

Appendix 1

Future in Mind: Leeds Local Transformation Plan, 2016 – 2020 September 2017

This plan should be read in conjunction with the Future in Mind: Leeds Strategy; this is the high-level implementation plan of that strategy. This plan sets out achievements to date and the key deliverables to be delivered in 2017/18, 2018/19 through to 2019/20 and will continue to be refreshed on an annual basis. This plan is supported by the publication of headline information on spend, activity and workforce for 2014/15, 2015/16 and 2016/17. Waiting times are also provided for the first time in this refresh (Appendix 4).

This plan is a Leeds component of the West Yorkshire and Harrogate (WH&H) STP and critically aligns with the developments underway since the successful bid to be a wave 2 New Models of Care for CAMHS.

The plan supports the commissioning for good mental health and wellbeing for Leeds children and young people by investing in emotional resilience, early help and intervention and quick access to more specialist support when required. Key outcomes and KPIs are set out within the plan and inform the Future in Mind: Leeds dashboard.

Priority 1 - Develop a strong programme of prevention that recognises how the first 1001 days of life impacts on mental health and wellbeing from childhood through to adulthood (The full programme of activities can be found within the Leeds Best Start Plan)			
Leadership Team	Achievements to Date	Key Deliverables for 2017/18	Key Deliverables for 2018/19 and 2019/20
Jane Mischenko/ Sharon Yellin	<p>HNA PNMH completed and PNMH pathway published</p> <p>Perinatal Mental Health service user reference group established to lead stigma programme and contribute to wider programme.</p> <p>Joint clinics/ training and protocols between obstetrician, specialist midwife and perinatal mental health (PNMH) psychiatrist in LTHT</p> <p>Infant Mental Health Service (IMHS) funded by LYPFT to work with Leeds PNMH Mother and Baby unit</p> <p>Additional psychology resource for Infant</p>	<p>Workforce development plan to support implementation of PNMH pathway agreed and commenced</p> <p>Anti-stigma campaign for PNMH issues to be launched</p> <p>Use of social media to promote key Best Start messages (including Facebook and twitter)</p> <p>Annual Baby week in September to promote importance of this life stage, best practice and support/ services for families</p>	<p>New Models of Care developed for practices with high levels of vulnerable children and families (safeguarding), aiming to break the intergenerational cycle of ACE)*</p> <p>Integrated maternity pathway for young parents completed</p> <p>Increased integration of services (between health visiting, children centres and midwives) at the point of delivery to families</p> <p>Review and development of citywide perinatal education offer 2018/19</p>

* ACE: Adverse Childhood Experiences evidenced to impact on whole life outcomes and into the next generation

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<p>Priority 1 continued</p>	<p>Mental Health Service commissioned recurrently</p> <p>IMHS attachment training to adult mental health professionals delivered</p> <p>Implementation of Best Beginnings Baby Buddy app (with localised information) as part of Northern impact study</p> <p>Leeds parents and babies feature in locally commissioned 'Understanding Your Baby' component of Baby Buddy app</p> <p>Evaluation report of Best Beginnings implementation complete and published</p> <p>44 MindMate links in Children centres (as of 20/07/17)</p> <p>Inaugural Baby Week (UNICEF) held in Leeds in September 2016</p> <p>Delivery of Leeds Baby Steps programme (targeted perinatal education programme for families with additional needs)</p>	<p>Leeds baby box scheme launched, with targeted work to promote take-up by families in most need</p> <p>Re-procurement of 0-19 Healthy Child Pathway services (delivery of priorities within Best Start Plan and PNMH pathway will be integral to this)</p> <p>Revised children's centre offer in the city (MindMate Champion accreditation integral to this)</p>	
<p>Child and Young People & Parent Voice: Co-production of PNMH pathway and offer with women and families. Leeds parents feature in the Best Beginnings Baby Buddy app</p>			
<p>Key performance Indicator: Placeholder: Additional number of women receiving specialist perinatal care compared to baseline % of Children's Centres with MindMate Links % of Children's Centres with MindMate Champion accreditation</p>			
<p>Workforce: PNMH workforce development plan IMHS training programme MindMate Champion subsidised training offer Think Family training</p>			

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Priority 2 - Work with young people, families and schools to build knowledge and skills in emotional resilience and to support self-help			
Leadership Team	Achievements to Date	Key Deliverables for 2017/18	Key Deliverables for 2018/19 and 2019/20
Jane Mischenko /Sharon Yellin	<p>MindMate website co-produced with young people – provides details of support in the city, (narrative and animations), information and self-help tools – see mindmate.org.uk</p> <p>MindMate website won the prestigious gold award at the Design Business Effectiveness Awards (DBA)</p> <p>Parent page of MindMate website (developed with parents and carers) uploaded</p> <p>Animations of CAMHS, The Market Place and Therapeutic Social Work Service services in Leeds added to MindMate website</p> <p>‘I feel angry’, ‘I feel different’ and ‘body image’ pages written and uploaded to MindMate website</p> <p>Anti-Stigma (local Time to Change) plan agreed (co-produced with CYP) (Space2 provider); work started</p> <p>20 schools have received the “Fix this” play as well as shortened version presented at the resilience conference.</p> <p>151 schools (as of 20/07/17) have registered for the MindMate Champions programme</p> <p>School Health Check tool used for schools to self-assess if MindMate friendly</p> <p>Publication of MindMate Champion subsidised training offer to schools November 2016</p> <p>8 settings have achieved the MindMate Friendly award.</p>	<p>Develop further the self-care/interactive games and tools component of the MindMate website</p> <p>Accreditation of MindMate Champion settings</p> <p>Interactive MindMaze board and digital tool launched</p> <p>Work with regional NHSE Clinical Network to develop competencies for school workforce</p> <p>Commissioned Evaluation of anti-stigma campaign: reports October 2017</p> <p>Rollout of MindMate Lessons (PHSE curriculum)</p> <p>Launch of Trylife play early in 2017/18</p> <p>York MBSR to produce a Mindfulness in Schools programme (co-produced with 5 primary schools, a SILC and FE college and 2 secondary schools) by July 2017</p> <p>Mindfulness in Schools pilot report March 2018</p> <p>Mindfulness in School programme condensed and embedded in MindMate Lessons</p>	<p>Continued development of the MindMate website</p> <p>Continued rollout of the MindMate Champion programme</p> <p>Review work in the city to support parents/carers re: emotional resilience and self-help</p>

