
Business Case: CAMHS Liaison Nursing

Document Information

This Business Case provides justification for the business change in terms of its strategic fit, value for money, affordability and achievability. It also provides the basis for managing the delivery of the project on time, within budget and to agreed quality standards.

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|-------------------------|---------------------------------------|
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by:

1. BACKGROUND

The liaison nursing provision for CAMHS is varied across the five boroughs with part time posts existing in Sutton, Merton and Kingston, no funded provision in Richmond and full time staff covering Wandsworth.

The staffing establishment is largely reflective of local commissioning arrangements with young people being seen by a liaison nurse based on the location of their GP. For example, the Sutton liaison nurse would be expected to travel to St. Georges Hospital should a young person from Sutton arrive at this A&E department. In addition, in Richmond where there is no funded Liaison provision, the tier 3 staff are expected to cancel their pre-booked clinics with young people and their families in order to attend as required at West Middlesex A&E where Richmond young people often present. These arrangements can be much improved and this paper outlines a proposal for improvement.

2. LIAISON NURSING

Working autonomously within professional guidelines and the overall framework of the CAMH Services, liaison nurses undertake a range of tasks including the following:

- Initial mental health and risk assessments of young people following acts of deliberate self-harm. These will take place mainly on the paediatric wards of local general Hospitals.
- Undertake initial mental health and risk assessments following other risky behaviours and urgent mental health presentations, in A&E departments of hospitals in South West London.
- Provide risk assessments and safety plans to the family and multi-agency network supporting the young person
- Consult with Tier 3 CAMHS teams providing further specialist assessment if necessary.
- Follow up appointment within the Tier 3 service to ensure a seamless transition of the young person and their family into the community service if required.
- Provide an assessment of the mental health needs of children and families referred to the Tier 3 team. Taking on general cases to help the team or those referred with DSH issues.
- Act as a co-worker with other members of the multidisciplinary team as appropriate.
- Provide advice, guidance and consultation to other professionals working in other agencies and contribute to multi-agency care planning.

The Trust has undertaken an audit of contacts related to liaison activity and two key issues have emerged which prevents the submission of high quality data:

- a. Activity based on contacts by the designated Liaison Nurses provides an under reporting in terms of volume as this does not include those young people referred and seen by a tier 3 clinician in the CAMHS team who attends A&E in the absence of liaison nursing. The Trust is currently exploring the feasibility of capturing this information to provide a more accurate position regarding demand for the Liaison service.
- b. Data quality will improve from June 15 onwards as the care pathway for liaison was created and has been implemented on IAPTus. Team Managers are now ensuring the system is fully utilised to collect contacts including follow up appointments.

3. CURRENT PROVISION

Within the existing provision of CAMHS (SWLSTG) there are a total of 3.5 wte band 7 liaison nurses covering the hours of 9am to 5pm, Monday to Friday. During the evenings, the on-call CAMHS consultant rota provides resource for managing A&E presentations.

Service provision is borough specific rather than configured around the local hospitals across South West London.

| Borough | WTE |
|------------|----------------|
| Wandsworth | 2 wte |
| Sutton | 0.5 wte |
| Merton | 0.5 wte |
| Kingston | 0.5 wte |
| Richmond | 0 wte |
| | 3.5 wte |

Please note that activity at St George's is high due to the size of the population which uses this hospital.

Key challenges

- a) It can be seen that there is a variation in service capacity across the piece with the main gap being in Richmond where there is no dedicated liaison nurse
- b) As a borough based service this can have an impact in terms of liaison having to travel outside of the borough to another hospital within South West London to support a young person who may have presented there.

- c) Cover arrangement (leave, sickness) is provided by the tier 3 team which results in cancellations of booked appointments/clinics and a reduction in activity as a liaison appointment is likely to take anything from half a day to an entire day.

4. PROPOSAL

It is proposed that Richmond CCG add 0.5wte to the current liaison configuration to support 1.0wte liaison nursing being based at Kingston Hospital. Richmond currently does not contribute to the provision despite Richmond patients being seen at both Kingston and West Middlesex Hospitals.

The singular South West London CAMHS liaison service, with the additional 0.5wte, would cover the three main A&E's in Kingston, St Helier and St Georges.

| A&E | WTE |
|------------|--------------|
| St Georges | 2 wte |
| St Helier | 1 wte |
| Kingston | 1 wte |
| | 4 wte |

Liaison cover (sickness & leave) would be within the liaison team thus reducing the need for clinicians in tier 3 to cancel clinics. It should be noted that West Middlesex is not provided for and it is recommended that the CCG confirm commissioning arrangements for cover at this hospital.

