

NHS Ayrshire & Arran



Meeting:	Ayrshire and Arran NHS Board
Meeting date:	Monday 15 Aug 2022
Title:	Ayrshire and Arran CAMHS Reform Programme
Responsible Director:	Caroline Cameron, Director North Ayrshire Health & Social Care Partnership
Report Author:	Thelma Bowers, Head of Mental Health Services

1. Purpose

This is presented to the Board for:

- Awareness

This paper relates to:

- NHS Board/Integration Joint Board Strategy or Direction

This aligns to the following NHS Scotland quality ambition(s):

- Safe
- Effective
- Person Centred

2. Report summary

2.1 Situation

The update is intended to make Board Members aware of the service improvement work being delivered by Child and Adolescent Mental Health Services (CAMHS) led by North Ayrshire Health and Social Care Partnership (HSCP) as the Lead HSCP for Mental Health for NHS Ayrshire & Arran (NHS A&A) in line with the National Specification for Child & Adolescent Mental Health Specialist Services (Tier 3) published February 2020 and the significant programme of reform still underway as part of the original CAMHS extreme team action plan which is now being progressed by the Pan Ayrshire CAMHS implementation group.

The report also highlights areas of redesign and response associated with the Recovery and Renewal plans which evolved through and beyond the pandemic.

2.2 Background

Three strategic documents have been published by the Scottish Government in recent years which have influenced the direction of travel of CAMHS Services nationally.

- The CAMHS Specification, February 2020
- The Neurodevelopmental Specification, September 2021

- Community mental health and wellbeing supports and services: framework, February 2021

The two specifications have enabled NHS A&A CAMHS to begin a reform programme of service redesign. They set out clearly that specialist CAMHS are for children and young people age 0 – 18th birthday with clear symptoms of mental ill health which place them or others at risk and/or are having a significant and persistent impact on day-to-day functioning. While some children and young people will need to come straight to CAMHS i.e. those requiring urgent mental health care, most will require this service when an intervention within primary care, education or a community-based service has not been enough.

The Community mental health and wellbeing supports and services framework sets out a clear broad approach for the support that children and young people should be able to access for their mental health and emotional wellbeing within their community.

Diagram 1: CAMHS within the agreed Children and Young People's Mental Health and Wellbeing model:



(CAMHS Specification, Scottish Government, Feb 2020, page 2)

Scottish Government Recovery and Renewal Investment

In alignment with the plan for recovery the Scottish Government have established a £120 million Mental Health Recovery and Renewal Fund. The Fund supports the delivery of actions set out in the Mental Health Transition and Recovery Plan with £40 million allocated for CAMHS renewal and recovery to respond to the mental health need arising from the pandemic, and will also benefit the full agenda for mental health and wellbeing in line with the four areas of key need set out in the Plan.

The Mental Health renewal investment allocated to Ayrshire and Arran for CAMHS has enabled the delivery of targeted actions to ensure a whole system response to the presenting challenges of rising demand. Recovery and renewal plans are focused on the delivery of new developments in alignment to the national CAMHS specification to be implemented at pace including key developments in promotion of wellbeing, early

intervention approaches, meeting increasing demand and assertive waiting list management and reduction of waiting times.

The total amount of investment to date for Ayrshire and Arran is noted in the table below. The CAMHS Mental health workforce is expected to increase subject to successful retention of all investment by the workforce skill mix noted at 2.3.2 and successful delivery of the service developments further described in this report.

CAMHS Pan Ayrshire Financial Allocation

Date Received	Allocation	£
05/05/2021	CAMHS - Split as: 1) CAMHS Specification £1,091,463 2) CAMHS age 25 £623,402 3) CAMHS Waiting List £311,701 4) Psychological therapies waits £366,707	2,393,273
12/07/2021	Psychological Therapies - tranche 1	134,875
10/09/2021	Eating Disorder Service	328,213
16/09/2021	CAMHS - Out of Hours Unscheduled Care	86,294
16/09/2021	CAMHS - Intensive Home Treatment	147,512
16/09/2021	CAMHS - Liaison	129,073
Total Allocation		3,219,240

An assertive workforce programme of organisation development and recruitment is underway to ensure the development of workforce capacity and capability across the health and social care system for this critical recovery and renewal Mental Health agenda. Ayrshire and Arran Mental health services are represented and contributing to the development of the National workforce strategy and associated workforce plans which will be published at the end of 2022.

CAMHS in Ayrshire and Arran has historically consisted of three Community Teams aligned to each of the HSCPs. These teams were predominantly undertaking all aspects of care and intervention from unscheduled care, neurodevelopment and community work to liaising with Acute Hospital Services, Children's Services and Education.

Neurodevelopmental work is amongst one of the highest reasons for referral to the service and accounts for a considerable amount of clinical and administrative time. It also accounts for the majority of work generated by enquiries from elected representatives, Freedom of Information requests and complaints. There are currently over 700 young people waiting on a diagnostic assessment in Ayrshire and Arran.

The National review of Scottish Eating Disorder Services also has significant bearing upon the delivery of services to children and young people. North Ayrshire HSCP as the Lead Partnership for Mental Health in Ayrshire and Arran are considering a number of the recommendations which were published by the Scottish Government in March 2021.

CAMHS Performance

Except for July 2020 performance against the CAMHS 18-week compliance target of 90% has been consistently met and maintained throughout the Covid pandemic. Local monthly CAMHS performance over the last is summarised below:



In addition, the latest published data for quarter ending March 2022 indicates that compliance levels continue to remain substantially higher than the Scotland average.