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<p>Priority 2 continued</p>	<p>MindMate Lessons (PHSE curriculum for social, emotional and mental health) launched on 3rd May 2017</p> <p>MindMate Lessons available on the MindMate website through a secure log in</p> <p>Feasibility study of Mindfulness in schools programme completed</p> <p>Adapted Headspace course written and evaluation received</p> <p>Conference on emotional resilience delivered by Boing Boing and local leaders in Education Psychology held in October 2016 (250 front line school and social care staff attended)</p> <p>Children’s Social Care established Family Group Conferencing</p> <p>Restorative approaches being used to engage with families to come up with solutions to problems</p>	<p>The Leeds evidence based parenting offer to be agreed</p> <p>Continued delivery of plan for anti-stigma work</p> <p>Social media plan to be developed to promote MindMate.org.uk more widely</p> <p>Additional pages to be added to the MindMate website in response to suggestions made by young people including pages on sleep and a map of how the whole system works</p> <p>MindMate Ambassadors programme to commence in Autumn 2017 – where young people are supported to co-produce the content of mIndmate.org.uk</p>	
<p>Child and Young People’s Voice: Content, design and development of MindMate website led from the start by CYP and new Ambassador role will formalise this CYP integral to development of MindMate self-help tools and games MindMate Lessons (curriculum) content informed by what CYP said was critical ‘Fix This’ play developed in consultation with CYP Content of anti-stigma campaigns led by CYP</p>			
<p>Key Performance Indicators: Number of MindMate website visits Placeholder: MindMate website indicator – linked to use of self-help tools/resources % of schools MindMate Friendly % of schools to achieve MindMate Champion accreditation</p>			
<p>Workforce: MindMate Champions programme Resource pack of practical tools to promote resilience to be produced</p>			

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Priority 3 - Continue to work across health, education and social care to deliver local early help services for children and young people with emotional and mental health needs who require additional support			
Leadership Team	Achievements to Date	Key Deliverables for 2017/18	Key Deliverables for 2018/19 and 2019/20
Andrew Eastwood/ Jane Mischenko / Sal Tariq	<p>25 school clusters in place across the city and the majority have an early help offer, commissioned from a range of NHS and 3rd sector providers for CYP with SEMH needs</p> <p>SEMH data report complete of 12 months data from school clusters (of presenting SEMH need, service offer and impact)</p> <p>Clear commissioning framework for NHS, LCC and schools in the city to deliver the MindMate wellbeing offer (SEMH cluster). This is agile in recognition of changing and variable forms of school networks) with finance and formula for distribution agreed for three years (2017/18, 2018/19 and 2019/20)</p> <p>Joint commissioning of The Market Place by NHS and LCC for youth work and counselling provision</p> <p>Pilot of rapid access to counselling at The Market Place completed and service commissioned for a further year</p> <p>Developed a city-wide partnership approach to alternative educational provision for SEMH in Leeds</p> <p>There is joined up planning and sharing of information and a quality assurance report on AIP provision complete</p> <p>DfE Innovation bid to develop Restorative Early Support Teams successful. This will develop Early Support teams, aligned with clusters, to be led by social workers</p>	<p>Review protected groups and ensure early help offer in Leeds accessible and acceptable for them – address if inequity</p> <p>Continue to strengthen the relationship between clusters and Area Inclusion Partnerships to improve the core offer of targeted support for children, young people and families</p> <p>Identify opportunities to maximise workforce between clusters and AIPs</p> <p>Restorative Early Support Teams, aligned to clusters, to be led by social workers to provide coordinated support for children, young people and their families to be developed first in top 6 most needy clusters</p> <p>Work to ensure that the number of CYP supported by clusters for SEMH is fed into the MHSDS</p> <p>Work with the University of Leeds on their successful MRC bid to pilot the idea of an information prescription to be offered to young people via a schools setting</p>	<p>Core programme of work from HOPE (Harnessing Outcomes, Participation and Evidence) group will support clusters (MindMate Wellbeing) to develop evidence based practice and capture outcomes</p> <p>Core programme of work from HOPE group will develop training and tools for cluster workforce development</p> <p>A key priority of the HOPE group work is to improve information systems to support the whole system, including clusters</p>

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<p>Priority 3 continued</p>	<p>to provide coordinated support for children, young people and their families</p> <p>Strengthened relationship between clusters and Area Inclusion Partnerships to improve the core offer of targeted support for children, young people and families</p> <p>Established the SEMH Pathways Panel to support improved learning pathways for children and young people at risk of exclusion</p>		
<p>Children and Young People Voice: Consultation of CYP in Leeds by Youthwatch and Young Minds identified need for local accessible services 2015 and repeated in 2017</p>			
<p>Key Performance Indicators: Spend on CYP mental health by NHS, LCC and schools Numbers of CYP accessing early help mental health service (defined as from qualified mental health practitioner – cluster and third sector) Numbers of CYP starting treatment in NHS funded community CAMHS Reduction in % of CYP excluded from school (permanent and fixed term exclusions) Improvement in Attendance Improvement in Achievement Placeholder: increased % alternative provision categorised as good or outstanding Placeholder: % of key protected groups accessing early help service and education measures as above (i.e. Children who are Looked After, BME, CYP in youth justice system, LGBT)</p>			
<p>Workforce: SEMH Pathway Panel briefings for schools and targeted services HOPE Action plan – has a focus on workforce plan for whole system, including clusters (MindMate Wellbeing)</p>			

