

Dear colleague

## Transformation of Surrey's emotional wellbeing and mental health service for children and young people: August 2021 update

We are pleased to be able to update you on the progress made since April when we began phase one of our new children's emotional wellbeing and mental health service in Surrey.

The Surrey children's system, working alongside a new alliance of NHS and national and local voluntary sector organisations, is now providing an improved and broader range of services for children and families. At the heart of the new approach, children and young people have a central voice in decisions about their care, and goals identified by them and their families drive what they may choose. There is a greater emphasis on providing support earlier, and more opportunity to access a range of services in many different ways and settings.

Since April all the alliance partners have been working extremely hard to set up their infrastructure, to develop and begin to deliver a range of new and improved services. This is a gradual transformation, requiring system change, so services are being introduced in a phased approach to ensure families are safe and well and supported during this transition period. The following pages outline our milestones so far and plans for the coming months and years.

Against a national backdrop of rising demand for emotional wellbeing and mental health services, largely as a result of the ongoing pandemic, we now face the challenge of meeting children's needs in the context of continued and growing demand at the same time as embedding our new service. Shortening waiting times is a key priority, and improvements are being made. The new Access & Advice service is replacing the previous CAMHS Single Point of Access (SPA) and is progressing well.

Our recruitment to a range of key new roles has been very successful, and the alliance are pleased to report the beginning of the mobilisation of our community and school-based early intervention services (Building Resilience, School-based Needs and Reaching Out), Intensive /Specialist Services (Intensive Interventions and Crisis Admission Avoidance) and Neurodevelopment services. We have launched a 24/7 crisis line for young people and families, and an out-of-hours advice line for families struggling with difficulties which could be related to neurodevelopmental need, such as autism or ADHD. We have also launched our Community Wellbeing Teams and volunteer mentor service.

Determined that children, young people and families should have a voice in the way in which our services are planned and delivered, we have set up a CYPF group who attend alliance planning meetings and formally contribute their views and experiences to our plans. We are also appointing a young person, an 'expert by experience' and a User Voice Practitioner Lead is joining the alliance soon.

We've also asked a team of young people to organise and host a celebratory service launch event in December/January. These young people will have the opportunity to formulate a Children and Young People Alliance Board, which will sit alongside the Alliance Board, and give them a great opportunity to help shape their new service.

As part of our mobilisation of the new services, system-wide training, service mapping and communities of practice have been developed to strengthen the implementation of THRIVE Framework for System Change. THRIVE is the practice model that underpins the new service. It is a conceptual framework describing a whole-system, needs-led approach to the emotional wellbeing and mental health needs of children and young people that moves away from the current tiers-based model, with 'shared decision making' being a central component. THRIVE helps children and young people and the staff from across education, health, the voluntary sector and social care, together with other people that matter to the child/young person, to think about options for help and support from 'within' and 'outside' of statutory services.

Four system-wide workshops were hosted, system leaders training has started and a mapping exercise with 50 attendances has since taken place.

Feedback about the new service model and the direction of travel in terms of implementation has been positive. Key stakeholders involved in our various reference groups including schools, primary care, safeguarding, SEND, vulnerable learners, children, young people and families and Family Voice have been an invaluable resource in our progress and are reporting that they feel more engaged in co-designing the services.

September will see the official launch of our new alliance service name, branding and website, all co-produced with children, young people, families and other key stakeholders, We will be in touch again soon with more detail.

In the meantime, if you would like to know more about our achievements and plans, service by service, please see the following pages. This service transformation will be phased over the next couple of years, and we will continue to keep you updated.

