

Update on change in Children and Adolescent Mental Health Service (CAMHS) Tier 4 service model

Purpose of paper/action required

This paper provides a briefing on the change to the commissioned service model for the CAMHS Tier 4 service provided by Berkshire Healthcare.

An outline of the new service is provided with the timescale for implementation and impact on children, young people, and families.

The purpose of the paper is for discussion and to hear views, thoughts, and positive suggestions about how we can improve the ways that we work across multi-agencies to support this cohort of young people and their families.

Background

Willow House commenced operation as a nine bedded CAMHS Tier 4 General Adolescent Unit (GAU) in August 2015 following a review of service provision at the then Berkshire Adolescent Unit (BAU) by NHS Specialist Commissioning.

The fabric and layout of this building is no longer suitable, and we are not able to develop the building to meet current standards for inpatient provision so we have, for some time, been working with NHS England on plans to develop a new facility at Prospect Park Hospital in Reading. However, learning from the national New Models of Care programme and a review of bed use and needs across the country, has indicated that there is not a need for more general adolescent beds in the South East region and our Commissioners have changed their focus to develop and deliver a new enhanced community care model for the majority of children and young people who are currently being admitted to this type of inpatient bed, in line with the ambitions set out in the NHS Long Term Plan.

Following this change of approach, the build at Prospect Park Hospital will no longer go ahead and Willow House will close to inpatient admissions at the end of April 2021. However, working closely with NHSE and partners in the Thames Valley CAMHS Tier 4 Provider Collaborative, as well as our clinical staff, patients and their families, we have developed a new 'out of hospital' clinical model that will ultimately ensure better care and outcomes for our children and young people in Berkshire. There are precedents already set for this in other parts of the country, which we are learning from, that are showing excellent results.

NHSE/I is currently transferring responsibility for commissioning of CAMHS Tier 4 services to local Provider Collaboratives under the national New Care Models programme. We are partners in the Thames Valley Tier 4 CAMHS Provider Collaborative which is led by Oxford Health NHS Foundation Trust (OHFT). Under this arrangement, OHFT will be taking over responsibility for commissioning CAMHS Tier 4 services for the Thames Valley from NHSE/I.

OHFT have confirmed their commitment to commission the new service and NHSE/I have confirmed additional funding for 2021/22 to enable smooth transition.



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Willow House will remain the base for the new service, with transition from inpatient care to the new Out of Hospital service starting from March 2021.

How are we considering service user views?

We have spoken to some of our service users about their experiences of crisis and Tier 4 care, including asking them what they felt would have been better. The comments below are not specific to Willow House, but to experiences of crisis and Tier 4 care in general:

- The unit was too far away from where we live
- (the unit was a) poorly maintained, crumbling old house
- The unit felt like a lock up place for over medicated teenagers

What would have been better?

- Intensive community support - therapy, regular check in phone calls to get advice/support
- Support from the specialist staff from the inpatient unit before becoming an inpatient- e.g. day patient/ intensive daily support offered when needed
- Home visits/other support within the home setting – mental health carers supporting in the home
- Specialist education provision to support young people with mental health needs – small classes, safe space, quiet space, trained mental health professionals working alongside teaching staff- something like Willow House hospital school available in the community
- Community programme combining therapy, education, peer support all in one place
- Community provision at weekends/evenings
- A drop-in centre that could be open to people who have been into an inpatient environment several times
- Virtual/ telephone support available

We have taken these views into consideration, both in the development of this new service and in the concurrent programme of work to develop mental health crisis services for children and young people as per requirements in the NHS Long Term Plan. We are currently developing a programme of service user engagement and on-going involvement with the development, evaluation, and monitoring of the new service.

New service model

The new service will continue to meet the current specification for Children and Adolescent Mental Health Services Tier 4 (CAMHS Tier 4): General Adolescent Services including specialist eating disorders services (service specification no: 1723). It will provide assessment, formulation and treatment for young people under the age of 18 who have developed complex and persistent emotional and psychological difficulties that require intensive interventions above the level that can typically be provided by Tier 3 CAMHS and which would currently be provided through inpatient care. The service will provide a structured and comprehensive therapy programme, education, and wide-ranging activities that guide the development and recovery of the young person in a holistic way.

Treatment will be delivered through day care and intensive home treatment programmes that will be offered over extended hours 7 days per week, 365 days per year. Clinical care will be in line with relevant NICE guidelines and part of an integrated care pathway which includes 24/365 crisis/home treatment services (currently in development), all Tier 3 CAMH services, specialist neurodiversity services as well as adult mental health, acute physical healthcare, social care, education and voluntary sector provision. It will



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also function as an integrated partner in the Thames Valley Tier 4 Provider Collaborative with learning utilised to develop community-based models across the collaborative.