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Priority 4 - Commit to ensuring there is a clear Leeds Offer of the support and services available and guidance on how to access these			
Leadership Team	Achievements to Date	Key Deliverables for 2017/18	Key Deliverables for 2018/19 and 2019/20
Jane Mischenko/ Barbara Newton	<p>Single Leeds strategy (Future in Mind: Leeds) incorporating requirements of Future in Mind (DH) and SEND/ SEMH (DfE) and the refreshed LTP is the plan that drives the delivery of this</p> <p>The current Leeds offer of available support and services and how to access these is published as part of the SEND LCC Local Offer and is also integral to the MindMate website</p> <p>Easy to understand animations of services are available on the MindMate website</p> <p>One Minute Guides available for professionals on support and services on offer and how to access them for a range of services developed</p> <p>Quarterly newsletter circulated to professionals across the city to promote the Future in Mind: Leeds programme. Includes 'a day in the life of' professionals supporting SEMH in the city</p>	<p>Local Offer reviewed and updated at least annually</p> <p>Continue to develop the links between MindMate website and the Local Offer Website</p> <p>Extend animations of the service offer on the MindMate website</p> <p>Develop a MindMate page for Real Life Stories to allow young people to see how others have been supported and have coped with emotional challenges</p> <p>Develop a stand-alone presentation to communicate the work of Future in Mind: Leeds for members of the Programme Board to cascade to front line staff</p>	<p>Local Offer reviewed and updated at least annually</p> <p>Continue to develop the links between MindMate website and the Local Offer website</p> <p>Extend the service offer available in easy to understand animations on the MindMate website</p> <p>Continue to develop the catalogue of real life stories</p>
<p>Children and Young People Voice: Consultation with CYP by Youthwatch and Young Minds (2015) informed priorities of Local Offer Common Room supported CYP to have CYP Quick guide version of Future in Mind Leeds Strategy CYP Real Life Stories integral to MindMate website</p>			
<p>Key Performance Indicators: Number on newsletter distribution list</p>			
<p>Workforce: Cascade of One Minute Guides Quarterly Newsletter to health, education and social care staff Communication presentation prepared and cascade to front line staff via programme board members</p>			

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Priority 5 - Deliver a Single Point of Access (SPA) to include assessment and an initial response for referrals that works with the whole Leeds system of mental health services to enable children and young people to receive the support they need, as soon as possible			
Leadership Team	Achievements to Date	Key Deliverables for 2017/18	Key Deliverables for 2018/19 and 2019/20
Jane Mischenko /Sam Prince	<p>MindMate SPA has been operational for over a year and processes are well established and relationships across the whole system are robust.</p> <p>Monthly reports are received on the number of CYP referred through the SPA, and of the end service destination</p> <p>3 CWPs appointed into MM SPA July 2017</p>	<p>Develop and agree an enhanced SPA model (in co-production with key stakeholders across the system)</p> <p>Develop a brief intervention and health coaching offer by combining the work of school nurses and CWPs</p> <p>Ensure restorative approach/ health coaching model is integral the whole system of SPA support and service delivery</p> <p>Complete a user consultation (both young people and parents and carers) by end June 2017</p> <p>Undertake pilot of the online parenting tool Triple P</p> <p>Continue to develop Provider Network to support the development of MM SPA</p> <p>Work with MHabitat to look at pathways to support the roll out of the Happy Vault app developed in Leeds</p> <p>Use intelligence from MM SPA referrals to identify gaps in services – October 2017</p>	<p>Develop self-referral through MM SPA during 2018/19</p> <p>Continue to investigate ways of offering telephone and online support for young people and parents/carers while they wait for a service</p>
<p>Children and Young People Voice: The SPA was created in direct response to reports by CYP and their families of difficulty of navigating the system to get support Consultation underway (2017) on their experience of the MM SPA CYP and Parents will be involved in the development of the future model</p>			
<p>Key Performance Indicators: Placeholder: Numbers managed by SPA (brief intervention new model) without requiring further service response Placeholder: CYP requiring further service (early help or CAMHS, etc) accessing right service swiftly (detail to be developed)</p>			
<p>Workforce: Restorative Practice training and Health Coaching programme CWP training</p>			