With very best wishes

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### Service update : overview

Through our collaboration and sharing of skills and experience, we are advising, helping and supporting children, young people and their families to thrive through the following services:

- **access and advice** – helps young people and their families in need of support to access it in the most appropriate way, through providing advice, signposting to existing support or passing through to specialist or clinical support
- **building resilience** – supports young people and their families to access services in the local community, such as counselling, mentoring or a wellbeing project
- **school-based needs** – a new model of support for schools which we are co-producing with local schools – also includes the Reaching Out, Neurodevelopmental and Building Resilience services
- **intensive interventions** – for young people and families who would benefit from extensive or intensive treatment and are likely to have a high level of specialist needs related to mental health disorders (including eating disorders, learning difficulties and those affected by sexual trauma)
- **crisis admission avoidance** – supports children and young people who present with high risk behaviour and helps avoid Emergency Department (A&E) attendance or acute hospital admission as well as avoidable Adolescent Unit admissions.
- **reaching out** – supports the most isolated and vulnerable children and young people through a multi-agency network. This includes young offenders, children in need and those not in education, employment or training
- **neurodevelopmental services** for those living with conditions such as autism and ADHD (Attention Deficit Hyperactivity Disorder)

Combined, these services provide a more widespread and accessible range of support which is enhanced by all the organisations and groups who work with children and young people. Through having services available in a greater range of settings, providing a wider offering of advice and help, and accessible through more ways (such as online, telephone, face-to-face and group work), the Surrey community will be more able to meet young people's needs across settings and providers. This will in turn reduce the demand on any particular provider.

## Access and Advice

The new Access and Advice service is being developed and is replacing the CAMHS Single Point of Access (SPA). It is intended to enable easy and early access to advice and signposting to existing support as well as acting as a doorway (gateway) to more specialist or clinical support as needed.

We are moving away from the term 'referral' throughout the whole service, instead talking about 'requesting support'; this reflects the more holistic and less diagnosis-led approach.

The early stages of this work has begun; we are now providing early advice and signposting as well as focusing on those children and young people who have been waiting for some time and ensuring they access the right support for them. Voluntary sector colleagues are now embedded in the Access and Advice team with health colleagues. We are working together to ensure access to advice and support is faster and on young people's terms, and that they have more choice about their options, leading to quicker access to the right treatments.

A key driver for the new service is to provide **far easier requests for support**. Work is progressing on this important element of the service so that children, young people and families can request support (self-refer) into an increased number of services with more choice about their options leading to quicker access to the right treatments. Children and young people can also now request direct support from Youth Counselling, our Reaching Out service, and our sexual trauma service (STARS), and more services will follow.

The longer term plan is to widen access to direct requests for support and to integrate with Surrey County Council's C-SPA for children in the future.

## Building Resilience

A new **Building Resilience service has been created** to provide early support for children, young people and families focused on early intervention and prevention. It covers a range of community-based services offering advice, information and help, all provided by members of the Surrey Wellbeing Partnership (SWP), a third sector consortium of experienced national and local charities providing a networked range of activities, specialist children and youth workers, new joint service lines and volunteers dedicated to this programme of work. Many new posts have been created, and new services are up and running linking in with and co-developed with Surrey and Borders Partnership NHS Foundation Trust colleagues.

SWP is a group of 13 local and national voluntary sector (not for profit) organisations comprising: [Barnardo's](#), [The East to West Trust](#), [The Eikon Charity](#), [Emerge](#), [Learning Space](#), [Leatherhead Youth Project](#), [The Matrix Trust](#), [The National Autistic Society](#), [Peer Productions](#), [Relate West Surrey](#), [Step by Step Partnership Ltd](#), [Surrey Care Trust](#) and [YMCA East Surrey](#).

A broad range of **community-based activities** takes place online and face to face at community cafes and community groups using sports, drama, arts and cooking for example to bring peer groups together and provide a forum for self-care, self-esteem development and interventions. Some of these activities extend into the summer months ensuring support for vulnerable groups during the holiday periods.

A major new initiative is the **creation of a Community Wellbeing Team**. This team is now in place with 23 full-time equivalent practitioners working across Surrey with roles hosted by six of the alliance partners. These community-based practitioners connect with children, young people and families and are focusing on early intervention and supporting children and young people as soon as they start to feel they are struggling; they are helping families to navigate the choices available and engage with services.

Practitioners are working with families, schools, charity partners and health colleagues ensuring a co-ordinated approach while providing direct advice and support. A key focus of recent work has been to work with children from the Access and Advice (formerly CAMHS SPA) backlog and from the waiting lists held by alliance partners and provide much needed support to schools through the summer term to support with the emerging issues of the pandemic.

