



**Lancashire and
South Cumbria**
Integrated Care Board

Children and Young People's THRIVE Emotional Wellbeing and Mental Health Framework – Engagement Event 18 November 2022 Outcomes

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Background

The planning of children and young people's mental health services takes place at a system level within Lancashire and South Cumbria.

On 1st July 2022 the Integrated Care Board (ICB)¹ replaced the eight Clinical Commissioning Groups (CCGs) in Lancashire and South Cumbria. The Children and Young People's (CYP) Mental Health Transformation and Delivery Board takes responsibility and is accountable to the Integrated Care Board. In partnership with key stakeholders, the CYP Mental Health Transformation and Delivery Board is responsible for the design and implementation of the Lancashire and South Cumbria Children and Young People's Mental Health Strategic Transformation Plan.

As part of the NHS Long Term Plan, the ICB will continue to invest in expanding access to community-based mental health services to meet the needs of more children and young people. By 2023/24 nationally at least 345,000 additional children and young people aged 0-25 will be able to access support via NHS funded mental health services.

The ICB is committed to working with partners including the Voluntary, Community, Faith, and Social Enterprise (VCFSE) sector who will be key to the design and delivery of the service transformation plan.

As a system, partners have worked together to develop the THRIVE² model of care, these included NHS organisations, local authorities, education, the police, and representatives from the VCFSE.

Working alongside children, young people and parents/carers, a new model of delivery to improve services that support the emotional wellbeing and mental health of children and young people aged 0-19/25 was co-produced.

The Lancashire and South Cumbria Children and Young People's Mental Health Strategic Transformation Plan is based on the THRIVE conceptual model of delivering integrated care and is focused on improving the resilience, emotional wellbeing and mental health of children and young people. The aim of our transformation plan is for our children and young people in Lancashire & South Cumbria to grow up with healthy minds, feel confident and resilient and are able to fulfil their potential.

Process

A letter was sent to current commissioned organisations and a Prior Information Notice issued via Find a Tender Service and Contracts Finder³.

98 people registered to attend the event and 72 attended an online stakeholder engagement session on Friday 18th November 2022.

¹ <https://www.lancashireandsouthcumbria.icb.nhs.uk/about-us>

² www.annafreud.org/mental-health-professionals/thrive-framework/

³ <https://www.find-tender.service.gov.uk/Notice/029951-2022> <https://www.contractsfinder.service.gov.uk/Notice/44d60c08-5eba-43af-9818-adaadc5180df>

Purpose of the Engagement Event

The engagement event was held to engage with stakeholders on how the ICB can structure its ways of working with providers of children and young people's emotional wellbeing and mental health services.

The presentation shared what children and young people, parents and carers told us as part of the THRIVE redesign stakeholder engagement and the six key areas that need addressing (Appendix 1). Also shared were the areas the ICB want to address as a system:

- Long term stability of services requires longer term contracts and funding commitments, retention of workforce skills and experience
- Consistency in representation as a system partner
- Voice of all stakeholders (small or large) heard across the system
- Providers to work as part of a suite of options, enabling choice
- Strengthening the flow of data from non-NHS providers into the Mental Health Services Data Set

Attendees were then allocated to facilitated break out rooms to seek views using jamboards on three questions:

1. How do providers across Lancashire and South Cumbria work collaboratively at present?
2. Thinking about what the ICB is wanting to address, what would be the best ways of the market organising itself to address this?
3. What's the best way of the ICB procuring / contracting this given the ambition to work with children and young people up to the age of 25 and the geography of Lancashire and South Cumbria?