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Priority 6 - Using an integrated approach to ensure vulnerable children and young people receive the support and services they need			
Leadership Team	Achievements to Date	Key Deliverables for 2017/18	Key Deliverables for 2018/19 and 2019/20
Andrew Eastwood/ Jane Mischenko/ Sal Tariq	<p>Fast tracking process in place for Children who are looked after, or with a child protection plan (via CAMHS psychologists embedded into the TSWS)</p> <p>Films describing some of the challenges of being a Looked After Child and a foster carer are uploaded to the professional tab of the MindMate website. These are used as a workforce training tool for staff across health, education and social care</p> <p>TSWS received additional funds to provide support for Leeds Children who are looked after placed out of area.</p> <p>Training (8 x SafeTALK courses and 1 x applied Suicide Intervention Skills Training – ASSIST) commissioned from Community Links for delivery to key foster carers, children’s homes residential staff and YOS staff.</p> <p>Residential course with support re emotional and mental health delivered for care leavers and evaluated well</p> <p>The Market Place commissioned to specifically offer support to care leavers from 2015/16</p> <p>Health Needs Assessment focus groups were held (by the Common Room) with key vulnerable groups (Gypsy/Traveller group, Youth Muslim forum and LGBT group)</p> <p>Embedded CAMHS nurses (4) within YOS team. Work taken place within 2016 to enable fast track to specialist CAMHS support if required</p>	<p>Commission and extend remit of TSWS during 2017/18 to see children placed outside of Leeds.</p> <p>Work with TSWS to enhance their digital offer.</p> <p>Work with regional colleagues in Centre of Excellence bid to secure post adoption therapeutic support</p> <p>As part of all age Transforming Care Programme (TCP) work to develop a dynamic support register of CYP with LD and or autism and mental health needs at risk of admission to an acute bed. In addition develop effective transition pathway as part of TCP; embed and deliver Community Education Treatment Reviews as required and deliver early support and intervention for this cohort of CYP and their families (detailed in Leeds TCP)</p> <p>A focus on transforming outcomes for young people who offend (or are at risk of doing so), who have special educational needs, through supporting professionals to bring about a culture and behaviour change around effective SEND joint working</p> <p>Work with NHSE to ensure communication and pathways are developed between local YOS provision, the new all age liaison and</p>	<p>Review equality of access to whole system of service and support for vulnerable CYP</p> <p>Evaluate the success of the service to deliver care via TSWS to young people placed outside of Leeds</p> <p>Work towards having a CYP intensive Positive Behaviour Service in Leeds (TCP)</p> <p>Work with NHSE to develop clear pathways between the sub-regional CYP SARC and local area provision, paediatric follow up and SEMH support</p>

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Priority 6 continued	Leeds MST supports chronic and violent offenders working in their system of homes and families, schools and teachers, neighbourhoods and friends. CCG co-commissioning 2-year pilot of targeted mental health support in place with SILC cluster commenced in 2016/17	diversion team and the new sub-regional forensic CAMHS team as these latter two are developed in 2017/18	
Children and Young People Voice: Targeted focus groups held in 2016 with vulnerable CYP as part of the Future in Mind HNA			
Key Performance Indicators: Number of young people outside of Leeds (within 80 miles) supported by TSWs Placeholder: Increased % of vulnerable groups accessing services (CLA, YOS, LD)			
Workforce: Film of CYP in the care system for use in workforce development Safe TALK training ASSIST training			

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Priority 7 - Ensure there is a coherent citywide response to children and young people in mental health crisis			
Leadership Team	Achievements to Date	Key Deliverables for 2017/18	Key Deliverables for 2018/19 and 2019/20
Jane Mischenko/ Sal Tariq/ Kashif Ahmed	<p>As part of CORE 24 work pump priming is supporting new posts - Specialist Practitioners in liaison psychiatry are working in emergency departments (out of hours) with all-age (16+)</p> <p>CAMHS continue to deliver a four-hour response to those young people presenting in the emergency department in crisis (self-harm/ psychosis)</p> <p>Section 136 Suite for CYP opened in Leeds 2016</p> <p>Staff training programme in place for EIP service</p> <p>Over 2 years since a CYP has been held in a police cell when in mental health crisis in Leeds</p> <p>Key event held with stakeholders (across emergency services, health, education and social care) to initiate work-stream to review and improve whole system response to CYP in mental health crisis September 2016</p> <p>All age EIP service in Leeds for ages 14-65 seen within 2 weeks of referral and receiving a package of care. Work undertaken with regional clinical network to benchmark service against NICE recommended treatment and standards (current absence of sufficient CBTp and ARMS service)</p> <p>Leeds is a relatively low user of inpatient CAMHS beds, facilitated through the on-going investment in the community outreach team, as part of the core CAMHS model</p> <p>WY&H STP New Models of Care CAMHS wave 2 successful with LCH as lead provider</p>	<p>Key work stream reviewing the whole system offer for CYP who are experiencing a mental health crisis including:</p> <ul style="list-style-type: none"> • Data pack (of needs, activity and performance) • CYP and parents consultation • Swift access to mental health assessment and handover (in and out of normal hours) • Effective integration/use of all existing resource (CSWS EDT, AMHS, Police response, CAMHS self-harm rota and intensive outreach team) to create the service model • Explore a safe haven provision (alternative to A&E/ 136 suite) <p>Continue to work across the whole system to ensure that there is an effective and compassionate response to young people in mental health crisis 24 hours a day – working group to make recommendations to a workshop in September 2017</p> <p>Work closely with the project team of the successful WY&H STP bid of CAMHS New Care Models</p> <p>Further development of EIP service to deliver access to CBTp and ARMS service. Confirm clear pathway in place no matter where CYP present e.g., SPA</p>	<p>Implement a crisis team in Leeds in development with the WY&H STP New Models of Care CAMHS work</p>

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Priority 7 continued			
Child and Young People Voice: A consultation with young people and parents who have experienced a mental health crisis has been commissioned			
Key Performance Indicators: Hospital admissions for self-harm rate per 100,000 0-17 (inclusive) Number of CYP s136 detentions taken to police cell as a place of safety Number of CYP held in suite 136 in mental health crisis Number of CYP admitted to paediatric bed in mental health crisis Placeholder: Number of CYP in adult in-patient wards Placeholder: Number of CYP bed days in adult in-patient wards Number of CYP in tier 4 bed per CYP population Number of CYP bed days in tier 4			
Workforce: Training and protocols in place between CAMHS and acute paediatric settings (A&E and paediatric wards) Training and protocols in development between new A&E mental health practitioners (core24) and CAMHS Further workforce development plan to be integral to final report of the review EIP training programme			
Priority 8 - Invest in transformation of our specialist education settings to create world class provision.			
Leadership Team	Achievements to Date	Key Deliverables for 2017/18	Key Deliverables for 2018/19 and 2019/20
Andrew Eastwood/ Viv Buckland	Building new schools to deliver 340 specialist SEMH places in Leeds (4-19 yrs provision) agreed Planned Increased primary school capacity is complete LCC committed to invest £45 million into new buildings for specialist SEMH places Converted specialist SEMH provision to the Springwell Academy Leeds	Complete East site building project in creating capacity of 340 specialist SEMH places in Leeds Site completion by: East: January 2018	Complete remaining building projects in creating capacity of 340 specialist SEMH places in Leeds South: April 2018 North: September 2018
Child and Young People Voice:			
Key Performance Indicators: Reduction in CYP being placed out of authority for education Improved attendance at Specialist provision Improved educational progress			
Workforce:			