Gavin Grey, Deputy Director for improving Mental Health Services in the Scottish Government wrote to Ayrshire and Arran in June 2022 to highly commend the Board on the progress made with CAMHS and Psychological therapies (PT) recovery and renewal plans with a demonstrable strong position of waiting times performance, Governance and Leadership capacity. A thorough re-assessment has been undertaken by Scottish Government leads of performance against the waiting times standards, based on recent CAMHS and PT performance, workforce and spending data, leadership and governance arrangements, remobilisation plans, and intelligence from engagement with NHS professional leads. Based on this, a number of Boards and CAMHS services have been selected to receive more tailored improvement support over the coming months. NHS Ayrshire & Arran has not been selected to receive this additional support, based on continuing good waiting times performance in CAMHS and PT, and confidence in the leadership and governance arrangements for mental health in the Board.

National Benchmarking

97.6% QE Mar 2022	73.2% Scotland	of children and young people started treatment within 18 weeks of initial referral to CAMH services	+ 24.4
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The information in the performance report for Q2 also presented to the Board contains further information.

CAMHS Improvement – Extreme Team

In response to the national and local commitment to children's mental health, the multi-agency work undertaken in the last five years, Ayrshire and Arran commissioned an Extreme Teams' approach in 2020 to respond to the mission critical key question:

How will we improve Children and Young People's Mental health and wellbeing with timely access to services and support to Children, young people and their families at a locality level?

Extreme teaming is the way in which Ayrshire and Arran has committed to enabling innovation at pace across our system, to balance the four pillars and deliver Caring for Ayrshire, our Big Opportunity.

The CAMHS Extreme team completed their work in July 2021 and thereafter handed over a programme of reform actions to a new CAMHS implementation group which was established by key senior Pan Ayrshire service leads and Heads of Service formerly members of the Extreme team. The group continues to meet on a monthly basis to continue at pace the journey of reform, consolidating a shared understanding, sharing experiences, defining challenges to stridently progress the strategic overarching objectives within the reform plan.

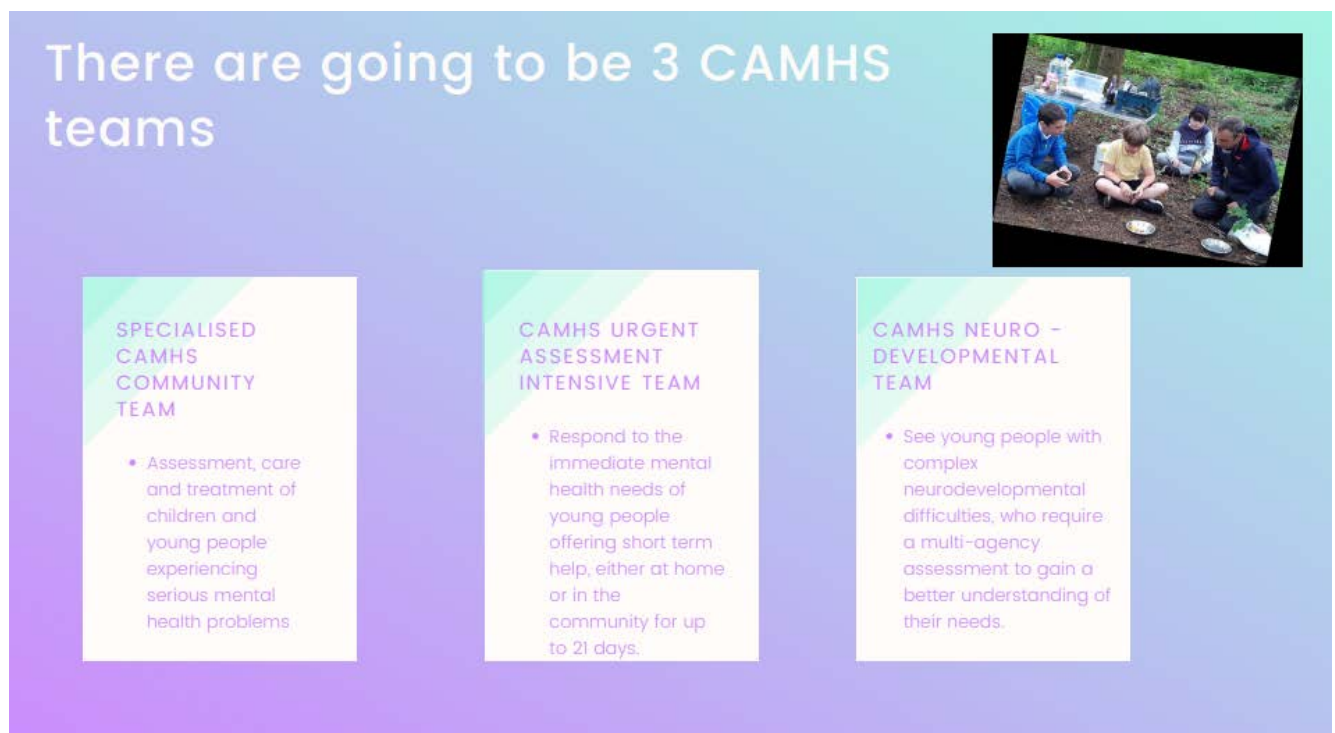
The key areas of development and reform progress outlined in the remainder of this report are all integral to the CAMHS implementation group action plan and the original ambition defined by the CAMHS Extreme Team.