Another important element of the Building Resilience offer is the **counselling and other one-to-one services**. These services were already in place under the previous Mindsight contract and several organisations carried forward a large number of children and young people in session or waiting for sessions on 1 April. Since then, there has been an expansion of the number of practitioners and weekly sessions under this programme. While the services are growing and continuing to increase delivery capacity, some tightening in the recruitment market for counsellors is being observed so the increase in capacity has not progressed as rapidly as planned.

A team of **volunteer wellbeing mentors** has been mobilised to provide additional mentoring support to vulnerable children and young people and has begun to take referrals mainly from colleagues in the north of the county but other parts of the county too. This service provides a vital additional support for some young people and allows for further tailoring of support to suit a young person's needs.

Small and large group discussion, insight and information around key issues affecting children and young people is now being provided through **online and school-based drama performances**. Mobilised in April and May this service has been extremely well received in the summer term by schools and pupils. It enables peer groups, classes and year groups to engage with, articulate and explore issues around self-esteem, bullying and self-harm in a non-confrontational, informative and holistic way through the team of young actors.

### School-Based Needs

We have been **developing a new school-based service**, co-producing with local schools and Surrey County Council to ensure it is responsive to the needs of the school age population and delivers what is needed for children, young people and their families and the schools. This means

that we will be moving away from a standardised offer across the county to a far more personalised service in line with the particular needs of the school, its parents and children.

The new service offers better access to advice and signposting for children, young people, parents and school staff, 1-1 support and group work for children, young people and parents (both within school and out of school settings). The support for children, school staff and parents will be more creative and widened to make more use of the many additional services available from our alliance partners.

By September, many mainstream secondary schools will have a **named Early Intervention Coordinator (EIC)** who will provide dedicated support and act as a familiar face who can connect the child, young person or family to the right support or advice.

We have also secured funding for an **additional 10 Mental Health Support Teams** (from three to 13 over the next three years) who will support clusters of schools with a range of support including guided self-help, CBT and counselling.

**Schools are beginning to work in clusters** which align with district and borough boundaries. These clusters will enable better sharing of ideas and resources by bringing together key people in a multi-agency network who can talk together and help provide more appropriate care and support for families. We plan to launch our full cluster model over the remainder of the coming school year, and will use this initial learning to transform ways of working in all Surrey schools – as part of a whole school and community local offer.

Outside of this school-based needs offer, there will be other beneficial changes for schools including a **new neurodevelopmental pathway**, intensive support for schools where needs have otherwise not been fully met and specific support for Pupil Referral Units (PRUs). Through all of the seven new services, the ambition is to have more streamlined support so our system resources are used more wisely and there is a more comprehensive offer to support schools.

Plans are on track for **new Transition Support Workers** to support young adults (usually in the age range 16–18) who are moving from children's to adult mental health services, and new Reaching Out Therapists to support Pupil Referral Units for children who aren't able to attend a mainstream school.

Alliance partner **Barnardo's has launched a 'Celebrating ADHD' programme** in local schools which involves children who are known to Barnardo's, and who may be finding it difficult to make friends. We are working hard to reduce the stigma that sometimes accompanies children with ADHD, and help them to build better relationships with their classmates.

**Enhanced school support and support for children and young people with neurodevelopmental needs** is being provided by Learning Space, Barnardo's and National Autistic Society. Among the services on offer, these organisations are providing bespoke training for schools to help them support children living with neurodevelopmental issues.

The Learning Space Community Wellbeing Team has been working with groups of year six children in two primary schools in Mole Valley who were identified by the schools as vulnerable on transition. Group sessions have taken place during the summer term focused on identifying individual strengths and building coping strategies to support through change. Children have been invited to an activity day in August where they will have opportunity to revisit themes in a fun environment. The team also supported a secondary school in Mole Valley for the summer term and offered drop-in sessions to young people who wanted additional support.

From September, the community neurodevelopmental pathway 'Future Schools' approach in schools will begin to be co-created with a small number of schools as part of the wider 'Team Around the School' project.

## Intensive Interventions

This broad-ranging service provides support for young people and families who would benefit from extensive or intensive treatment such as those struggling with eating disorders. We also have specialist teams working with children and young people with learning disabilities and children in care. Several community-based Intensive Intervention Teams (IITs) provide support in different settings including clinic settings, via virtual platforms (phone and computer) or at home in some circumstances.