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Priority 9 - Work with children and young people who have mental health needs as they grow up and to support their transition into adult support and services			
Leadership Team	Achievements to Date	Key Deliverables for 2017/18	Key Deliverables for 2018/19 and 2019/20
Kashif Ahmed / Jane Mischenko/ Barbara Newton	<p>Young Adults page for MindMate website developed with MindMate 16 plus panel and linked to adult MindWell portal</p> <p>Workshop held at FE Colleges event to map pathways to support and promote MindMate website and resources</p> <p>Ch Ch Changes play on transitions from primary to secondary school written and is fully booked by schools and was also shown at Future in Mind: Leeds strategy launch</p> <p>The Market Place and Leeds Mind part of national pilot testing out peer-to-peer support model (led by young adult with life experience). A one-year pilot to extend and develop the model further has been agreed</p> <p>Engagement with young people on “what great looks like” for services 17+</p> <p>Each adult Community Mental Health Team has identified a young person’s champion (role co-designed with CYP)</p> <p>SEMH Pathway Panel proactively manage transition points</p> <p>Small CAMHS transition team in place for case management of CYP into adult support and services and a tier 4 transitions protocol has been written, to support those in a CAMHS hospital bed in most urgent</p>	<p>Identify mechanisms to increase the flexibility of the pathways between CAMHS and adult mental health services for the transition of young people between services</p> <p>Develop a programme of support for the young people’s champions in adult mental health services</p> <p>Develop a document which describes what it means to be a young people’s champions in adult services</p> <p>Increase the range of options available to young people in primary care for mental health support</p> <p>Review and evaluate the peer-to-peer pilot</p> <p>Ensure continued connection between the MindMate and MindWell sites</p>	<p>Ensure that the transition process is included in the 2018/19 LYPFT contract e.g. young people’s champions in adult services</p> <p>Review the continued commissioning of peer-to-peer THRU support model</p> <p>Extend the number of young people’s champions in adult services to include specialist services in LYPFT and third sector providers (2018/19)</p> <p>Scope the possibility of creating a single offer for young adults from the age 16 – 25 with the commissioners of adult mental health services (2019/20)</p>

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Priority 9 continued	<p>need of care (Working with adult and children commissioners, including NHSE as commissioner of Tier 4 beds)</p> <p>Pilot continues in the student medical practice supporting university students, with mental health liaison workers delivering early intervention support</p> <p>The Well bean café launched and works with people over the age of 16 to provide support in a non-clinical environment to reduce the number of avoidable admissions and permanently change behaviour among people who frequently use A&E inappropriately.</p>		
Child and Young People Voice: MindMate page for young adults developed by CYP CYP members of the transition task and finish group and co-design of YP champion role in community mental health teams A Young Person is key in the leadership of the testing of the THRU peer support model			
Key Performance Indicators: Numbers of CYP supported by the CAMHS transition team to adult service support Numbers of CYP champions in Adult Mental Health Services Number of young people being supported via peer to peer work in the THRU project Reduction in CYP NEET			
Workforce: Training programme for Young People Champions in adult mental health services			

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Priority 10 - Establish a city-wide Community Eating Disorder Service in line with national standards and access targets			
Leadership Team	Achievements to Date	Key Deliverables for 2017/18	Key Deliverables for 2018/19 and 2019/20
Sam Prince	<p>The CEDS service model, pathway and funding is agreed for a Leeds service commissioned by the 3 Leeds CCGs and children and young people are receiving the agreed pathway of care</p> <p>Recruitment is complete and staff co-located and experienced and interested paediatricians within the acute trust in place. Staff are co-located and the service is offered from three sites across the city.</p> <p>A training programme for universal settings, such as school-based staff, is underway</p> <p>50% of staff in CEDS have commenced training to be accredited in Family Based Therapy</p> <p>The provider is reporting into the national data collection process and are on track to deliver to expected number of CYP accessing the service and to the established access targets (100% urgent seen within target and 93.8% routine seen within target 30 June 2017 report)</p> <p>Both parents and CYP are involved in the service development</p>	<p>Ensure that the Community Eating Disorder Service meets national standards and access targets</p> <p>To ensure the Leeds CEDS-CYP is part of the national quality improvement programme</p> <p>Work to optimise impact of CEDS-CYP to reduce crisis and inpatient admissions (and monitor the same)</p>	<p>To ensure that there is a clear and smooth transition pathway between CEDS-CYP and the Adult Eating Disorder services</p> <p>Develop digital opportunities to enhance the service offer (2018/19)</p>
<p>Child and Young People Voice: CYP involved in recruitment of CEDS-CYP staff CYP and parents involved in development of the service CYP informed content of MindMate website on body image</p>			
<p>Key Performance Indicators: Placeholder: Proportion of CYP with ED seen within 1 week (urgent) or 4 weeks (routine) Spend on CEDS-CYP Number of CYP with eating disorder admitted to tier 4 bed Number of CYP with eating disorder supported by intensive outreach team</p>			