2.3 Assessment

2.3.1 Service Demand

NHS A&A CAMHS have used a copyrighted Demand Capacity and Queue (DCAQ) model called Benson Wintere to explore where the demand is coming from for our services.

This has resulted in the recognition that there would need to be three distinct parts of CAMHS each with their own identity in order to manage the demand, capacity and workforce within the areas. These are illustrated below:



- **Specialised Community CAMHS Team**

The three locality CAMHS Teams are now joined into one team called the *Specialised Community CAMHS service* with one Team Leader to enable focused leadership and delivery of consistency of service excellence across Ayrshire and Arran. Further efficiency and service improvement work is underway with a review and streamlining of processes and procedures across the teams. There are still sites throughout Ayrshire that young people and families are able to access services to be seen nearer to their home. This aligns well to the aspired approach to corporate parenting and reduces the need for care experienced young people being moved around services based upon where they reside or are cared for.

- **The CAMHS Urgent Assessment Intensive Team (CUAIT)**

This new service was launched on Monday 6 June 2022 and has established for the first time in Ayrshire & Arran a 7 day a week mental health unscheduled care service for children and young people. The model is designed specifically to avoid the need for hospital admission, deliver in-reach to Acute and Paediatric in-patient environments and liaise with referrers and other agencies. Our new CAMHS Urgent Assessment & Intensive Treatment Team will provide a model of care across seven days. The service is in its infancy, but all efforts will be made to prioritise the needs of our most in need young people.

There are emerging opportunities in relation to models of care at Woodland view. Skye house is the regional West of Scotland Tier 4 CAMHS inpatient service which has experienced significant challenges with clinical complexity and workforce supply and access to beds currently as well as during the pandemic. This has resulted for instance decisions within NHS Great Glasgow and Clyde to reduce bed availability, leading to difficulties in admitting a young person from Ayrshire to psychiatric care. The local risks of this service impact are reviewed by CAMHS, Mental health services and wider multiagency health and social care services. This means that at times there is consideration of the use of adult beds, intensive community supports and possible paediatric beds.

Consideration to the delivery of local CAMHS in-patient beds has been explored in recent times as there is a growing recognition that demand within the regional model outstrips capacity. This opportunity has become more evident with the availability of additional ward capacity at Woodland as a result of the transfer of Adult Mental health Rehabilitation Services into community settings. Opportunities are being explored and jointly developed by CAMHS and Acute Paediatric services to deliver a CAMHS inpatient service from within Woodland view, harnessing the additional capacity of the developing CAMHS Unscheduled care service.

- **CAMHS Neuro Developmental Team**

The vision for Neurodevelopmental Service delivery and access is intended to create a multi-disciplinary response to children and young people presenting with co-morbid mental ill-health and neurodevelopmental disorders such as Autism, Attention Deficit Hyperactivity Disorder (ADHD), attention deficit disorder (ADD), Foetal Alcohol Syndrome Disorder (FASD) and other associated neurodevelopmental conditions. This will be achieved with the Scottish Government recovery and renewal funding allocation the establishment of a dedicated Children and Young People's Neurodevelopmental Service. This process of specifically tailored service provision where Neurodevelopmental conditions is the main focus of intervention is in keeping with the National Specification for Neurodevelopmental Service provision.

A whole family vision is the services objective, offering family, sibling and carer support and education whilst supporting the children and young people through their assessment and diagnostic journey.

Promoting inclusion, taking a strengths-based approach to neurodiversity and 'getting alongside' the young people is key to the ethos behind our service vision. Establishing a diagnosis is only one part of the journey and it is the aspiration of CAMHS to provide high quality education, support and sign posting pre and post diagnosis.

Using the detail from Benson Wintere we will be able to recruit the appropriate workforce to enable the establishment of a dedicated neurodevelopment service for Children and Young People, ensuring the delivery of a training plan according to the needs presenting at the point of referral. This in time should streamline the process and create greater capacity to meet growing demand.

In alignment with the national neurodevelopment specification the local specialist neurodevelopmental team will have the following role responsibilities:

- Triage requests for assistance, identifying complex and core presentations and relevant pathway
- Deliver multi-disciplinary complex assessment and interventions and advise on complex cases
- Develop training/ key messages and lead joint health and education training team
- Deliver and co-ordinate neurodevelopmentally focussed parent supports and interventions
- Review scientific evidence for practice and lead innovation
- Advise on strategic planning and undertake cycles of evaluation
- Provide coaching and mentoring for health and education professionals at 'enhanced' and 'skilled' level

A new Service Manager and Team leader post for the Neuro-developmental Service has been appointed and will focus on ensuring the service can responsively see young people and families for a diagnosis appointment as soon as the service can.

In January 2022 with Scottish Government recovery and renewal funding external provision was secured to assist with reducing the waiting time for a neurodevelopment diagnosis and commissioned two external providers: Purple House and Helios. Significant investment has been made in staff development, education and recruitment in the area of Neuro service provision, including additional prescribers being trained to help with the ADHD clinics; three Neuro Nurses and one CAMHS Pharmacist.

A telephone contact service has also been established to provide information and assist children and their families who are currently waiting for a diagnostic assessment.

In addition, the North Ayrshire HSCP are in the process of identifying a premises to host the Pan Ayrshire CAMHS Neuro-developmental Service which will be children, young people, parent and carer focused.

