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Nottinghamshire Healthcare  
NHS Trust

Positive about integrated healthcare



**Our 5-Year Strategy for Children, Young People and Families**  
**Joint Health Scrutiny Committee: 10 February 2015**

## 1. Introduction

This paper summarises Nottinghamshire Healthcare's transformation plans for the services we deliver for children, young people and families. We are developing a series of options for consideration and we welcome the opportunity to involve the Joint Health Scrutiny Committee at the planning stages.

We have a particular focus in this paper on the following services:

- **Child and Adolescent Mental Health Services (CAMHS)** – inpatient and outpatient services currently provided by the Trust at the Thorneywood Unit (Porchester Road, Nottingham)
- **Perinatal Psychiatric services**, for mothers and babies, currently provided at the Queen's Medical Centre.

## 2. Background and Context

### ***'One Door, Many Pathways'***

In November 2013, the Trust Board approved *'One Door, Many Pathways'* an ambitious 5-year strategy to improve services for Children, Young People and Families (CYP&F), with the overall aim of *'improving the quality of life and life chances for children and young people'*.

In approving the strategy, the Trust Board signalled a commitment in principle to invest in the re-development of inpatient CAMHS currently provided at the Thorneywood Adolescent Unit. In addition, the Board asked for options about how this opportunity might also be used to improve other services for children, young people and their families.

### **Commissioning landscape – national and local**

There are increasing levels of emotional and mental health needs in children and young people. This is resulting in increased pressure within CAMHS services, locally and nationally. In recognition of this, Norman Lamb, Health Minister, announced a national CAMHS taskforce last year which will report in Spring 2015.

More recently, NHS England's planning guidelines for 2015/16 asks Clinical Commissioning Groups to work with other local commissioners to invest more in CAMHS.

Locally, the Joint Scrutiny Committee will be aware that City and County commissioners undertook CAMHS reviews last year and concluded with similar recommendations to transform the way services are provided.

In addition, last year, NHS England reported on its national review of inpatient (Tier 4) CAMHS provision. Although the review concluded that *“it is impossible to conclude definitively whether the current level of bed provision is sufficient to meet the need”*, it did illustrate a clear picture of insufficient capacity locally.

### **3. Outline of the Current Services and the Case for Change**

#### **3.1 Inpatient CAMHS – the Adolescent Unit at Thorneywood**

The Unit at Thorneywood is a 12 bedded in-patient facility for 12-18 year olds experiencing mental health problems where the level of complexity of need can no longer be managed in the community. Approximately 70 young people receive inpatient care at Thorneywood each year.

The service is commissioned by NHS England and serves the populations of Nottinghamshire, Nottingham City, Derbyshire and Derby City.

Thorneywood is a hub and spoke model, with smaller buildings within its grounds, including Harper Villa, a 2 storey building used to deliver CAMHS outpatient services.

Built in the late 1930s, the Unit is a single storey brick built building which has had repeated attempts to be modernised but is no longer fit for purpose. The configuration and space standards do not meet national best practice standards.

The Unit is not able to meet the level of local demand and, sadly, at any one time, there are about two to three times as many young people again who have to be treated out of area, usually at a significant distance away from home

The Trust's assessment is that there is a clear case of unmet need locally, for which we could develop an ambitious offer. There is no Psychiatric Intensive Care (PICU provision) within the East Midlands (the nearest NHS unit is in Colchester), nor any specialised eating disorders units. (PICU is provided for children and adolescents whose intensity of condition cannot be managed on a general/acute Tier 4 adolescent ward).

Taking these factors into account, we are developing a business case to assess the viability of the Trust increasing the level of CAMHS inpatient provision and developing specialised eating disorders provision, along with a PICU.

This would significantly improve access and the quality of care for local children, young people and their families.

Education for the inpatients at Thorneywood is provided by the Hospital and Home Education Learning Centre (HHELC) located adjacent to the Trust owned site. Early discussions with the Head Teacher and dialogue at the Governing Body indicate the Centre would not be able to accommodate an increase in the number of CAMHS

students. However, the Centre is very positive about an option to work with the Trust and develop a new hospital education facility for this group of students.

Under national specifications, education for young people within a PICU must be provided within the Unit.

### **3.2 Community CAMHS at Thorneywood**

Thorneywood is also the main 'hub' for South Nottinghamshire community CAMHS. (Outpatient services are also delivered from other locations in South Nottinghamshire).

