 2 - Allocated Spend of 2018/19 Aligned Transformation Funding (85%)

Theme	Objective	Grand Total
Ensuring appropriate support and intervention for C&YP in Crisis	Continue to fund the 7 day CAMHS response and support its implementation across Lancashire	£630,261
	CAMHS Crisis / Home Treatment	£53,554
	Psychiatry input to 7 days CAMHS response	£60,000
General	Transformation Coordination & Events	£119,293

Improving Access to Effective Support	Purchase additional capacity from LCFT (0-19 CAMHS replacement of LCC Disinvestment)	£1,129,695
Improving Care for the most Vulnerable	As part of the ASD/ADHD pathway work we will develop our pre and post diagnosis support offer	£314,067
	Behavioural Support Programme	£229,920
Improving Service Quality	While we are working on this, we will continue to fund IAPT trainees	£347,481
Increasing Access to Perinatal and Infant Mental Health Support	Continue to fund perinatal pathway pilot schemes where evidence suggests	£66,197
Promoting Resilience, prevention and Early Intervention	Complimentary offer of support to wrap around clinical services	£262,210
	Kooth	£34,000
	Primary Mental Health Workers/Psychological Wellbeing Practitioners	£653,957
	Youth Mental Health	£3,790
Other	Other Blackpool	£79,004
	Care Partnership Support	£150,000
Grand Total		£4,133,429

The remaining 15% would stay in the CCGs to fund local coordination and innovation.

Specific Investment for children and young people with an Eating Disorder requiring a Community Intervention

In line with the Five Year Forward View for Mental Health the eight CCGs have, in addition to the above investment, commissioned a pan Lancashire Community Eating Disorder service.

The contributions to this are detailed in the table below:

CCG Name	2017/18
Blackburn With Darwen CCG	£94,796
Blackpool CCG	£106,867
Chorley & South Ribble CCG	£98,793
East Lancashire CCG	£214,568
Fylde & Wyre CCG	£89,889
Greater Preston CCG	£113,187
Morecambe Bay CCG (Lancashire North)	£85,021
West Lancashire CCG	£62,869
Lancashire Total	£865,990

Appendix 4 - Performance

This appendix presents key performance information for the programme. This includes:

- The number of children and young people with a diagnosable mental health condition accessing NHS funded community services.
- The numbers of children and young people accessing community eating disorder services within one week for urgent referrals and four weeks for non-urgent referrals.
- Information regarding the children and young people's emotional wellbeing and mental health workforce.

CYP Access Targets

The Programme is currently monitoring performance against the CYP access target in three ways;

1. Targets based on the **original baseline** which was submitted for the **NHS England plan** in 2017 and is based on a definition which was lacking some clarity nationally. This was used to provide the programme with an early indication of performance until the national definition was further clarified. 2018/19 plan has been based on the finalised NHSE definition for this indicator
2. **Local Position** which is calculated using data that is collected locally, based on the national definition and monitored locally to understand the current position.
3. **National Mental Health Data Set (MHSDS) position** which is based on the data that is submitted to the MHSDS and is expected to be used for monitoring the indicator nationally by NHSE. Currently only a limited amount of local data is flowing to the MHSDS.

NHS England have advised to continue to monitor against all 3 of the above views. Therefore, this is monitored on a monthly and quarterly basis via several internal and external meetings.

Access Targets as per the NHSE submitted plans

Total NEW no. of CYP aged 0-18 with a diagnosable mental health condition	2018/19	2019/20	2020/21
	32%	34%	35%
3,871	1,239	1,316	1,355
2,952	945	1,004	1,033
3,227	1,033	1,097	1,129
8,115	2,597	2,759	2,840
2,702	865	919	946
3,975	1,272	1,352	1,391
6,084	1,947	2,069	2,129
2,616	837	889	916
3,468	1,110	1,179	1,214
2,040	653	694	714
32,966	10,549	11,208	11,538

CCG	Total no. of CYP aged 0-18 with a diagnosable mental health condition	16/17 Baseline (Ref accepted)		16/17 Baseline (1st Treatment)		2017/18
						30%
NHS Blackburn with Darwen CCG	3,871	762	20%	463	12%	1,161
NHS Blackpool CCG	2,952	1,298	44%	767	26%	886
NHS Chorley And South Ribble CCG	3,227	700	22%	349	11%	968
NHS East Lancashire CCG	8,115	1,747	22%	1,058	13%	2,435
NHS Fylde & Wyre CCG	2,293	548	24%	260	11%	688
NHS Greater Preston CCG	3,975	736	19%	378	10%	1,193
NHS Morcambe Bay CCG	6,398	NA	NA	NA	NA	1,919
- Lancashire North	3,059	468	15%	304	10%	918
- South Cumbria	3,339	NA	NA	NA	NA	1,001
NHS West Lancashire	2,040	397	19%	237	12%	612
Lancashire & SC CCGs Total	32,871					9,861

Access Targets as per the Local calculated position

CCG	CYP aged 0-18 with a diagnosable mental health condition	Part 1a: The number of children and young people with a new referral from 1st January 2016, receiving at least two contacts (Including Indirect contacts) within six week period where their first contact occurs before their 18th birthday		Part 2a: The number of children and young people, regardless of when their referral started, receiving at least two contacts (Including Indirect contacts) and where their first contact occurs before their 18th birthday			
		16/17 Baseline Actuals (CYP New referrals receiving at least 2 contacts within 6 weeks period)		16/17 Baseline Actuals (All CYP) versus 28% Target		17/18 Actuals (All CYP) versus 30% Target	
NHS Blackburn with Darwen CCG	3,871	291	8%	767	20%	1,292	33%
NHS Blackpool CCG	2,952	624	21%	1,154	39%	1,651	56%
NHS Chorley And South Ribble CCG	3,227	461	14%	987	31%	1,371	42%
NHS East Lancashire CCG	8,115	799	10%	1,769	22%	3,312	41%
NHS Fylde & Wyre CCG	2,293	418	18%	818	36%	1,313	57%
NHS Greater Preston CCG	3,975	417	10%	905	23%	1,403	35%
NHS Morcambe Bay CCG	6,398	323	5%	548	NA	1,806	28%
- Lancashire North	3,059	323	11%	548	18%	1,806	59%
- South Cumbria	3,339	NA	NA	NA	NA	NA	NA
NHS West Lancashire	2,040	295	14%	574	28%	851	42%
Lancashire & SC CCGs Total	32,871	3,628	11%	7,522	23%	12,148	39%

Total NEW no. of CYP aged 0-18 with a diagnosable mental health condition	Part 2a: The number of children and young people, regardless of when their referral started, receiving at least two contacts (Including Indirect contacts) and where their first contact occurs before their 18th birthday		
	2018/19 @ 32% Target	2019/20 @ 34% Target	2020/21 @ 35% Target
3,871	1,239	1,316	1,355
2,952	945	1,004	1,033
3,227	1,033	1,097	1,129
8,115	2,597	2,759	2,840
2,702	865	919	946
3,975	1,272	1,352	1,391
6,084	1,947	2,069	2,129
2,616	837	889	916
3,468	1,110	1,179	1,214
2,040	653	694	714
32,966	10,549	11,208	11,538

All Lancashire and South Cumbria CCGs have achieved the access target (see table above for details) during 2017/18 apart from Morecambe Bay CCG. Four CCGs have either met or exceeded the 2018/19 trajectory at quarter 3 YTD (see table below for details). The 2019/20 and 2020/21 trajectories may be amended further dependant on actual performance for 2018/19 and new guidance during the re-submission of the CCG plan.

