

Inspiring Ideas

Improving transition arrangements for young people moving on from services provided by Cygnet Health Care Ltd.

Cygnet Health Care have significantly improved their transition planning arrangements since the development of CQUIN 5 which focuses on transitions out of children and young people's mental health services. The organisation has achieved 100% compliance for all the CQUIN requirements and are one of only three providers nationally to have achieved this status.

The Catalyst for Change

Nationally up to 50% of under 25s disengage from adult mental health services on transition from services for children and young people¹, many young people do not meet criteria for secondary care adult mental health services and many have a poor transition experience when they do move on.

In 2010 Sir Ian Kennedy shared his concerns that transition, 'long the cause of complaint and unhappiness' was a critical area for service improvement². This led NHS England to develop CQUIN 5 where the goal is to improve the experience and outcomes for young people as they transition out of Children and Young People's Mental Health Services.

Cygnet Health Care offers a range of specialist Child and Adolescent Mental Health Services (CAMHS) focused on supporting young people aged between 12 and 18 in Tier 4 Acute, psychiatric intensive care and low secure environments. They are 1 of 3 providers nationally that have achieved full compliance with the CQUIN.

The New Approach to Transition

The new approach to transition arrangements championed by Cygnet Health Care Ltd has at its heart the statement 'how can we find out if we are meeting children and young people's needs?'

What we did before

- Dealt with barriers to discharge when they occurred instead of pre-planning any potential barriers
- Worked more as individual CAMHS sites
- Feedback was adhoc

What we do now

- Developed an online survey
- Set up a Working Groups for both professionals and a collaborative one with service users
- Improve all transitions for young people regardless of transition destination

¹ Brief guide [BG047]: Transitions out of Children and Young People's Mental Health Services CQUIN, March 2018

² 1Getting it right for children and young people, overcoming cultural barriers in the NHS so as to meet their needs (2010)

Survey Monkey	The online survey is an evolving document that seeks views during the moving on process of young people in the service.
CAMHS Network Ward Managers' Meetings	The meetings take place quarterly to review CQUIN targets, breakdown results, provide feedback and share best practice for the benefit of the young people in Cygnet Health Care services across the country.
Ward Managers	Review referral paperwork to check all details are complete and correct and request further information if required to stop potential barriers to discharge following admission. Sharing, trialling and adapting processes across all units.

What changed because of the CQUIN?

Language was important and the team moved away from using terms such as transition as children and young people had strong views about this. Teams now talk in terms of going home, stepping down, stepping up or moving on.

A 'moving on' survey was developed, which looked at how the team supported moving on from CAMHS to other services. In 2017 the inpatient provision worked on processes to capture responses from young people.

A welcome pack for young people and parents has been created and it explains how the units work and includes a section about any worries or concerns the young person may have. This was brought in as a direct result of the CQUIN.

There are strong links with external teams from the beginning of a young person's admission and teams are now empowered to ask for more information and detail on referrals to ensure young people get the right support at the right time.

Cygnet Health Care Ltd has also developed a CAMHS unit map to support the development of relationships across the UK.

Young people's participation and engagement

Cygnet Health Care Ltd established a working group with young people and coproduced a survey to capture the young person's experience with the moving on process. They sought the views of young people during their stay and after they had either moved on, stepped up to higher level services or stepped down to a lower level service. At a network meeting the questions were simplified and reviewed to enhance the engagement with young people. The moving on survey has also been developed with the PECS (picture exchange communication system) following feedback from a young person with autism.

Outcomes

- Satisfaction rates are now at 80% and above, and are continually being reviewed to improve.
- Better moving on plans have been developed which has reduced delayed discharge from Quarter 1 where they had between 26 delayed discharges to Q4 where they had 1 delayed discharge.
- Cygnet Health Care Ltd focus on all transitions wherever a young person is going and planning is well embedded. Over the last 2 years they have made network routes where sharing of good practice and talking through ideas/challenges is part of the learning process for the organisation.
- Service delivery is co-produced from admission to discharge. The service user's voice is at the centre of all care and discharge planning.
- Weekly referral and admission/discharge meetings have been implemented with NHSE case manager attendance. This provides an escalation route to raise any issues or barriers early on.
- There has been a culture change within the organisation where transition is not seen as a standalone aspect of practice but part of the process and supported through corporate policy. Most importantly it is embedded within a young person's journey with Cygnet Health Care.

Lessons Learnt

1. Engage young people, families and care teams early.
2. Earlier escalation for barriers to discharge.
3. Requesting attendance of external decision makers to service user meetings.
4. Young people coproducing care plans from admission.
5. Collaborative working.

References:

Care Quality Commission; 2018, Brief guide [BG047]: Transitions out of Children and Young People's Mental Health Services CQUIN, Care Quality Commission, London

Kennedy, I; 2010, 'Getting it right for children and young people, overcoming cultural barriers in the NHS so as to meet their needs (2010), Department of Health and Social Care, London