- **Neurodevelopmental Empowerment & Strategy Team**

NEST is a new and first in Scotland service jointly funded by East, South and North HSCPs in Ayrshire and Arran. This new service will provide co-ordination and development of pathways of empowerment for the large number of children and adults directly and indirectly affected by neurodevelopmental diversity across the three Ayrshire partnership areas which will deliver on three critical outcomes. Whilst not directly managed or within the CAMHS service provision, NEST will complement the service redesign and aspirations that are outlined for CAMHS Neurodevelopmental services and there will be a natural synergy between the core service and this new emerging model, the core outcomes and benefits of which are noted below:

Information access – Up to date, relevant and accessible information will be freely available for the neurodivergent community and professionals across Ayrshire. Individuals and families will have a good understanding of what a diagnosis means for them and will be able to make informed decisions.

Empowerment programme – Individuals and families/carers will have a better understanding of their neurodivergent differences and through the opportunity to learn, develop strategies and networks will be empowered to live as full a life as possible. The NEST team, in partnership with individuals, families and neurodevelopmental professionals will design and deliver a systematic pan Ayrshire, needs based empowerment programme. Existing communities and groups will be supported to increase their scope and reach across their area.

Community/Services Communities across Ayrshire will be more tolerant and understanding of the needs of neurodivergent individuals. This tolerance and understanding will provide a marked improvement in access and opportunity for neurodivergent individuals and families. Local services will be aware of the needs of our neurodivergent community and will systematically incorporate solutions to these needs into their service delivery.

These core critical outcomes will be delivered through collaborative working with neurodivergent individuals, their families, clinicians, third sector and services across Ayrshire. A programme of recruitment is currently underway for the key members of the team which will provide front facing universal services on a Pan Ayrshire wide basis.

To complement the development of this new service a service specification is currently being developed by the CAMHS implementation group to enable a wellbeing early intervention service to be commissioned and funded from the Scottish Government CAMHS allocation which will enable early support to children and their families prior to diagnosis. This is also building on a leisure project referenced later in this report where CAMHS worked closely with local leisure facilities to work with young people awaiting an assessment regarding neurodevelopmental conditions and experiencing social anxiety. This has evaluated well, and we are now on our third cohort of young people attending this.

It is our collective ambition over the next two years that with the successful delivery of all of these reform initiatives, combined with a growth in workforce expertise both within CAMHS and the wider health and social care system that children and young people will not have to wait for a neurodevelopment diagnosis, with current long waiting times for diagnosis significantly addressed and impacted in the next twelve months.

2.3.2 CAMHS Infrastructure

The infrastructure challenges for CAMHS are embedded within the visionary *Caring For Ayrshire* ambition and critical redesign programme to further build on developing an integrated health and care service model of which Mental health services are a vital health and social care delivery component and population level response. The Ayrshire and Arran ambition articulated in this vision for CAMHS is the delivery of a purpose designed multiagency centre of excellence, offering holistic and specialist expertise in a purpose designed therapeutic environment to meet the needs of children, young people and their families.

Whilst this ambition is part of a longer-term programme of infrastructure development, it is critical that appropriate interim solutions are identified to maintain the pace of Transformation delivery and achieve demonstrable outcomes in alignment with Scottish Government investment.

There is a need to plan in the best interests of whole health and social care systems, and the following key underpinning principles are paramount:

- Good environmental design is a powerful and cost-effective healing tool and should be customer focused, promote recovery, independence and add therapeutic value.
- It is well evidenced that asking people who access healthcare settings and in this instance children and young people, staff and parents what they really need and want from healthcare spaces leads to richer, more useful spaces.
- CAMHS should be offered in the community in settings that promote local links, to feel less stigmatised and to maintain relationships with family and friends.
- Research has shown that the built environment impacts on mental health and it is therefore important that the building design is bespoke and meets patient needs
- The Caring for Ayrshire CAMHS ambition recognises that the physical environment plays a critical role in outcome results particularly for young people. The environment should reflect the age group being treated, with appreciation that there is a significant difference between the developmental needs of 4–12-year-olds and 13–18-year-olds. It is therefore important to design the CAMHS physical environment to reduce potential anxieties and to create a calm and safe therapeutic environment in which young people can receive help and accelerate recovery.

The current premises from which CAMHS services are delivered to young people are not tailored modern solutions from which to deliver this person-centred bespoke care. In the assertive pursuit of a necessary solution West Road in Irvine, a surplus North Ayrshire Council premises has been identified in alignment with service transformation and the new national CAMHS specification. The building with some adjustments to décor and configuration will be able to offer the following critical elements of physical design and maximise space utilisation to enable optimal delivery of the new CAMHS model and service offer and will establish a best in Scotland Centre of Excellence in Ayrshire and Arran.

A programme of work has commenced to ensure that this facility is available for service operation in 2023.

2.3.3 Administration

There has been a significant programme of capacity building within the wider administration support to CAMHS to ensure effective and efficient service delivery.

A significant challenge facing the delivery and operationalisation of CAMHS was the lack of consistent management and availability of identified administration staff. CAMHS now has a dedicated Administration Manager and through the process of Organisational Change aligned management structures within North HSCP as Lead Partnership for Mental Health.

2.3.4 IT/Digital Kidscreen

The feedback and opinions of young people are essential to service design and delivery as is their view on what their needs are. To this end CAMHS are working to implement a digital interface with carers and young people to report their subjective experience of their symptoms using Kidscreen. This is a quality-of-life questionnaire for children and adolescents from age 8 to 18 years. The Kidscreen instruments have been developed in 13 European countries and CAMHS in Ayrshire and Arran is leading the way as one of the first CAMHS services across Scotland to implement this approach.