Please note that the local position for 2017/18 is based on main providers⁶ and voluntary sector providers data.

Access Targets position based on MHSDS

18/19 Actuals (All CYP @ Qtr 3) versus 32% Target

CCG	Part 2a	Prevalence Annual (2B)	Target Achieved
NHS Blackburn with Darwen CCG	905	3,871	23%
NHS Blackpool CCG	1,260	2,952	43%
NHS Chorley And South Ribble CCG	675	3,227	21%
NHS East Lancashire CCG	1,715	8,115	21%
NHS Fylde & Wyre CCG	690	2,702	26%
NHS Greater Preston CCG	625	3,975	16%
NHS Morecambe Bay CCG	1,195	6,084	20%
NHS West Lancashire	475	2,040	23%
Total	7,540	32,966	23%

Please note that Fylde & Wyre CCG's prevalence changed in 2017/18 from 2,293 to 2,702 and Morecambe Bay CCG's prevalence changed in 2018/19 from 6,398 to 6,084.

Further work is underway to include voluntary sector providers activity which should therefore improve this position during Q4 period.

⁶ Blackpool Teaching Hospitals NHS Foundation Trust, East Lancashire Hospitals NHS Trust and Lancashire Care NHS Foundation Trust

CCG Trajectories for Eating Disorder Service

CCG trajectories for eating disorder services show performance increasing from 20% to 95% over a five-year period. It is expected that the Children and Young People Eating Disorder services achieves, by 2020, a minimum of 95% of referrals waiting less than the targets above and depicted below:

No. Urgent Patients seen within 1 week	2016	2017	2018	2019	2020	2021
	20%	40%	60%	80%	95%	95%

No. Routine Patients seen within 4 weeks	2016	2017	2018	2019	2020	2021
	20%	40%	60%	80%	95%	95%

CCG Actuals for Eating Disorder Service

There are two waiting time standards Eating Disorder services are required to respond to, these are that children and young people (up to the age of 19), referred for assessment or treatment for an eating disorder, should receive NICE-approved treatment with a designated healthcare professional within:

- One week for urgent cases
- Four weeks for every other case

Routine (% seen within 4 weeks)

CCG	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q3 YTD 2018/19
NHS BLACKBURN WITH DARWEN CCG	100%	100%	67%	88%
NHS BLACKPOOL CCG	83%	100%	100%	94%
NHS CHORLEY AND SOUTH RIBBLE CCG	80%	86%	80%	82%
NHS EAST LANCASHIRE CCG	100%	62%	43%	58%
NHS FYLDE & WYRE CCG	100%	100%	75%	91%
NHS GREATER PRESTON CCG	50%	58%	100%	75%
NHS MORECAMBE BAY CCG	0%	82%	100%	92%
NHS WEST LANCASHIRE CCG	88%	75%	100%	89%
Total	84%	76%	79%	81%

Routine (No's seen within 4 weeks)

CCG	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q3 YTD 2018/19
NHS BLACKBURN WITH DARWEN CCG	4	1	2	7
NHS BLACKPOOL CCG	5	4	8	17
NHS CHORLEY AND SOUTH RIBBLE CCG	4	6	8	18
NHS EAST LANCASHIRE CCG	4	8	6	18
NHS FYLDE & WYRE CCG	1	6	3	10
NHS GREATER PRESTON CCG	1	7	3	11
NHS MORECAMBE BAY CCG	0	9	10	19
NHS WEST LANCASHIRE CCG	7	3	6	16
Total	26	44	46	116

Urgent (% seen within 1 week)

CCG	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q3 YTD 2018/19
NHS BLACKBURN WITH DARWEN CCG	-	100%	0%	50%
NHS BLACKPOOL CCG	100%	100%	-	33%
NHS CHORLEY AND SOUTH RIBBLE CCG	100%	-	50%	75%
NHS EAST LANCASHIRE CCG	50%	50%	0%	40%
NHS FYLDE & WYRE CCG	-	-	100%	100%
NHS GREATER PRESTON CCG	100%	-	40%	43%
NHS MORECAMBE BAY CCG	100%	100%	-	67%
NHS WEST LANCASHIRE CCG	-	25%	-	25%
Total	93%	60%	40%	48%

Urgent (No's seen within 1 week)

CCG	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q3 YTD 2018/19
NHS BLACKBURN WITH DARWEN CCG	0	1	0	1
NHS BLACKPOOL CCG	2	1	0	3
NHS CHORLEY AND SOUTH RIBBLE CCG	2	0	1	3
NHS EAST LANCASHIRE CCG	1	1	0	2
NHS FYLDE & WYRE CCG	0	0	1	1
NHS GREATER PRESTON CCG	5	0	2	7
NHS MORECAMBE BAY CCG	4	2	0	6
NHS WEST LANCASHIRE CCG	0	1	0	1
Total	14	6	4	24

The tables above show CCG performance against the 2018 target of 60% for both urgent patients seen, and routine patients seen. Performance against the routine target as at Quarter 3 2018/19 is at a satisfactory level as the target is currently being met Quarter to Date. CCGs are currently working with the provider, with plans in place to improve performance for urgent referrals to be seen against the target of 60%.

Further work is underway in conjunction with NHS England to confirm an accurate methodology to monitor performance as low numbers tend to skew performance for this indicator. Locally the All-Age Eating Disorder Service Review would also support this indicator.

Appendix 5 - Consultation and feedback

Over 500 stakeholders received an email with the link inviting them to read the re-freshed Plan and respond to the consultation survey. The survey and the Transformation Plan also featured within the Healthier Lancashire & South Cumbria Integrated Care System newsletter which has a mailing membership of 1,057. Social media was utilised to promote the Transformation Plan and the consultation survey. The link to the re-freshed Plan and consultation survey reached 542 people via Facebook with 35 engagements⁷ and 3,893 people via Twitter with 45 engagements⁸. Within the newsletters and emails, people were also invited to share the Transformation Plan and take up the opportunity to comment on it.

Stakeholders were asked to indicate the extent to which they agreed with the Plan and the priorities set out and then to provide an explanation of their response. Respondents were also asked some questions about themselves to help us understand their comments and ensure representation. There were 39 completed responses. Of the respondents, 2 disagreed with the objectives and the majority (58.07%) agreed fully with them, 35.48% of respondents felt that they partly agreed with the objectives. All groups of respondents (i.e. service users, parents/carers, health professionals, members of the public and others) had some respondents who partly agreed with the refreshed objectives. The largest group of respondents were from local authority (29.03%), followed closely by health professionals (22.58%) with parents and carers accounting for (19.36%). 12.9% of respondents were from other groups such as voluntary and faith sector, social work or children's advocate. A further 3.23% of respondents were young people and service users. Most of the respondents were female (70.97%). Whilst there is no reason to think that males, whether service users or not, feel any differently about the objectives, as we only have a small level of male respondents, we cannot say this conclusively. There is some representation from the Indian communities (6.45%) but there is under representation from certain other groups however 4 respondents skipped the question therefore we don't have a full picture of all sections of the demographics of the respondents.