Sadly, since the arrival of Covid-19, we have seen a significant increase in the number of children and young people struggling with eating disorders. This is a national issue, not just affecting us here in Surrey. In response to this we have **developed an enhanced Eating Disorders service** which takes on board mental health issues and also involves physical health checks, leading to signposting to specialist support as appropriate.

We have progressed a number of elements which will support the alliance partnership and align with the ITHRIVE ways of working. All staff teams are focusing on goal-based outcomes and teams are having discovery conversations at the point of assessment to understand what the children and young people want to achieve based on needs and strengths rather than focusing on a deficit medical model.

We are further developing guidelines for all the Intensive Intervention teams in collaboration with some of our partners. These teams include Learning Difficulties, Community Eating Disorder Service (CEDS), Care Experience and STARS, and clinical colleagues are also looking at specific disciplines such as psychology, psychotherapy, family therapy as well as the urgent care team and short-term treatment teams.

The care experience team has started to share resources, ensure cases are not transferred across teams irrespective of status, have joint clinical meetings to share knowledge and experience and look at how we can support the network around consultation training and advice for the network. We are starting to develop a protocol for enabling social workers to request support directly into those teams.

## Crisis Admission Avoidance

This service supports children and young people who present with high risk behaviour and helps avoid Emergency Department attendance or acute hospital admission.

A **24/7 Crisis Line** launched in May and is now available for children, young people, their families and carers for support, advice and signposting. This line can be accessed by children and young people from six years old. The number is 0800 915 4644. It's the same telephone number as the adult mental health crisis line – simply select option one. It can be used by those who are already receiving mental health services, and also by those who are not. No formal request for support is needed.

**Paediatric Triage Line pilot** – hospital paediatric staff can now call (via the Surrey and Borders Partnership NHS FT switchboard) and speak to a clinician to discuss children and young people who have presented out of hours and need support to identify the correct pathway e.g. do they need to be admitted to the paediatric ward or could they, with support of services such as Crisis line, EDT and CYP Havens, go home with a follow up from the Crisis team the next morning for a full assessment in the community.

As the pandemic continues, we are reviewing and adapting our working practices for our crisis services where necessary. We **continue to support the most vulnerable and high-risk children** and young people throughout this challenging time and are working hard to minimise the numbers attending the Emergency Department. We introduced iPads into each hospital's ED, including the Assessment Suite, and on the Paediatric Ward to enable virtual assessments and reduce face-to-face contacts, where appropriate. It also allows for Children's Services to join assessments.

Within our four **CYP Havens**, currently closed because of the pandemic, a virtual service over the phone is available seven days a week for young people (10 -18 years old) to talk and access support. Two of the four CYP Havens will be reopening face-to-face in September and the service will continue to provide phone support.

**Crisis and urgent requests for support** remain the priority and are being triaged via the Access and Advice team (previously known as the CAMHS SPA) as normal. Urgent Care Practitioners are now in place and can conduct urgent assessments ensuring an appropriate and timely response.

The **Crisis Intervention Service (CIS)** continues to provide in-reach assessments to hospitals, seven day follow-ups and short-term treatment sessions in the community. The service also receives crisis requests for support via the Access and Advice team and our Community Teams.

**Extended Hope, Hope House and SCC Emergency Duty Team** - Surrey County Council's Emergency Duty Team (EDT) continues to provide an emergency social work service seven days a week for children and young people with a social care concern or need.

**Care Experience services and Sexual Trauma Assessment, Recovery and Support (STARS)** have continued with plans to upskill Early Intervention teams to ensure these children who have experienced the care system or sexual trauma are provided with support as early as needed.

Development of respite/crisis community provision for children and young people with ASD and Learning Disabilities as part of the Surrey Children's Crisis Intensive Support Service has begun.

## Reaching Out

This service **supports the most isolated and vulnerable children** and young people through a multi-agency network.

While the service is already supporting children on the normal statutory vulnerable groups (including those who are homeless and not in education, employment or training (NEET), we are **increasing our reach to work with wider vulnerable groups** including those within the Youth Offending Service (YOS), young people with a mental health issue who are otherwise unable to take up education, and those transitioning to the adult service.