2.3.5 Eating Disorder Service

The Eating Disorder Service in Ayrshire and Arran is an all-age service and has been going through a redesign following the Scottish Government's National Eating Disorder recommendations. The Senior Manager for CAMHS and CEDS also worked with an external consultancy company to produce a service review report with the associated redesign recommendations on taking the service forward. This will include expanding the workforce, training and widening the referral criteria to include ARFID (Avoidant Restrictive Food Intake), Binge Eating or Psychopathology occurring in the context of type 1 diabetes.

The full report is available to Board Members on request.

There is an ongoing programme of recruitment to enhance the workforce within the Eating Disorder provision and a Senior Consultant Psychologist has recently been recruited to work with the service on the delivery of a reform implementation plan in alignment with the review recommendations.

2.3.6 Quality/patient care

A small Quality Improvement, Data and Engagement Team have been established to help evidence improvements within the services. The CAMHS Quality Improvement Advisor post has been created to ensure that quality and data is central at the heart of the service. The QIA has been leading on the DCAQ work with CAMHS clinicians and an external company Benson Wintere.

As illustrated from extracts below from the performance/activity dashboards the service is able to see at a glance the referrals coming, clinics, productivity, allocation, waiting lists, workload, staffing and even down to school and school

cluster level and what young people are presenting to CAMHS with from a particular area of Ayrshire.



The data and ongoing Wellness Model work with CAMHS coupled with the recent young people suicides in the Largs locality identified a gap at Tier 2 level in terms of supporting young people and families' mental wellbeing.

CAMHS worked in collaboration with Aberlour to commission a bespoke service which is currently running in Largs to support young people transitioning to from primary to secondary school and the ability to support up to 45 families that may need additional support.

Further information on this initiative can be found below:

About Aberlour Sustain - Transitions

Aberlour Sustain Transitions works with families who have children transitioning from P7 into S1 and S1 into S2. We work with children, families, communities, and partners to deliver workshops and personalised support both 1-1 and in groups. We aim to improve wellbeing, reduce barriers to discussing wellbeing and provide practical skills to cope with day-to-day challenges and worries.

We recognise that the pandemic has created new challenges for families. We are here to create space for them to identify what could improve their collective wellbeing. This may be finding solutions, offering practical suggestions, or simply being there to listen whilst ensuring we provide privacy and space to feel comfortable and heard.



How we help

Workshops: Can be delivered to whole classes, smaller identified groups and in community settings such as youth groups or clubs.

Additional Support: Individual, focused and holistic support for identified children, young people and their families who require more targeted interventions.

Quotes from our families

"I absolutely love the fact that this is the first time (child's name) opened up like that about anything!"

"Our worker was amazing throughout. Very approachable, easy to talk to (for both myself and my son), pragmatic and knowledgeable. Nothing was ever too much trouble and she helped not just my son, but us as a family."

"Thank you for everything, the first time we met, I was in bits and so worried about her, but now I feel like she is going to be ok."

How contact us:

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AberlourOCT



AberlourCC



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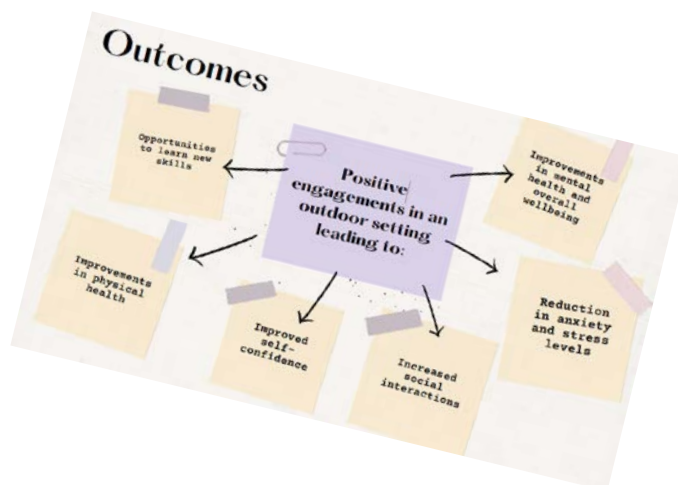
Registered Head Office: Kintail House, Forthside Way, Stirling, FK9 1GZ
Scottish Charity no: SC007991 | Company Reg no: SC312912



Following a relaxation in Covid restrictions CAMHS funded a pilot project alongside Leisure services across Ayrshire. CAMHS selected six families from North, South & East Ayrshire all with young people in Primary 7 that were awaiting a diagnosis of a neuro-sensory condition. Using outdoor spaces was deemed to be less restrictive for the young people and also safer in terms of covid-19 transmission.

Staff who were going to be running the sessions created a 6 week session plan, which was different for the three local authorities in to best use their specific environment. It was agreed that the final 6 weeks would be Co-designed with the young people.

The CAMHS Leisure poster won the Integrated Care award at this year's NHS Scotland Event 2022.



Engagement, Coproduction and Lived Experience

The CAMHS Specification emphasises service-user involvement in service re-designs. In a period of organisational change within CAMHS A&A, the leadership team understood the importance of lived experience when re-shaping the service. In May 2021 a participation officer post was appointed which was a crucial stepping stone for CAMHS to engage with young people, families and carers in a meaningful way. The role of Participation Officer featured in the Person Centred poster category at the NHS Scotland Conference 2022.