We strive to engage with our wide range of diverse stakeholders across our vast geography, this year we have received contributions from several seldom heard communities which haven't been represented in previous years. In order to increase engagement with our vulnerable groups we will continue to build on stronger communication channels as we move forward, to ensure we continue to involve and engage with as many members of society as possible.

⁷ Facebook engagement rate; an engagement includes when people perform actions on to your post/page for example someone may like, share, click on a link or comment

⁸ Twitter engagement rate; an engagement includes any way someone interacts with a tweet, including but not limited to, retweets, clicks and likes.

Nearly a quarter of respondents made a comment(s), replying to ‘please tell us why’. The comments were largely positive but quite varied; although several common themes/points could be identified. The most common points made are as follows:

- The objectives are strong for school aged children but need strengthening for the early years
- The objectives are in line with the local need
- Online portals are services youths are likely to access and be open and honest
- Need more work for those suffering on a low level - to stop them escalating before interventions
- I do agree with the objectives but would say time needs to be spent making sure that provisions are resourced properly, and all health care professionals are aware of where to signpost young people.

We thank all of those who took the time to reply to the survey and your comments have been responded to within the next section – You Said, We Did.

<p style="text-align: center;">You Said</p> <p style="text-align: center;">Do you agree with our objectives for the next 3 years?</p>	<p style="text-align: center;">We Did</p>
<p>I do agree with the objectives but would say time needs to be spent making sure that provisions are resourced properly and all health care professionals are aware of where to signpost young people</p>	<p>Thank you for your agreement with the objectives. Please find our response to your comments:</p> <p>Resourcing – we continue to support the work of the ICS Workforce Strategy and the individual workstreams also have the needs of the workforce high on their agenda. The Plan has been developed with the support of colleagues within the 8 CCGs and is reviewed monthly within the Commissioning & Finance group. Your comments will also be shared with this group.</p> <p>Awareness – with any changes and service developments, we recognise the importance of ensuring those working closely with children and young people understand the support pathways and how</p>

	<p>best to signpost people. The CYPEWMH Website aims to provide one element of the support options that will be available to both individuals and professionals taking account of geography, availability and accessibility</p> <p>The CAMHS Redesign will also map out an implementation plan that will be asked to consider awareness raising of any changes.</p>
<p>I feel we need to consider the needs now and the vulnerabilities of children. Educating them more than we are.</p>	<p>Within the Plan we have been able to celebrate the achievements that have been made over the last 3 years. But we continue to acknowledge that the needs of children and young people remain central to our day to day work and our planning for the future - Objectives 1 - 3</p> <p>The Plan recognises the needs of vulnerable children and young people and have now included reference to our Young Carers – pages 6 & 7</p> <p>The Plan has and continue to explore new ways of raising awareness of Mental Health issues within our schools and colleges – the Plan continues to support the role of Primary MH Workers and the introduction of MH Champions in schools in line with the Green Paper.</p> <p>School and Colleges also remain strong partners within the Governance of the programme.</p>

<p>Need more work for those suffering on a low level - to stop them escalating before interventions</p>	<p>The Plan offers a specific focus on the development of the 'Complementary Offer' (Objective 3) and also the design and implementation of Digital Thrive (Objective 4) delivering online information via our Website as part of a range of low-level interventions.</p>
<p>The objectives are strong for school aged children but need strengthening for the early years</p>	<p>The Plan recognises the importance of considering the needs of children and young people from 0 – 25 years. Your concern for those under school age is acknowledged, the needs of all CYP aged 0-19 are in scope for the CAMHS Redesign and includes the following requirement 'take referrals from birth up to 18th birthday and continue to support up to 19th birthday, as needed' (Objectives 5 & 9)</p> <p>In addition, the 'Complementary Offer' takes into account the needs of young children/early years support (Objective 3)</p>
<p>Concern that whilst putting right the system YP 'almost in crisis' remain unsupported for such long periods of time they disengage and even if/when support becomes available they are beyond feeling able to access it</p>	<p>The Plan embraces the principles of the THRIVE Model incorporating the Complementary Offer, Digital THRIVE and the CAMHS Redesign.</p> <p>The 'Complementary Offer' in particular aims to wrap support around them and their families to avoid escalation, promote recovery and maintain wellbeing (Objective 3)</p> <p>Your comments will however also be shared with the workstream leads.</p>

<p>The objectives are in line with the local need, we need to join all our pathways and develop joined up working but also have a sustainable model that can last the test of time</p>	<p>Thank you for your comments.</p> <p>The principles of the THRIVE Model aim to ensure that services and support work seamlessly and collaboratively. In addition, workshops have been delivered with service providers and clinical leads to ensure that where pathways exist that they are aligned and understand if gaps exist in our future plans.</p> <p>The Programme Board along with the Lancashire & South Cumbria Integrated Care System, seek to achieve sustainability within the service transformations they oversee. The objectives within this Plan aim to deliver this.</p> <p>Your comments will be shared with the Programme Board</p>
<p>It has been very difficult to read the professionalized jargon in this plan and therefore young people are unable to comment in depth about whether they agree or not with the objectives. would it be possible to extend the deadline and circulate the key information translated into plain English</p>	<p>We thank you for this comment however, we are unable to extend the deadline as we are accountable to the timescales of NHS England. However, we will in future strive to use plain English within our Plan. We also aim to deliver a 'User Friendly' version of this Plan following sign off at our Board.</p> <p>Next year, we will produce a user-friendly version relevant to children and young people prior to the consultation period and it will be this document that children and young people will be asked to comment on.</p> <p>Your comments will be shared with our Communication and Engagement team.</p>

<p>The positive intent of this document is clear but as someone who has a lot of experience in this area I remain very concerned that the child mental health strategy is far too short on clarity about the systemic reasons we are seeing so many very stressed children. Given the amounts being invested in the reorganisation itself there is an urgent need for a stronger bigger picture evidence based analysis that is no where apparent in this document.</p>	<p>The Board and the Programme leads share your concerns.</p> <p>National Strategy and research drives and influences the shape of our Plan. But in turn we seek the opportunity to contribute to wider research which serves to inform and give clarity on the reasons for increased incidence of mental health issues amongst children and young people.</p> <p>Our Plan serves to address both the practical, and system wide changes that are needed to respond to key issues and ‘must do’s’ identified through national policy.</p> <p>Evidence based decision making and analysis is undertaken at both CCG and ICS level and drives the local planning agenda. Findings and prevalence data inform development work being undertaken.</p> <p>Your comments will be shared with the Programme and relevant groups</p>
<p>The revised document is too complacent. On the ground, as a Third Sector provider, we have seen no improvement in many of the provisions. There is lip-service (only) paid to the contribution of the 3rd Sector. More imagination should be used in helping to fund these useful (and cheaper!) organisations. Meetings are time-consuming, and often involve senior staff going long distances, taking them away from their day-day roles.</p>	<p>The opportunity to refresh the Plan also provides the opportunity to celebrate our achievements. In revising our objectives and priorities, we endeavour to drive change that will offer sustainability locally whilst meeting national expectations.</p> <p>It is regrettable that you feel this plan is too complacent however your comments will be shared with the Transformation Board for consideration.</p>