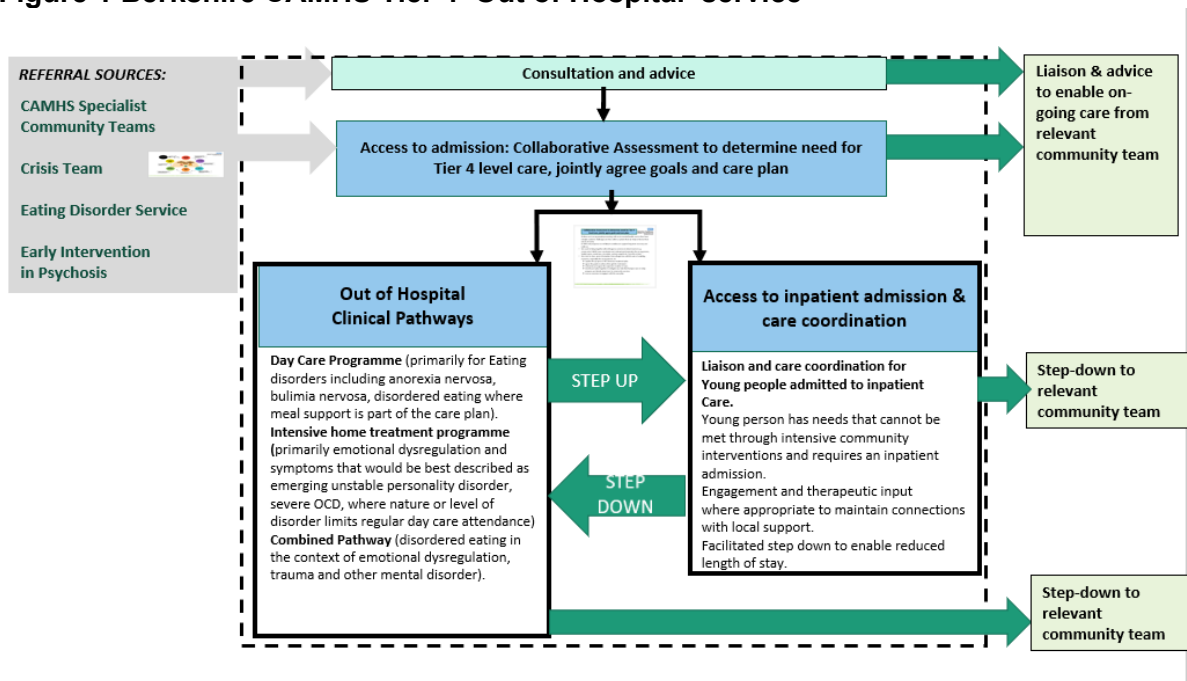
The existing education provision will continue, and we are working with Wokingham Borough Council to review/develop this provision as the new service is embedded.

Figure 1 below gives a pictorial description of the proposed clinical model, which has four core components:

1. Liaison and consultation to Tier 3/crisis CAMHS to prevent escalation of need to Tier 4 level.
2. Access Assessment to Tier 4 services, working in partnership with Tier 3 CAMHS and relevant system partners to build on existing assessments and information and enable shared agreement and responsibility for care.
3. Intensive day care, community and home treatment care pathways based on NICE guidelines/clinical evidence and aligned with Tier 3 and inpatient pathways, delivered via individual, group and digital modalities.
4. Admission coordination and centralised bed-finding, liaison, and supported step down from inpatient care to reduce length of stay where a period of inpatient care is needed.

Acceptance and exclusion criteria for the service will be as per the national service specification.

Figure 1 Berkshire CAMHS Tier 4 'Out of Hospital' service



What does this mean for Berkshire young people?

Provision of services closer to home and increased engagement of community systems and support in acute care will bring improvements in patient experience and long-term outcomes.

Willow House is a General Adolescent Unit (GAU). Young people needing more specialist care currently go to another unit such as an Eating Disorders Unit (EDU), Psychiatric Intensive Care Unit (PICU), Secure Unit etc. In 2020, 56 Berkshire young people needed a Tier 4 inpatient admission. 50% (28) of these were admitted to Willow House, but the other 50% to another unit. Most went to other Units in the Thames



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Valley Provider Collaborative e.g., Huntercombe near Maidenhead or Highfield in Oxford. But some were admitted to units that are outside of the Thames Valley e.g., Hertfordshire, London, and Kent.

For Slough specifically, 3 young people were admitted to Tier 4 inpatient units in 2020; 1 of these was to Willow House, the other 2 to other units in the Thames Valley.

The new service will have capacity to support 16 young people at any one point in time, with an annual capacity of 64. It has been designed to meet the needs of young people who would currently be admitted to a GAU or an EDU. The biggest benefit will be for young people needing intensive treatment for an eating disorder, who are most often admitted to units out of area. Once the new service model is fully operational, we will be able to provide appropriate care and treatment for approximately 70% of young people needing Tier 4 level services.

Learning from other areas, as well as the evidence informing the principles of new care models for Tier 4 CAMHS, suggests that earlier access to day care and home treatment service would improve family and wider system resilience and support positive risk management in these young people. The service has therefore been modelled on the basis that once embedded, we will receive and accept a higher number of referrals. We believe that as we move into Year 2 (2022/23) we will also be able to prevent more admissions, including some to PICU and that we will reduce the length of stay for young people who do need an admission.

What if a young person does need inpatient care?

There are a number of units across the Thames Valley region which provide inpatient care, including some which are able to treat young people who require specialist inpatient eating disorder support or psychiatric intensive care, something we were not commissioned to offer at Willow House. National work across the network of Provider Collaboratives to realign the commissioning of beds has increased the number of General Adolescent beds that are available to the Thames Valley and programmes are underway to develop a new PICU unit and to build a specialist LD/ASD unit, something which is currently a gap in the South East region. Where a young person does need a period of inpatient care, the Berkshire service will retain responsibility for working with the Provider Collaborative Single Point of Access (SPA) to access an appropriate admission and will work closely with the inpatient team throughout any admission, to ensure that young people remain connected with their home systems and that length of stay is minimised.

There will be a need for additional beds in year 1 (2021/22) as we transition from the inpatient to 'Out of Hospital' model. Double running funding has been obtained from NHSEI to cover this period. From April 2022 we anticipate that the reduction in number of admissions to GAU and EDU combined will exceed the nine beds lost from Willow House.

The new service will therefore fully replace the capacity lost through the closure of Willow House and further reduce the number of inpatient admissions, keeping pace with the predicted rise in demand.



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