Our Participation Journey at CAMHS (Child and Adolescent Mental Health Service) and CEDS (Community Eating Disorder Service) through creation of Participation Officer Role
Authors: Rachel McKechie, Kerry Allison, Eileen Bray, Stuart McKenzie, Young People & Families from across Ayrshire, NHS Ayrshire & Arran

WHY?
The ScotGov CAMHS Service Specification places emphasis on service-user involvement in service re-designs. In a period of organisational change within CAMHS A&A, the leadership team understood the importance of lived experience when re-shaping how we work. The development of the participation officer post was a crucial stepping stone for CAMHS to engage with young people, families and carers in a meaningful way. Article 12 of the United Nations Convention on the Rights of the Child, explains children have the right to have their voices heard and taken into account. The project demonstrates the commitment from CAMHS to be forward thinking, and co-design our services with YP and carers to best suit their needs.

MAIN OBJECTIVES
A commitment to Co-Designing a communication strategy for CAMHS with YP & carers through:
• Appropriate use of social media networks.
• Providing safe spaces for YP and carers to work alongside us.
• Advocating for these voices & good participation practice across the service and at governance level.
• Opening up discussions around how we communicate appointments, recommendations, feedback & complaints.

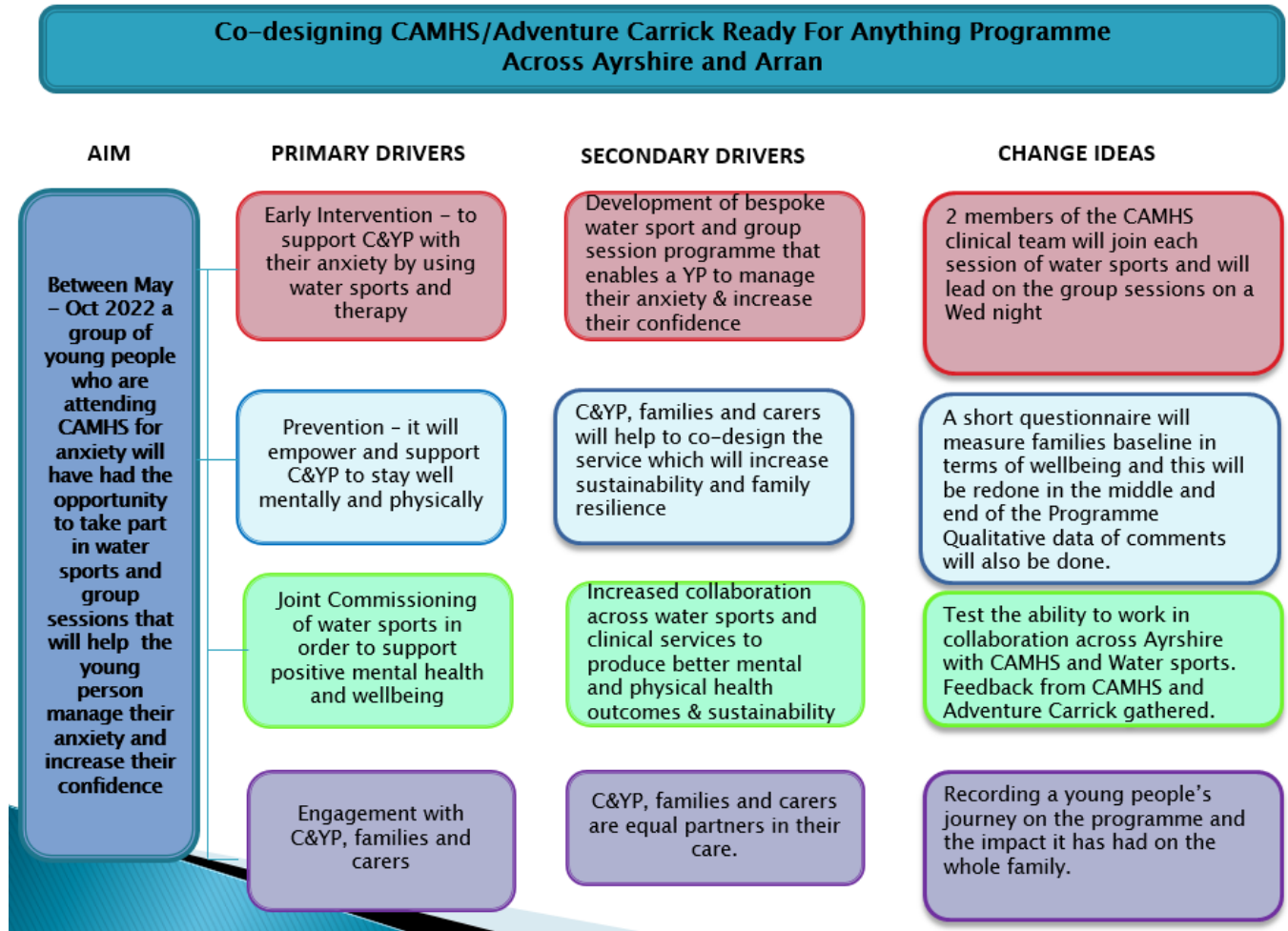
KEY ACHIEVEMENTS
Participation is an ongoing project within our service though successes so far include:
• Development of a CAMHS Logo in partnership with young people: Over 90 ideas from YP & reviewed/edited by YP.
• Social media journey: Twitter@CAMHS_NHSAA

PARENT ADVISORY GROUP
The group will be made up of parents & carers of young people who have attended CAMHS for assessment of neuro-developmental concerns.
• Neurodevelopmental Parent Advisory Group has reached 10 members across 3 Ayrshire's.
• Development of CAMHS Youth Voice (lived experience) and CAMHS Allies (YP with an interest in improving mental health services). Separation of the two will assist us in measuring engagement and creating targets moving forward.