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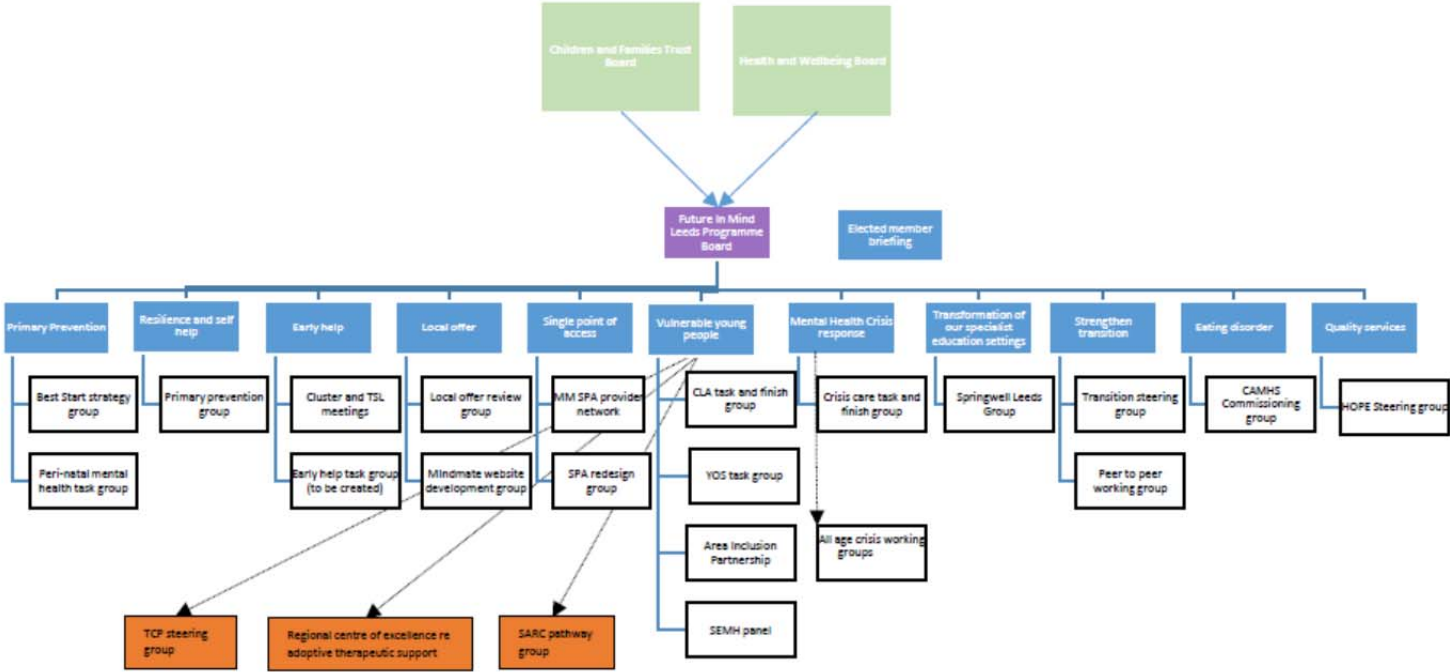
Priority 10 continued			
Workforce:			
Training programme for universal staff in schools			
Primary care targeted communication and training			
CEDS-CYP specialist team training programme			
Priority 11 - Improve the quality of our support and services across the partnership through evidence based interventions, increased CYP participation and shared methods of evidencing outcomes			
Leadership Team	Achievements to Date	Key Deliverables for 2017/18	Key Deliverables for 2018/19 and 2019/20
Andrew Eastwood/ Jane Mischenko/ Sal Tariq	<p>A formal steering group is in place, named HOPE (Harnessing Outcomes, Participation and Evidence) that reports to the programme board</p> <p>Leeds NHS CAMHS is part of the CYP-IAPT (since wave 3). The HOPE group is focussing on how to share the CYP-IAPT approach across the whole Leeds system of support and services</p> <p>Leeds is part of the CORC national pilot to develop cross-sector outcomes and data linkage across services involved in children and young people's mental health and wellbeing. Further investment has been made by Leeds to increase support from the CORC and EBPU for this priority</p> <p>CORC has worked with clusters, the TSWS and NHS CAMHS to understand current practice in agreeing outcomes with CYP, and recording outcomes in services to use them to greatest effect to improve service quality</p> <p>CORC utilised the 'Understanding Your Model' tool to help different services within the system to clarify their aims, interventions methods, and desired outcomes</p> <p>A comprehensive Future in Mind: Leeds HNA was commissioned and completed in 2016/17</p>	<p>Work to ensure that all NHS funded services are submitting activity data to MHSDS by the end of 2017/18</p> <p>Workforce initiative to review types of difficulties being referred to agencies, within the whole system and skills both available and required</p> <p>Workforce plan for the Future in Mind: Leeds Strategy to be developed 2017/18</p> <p>Training to be delivered around outcomes and evidence based services to practitioners and managers across the system</p> <p>Enhanced analysis of outcome data for more SEMH agencies to be undertaken by CORC</p> <p>CORC to support agencies in reporting impact and outcomes</p> <p>HOPE programme action plan on driving forward outcomes and evidence based practice to be completed by end 2017/18</p>	<p>All emotional health services recording outcome data and all services to have clear statements of the high-level outcomes they seek to achieve by end of 2018/19</p> <p>Progress made on ensuring that all SEMH agency 'core' information systems have outcome recording capacity within them</p> <p>Continued programme to align skill sets in individual agencies with current and emerging referral reasons</p> <p>Training programme to ensure that practitioners can use outcomes and evidenced based approaches in their day to day work</p>

