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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	29 March 2022	Agenda Item	7.2
Report Title	Child & Adolescent Mental Health Service (CAMHS)– Governance Update		
Report Author	Michelle Davies, Head of Strategic Planning		
Report Sponsor	Sian Harrop-Griffiths, Director of Strategy		
Presented by	Sian Harrop-Griffiths, Director of Strategy		
Freedom of Information	Open or Closed		
Purpose of the Report	The purpose of this report is to highlight the Audit undertaken on the CAMHS commissioning arrangements, and share the action plan in place to progress with improvements in line with the recommendations made. The outcome of the audit primarily highlighted the need for more robust governance arrangements.		
Key Issues	The Audit undertaken by shared services highlighted a number of recommendations with specific actions, some of which were rated high-risk. An Action Plan has now been developed to progress with those actions, with a focus on improving the governance arrangements.		
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Recommendations	Members of the Committee are asked to: <ul style="list-style-type: none"> • NOTE the progress made in relation to improving the governance arrangements for CAMHS Commissioning, and the terms of reference for the Swansea Bay CAMHS Commissioning Group; • NOTE the content of the action plan attached as Appendix 1, and the plans to make further improvements. 		

Child & Adolescent Mental Health Service (CAMHS) – Governance Update

1. INTRODUCTION

The following report updates members of the Quality & Safety Committee with the Audit undertaken by shared services in relation to the CAMHS Commissioning arrangements, and share the action plan developed to ensure compliance with the recommendations made within the audit report. Progress has already been made to improve governance arrangements including agreement of the terms of reference for the Swansea Bay Commissioning Group and agreement with Cwm Taf Morgannwg University Health Board (CTM UHB) to develop a service specification – the full action plan is attached as appendix 1.

It is important to note that during 2020-2022 members of the strategy team were deployed to support the Health Board's response to the pandemic. Vacancies and sickness within the team have also contributed to a weakened position in relation to management and oversight of the arrangements. Despite the pandemic, commissioning meetings were only temporarily paused with meetings re-starting in June 2020.

2. BACKGROUND

Specialist CAMHS is a commissioned service, the Strategy Department has overall responsibility for managing the commissioning arrangements in place, and the Director of Strategy is responsible for the delivery of the action plan attached as appendix 1. The Service is provided by CTM UHB.

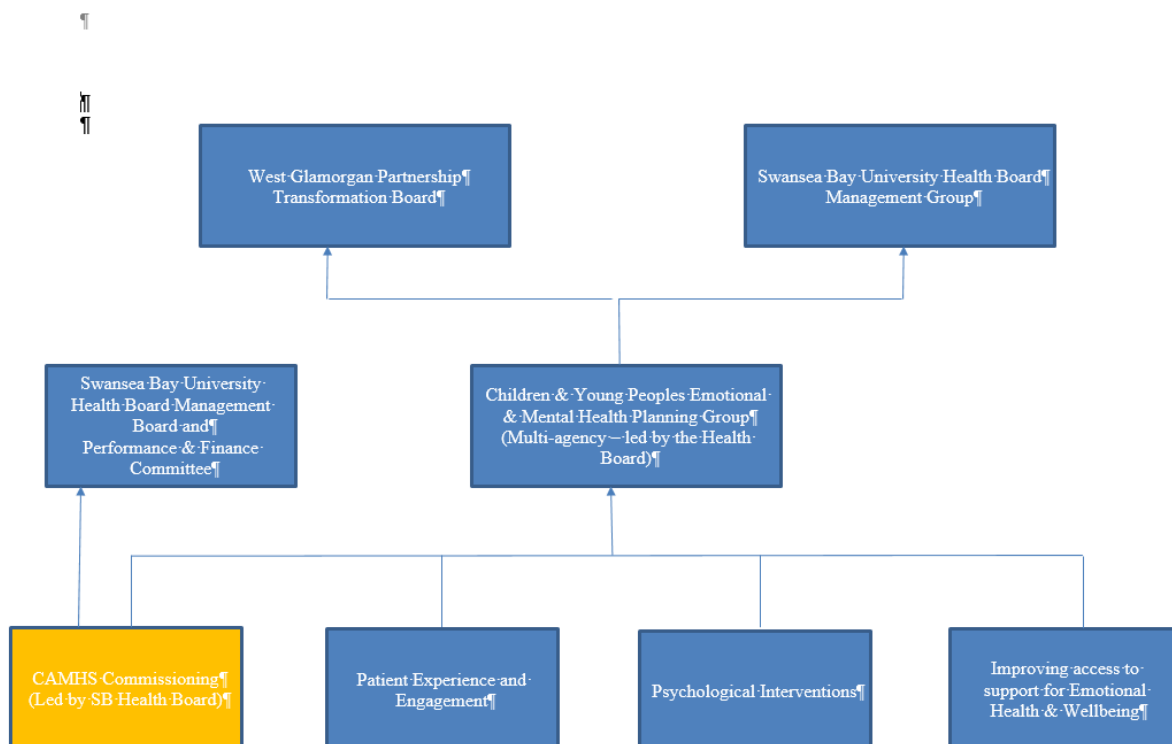
Commissioning arrangements have improved over the last three years with improved performance monitoring and regular meetings, which has led to a better understanding of the challenges and barriers experienced by the small specialist service. CTM also participate in the multi- agency planning group for Emotional & Mental Health (part of the West Glamorgan Regional Partnership Board arrangements), providing a more holistic understanding and planning of the needs of children & young people.