METHODS
Our participation officer aims to ensure NHS values are a priority whilst also working within the 7 competencies outlined by the Community Learning & Development Standards Council. Whilst participation, feedback & engagement is the whole team's responsibility, a designated member of staff leading on this has proven to be very successful to coordinate and build appropriate platforms for this type of engagement to take place.

CONCLUSIONS
The Participation Officer post was initially a 12 month pilot from May 2021, and became a permanent role within CAMHS Quality Improvement Team in December 2021. In line with GIRFEC policy, by being innovative and changing how we work we have a fantastic opportunity to increase multiple well-being indicators for a child namely Respected, Responsible and Included.

The Participation Officer is leading on the engagement work with children and young people and is co-ordinating a number of projects including; 'Ready for Anything' which is a specific programme, designed by CAMHS and Adventure Carrick, of activities, including water sports and group workshop sessions that will help young people manage their anxiety symptoms better and increase their self-confidence.



2.3.7 Workforce

Nationally there are challenges in the recruitment of Nursing and Medical staff. The investment seen in CAMHS post Covid has made this more challenging as every NHS Board area are recruiting.

Despite this the success of reform and service improvements and changes outlined in this report have attracted a new workforce to Ayrshire from outwith and internally.

As demonstrated above, one of the most significant additions to CAMHS has been the inclusion of the Quality Improvement Team who have been integral to ensuring participation, quality standards and service modelling.

Nationally there is a recognised challenge in the area of CAMHS across the United Kingdom in the recruitment of appropriately skilled and trained Nursing and Psychiatry staff. This has resulted in longer lead in times to certain aspects of service delivery and redesign.

There are opportunities to explore complimentary roles in the area of Neuro to help mitigate some of the challenges associated with being unable to recruit psychiatrists, primarily pathway specific Nurse Consultant and Clinical Nurse Specialist roles within Neurodevelopmental services.

CAMHS Recovery and Renewal Workforce Plan – Recruitment Progress:

Job Title – Discipline &	Band	WTE	In-Post	Update
Service Manager Neuro	8A	1.0	Yes	
Prescribing Pharmacist	8A	1.0	Yes	
Charge Nurse Community CAMHS	6	3.0	1.0	Active recruitment
Charge Nurse Neuro	6	3.0	1.0	Active recruitment
Charge Nurse CAUIT	6	6.0	3.0	Active recruitment
Engagement & Participation Officer	6	1.0	Yes	
Admin Data Support	4	1.0	Yes	
Admin Support Neuro	4	1.0	Yes	
SLT Neuro	6	2.0	Yes	
OT	6	2.0	0	JD development
Psychology Assistant	2	2.0	Yes	

Other Vacancies:

Job Title	Band	Detail
Team Leader Neuro	7	Preferred Candidate Stage – commence October
Team Leader CAUIT	7	Active recruitment
Charge Nurse CAUIT	6	3.0 WTE Active recruitment
Staff Nurse	5	2.0 WTE Active recruitment

It is anticipated that the innovations and redesign within Community Eating Disorders Services, will also provide the opportunity for specialist Nursing, AHP and Psychology positions which attract individuals with interest and specific skill sets.

2.3.8 Financial

Scottish Government Recovery and Renewal investment in CAMHS has been used to help shape local services in-line with the National Specification, below are examples of areas of spend which reflect the creation of new posts, investment in infrastructure, commissioning or purchasing capacity. These investment initiatives are in addition to the investment in development of core CAMHS workforce already noted in this report.

- **Helios & Purple House** – Providing assessment for Autism and ADHD
- **Aberlour** – Providing a whole family approach to wellbeing and mental health for young people transitioning to secondary school and those from S1 – S2. This project is specifically for the North Coast locality in North Ayrshire.
- **Adventure Carrick** – Working with young people experiencing moderate to severe mental ill-health to build their confidence, increase their resilience and

better understand their stress responses. All of this work is intensively supported by instructors and CAMHS staff in partnership and focused around water locations/activities to benefit from the therapeutic features open water spaces provide.

- **ASD Leisure Service project** – Working with children and young people and their carers across the three Ayrshires with the input of the Leisure Services in each of the localities. Specifically supporting children and young people with Autism or awaiting an Autism diagnosis to engage in main stream sport and activity.
- **Benson Wintere** – Copyrighted software and system support to deliver a real time demand and capacity model. The model provides detailed demographic and referral detail for the whole of the Board area. Understanding the needs of populations, communities and schools helps in the planning and provision of service as well as informing training needs and recruitment. In the management of Neuro waiting lists and recruitment of the correct clinicians its information has already proven valuable. Also in the review of needs of young people with eating disorders the model was able to challenge preconceptions about the ages circumstances of where those most susceptible to an eating disorder would hail from. The model also maps deprivation to need helping us to design services which are accessible and inclusive.

2.3.9 Risk assessment/management

Risk mitigation and improvement plans are in place for areas of current challenge outlined in this report and associated actions assertively implemented with key aspects of current risk for noting below:

Workforce remains the greatest challenge and risk. Funding made available to all CAMHS services in Scotland on a recurring basis have resulted in significant recruitment. In many cases services are competing with one another for a limited number of staff.

Presently recruitment of psychiatrist and mental health nurses poses the greatest challenge to service delivery.

The management team within CAMHS are working collectively to encourage a positive recruitment culture. The addition of some newly qualified nurses to the workforce is imminent. Innovation in prescribing involving Nurse and Pharmacy prescribing are designed to reduce the pressure of Psychiatry, specifically around ADHD.