	<p>We recognise the contributions of the Voluntary, Community and Faith sector as one of our key partners and have included further wording to support this within the Plan. In addition, we are currently undertaking a full review of our governance arrangements which will include membership, roles and expectations.</p> <p>We continue to explore and apply creative solutions to enable all our partners to participate in meetings despite geographical location, so minimising travel and time away from the day job.</p> <p>The Board and the Transformation programme appreciate and recognise the contributions of the Voluntary, Community & Faith Sector organisations and we acknowledge your views.</p>
<p>Looking back over what has been happening the plans have been fluid, however I do sometimes feel with this plan that South Cumbria are left out of it and we do not always have access like those in Lancashire even though it should be South Cumbria too.</p>	<p>The process that we went through to develop the draft Plan has accounted for the representations of South Cumbria via their 2018/19 Transformation Plan, objectives and priorities.</p> <p>We do recognise that there are gaps in services however these will be address as the plan continues to develop. The Plan will continue to be informed through South Cumbria's representation within our Governance arrangements, and workstreams</p>
<p>Objective 15 in respect of 'continuous improvement and learning' – is this more of a principle than an objective that can be evaluated and measured?</p>	<p>After consideration of this comment, we agree and have re-sighted this objective within the Principles section.</p>

	The Plan now supports nine Principles.
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<p style="text-align: center;">You Said</p> <p style="text-align: center;">Do you agree with our priorities for 2019/20?</p>	<p style="text-align: center;">We Did</p>
<p>Using a digitalised service both provides an accessible channel for young people whilst providing a sustainable solution financially It's not clear at first glance but this must be fully backed up with face to face support where required</p>	<p>We agree. The website, developed as part of the Digital THRIVE programme will offer a signposting service via a directory of services, this is a complementary service alongside all of the 'face to face' services. This is not a replacement to those services.</p> <p>Face to face services are seen as intrinsic to the support approach and all other services, be they digital or otherwise are complementary.</p>
<p>It would be great if there is something consistent in both North Lancs and South Cumbria. I would be more than happy to continue to be involved in this process</p>	<p>Thank you for your comment. We also acknowledge that any service redesign will endorse the delivery of services equitably across the geography of Lancashire & South Cumbria.</p> <p>We invite people to email healthyyoung.minds@nhs.net to register their interest in receiving communication about the programme and/or the opportunity to be involved.</p>
<p>Online portals are services youths are likely to access and be open and honest</p>	<p>Thank you for your comment</p>
<p>I imagine CAMHS will still be inaccessible for those who are not meeting thresholds</p>	<p>The principles of the THRIVE model enables people to access services and supports at the appropriate point and time for them. This includes Getting Advice,</p>

	<p>Getting Help, Getting More Help, Getting Risk Support.</p> <p>This model aims to wrap services around children and young people allowing access to correct level of support at the time that it is needed using a multi-agency model.</p> <p>The CAMHS service primarily functions within the 3 and 4th quadrants of the THRIVE model (Getting More Help/Getting Risk Support) and will be accessible to those who need this level of intervention when needed.</p>
<p>I am unclear where work with perinatal mental health and early years sits under the above priorities. Intervention early in the age of the child is vital and I believe should be given prominence each year</p>	<p>Perinatal Mental Health is now cited within the Adult Mental Health portfolio. The CYPEWMH programme is interdependent with the Adult Mental Health programme so that can influence and inform developments on behalf of children, young people and their families.</p> <p>The Board will maintain their oversight of this work via quarterly reporting processes. This has been referred to within the Interdependencies section of the Plan</p>
<p>Not sure the portal is really something a large proportion of YP who need support will access. Redesigning seems to have been on the agenda for too long - need service now</p>	<p>The website and portal are being developed in conjunction with children, young people and their families. Feedback has been received via engagement and co-production activities. Feedback has been that this will be a valuable resource.</p> <p>Children and young people have told us that they have enjoyed being part of the process, however we acknowledge that the Digital THRIVE development will need</p>

	<p>continued input for it to remain relevant and accessible for the large proportion of CYP who have voiced that they want to use this.</p> <p>In redesigning services, we appreciate that this can take time. In the example of the CAMHS Redesign, we are using a co-production approach. This approach will support a more meaningful outcome, one that is sustainable and will be fit for purpose. The timeline for this piece of work is closely monitored through the Board and its governance arrangements.</p> <p>Your comments, however, will be shared with the Board and the Care Partnership who are delivering the Redesign for CAMHS.</p>
<p>There is still an issue with the professionalised jargon of the priorities, however young people have asked the question about how these 3 priorities will actually make a difference to young people. for example, it is not clear how re designing CAMHS in line with the thrive model will improve how young people experience their support. " my friend has appts at CAMHS and is really upset about having to tell his story every time he goes to a new person. It makes him cry every time because he gets upset about it" will this change if priority 2 is successful and how?</p>	<p>We acknowledge your comments about the use of 'professionalised jargon' and we aim to deliver a user-friendly version of the Plan following the sign off of this document. Your comments will be shared with the Programme Team and the Communication and Engagement leads.</p> <p>The 3 priorities have been developed in response to nationally identified priorities and also those specific to our local communities.</p> <p>Whilst the outcomes have not been detailed within this Plan, the programme is working to clearly defined project plans leading to outcomes and change that will be seen/experienced by children, young people and families using services.</p> <p>These are some of the key areas of change that will be evident as we go</p>

	<p>forward – website and online information service, redesign of CAMHS, redressing the geographical variations in provision, increasing access, clarity of pathways for service access.</p> <p>The programme is currently developing an outcomes framework that will evaluate the impact of the programme.</p> <p>We acknowledge your points and will work with the programme leads to build in communication at key points in time to improve understanding of the programme deliverables and outputs.</p> <p>We will also share your comments with the Board, and the Care Partnership to be considered within CAMHS Redesign clinical modelling.</p>
<p>Given the amount of time and energy that has gone into Thrive and the redesign, I think the work should be completed. However I am not clear that the most vulnerable and those with longer term needs are well served by this document or approach itself which does not inform front line practitioners of anything very useful. In comparison with the old tiered triangle it communicates perhaps that children should not be referred 'out' to specialist services but I believe it still promotes a very medicalised psychiatric approach which tells the general public that if they see challenging or struggling children that the reason is something wrong in the child which must first be diagnosed and treated by experts - who can then rarely be found. This can be very disempowering and sometimes actively damaging to children and their families and communities because it too often takes the eye off key issues that need attention such as the health of relationships, and curriculum fit and the active skills that need support. Again Thrive</p>	<p>Thank you for your comments and they will be shared with the Board and the Care Partnership who are leading the CAMHS Redesign.</p> <p>As stated previously we acknowledge that in order to deliver a redesign programme via a co-production approach, it does take time. This approach will serve to deliver a CAMHS service across Lancashire and South Cumbria that is fit for purpose and, one that will be sustainable.</p> <p>There is a well-defined governance structure that oversees progress, holding the Care Partnership to account in its delivery of meaningful outcomes for children, young people and their families.</p>

is too short on adequate analysis of the reasons we are seeing so many stressed children and there are consequences arising which though clearly unintended are very real. When a system is designed to answer questions about 'what a child has got'