Outcomes from the Event

The tables below provide a summary of responses to each of the questions asked, full responses to all questions can be found in Appendix 2:

How do providers across Lancashire and South Cumbria work collaboratively at present?			
Third sector meetings held in some areas eg East Lancashire / Morecambe Bay. We work collaboratively by sharing info and commissioning. There are some fantastic examples of collaborative working but it isn't consistent	Not sure our voice is heard, we're not always sure who we need to be speaking to. We don't seem to have any opportunities to have broader ICB conversations beyond the place we are working with.	Our integrated referral pathway in south Cumbria works well but the signposting element to other services could be enhanced if they are more securely funded	We provide School Nursing and Health Visiting and associated support services, so are well integrated into the ICB especially from a Safeguarding perspective
The pandemic has affected less formal opportunities for working together	The VCFSE sector is developing a reformed Alliance to ensure representation at ICB and sub-groups	Some strategic meetings are attended but not at a ICB level at this point. Our senior staff attend some ICB meetings	Proactive approach from all partners needed

I think it varies, depending on who commissions the service. We are commissioned by CCC so need to be proactive to ensure we are linked in with health	Attend any opportunities to meet and collaborate. This has been difficult over past couple of years. But need to re-engage and find ways to collaborate and share with others	In formal ways through contracts and jointly delivering services, as well as informally through knowledge and idea sharing, workshops with other services	As a provider who doesn't work in Lancashire or South Cumbria, there is no obvious links as to how to connect and engage with the ICB
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The Lancashire and South Integrated Care Board (ICB) was formally established as a new statutory body on 1 July 2022, replacing the eight clinical commissioning groups across Lancashire and South Cumbria. Some providers told us the transition of CCG to ICB had been difficult and for some has been detrimental to existing networks and good practice. The transition has also caused delays in contract, invoice and payment arrangements which is having an impact on organisations.

Thinking about what the ICB is wanting to address, what would be the best ways of the market organising itself to address this?			
Regular provider meetings (e.g. older people's services) - monthly/quarterly so that everyone becomes familiar with all provider offerings. Hybrid meetings to get largest attendance possible - in person and online	If we could work together to develop responses to tenders and be involved in coproducing the tenders in the first place that would be transformational. Make the procurement process easier	Thorough mapping of what partnership forums are already in place across each geography. 1. Which of these can be linked into 2. Where do new partnership forums need to be created. An online directory for parents and schools and providers to access - interactive with photos /videos of the days in schools - clear pathways	Single point of access; no wrong door. Being open to sharing rather than 'cards close to the chest'. Streamline / agreed referral system so there is a simple way to redirect referrals between agencies if needed, rather than lots of different referral forms
Pathway map to be clearly visible on all provider websites	Location focussed pilots/projects which are interoperable across with all the solutions commissioned across L&SC	Provider consortium with lead provider	Need to fund organisation / person to make sure providers collaborate
Have a program of innovation challenges for integrated delivery across providers (like Better Care Fund)	Establishing clearly what is on offer & what is needed, to be a user friendly process as all parties are so busy. Applications and processes not to get in the way of linking both up.	We need to be involved in decision making, we are the frontline. We understand the difficulties but aren't truly invited in the room when decisions are made	Funding identified as part of the admin for the MHSDS.

What's the best way of the ICB procuring / contracting this given the ambition to work with children and young people up to the age of 25 and the geography of Lancashire and South Cumbria?

A flexible framework. Having a range of services available on the framework	Allow the orgs come up with the solutions without commissioners present before launch of the application process.	Creating & involving a CYP advisory board to add to the decision-making.	A consortium would be best-if it was one provider the concern would be that if they bid for any further work it would be seen as a conflict of interest.
Quality incentive payment	Work with the VCFSE to develop these procurement opportunities.	Lead provider model, with consortium approach. Through Single Front Door / Mixed Economy Approach, with a CCC. A Framework that pre-approves providers for allocation of resource	Contracts/remittance to be more timely to support business operations and needs. Longer term contracts to allow for planning and therefore this will help us retain workforce, safety for our staffing models
Voice of all stakeholders to be heard : Providers to work as part of a suite of options - enabling choice : Strengthen flow of data	Clear KPI's and reporting structures	Contracts allowing for escalation and de-escalation of need, enabling support to be maintained by the same provider supporting continuity for children and young people	Single ICB contact / representative for the sector who supports with data set / issues - as a single provider model would still mean smaller providers have to capture data etc / Individual contracts are more tailored to meet business / client needs

Themes Identified

Attendees were overwhelmingly pleased to be included at the beginning of the conversation with the ICB.