Should the Trust be expected to respond to presentations at West Middlesex further investment in liaison (in addition to the 0.5wte as recommended above) would be expected to give a 4.5 wte within the daytime service as seen below:

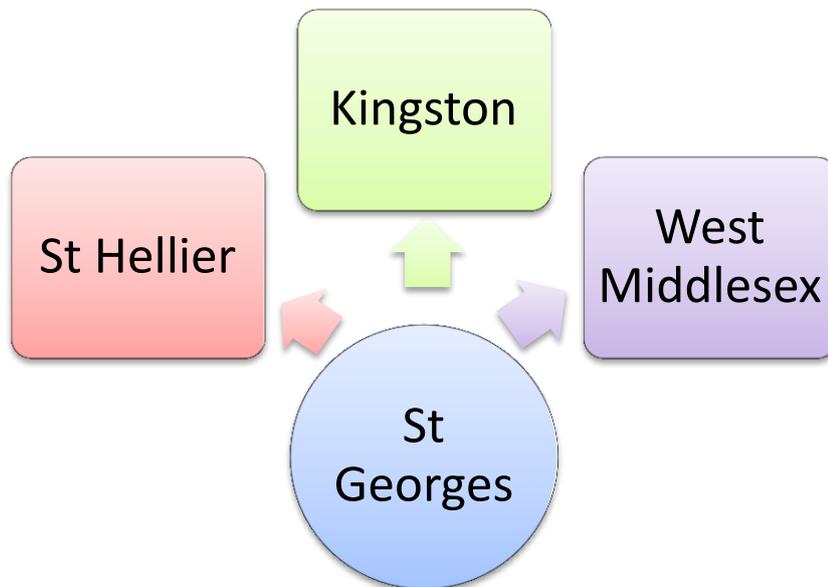
Revised Daytime

| A&E | WTE |
|----------------|----------------|
| St Georges | 2 wte |
| St Helier | 1 wte |
| Kingston | 1 wte |
| West Middlesex | 0.5wte |
| | 4.5 wte |

5. ENHANCING LIAISON – WEEKENDS

Creating a South West London CAMHS Liaison Team will enhance the current provision significantly. However it is recognised that additional investment will enable the service to be strengthened, particularly at weekends when there is no current

CAMHS liaison nursing cover. The following proposal is therefore based on a hub and spoke model, and assumes that Richmond CCG will invest in 1.0wte to support arrangements (i.e. 0.5 wte Kingston Hospital and 0.5 wte to cover West Middlesex A&E).



Seven days a week coverage

| A&E | Required WTE |
|--|--------------|
| St Georges (hub – outreach to other sites) | 2.0 |

Overall Proposed Change

| Current Investment | Proposed New Investment |
|--------------------|--|
| 3.5wte | 3 wte (i.e. 2.0 for the seven day a week service and 1.0 for Richmond CCG) |

The proposed service model entails moving from area based provision to a sector wide hospital based service. It would improve patient experience by providing access to expert CAMHS clinical expertise, reduced waiting times, and prevent cancelling clinics at short notice within tier 3 services. In addition by providing a service seven days a week it is likely to support a reduction in young people being admitted to hospital through strengthening the on call consultant cover already in place.

6. Finances

The proposals contained in this business case require the following investment:

Additional post for Richmond CAMHS: The additional post required for the current service would require investment from Richmond CCG of £62k per annum recurrently at 2015/16 prices, as shown below. An additional non recurrent cost of £2k would be required for IT equipment.

| Richmond CAMHS | |
|---|---------------|
| Post | Total Cost £k |
| Liaison Psychiatric Nurse | 58 |
| Travel / Mobile Connectivity | 1 |
| Cost of Enhanced Service | 59 |
| Contribution to Overheads | 3 |
| Total cost of additional Band 7 to cover M-F 9am-5pm | 62 |

Seven day a week CAMHS Liaison Service: The enhanced service for weekends would cost £187k per annum at 2015/16 prices across the South West London sector as shown below. An additional set up costs for IT equipment of £4k would be required.

| Seven day a week CAMHS Liaison Service | |
|--|---------------|
| Post | Total Cost £k |
| Liaison Psychiatric Nurse | 144 |
| Supervision | 12 |
| Travel / Mobile Connectivity | 6 |
| Cost of Enhanced Service | 162 |
| Contribution to Overheads | 24 |
| Total Cost of Enhanced Service | 187 |