The THRIVE Model will deliver services that wrap around children and young people through **low level supports to more complex interventions.**

The THRIVE model accounts for the **needs of the individual** in a holistic approach rather than the current system that takes people through a tiered approach to need. We have however in response to your comments, **now included** more information within the Plan as to the rationale of working within the **THRIVE principles.**

Furthermore, we remain cognisant of the national agenda and research that is being undertaken both locally and nationally to better understand the **reasons behind** occurrences of mental health in children and young people in order to **influence design and delivery** of current and future services.

In addition, your comments have been passed to our Communications and Engagement Team to expand our **communication** links with **frontline practitioners.**

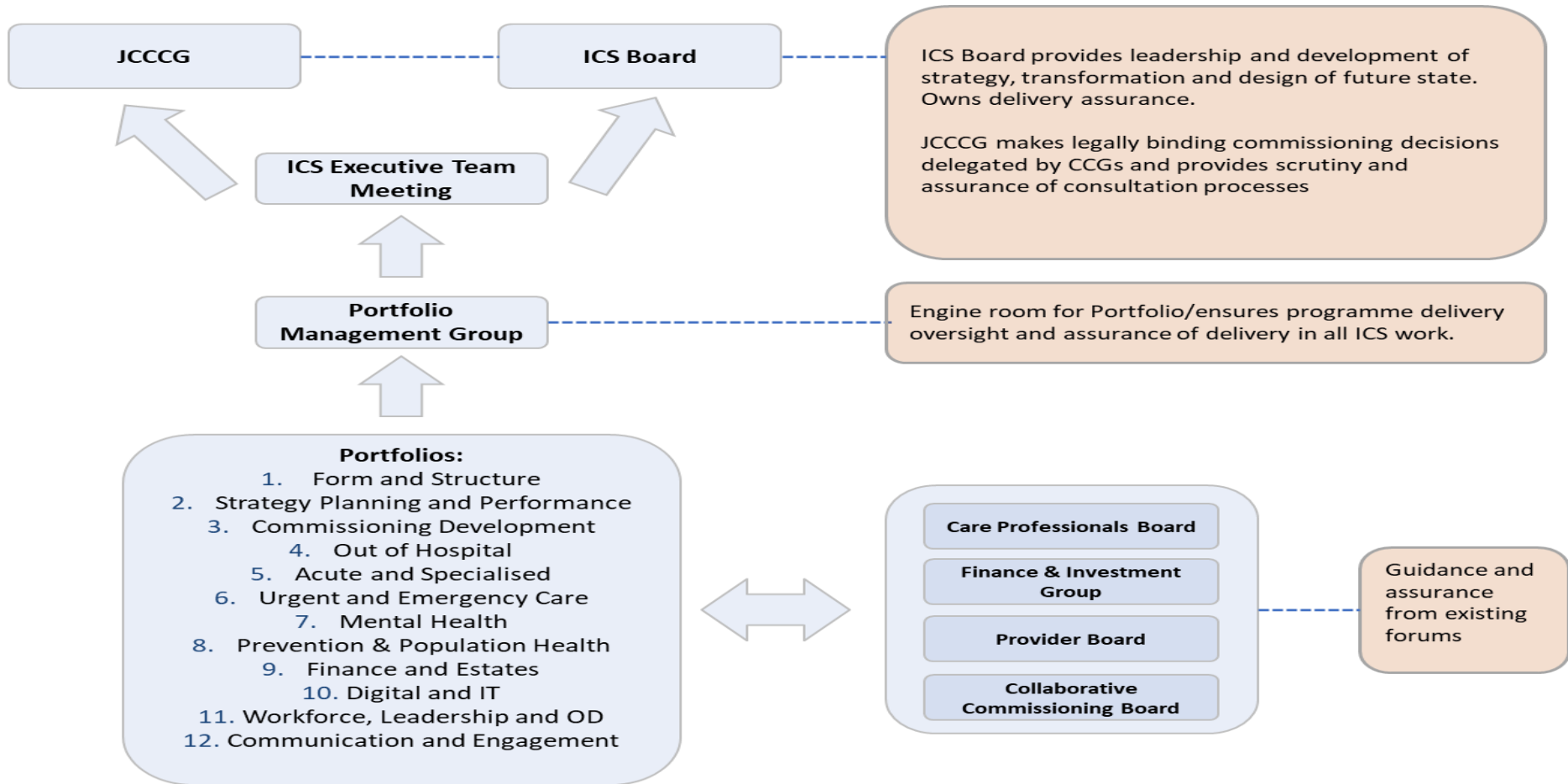
Need to include the 'Eating Disorder' priority too. Need to engage with, and partly fund, local 3rd sector contributors. Fewer meetings; more action. Better designed questionnaire: there are more questions about me than about the plan.

The CYPEWMH Programme now have lead responsibility for the **All Age Eating Disorder Service** and is an objective within the plan – see Objectives 10 & 11.