2.1 Swansea Bay CAMHS Commissioning Group – Governance arrangements

Commissioning Group meetings are held monthly and the membership includes representatives from Swansea Bay and CTM from a clinical and operational perspective. These meetings have been in place for some time, with regular reporting on performance, and both operational and strategic issues. In February 2022, terms of reference were agreed by the Group, and addressed some of the shortfalls highlighted as part of the audit including:

- Roles and responsibilities
- Governance and escalation arrangements
- Quoracy of meetings

The agreed terms of reference are attached as appendix 2. The governance structure below, highlights the robust oversight from a multi-agency perspective.



Reports within the Health Board have always been regular but provided on ad hoc basis and as required, however in line with the recommendations of the audit, papers will now be provided to Management Board and the Performance and Finance committee on a quarterly basis. The last report submitted to the performance & finance committee was in December 2021, and a further update is planned for March 2022. Clinical and managerial representatives from the service will attend the Performance and Finance Committee in March. The quarterly report will provide: assurances on improvement plans, updates on risks and concerns, and a route for escalation of any issues.

Monthly Commissioning meetings are now in the diary for the remainder of the 2022 calendar year, and the need for robust performance and governance reporting has been made clear, with both reports on the agenda for each meeting. The governance reports were temporarily suspended during the pandemic, but were re-introduced in December 21. Further work is ongoing to improve the quality of the governance report, working with the Swansea Bay Mental Health Legislative Committee.

2.2 Service Specification for CAMHS

There is an overarching LTA between Swansea Bay UHB and CTM UHB, and CAMHS is included within that document. The audit identified that this

falls short of what is expected, and that an SLA or a service specification is required. It has been agreed that by the end of June 2022, a service specification for Swansea Bay CAMHS will be developed and will include:

- Description of the services to be provided and their expected service levels,
- Metrics (both performance and quality) by which the service is measured,
- Duties and responsibilities of each party, the remedies or penalties for breach, and a protocol for adding and removing metrics.

Swansea Bay had already identified that developing a service specification for CAMHS would be included in the 2021-22 work programme. The Health Board had written to CTM in 2019/ 20 and 2020/21 setting out the need for a service specification as part of the commissioning intentions, however, this was not developed. The need for a service specification has now been agreed, and CTM have agreed to provide initial baseline information to enable this to progress. in.

The Health Board is about to start work to determine whether or not to serve notice to CTM UHB on the ongoing provision of CAMHS services. If the decision is made to repatriate specialist CAMHS service provision, this would most likely happen from April 2023. The service would be run by the Mental Health and Learning Disability Service Group, however, there would need to be extremely close working with the Singleton and Neath Port Talbot Service Group and Childrens services. The repatriation of services would provide benefits to links with other Swansea Bay UHB services, however, learning from Cardiff and Vale UHB makes it clear that it will take several years for the full benefits to be appreciated. It is expected that following some initial scoping work, a paper will be developed to outline potential options in relation to repatriation, this work will be done by Summer 2022.