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<p>Priority 11 continued</p>	<p>The Future in Mind: Leeds Dashboard has been produced and approved by the Programme Board</p> <p>There has been a consultation of CYP, parents and professionals re: CYP mental health support and services undertaken by YouthWatch and Common Room). Findings were submitted to the March 2017 Programme Board</p>	<p>Establish Future in Mind: Leeds Dashboard regular reporting (2017/18)</p>	
<p>Child and Young People Voice: Commitment that CYP participation is integral to our definition of quality to agree care plan and goals An annual consultation takes place with CYP and parents to hear of their experience of support and services in the city (commissioned from Youth watch & Common Room) Youth watch worked with CYP to identify the method they wish to hold the Future in Mind: Leeds programme board to account. This was presented and agreed at the July programme board</p>			
<p>Key Performance Indicators: Future in Mind Dashboard provides an overview of progress in Leeds of the strategy and plan Placeholder: proportion of CYP showing reliable improvement in outcomes following mental health service intervention Placeholder: proportion of CYP meeting their mutually agreed goals against number of CYP accessing services</p>			
<p>Workforce: Numbers of staff completing CYP-IAPT courses Delivery of workshops to local areas/clusters promoting evidence base, participation and value of outcome monitoring</p>			
<p>Cross cutting themes:</p> <ol style="list-style-type: none"> 1. We recognise that improving the Social Emotional and Mental Health of children and young people in Leeds needs everyone to play their part 2. We will work together to plan and deliver our strategy and make best use of our collective resources to improve the experience and outcomes of children and young people with social emotional mental health needs. 3. In direct response to the request from children and young people we will maximise the opportunities digital technologies offer us, whilst safeguarding children and young people from some of the risks the Internet poses. 			
<p>Communication and governance</p> <p>In delivering the plan we need to:</p> <ul style="list-style-type: none"> • Engage young people and families to co-produce communication to ensure we use a language they understand • Effectively communicate with all key partners, including frontline staff • Develop a workforce plan to ensure delivery of the strategy and local transformation plan (to be completed in (2017/18) • Develop a clear governance structure for the assurance of work streams through an effective Programme Board and through to the Children and Families Trust Board and the Health and Wellbeing Board 			

Appendix 1

Appendix 1: Governance structure



Appendix 1

Appendix 2: Baseline information

Increased investment

	14/15 (£)	15/16 (£)	16/17 (£)
Core service funding for direct delivery (CAMHS, The Market Place, MST, school clusters, Therapeutic Social Work Service) and MindMate SPA	11,464,353	11,898,500	15,855,188
In addition, there was one off funding in core services to pump prime school cluster commissioning and targeted waiting list initiatives across the system of provision	1,500,000	526,486	1,420,000
Additional funds Leeds has been able to attract to support core services (non-recurrent)			493,500

Funding into services that support direct contact with children and young people who have social, emotional and mental health needs has increased between 2014/15, 2015/16 and again in 2016/17. In core services, this amount has risen from £11.5 million recurrent spending by both the CCGs in Leeds and Leeds City Council to £15.9 million. In addition to this there is the considerable investment from school clusters over the same time (circa £1.5 million per annum).

There have been several examples of non-recurrent investment to support the whole system to transform. In 2014/15 this was a significant part of our investment with £1.5 million being devolved to local school clusters to improve their local offer to children and young people. In 2015/16 over half a million was committed and in 2016/17 nearly £1.5 million pounds has been provided to increase face to face contacts, to drive transformation and to enable services to respond to increasing waiting lists, partly due to the introduction of the SPA.

Increased numbers of Children and Young People seen:

	14/15 (number accepted into services)	15/16 (number accepted into services)	16/17 (number accepted into services)
Core service activity (CAMHS, The Market Place, MST, school clusters, Therapeutic Social Work Service)	6993	7694	8919

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The MindMate Single Point of Access is supporting an improved and swifter pathway from referral to the right service. The service has also started to identify the numbers of young people who are not able to receive a service and we are currently working to understand whether this is because no service exists or if it is that all services have been offered.

1225 additional children and young people are being supported by core services in the city in the last year, this in addition to the **701** increase seen between 2014/15 and 2015/16. Some of this increase can be explained by the additional investment to reduce waiting lists in the city for a number of core services. The majority of the increase is seen in the clusters (and probably represents an improvement in recording of these young people as well as an increase in the number being seen).

Children and Young People requiring admission to a mental health bed

	14/15	15/16	16/17
Occupied bed days	2089	2814	4465
Total number of new admissions	26	37	43

The occupied bed days in Tier 4 beds increased from 2814 (15/16) to 4465 (16/17). This was for a total of 43 young people. This increase is due to an increase in numbers of young people requiring in-patient care but there is also a small cohort of young people requiring a Tier 4 bed for a long period of time. There is significant work underway at the moment as Leeds is part of the Wave 2 New Care Models and we are working to fully understand this data and put in services to ensure we appropriately avoid, or shorten, admissions as much as we can. CCG commissioners are reviewing the current increase in need for inpatient beds and working with NHSE commissioners to understand the particular needs presenting.

Increased numbers of mental health practitioners:

	14/15 (wte staff as of June 2015)	15/16 (wte staff as of June 2016)	16/17 (wte staff as of June 2017)
Core service workforce (CAMHS, The Market Place, MST, school clusters, Therapeutic Social Work Service) and SPA	125.76	163.3	204.7

41.4 more practitioners are in place this in addition to the **38** increase seen between 2014/15 and 2015/16. The increased investment into services is demonstrating an increase in practitioners delivering face-to-face services to children and young people. This increase is across a full range of staff from those delivering local psychological support into schools, to those providing counselling at the Market Place and practitioners within specialist CAMHS.

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Appendix 3: Future in Mind: Leeds Local Transformation Plan – Issues and risks to delivery

The issues and risks below are issues proactively owned and managed by the programme board. There is no risk that has led to the delay of any key priority within the LTP but we include the issues we identify as potential challenges and our mitigation of these for completeness.