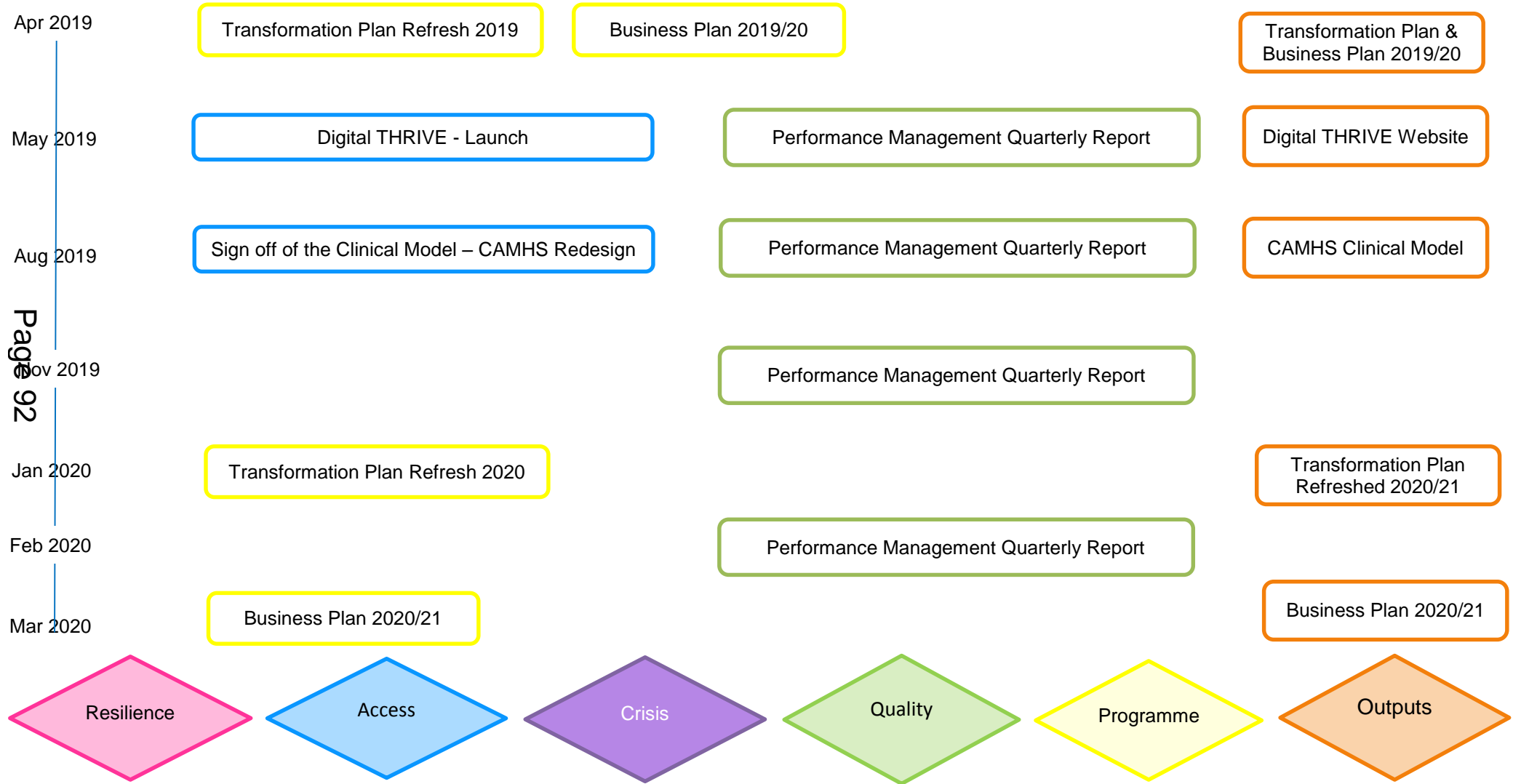
We recognise the contributions and value of the **Voluntary, Community and Faith Sector** across Lancashire & South Cumbria and wish to continue working with you as **partners.** We have therefore included **further narrative** within the Plan that refers specifically to the Voluntary,

	<p>Community & Faith Sector as one of our key stakeholders.</p> <p>As the geography of Lancashire and South Cumbria is extensive, we continue to explore more creative ways to engage with our partners, especially through the use of technology and digital communications. This will serve to minimise travel and time spent away from the day job whilst maintaining positive engagement.</p> <p>We acknowledge your comments in regard to the Questionnaire. We are however legally obliged to collate demographic details of the respondents. We have chosen to limit the questions in regard to the Plan, in order to encourage completion of the survey and to ensure this is not an onerous task. Going forward, we will however ask for suggestions as to how we can improve the questionnaire in future. Your comments have been shared with the Board and the Communication and Engagement Team for consideration.</p>
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Appendix 6 - Lancashire & South Cumbria Integrated Care System Governance Structure 2019



Appendix 7 – Milestones, Decision Points and Outputs 2019/20



Lancashire & South Cumbria Children & Young People's Emotional Wellbeing & Mental Health Transformation Plan 2015-2020

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Blackpool Health & Wellbeing Board
19 June 2019



Agenda

- Overview of the Transformation Plan
- Key changes and priorities for 2019/20
- Engagement with children and young people
- Interdependencies
- Commissioning Development
- Developments and achievements

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Our Vision

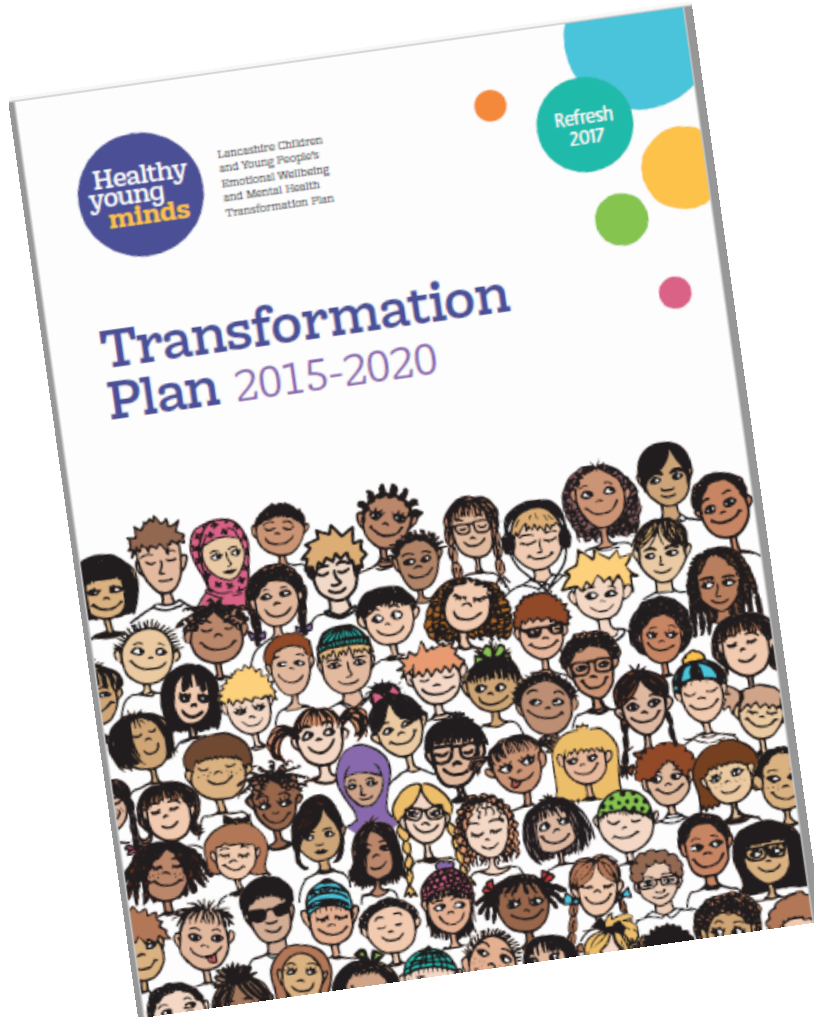
We will work together with children and young people in Lancashire & South Cumbria to support their mental health and wellbeing and give them the best start in life

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The L&SC Transformation Plan

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- A high level plan that clearly sets out the direction of travel – the **‘what’**
- A plan that now reflects the needs of children and young people across the Lancashire and South Cumbria footprint
- Endorses a **‘whole system’** approach to meeting needs
- Recognises the value of working close to children, young people and their families to hear first hand what is important to them
- Aligned to the proposed L&SC Commissioning Development framework for CYPEWMH – **‘place based commissioning’** – the **‘how’**
- Recognises that delivery should be as close to the population as possible – **‘integrated care communities/neighbourhoods’**

Timeline for change

November 2018

Map the objectives from both the Lancashire and Cumbria Transformation Plan

December 2018

Aligned the objectives
Revised our branding
Invitation to key stakeholders across South Cumbria

January 2019

Work continues to align, refine and agree the new Objectives
First draft of the new Transformation Plan

February 2019

4 week consultation period
First joint Transformation Board

March 2019

Responding to feedback
Final revisions to the Plan
Lancashire HWBB
L&SC Board
Development Event
Sign off at the Board
Submitted to NHSE

April 2019

LCC HWBB
LSC Collaborative Commissioning Board
Cumbria HWBB

May 2019

L&SC JCCCG



Key Changes...