2.3 CYP Emotional & Mental Health Delivery Plan

There is multi-agency agreement that children & young people's emotional and mental health is everybody's business, and we will achieve this by taking a partnership and commissioning approach acknowledging the support provided by the voluntary sector and the existing mature relationships with the sector.

In 2018/19, the Health Board developed a three-year delivery plan for children & young people's emotional and mental health, and in September 2021, the Swansea Bay Management Board approved a revised Delivery Plan for 2021-23.

One of the specific actions within the Delivery Plan is oversight of the CAMHS compliance against Welsh Government targets, and whilst the Health Board have commissioning arrangements in place, the multi-agency discussion and approach is critical.

The Delivery Plan has been developed by the Children & Young People's Emotional and Mental Health Planning Group, and provides strategic direction for the work programme of this multi-agency group. The delivery plan is supported and agreed by all agencies including Swansea and Neath Port Talbot local authorities, representatives of the third sector and public health.

The Strategic Aims of the Delivery Plan are as follows:

- Improved accessibility to advice & support in all settings across the whole system
- Partnership working to improve multi-agency working, and support the delivery of the Transforming Complex Care Work Programme
- Further develop & sustain the NDD Service in line with recommendation on the All Wales Pathway
- Monitor and review services with regular engagement from children & young people throughout the life of the Delivery Plan
- Improving access to psychological interventions including psychological therapies

3. FINANCIAL IMPLICATIONS

There are no direct financial implications as a result of this paper, however it should be noted that the development of a service specification has the potential to identify funding gaps. Cardiff & Vale University Health Board completed a similar exercise in 2018 which identified funding gaps that required investment. The mitigating factor on this for Swansea Bay is the Welsh Government investment received during 2020/21. Any further investment requirements will need to be considered as part of the IMTP process.

4. RECOMMENDATION

Members of the Committee are asked to:

- **NOTE** the progress made in relation to improving the governance arrangements for CAMHS Commissioning, and the terms of reference for the Swansea Bay CAMHS Commissioning Group;
- **NOTE** the content of the action plan attached as Appendix 1, and the plans to make further improvements.

Governance and Assurance		
Link to Enabling Objectives (please choose)	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
Health and Care Standards		
(please choose)	Staying Healthy	<input checked="" type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input checked="" type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
<p>The quality, safety and patient experience of children & young people living in Swansea Bay has always been at the forefront of the strategic vision for Swansea Bay CAMHS. Robust governance arrangements and clear quality measures developed as part of the service specification will reinforce this position.</p>		
Financial Implications		
<p>There are currently no financial implications, as CAMHS is provided via an LTA between CTM and SBUHB. There are gaps in the service as a result of historic underfunding in areas such as CAMHS Crisis. Modelling undertaken shows that the increased pressure on mental health services is expected to continue throughout 2022/ 23.</p>		
Legal Implications (including equality and diversity assessment)		
<p>There are no legal implications to consider.</p>		
Staffing Implications		
<p>Staff shortages have impacted on CAMHS commissioning, and are set-out in the report.</p>		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
<p>The development of the CAMHS Service Specification aligns with the 5 ways of working overall, particularly within the following areas:</p> <ul style="list-style-type: none"> • Collaboration – partnership working between commissioner and provider • Long term – a shared vision to develop sustainable services that meet the needs of children & young people within Swansea Bay 		

<ul style="list-style-type: none"> • Involvement – engagement and co-production with children & young people is a priority for the Planning Group, and a specific work stream group has been set-up to develop meaningful co-production with children, young people and the adults who support them. 	
Report History	This report was considered by the Management Board in March. This is the first report to the Quality & Safety Committee on the Audit undertaken by Shared Services.
Appendices	Appendix 1 – CAMHS Audit Action Plan Appendix 2 – Swansea Bay CAMHS Commissioning Group Terms of Reference