CCG Name: Leeds CCGs Partnership				
LPS Number	Description of local priority scheme	Description of issue of risk to delivery plan	Mitigating Actions	*Date expected to deliver
N/A	Cross cutting	Impact of significant Local Authority Budget pressures and <u>potential</u> impact on support networks for children and families in the city.	Cross partnership working in all LTP priority areas to ensure best use of available resource. Significant investment of LTP allocation in first 1-2 years to develop capacity and capability in universal and targeted services and digital resources.	N/A
6.	Vulnerable children (SEND)	The pressures to the High Needs Block funding that supports pupils with complex needs (SEND) with SEMH needs was flagged at the programme board.	Review of the high needs block Additional funds were identified to support those CYP with exceptional SEMH needs – accessed via the SEMH panel. This remains under review.	N/A
3.	Local Delivery of Early Emotional Help Services	Recognition that the whole system Leeds approach and continuation of the model depended upon continued engagement by schools and clusters.	Commitment of funding by CCGs and LA now in place for the cluster model for the next 3 academic years Additional work with clusters – layering resource around this model, such as REST teams and support with adolescents Ongoing support to schools in their universal offer, with MindMate Champion programmes, subsidised training and MindMate Lessons	Cluster model continues to be delivered – issue continues to be proactively managed.
N/A	Cross cutting	Autism Assessment waiting time – delivery of NICE standard of 12 weeks delayed. Currently at 26.8 weeks	Detail within report (increase in referrals impacted on delivery) – significant work underway – additional NHSE funds in 2016; additional clinics established including Saturdays, supported by short term use of an external agency	December 2017

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Appendix 4: Waiting Times

Improving access and reducing waiting times has been a focus across the whole system of social, emotional and mental health services. Additional funds have been provided to school clusters with greater demand and to The Market Place to reduce their waiting times. More detail is provided below for NHS CAMHS:

- The CQUIN within the CAMHS service for 2015/16 to drive down waiting times for the consultation clinics has been very successful. This has achieved its target and been sustained; these waits are now all below 12 weeks
- Investment by a successful NHSE bid - in a waiting list initiative for autism assessments; a recovery plan supported waiting list additional funding is in place with a target of meeting the 12 week NICE waiting standard by December 2017

	General CAMHS	Autism Assessments
Numbers waiting	212	200
Average length of wait (weeks)	5.84	26.8

Waits as of end 30/07/17

7.1 Additional waiting list NHSE monies - autism

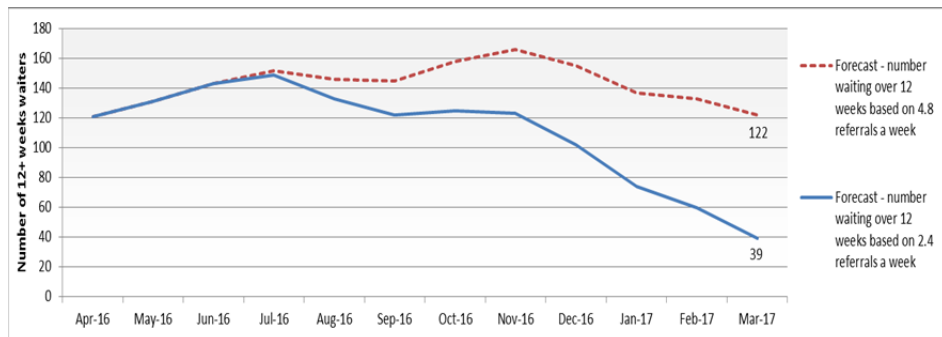
LCH has undertaken extensive work to reduce the number of young people waiting for autism assessments, and the time it takes to complete the assessment. The total number of young people waiting for assessment has reduced from a peak of 233 to 200 but this is higher than the end March position of 193. Both the average length of wait and the longest wait have increased.

The team are running 4 clinics per week and continue with the Saturday clinic that is popular with parents. This increases capacity by 1-2 clinics a week. They have also contracted with an external agency to complete 20 assessments by the end of August; if this proves successful they will contract for a further 80 assessments by the end of December.

The demand remains higher than in the original modelling. There was a 35.4% increase in referral rate between March 2016 and February 2017. Partners welcome this referral increase as this better correlates with the expected referral rates (incidence) expected for a population the size of Leeds. However, this increase has impacted significantly on resource available to diagnose children and young people.

The service has now remodelled how it would have met demand if it had remained at previous levels and for the level now being seen. This is shown in the chart below.

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Given the rise in demand the 12-week target is likely to be achieved by December 2017 (subject to current assumptions) and the service continues to address the shortfall in capacity and monitor performance on a regular basis in conjunction with commissioners.

Eating Disorder Wait Times

Summary of Waiters from Eating Disorder Service Quarterly Unify Submission

-4 week target for routine (non urgent) referrals

-1 week target for urgent referrals

Quarter 1 2017-18 (01-April-17 to 30-June-17)

Priority		Wait in Weeks													TOTAL	% of waiters seen within target	
		0-1	1-2	2-3	3-4	4-5	5-6	6-7	7-8	8-9	9-10	10-11	11-12	12+			
Routine	Completed pathways (episodes started in Period)	3	3	10	7	1	1									25	92.0%
	Incomplete pathways (waiters as at 30-June-17)	1	4	2												7	100.0%
Urgent	Completed pathways (episodes started in Period)	2													2	100%	
	Incomplete pathways (waiters as at 30-June-17)														0	-	

Notes on waiting time target breaches:

Completed pathways (episodes started in period):

1 patient cancelled appointment booked for 26-Apr-17 (would have been 2.3 week wait time at this date)

1 patient where 1st appointment was 4.1 weeks after the referral received date

Incomplete pathways (waiters at quarter end):

All waiters are under the target wait time

% Routine waiters seen within target	93.8%
% Urgent waiters seen within target	100%
% of all waiters seen within target	94.1%