External capacity using providers out with the NHS to deliver ASD assessments has brought with it some internal challenge in order to facilitate but the anticipated capacity is beginning to be maximised with referrals passing over to Helios and Purple House.

2.3.10 Equality and diversity, including health inequalities

CAMHS is supporting the Public Sector Equality Duty by committing to engaging with and working alongside all relevant stakeholders throughout ongoing service redesigns. Examples of current participation include young people who identify as

LGBTQI+, young people with experience of care and young people with additional caring roles.

Recognising the Fairer Scotland Duty, we are actively working towards improving accessibility to our service; both operationally reducing Referral to Treatment (RTT) whilst ensuring young people receive the right support in the place that is as close to home as possible adhering to vision of Caring for Ayrshire.

With the support of our participation officer we are able to co-design our ever changing service with children and families at the forefront. In line with the UNCRC, children's voices are heard, valued and acted upon. Positive youth engagement promotes an increase in three crucial SHANARRI wellbeing indicators: Responsible, Respected and Included.

2.3.11 Other impacts

The outcome of this reform work will be the positive impact and outcome of improving access to integrated, joined up CAMHS provision for Children, Young People and their families. This includes all the following areas of impact:

- Best value
- Vision and Leadership
- Effective Partnerships
- Governance and accountability
- Use of resources
- Performance management
- Compliance with Corporate Objectives
- Local outcomes improvement plans, community planning etc

All of the work being undertaken within CAMHS is intended to reflect the values of the organisation and the principles of Caring for Ayrshire.

Professional frameworks Nursing: developed a Nursing Strategy to guide and articulate the role of nursing in delivering quality outcomes to children and young people experiencing mental ill-health and neurodiversity.

Governance structures have been reviewed with Community EATING Disorders now having an established Clinical Governance Framework as a standalone service whereas before it was imbedded within Adult Services. These meetings align with Mental Health Governance standards managed within North Partnership.

2.3.12 Communication, involvement, engagement and consultation

The Board has carried out its duties to involve and engage external stakeholders where appropriate:

- Aberlour Sustain Stakeholder Event, 17 May 2022
- Aberlour Sustain Head Teachers, Event, 21 June 2022
- ABC Education South Ayrshire, 19 August 2021 and 3 November 2021 and 8 February 2022 and 28th June 2022
- CAMHS Neurodevelopmental 'Parent Advisory Group', 25 November 2021 and 27 January 2022 and 5 May 2022
- Care Pathways Development Day, 20 July 2021
- CEDS Development Days, 20 August 2021 and 10 June 2022

- East Ayrshire Young Carers Group, 26 May 2022 and 29 June 2022
- Kilwinning LGBTQI+ Group, 19 January 2022
- Neurodevelopmental Development Day, 28 April 2022
- North Ayrshire PrOG (Promise Operational Group), 6 weekly since June 2022
- North Ayrshire Young Carers Evening, 20 May 2022
- North Coast Youth Forum, 19 October 2022 and 3 February 2022
- Pan-Ayrshire Carer Discussion, 8 February 2022
- PrOG Subgroup Communication & Language, 6 weekly since January 2022
- South Ayrshire Champions Board, 24 January 2022
- 'What Matters To You?' Barony Campus Leadership Events, 27 August 2021 and 3 September 2022

2.3.13 Route to the meeting

The content of this report forms the ongoing agenda and programme of work of the CAMHS implementation group and the content of which has also been previously considered by the following groups as part of service development.

- Eating disorder stakeholder group/workshop
- CAMHS implementation group
- CAMHS & CEDS Governance group
- Mental Health Senior Management Team
- Extended Pan Ayrshire Management group
- HSCP Health Care Governance group
- Strategic Mental Health programme board

The groups have supported the content, with feedback which has informed the development of the content presented in this report.

2.4 Recommendation

For awareness. The Board is asked to note the contents of this report for information and assurance on the actions progressed to continue to implement a CAMHS programme of significant reform responding to challenges and opportunities presented with Scottish Government Recovery and Renewal funding at pace to ensure the delivery of the best CAMHS service in Scotland.

3. Appendices

Appendix 1 - Hyperlinks for Strategic documents included in document

Appendix 1 – Hyperlinks to Strategic documents reference in this paper

[Child And Adolescent Mental Health Services: national service specification - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/national-service-specification/pages/1-1-introduction.aspx)

[Children and young people - national neurodevelopmental specification: principles and standards of care - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/national-neurodevelopmental-specification/pages/1-1-introduction.aspx)

[Community mental health and wellbeing supports and services: framework - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/framework-for-community-mental-health-supports-and-services/pages/1-1-introduction.aspx)

[Eating disorder services review: summary recommendations - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/eating-disorder-services-review/pages/1-1-introduction.aspx)

[Getting it right for every child \(GIRFEC\) - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/getting-it-right-for-every-child/pages/1-1-introduction.aspx)

[Home - The Promise](https://www.gov.scot/publications/home-the-promise/pages/1-1-introduction.aspx)

[NHS Ayrshire & Arran - Caring for Ayrshire \(nhsaaa.net\)](https://nhs.uk/our-commission/nhs-ayrshire-and-arran)

[YP-Monitoring-2020-21 October2021.pdf \(mwcscot.org.uk\)](https://www.mwcscot.org.uk/monitoring/2020-21-october2021.pdf)

[UNCRC | The UN Convention on the Rights of the Child - The Children and Young People's Commissioner Scotland \(cypcs.org.uk\)](https://www.cypcs.org.uk/uncrc)