As highlighted earlier, as a result of comprehensive services reviews, local commissioners have made clear their intention to commission an integrated CAMHS care pathway. In response, we have developed a new integrated model which we will implement, working with commissioners, during 2015/16. Our model proposes bringing together on to a single site, the following service elements of the new pathway:

- Single Point of Access
- The professional base for the urgent/emergency response service and the non-admitted care service
- Tier 4 inpatient care.

At present, these elements of the pathway are fragmented.

The new integrated CAMHS model also anticipates developing innovative solutions for delivering care closer to the child/young person e.g. digital solutions, increased provision in schools etc.

We are currently reviewing in detail the level of community CAMHS delivered at Thorneywood and the potential to transfer some of this activity closer to where children and young people live or go to school, wherever this is viable.

### **3.3 Perinatal Psychiatric Mother & Baby Unit**

The Trust's Perinatal Psychiatric Unit for mother and their babies is currently a 6 bed and 6 cot inpatient facility – 69 women were admitted last year. The Unit provides care for women with severe mental illness in late pregnancy and the postpartum year.

The inpatient Unit is currently situated within the Queen's Medical Centre (QMC) and is located in close proximity to the Adult Mental Health Wards A42 and A43.

As part of the separate transformation of adult mental health services, it has recently been agreed to decommission the Adult Mental Health wards at QMC.

There is a requirement within the national service specification for Perinatal Mother and Baby Units to be co-located on the same site as other psychiatric admission services to allow for clinical cover and assistance in emergencies. Our Perinatal

service will not be able to meet this aspect of the specification once the adjacent adult mental health wards vacate the QMC site. This is a major concern to the service and represents clinical risks.

The service would need to increase the nursing establishment staff on duty at all times in order to operate safely.

The national specification also requires that obstetrics be 'within a short travelling distance' if not on the same site.

The current accommodation was not designed for a Perinatal Unit and though it has been adapted for the service, it is not fit for purpose. Nevertheless, the clinical service provided there is of a very high quality.

#### **4. Options Appraisal**

Doing nothing is not an option for any of these service as our ability to respond to change and growth will be severely hampered, and risks around quality and regulatory requirements will become increasingly challenging. The Trust has therefore begun to consider a number of options.

Following detailed service assessments, the emerging proposal is an exciting and innovative scheme to bring together specialist services for children, young people and families into a single site, i.e:

- Tier 4 inpatient CAMHS – with capacity increased to meet local unmet demand and develop specialist eating disorders and PICU provision
- Community CAMHS – single point of access and professional base for urgent/emergency care and non-admitted care
- Perinatal mother and baby services.

This will enable 24 hour clinical cover and assistance in emergencies between the perinatal and CAMHS inpatient services and will facilitate the development of 'child and family friendly' facilities that are modern and fit for purpose. Though this proposal moves perinatal services away from obstetrics, this option can still meet the national perinatal service specification so long as obstetrics are within a "short travelling distance".

This option also presents exciting potential for developing improved service responses for teenage mothers with mental illnesses.

The more detailed options we are now assessing, including a financial appraisal, are:

- **Options for increasing the type and number of CAMHS inpatient beds** – assessing the clinical and operational risks and benefits. Options include increasing the general beds by between an additional 6-12 beds and the detailed analysis for developing a PICU.
- **Options for the range and type of community CAMHS currently provided at Thorneywood** – this involves scoping in detail the level of current outpatient

service provision and how this might be delivered differently and developing a new model for the Single Point of Access.

- **Options for the site location** - the Trust owns a limited number of sites which would be suitable for this kind of development. Spatial considerations, adjacencies, transport links, clinical support, etc. have been examined thoroughly and the two options currently are:
  - Re-develop the Thorneywood site
  - Re-develop the Cedars site on Mansfield Road, Nottingham – this is a Trust site not currently in use, but one which has real potential to provide green open spaces to improve the therapeutic and caring environment for children, young people and perinatal mothers and babies needing our services. The site is ideally located to serve both Nottinghamshire and Derbyshire.

An Outline Business Case of these options will be considered by the Trust Board in March 2015, with a subsequent Full Business Case likely in the Summer.

## **5. Involving our key stakeholders**

Meaningful involvement with our key stakeholder, particularly children, young people and their families, our clinicians and our commissioners is underpinning our transformation programme.

We are undertaking a range of service user feedback to ensure this is reflected in all stages of development, including the early scoping and design stages.

## **6. Conclusion**

Nottinghamshire Healthcare is committed to improving the care and support we offer to children, young people and their families.

We are developing ambitious and innovative proposals to significantly improve the quality of care and local access to highly specialist services.

We are in the planning stages, assessing a number of options.

We are keen to involve the Joint Scrutiny Committee at this planning stage, and return with more detail later.

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