- Now a Lancashire & South Cumbria Plan
- Reference to the NHS Long Term Plan 2019
- From 7 - 9 Principles
 - Vulnerable children and young people
 - Culture of continual learning and development
- From 6 – 4 Workstreams
- From 28 – 16 Objectives
- 3 Key priorities for 2019/20
- Narrative that is more robust
 - Vulnerable children and young people
 - Young Carers
 - THRIVE Model
 - Interdependencies
 - Partnerships
- You Said, We Did – responses to:
 - Do you agree with the objectives?
 - Do you agree with the Priorities?
 - Plus wider comments



Our Priorities and Workstreams...

Priorities for 2019/20:

1. Develop an online portal known locally as 'Digital THRIVE' offering information, advice, self help, care pathways and a self referral process
2. Redesign CAMHS and the "Complementary Offer" in line with the THRIVE model
3. Define and deliver appropriate specialist inpatient and community intensive supports as part of 'Getting More Help' within THRIVE

Four key areas of work to deliver the priorities and associated objectives:

1. Promoting Resilience, Prevention and Early Intervention
2. Improving Access to Effective Support
3. Ensuring Appropriate Support and Intervention for CYP in Crisis
4. Improving Service Quality



Engagement with Children and Young People

We have been working closely with children, young people and their families from the start of the programme. Our successes include:

- **Co-designed and produced** the branded documentation and the website framework and content
- We have **engaged** using a range of methods - paper, electronic and social media. Feedback has helped us to better understand patient and carer experience, and inform decision making
- Growth of our **social media** presence via our Twitter channel. In 2018 we also saw the launch of our Healthy Young Minds - LSC Facebook account
- During 2019 we will work with children and young people to **create films** of commonly used venues to allow children, young people, carers and family members to see the location/ layout of a forthcoming CAMHS appointment
- The 2019 evaluation process for the **CAMHS Redesign** will connect with Youth Councils from across L&SC



L&SC ICS Interdependencies

The CYPEWMH Programme is one of a number of key programmes within Lancashire & South Cumbria Integrated Care System and consideration of how we can engage in, influence and contribute to their decision making, planning and delivery, on behalf of children, young people and their families, is a central to our work.

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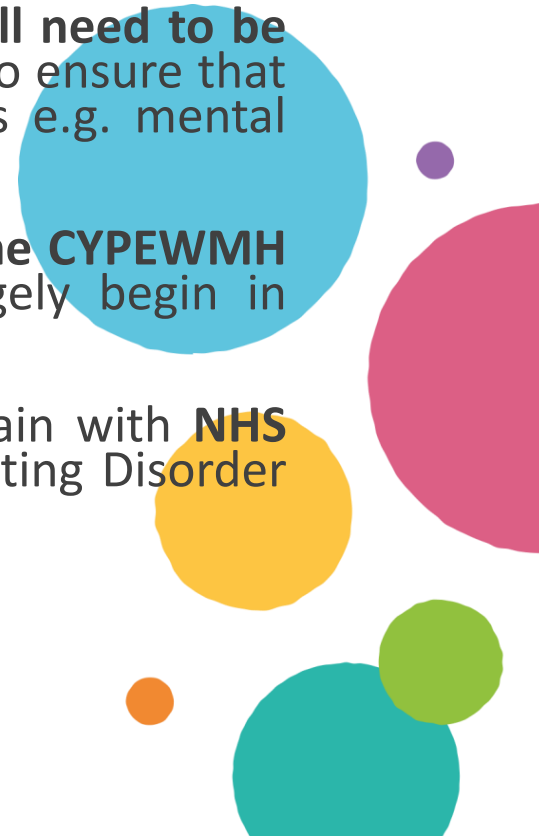
The Programme has identified five key interdependencies:

- Adult Mental Health including the peri-natal programme
- Learning Disability & Autism workstream
- Workforce Development
- Prevention and Population Health and the work of the All Age Self Harm and Suicide Prevention programme



L&SC Commissioning Development Framework for CYPEWMH

- **Local Neighbourhood Commissioned Services** (typically third sector provided services offering low level support, advice and signposting) will be commissioned at ICP/Neighbourhood level
- For Eating Disorder services and Digital THRIVE (online portal), most commissioning activity will be undertaken once at **ICS level by a collective commissioning team** made up of CCG commissioning leads and CSU Programme Team members.
- For services included in the **CAMHS Redesign project** it is recognised that the best place for some commissioning activities, in particular securing services and transforming services, **will need to be determined later** once the clinical model is agreed. This is in recognition of the need to ensure that elements of service delivery are aligned and integrated with neighbourhood teams e.g. mental health support for CYP with LTCs.
- Commissioning for the **All Age Community Eating Disorder** provision is **moved into the CYPEWMH portfolio** from Adult Mental Health to reflect the fact that eating disorders largely begin in childhood/adolescence.
- The responsibility for leading commissioning activity for **inpatient services** will remain with **NHS England** who will work collaboratively with the ICS (including General Adolescent, Eating Disorder and Psychiatric Intensive Care Unit services).