Whilst there were some examples of providers currently meeting and working collaboratively, many providers felt that regular meetings/steering groups would be beneficial to share knowledge and enable direct and collaborative communications. There were some providers attending who don't currently work in Lancashire or South Cumbria and felt there were no obvious links as to how to connect and engage with the ICB.

It was recognised that not all providers knew about each other and what services each other provided. It was suggested that it would be helpful for an online directory to be developed as part of this work and a clear accessible pathway map for different ages, problems and levels of acuity would be helpful, ideally hyperlinked to provider information/websites.

Providers were keen that both smaller and medium organisations can competitively tender alongside well-resourced business development units operating on behalf of larger, national organisations; this could include training.

Some thoughts were given to possible future contracting arrangements which included spot purchasing framework, lead provider model with consortium approach, provider owned framework and ICB central contracting point.

Next Steps

A further series of events will be taking place between 28 November and 9 December 2022 to engage with stakeholders to help us develop our ways of working with providers by telling us about the services providers deliver to support Children and Young People’s Emotional Wellbeing and Mental Health. Attendees are encouraged to sign up for one of the following events.

Date	Time	Venue
Monday 28 November	10 am – 12.30 pm	TEAMs
Tuesday 29 November	10 am – 12.30 pm	Village Hotel Blackpool
Wednesday 30 November	10 am – 12.30 pm	TEAMs
Friday 9 December	10 am – 12.30 pm	Burnley Cricket Club

We understand that organisations are not always familiar with public sector procurement processes and frameworks. Helpful information is available via the following link and it is strongly recommend that organisations review this guide in preparation for the potential change in the way in which contracts are awarded by the ICB:

[VCSEs: A guide to working with government - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/vcse-a-guide-to-working-with-government)

Organisations were also encourage if they hadn’t already to register on <https://www.gov.uk/contracts-finder> where further information regarding the ICB’s intentions will be published under the category of Children’s and Young People’s Mental Health Services.

It was also confirmed that whilst the voice of CYP, parents and carers from the work on the THRIVE redesign had been heard, further engagement is required to understand what services CYP, parents and carers currently receive and to understand the gaps they believe exist within Lancashire and South Cumbria.

Appendix 1 - THRIVE Redesign - Co-production with Young People, Family Members and other Carers

THRIVE Redesign - Co-production with Young People, Family Members and other Carers



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THRIVE Redesign – The Six Key Areas that Need Addressing are:

- There isn't enough support for young people from services
- People in communities and professionals need more knowledge about mental health and its impact
- Waiting times are too long
- Criteria get in the way of accessing support
- There needs to be more options for treatment
- There continues to be a negative stigma about mental health.

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Appendix 2 – Break Out Room Jamboard Links

Room 1

<https://jamboard.google.com/d/167k3jOXSiqzOZ96n6QHxOIXRHiMNIVaQnQdi7dXmX8U/viewer?f=0>

Room 2 https://jamboard.google.com/d/1CkOJ-s5PhO8XAJAI9BR0amUd-O9Zordox1pL_z_nmvE/viewer?f=0

Room 3

https://jamboard.google.com/d/1qt4wOTIqQ3bInSW1JNkZtETwl0q_JGr81wsJiqvLnfg/viewer?f=0

Room 4 https://jamboard.google.com/d/16BUWSyZFMz-STOqqUz9mVnY25j8mj_0hqyT-8r8s6Ps/viewer?f=0

Room 5 <https://jamboard.google.com/d/1aejH4q2EGxiOWQKrsXqr6GBLYh5S-HmzQMMMzknCdEw/viewer?f=0>

Room 6

https://jamboard.google.com/d/1Ue_wji0PkJRROqMBLXFVIYjfXHigxEJnx3HtDnhIAjA/viewer?f=0

Appendix 3 – Engagement event slides



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