### **We have developed three pathways:**

- vulnerable pathway – expansion of the existing Mindful Reaching Out service
- transition pathway – supporting 17/18 year olds transitioning out of the service
- education pathway – providing engagement and support to Pupil Referrer Unit schools

There have been key pathway improvements and achievements:

- designed a creative and innovative group interventions programme for Pupil Referral Unit (PRU) schools by adapting award-winning Occupational Therapy interventions
- set up school pilot sites to discuss with students and teachers the proposed interventions offered
- worked collaboratively with the working age adults (WAA) service to ensure that the WAA 18-25 transformation project and transition pathway complement each other. Actions include joint working on transition packs, a transition group, and monthly joint divisional meetings to discuss those young people approaching 18 and how to meet their needs
- met with the Mind Matters service (the local talking therapies service for those aged 17+) service) and agreed on a new Transition adult Improved Access to Psychological Therapies (IAPT) IAPT worker within the Reaching Out service
- worked with the existing Youth Offending Service to integrate this within the vulnerable pathway and agreed to incorporate Trauma Therapy and Youth Counselling posts
- attended Area Case Review and Action Group meetings and agreed a process and support request route for our most vulnerable school non-attenders into the Reaching Out service

## Neurodevelopmental Services

The publication of The National Strategy for Autistic Children, Young People and Adults: 2021 to 2026 strongly supports the work that we are doing and should be further encouragement for all services to work together. This is further endorsed by our local All Age Autism strategy due to be published and is a reflection of findings through discussions with families, young people and professionals in Surrey.

A **new out-of-hours phone line launched** in July and provides advice to parents who are struggling with behaviours or difficulties which could be related to neurodevelopmental need, such as autism or ADHD. It runs from 5pm until 11pm, seven days a week, 365 days a year. Call 0300 222 5755.

**Significant improvements in waiting times for neurodevelopment assessment** have been achieved thanks to the work of Learning Space and the introduction of additional external support to increase clinical capacity. We commissioned additional support from Healios (a digital provider of ASD assessment and diagnosis with a large team of specialist clinicians skilled in conducting ASD assessments) and Psicon (specialists in psychology and health conducting in person assessments for children and young people). This additional capacity is continuing to be retained while we roll out the new service model.

Overall, significant progress has been made in addressing waiting times for ASD assessment and our plans to support children and young people in the early identification of neurodevelopment need continue to move forward at pace.

Alliance partner Learning Space, with a larger team and more capacity, has seen a **significant reduction in waiting times for 1:1 support** and provided outreach support into 31 schools. The 'Understanding Autism' course for parents has supported more than 130 parents since April, followed up with an invitation to a small group question and answer session facilitated by a lead practitioner (ASD). Learning Space and National Autistic Society hosted four twilight events for Surrey schools in June / July to begin the conversation about what would help schools better meet the needs of the ASD cohort.

The discovery work is now complete in helping **develop a neurodevelopment E-Book**. This will become a digital hand-held record that holds all information about needs and strategies used so that families don't have to repeat their story unnecessarily.

We have been gathering survey responses to strengthen our understanding of the difficulties and challenges faced by schools and parents/carers related to neurodiversity. There was an excellent response which is helping with our co-design work.

We have started work with health and social care colleagues in the Portsmouth area (where there is joint emotional wellbeing and mental health commissioning) where development of the assessment tools has been adapted. These tools and new ways of working will enable all involved in the care of individual children and young people to develop a **more insightful understanding of needs** and how they may be appropriately supported. Please [see our video](#) for more information. We are looking forward to understanding how their project is working.

Our new neurodevelopmental (ND) delivery model introduces a less linear and structured approach for families with neurodevelopmental needs. Our new tools and training will upskill the children's workforce and our ND Community Therapists will support early identification of needs and advise on suitable support where the training and tools have not been successful. The hub will focus on highly complex needs and offer advice to the ND Community Therapists as required. Recruitment is ongoing; we now have a Nurse Consultant and a Family Therapist. For the community roles working with schools a Therapist has also been recruited.