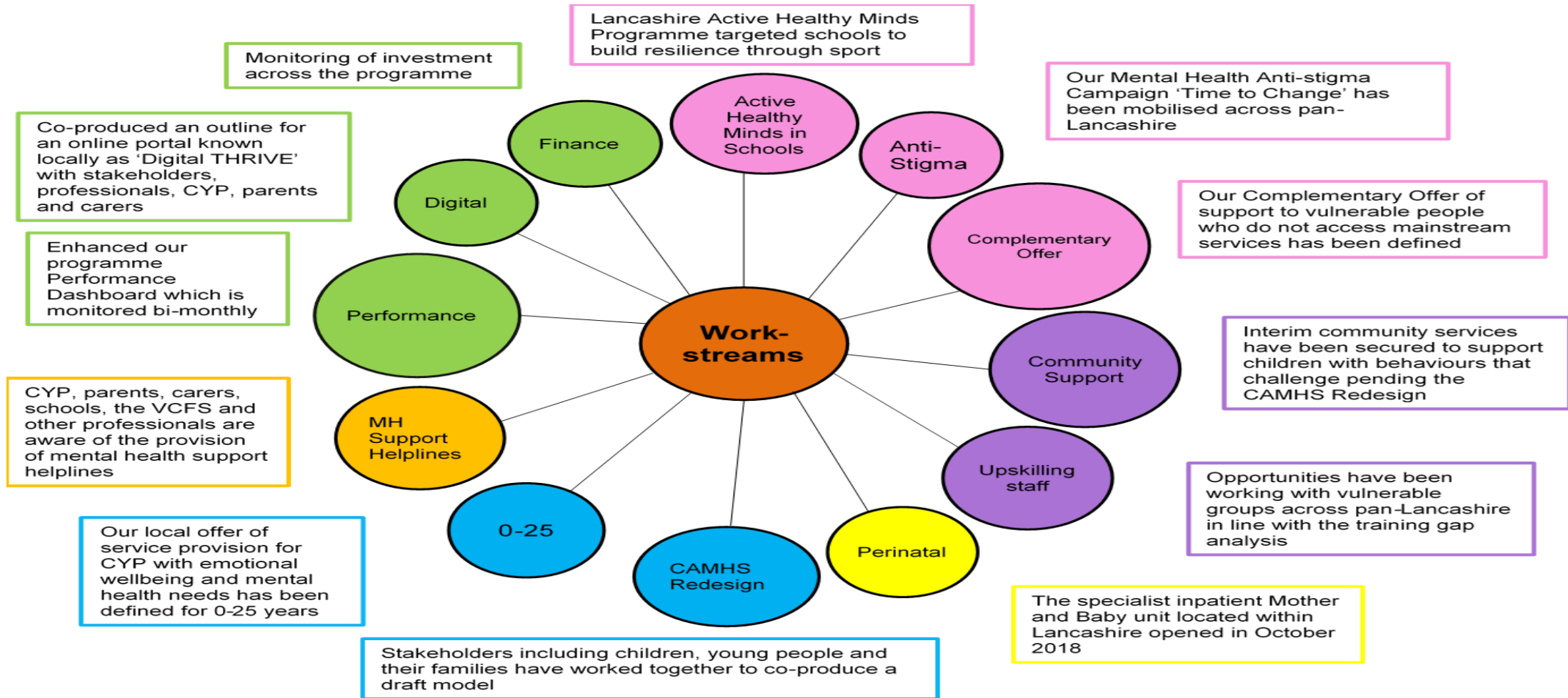


Impact of the Transformation Plan 2015 - 2019



Our Achievements to date

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Primary Mental Health Workers

- Promote the awareness and importance of emotional health and wellbeing for CYP and families
- Provide point of contact between specialist CAMHS, primary and community services
- Provide evidenced based direct therapeutic work with CYP, parents or carers
- Support access to appropriate local services
- Offer consultation, liaison, advice, joint working, direct and indirect intervention if appropriate at an early stage
- Have excellent links with services
- Deliver training and build capacity and capability within community services
- Support schools to identify and address emotional and mental health difficulties



Primary Mental Health Worker across Lancashire and South Cumbria ICS

Bay Health & Care Partners

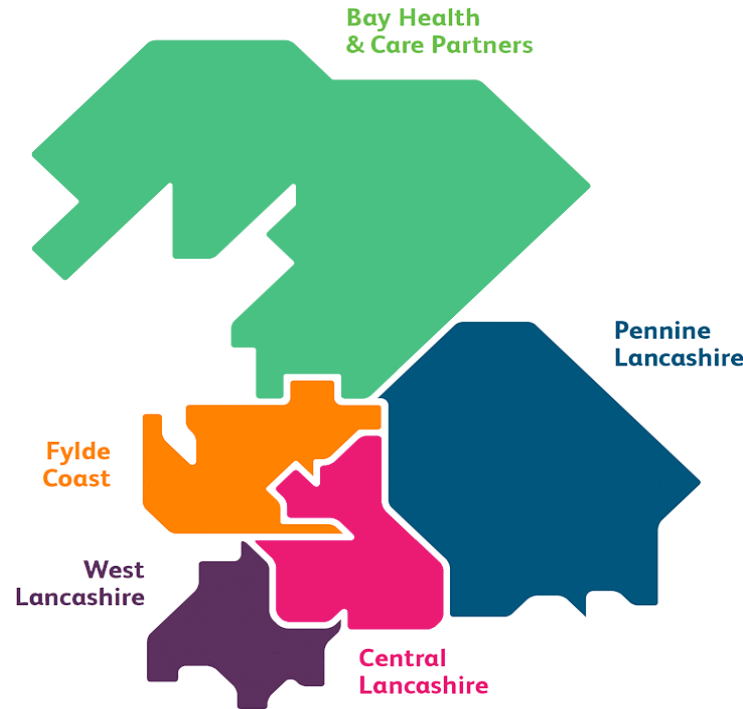
- 4 PMHWs (3 in Lancashire North and 1 in South Cumbria)

Fylde Coast

- 5 PMHWs (3 in Blackpool; 2 in Fylde and Wyre)

West Lancashire

- 1 PMHW



Pennine Lancashire

- 5 PMHWs

Central Lancashire

- 2 PMHWs (1 in Greater Preston; 1 in Chorley and South Ribble)



Feedback...

- *'Referrals have been made to CAMHS and to the CWPs for our pupils, supported by the PMHW, which has led to improved, joined up working and improved outcomes'*
Primary School Deputy Headteacher
- *'I just felt the need to comment that these sessions have been very useful and very successful and were certainly something that we wanted to continue into the future'*
Deputy Headteacher



Youth Mental Health First Aid England



- The government has committed to fund over 3,000 places on the Youth MHFA One Day course over three years, so that by 2020 at least one person in every state secondary school in England has MHFA skills.
- Across Lancashire **49** secondary schools have completed the Youth MHFA One Day course with MHFA England (26 in Lancashire; 6 in Blackpool, 17 in Blackburn with Darwen)
- Cumbria County Council will have trained **46** members of school staff in YMHA between by March 2019



Delivery of Youth Mental Health First Aid – 2017 - 2019

- 26 courses delivered
- 357 participants
- 12 further Course to be delivered by end March 2019
- 99% of participants reported an improvement in their **personal confidence** of how best to support others with a mental health issue after the course
- 99% of participants reported an improvement in their **knowledge and understanding** of how best to support others with a mental health issue after the course
- For **2019/20** each PMHW team will be asked to deliver 4 courses – meaning 24 courses across the Lancashire & South Cumbria footprint with a potential of 384 participants from the CYP workforce.



Feedback on YMHFA

Like the emphasis on listening to young people

Excellent course, very informative – I gained a lot of knowledge particularly understanding my boundaries which made me feel more confident and less overwhelmed

Excellent course – great having the opportunity to talk to others

What a great input delivered by two experienced knowledgeable trainers. Fast paced. Lots of thought provoking ideas and knowledge departed upon us. I will never forget it. My confidence and skills have increased no end. Looking forward to further MHFA courses.

Self care of people attending the course was addressed well. The direction of the correct terms and language was very helpful and had a positive impact in the room.

Any Questions



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