

Relocation of Children and Adolescent Mental Health Services (CAMHS) from Parkside Clinic,
Kensington and Chelsea

1. Introduction

1.1 CNWL delivers core CAMHS services to Children and Young People in the Royal Borough of Kensington and Chelsea across a number of sites including Parkside Clinic, Chelsea and Westminster Hospital, schools and community settings such as children's centres.

1.2 Over the past 3 years, in line with the Mental Health 5 Year Forward, our core CAMHS services have been working with key stakeholders and commissioners to transform services locally and the following four themes have been identified as priorities:

- Reduce Waiting Times for assessment and intervention
- Focus on enhancing the early intervention and prevention offer across health, education and social care through redesigning children and young people's mental health services
- Enhance support for young people who are particularly vulnerable i.e. looked after children, those known to the Youth Offending Team (YOT) and those children who present with issues such as Autism and ADHD
- Develop the model for crisis and urgent care.

1.3 As part of this work, it is envisaged that more of the care and treatment of young people will be delivered 'close to home' in less clinical settings with a focus on increasing the number of young people seen in schools as well as those receiving treatment in their own home as part of support in crisis.

1.4 There are also a number of CAMHS clinicians working within the Grenfell Health and Wellbeing Team specifically supporting children who have been impacted by the fire. This team delivers evidence based treatments for Trauma and Complex Bereavement and it is an additional resource to the North Kensington Community. The team undertakes assessments and treatments in schools, homes and a variety of community settings including religious venues and The Curve; this service will continue to be provided and is unaffected by the relocation of services from Parkside.

1.5 It should be noted that there is no intended service reduction planned as part of this proposed change and indeed, in line with national policy, there is expected to be an **increase** in services for the key priorities outlined above with further growth in the workforce.

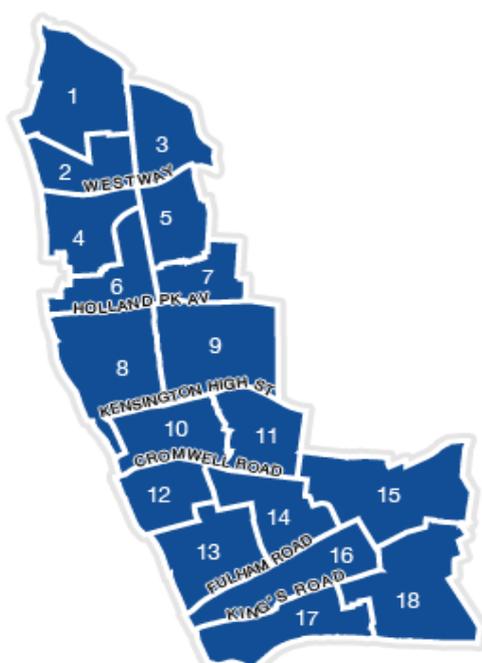
2. Background

2.1 Parkside Clinic is located in Lancaster Road within the Royal Borough of Kensington and Chelsea. Although located in the North of the borough, services on the site see young people from across all parts of Kensington and Chelsea. The adult psychotherapy service is also currently co-located within this clinic site.

- 2.2 The Parkside Clinic consists of two Victorian houses, converted many years ago, and spread over a number of floors. The fabric of the building is very poor, has subsidence, damp and there is chronic infestations of mice and insects in the building despite repeated treatments to eradicate.
- 2.3 CNWL also has an obligation to deliver services that are accessible to all in terms of physical disability and wheelchair access. Parkside has limited disability access as, whilst there is access to get into the building, there is a then significant limitation for service users and indeed any staff with a disability to work in the building, other than immediate access on the lower floor.
- 2.4 The building is currently below the standard that CNWL aspires to in terms of décor and areas where there is mould and therefore a health and safety risk for staff and CYP with asthma or other chest conditions. In terms of clinical space the waiting area for children and families is poor with limited space to wait with buggies and smaller children. As such, the quality of service provided by clinicians is impacted by the current fabric of the building.
- 2.5 Parkside is accessible for families who live in the immediate area but also serves vulnerable children and young people from across the borough. This includes families travelling from Earls Court and Chelsea Riverside (World’s End) who have to use buses or multiple changes on transport to reach the clinic. As such, the current location does not offer equitable borough access.
- 2.6 The option of relocating from the Parkside site has been considered over a number of years and has now reached a point, for the reasons outlined above, where a decision on the future provision of services within this site is required.

3. Process and Consultation

- 3.1 In reviewing alternative locations to Parkside, consideration was given to ensuring that any hub for the CAMHs services in the borough was sited in a location which provided equitable access to children and young people from all areas of the borough whilst ensuring satellite locations are strengthened and accessible in both the north and south of the borough.



Ward	Ward Name
1	Dalgarno
2	St Helen's
3	Golborne
4	Notting Dale
5	Colville
6	Norland
7	Pembridge
8	Holland
9	Campden
10	Abingdon
11	Queen's Gate
12	Earl's Court
13	Redcliffe
14	Courtfield
15	Brompton & Hans Town
16	Stanley
17	Chelsea Riverside
18	Royal Hospital

- 3.2 CNWL operates a 12 bedded under 13s mental health inpatient facility in Beatrice Place which is in the centre of the borough. The opportunity to develop a hub at Beatrice Place offering both community CAMHS alongside inpatient care provides good synergy and opportunities for both services both in terms of attracting a stable workforce and providing senior clinical support to the services.
- 3.3 Our data shows that during the last year, 686 young people were seen in Parkside Clinic; 374 of which were from the North Kensington area with the other 312 from the rest of the borough. Developing a hub for these services at Beatrice Place will provide a more central location for the whole borough. The service will continue to deliver appointments in various community settings including schools, children centres, A&E, GP surgeries, service users' homes and other community settings.
- 3.4 Nevertheless, it is recognised that local provision needs to continue to take place and, as part of consideration for this change, the Trust has committed to expanding provision in schools and other local community venues as outlined below. The Trust will continue to deliver specialist outreach locally to our most vulnerable children who present in a variety of settings such as social care, youth offending and specialist schools.
- 3.5 To support this change, the Trust launched a consultation on 5th November for a 30-day period. The focus of the consultation was on a change of location for service delivery and for our staff. In terms of meetings with children and young people who use the service, there have been discussions in individual sessions preparing for a move as well opportunity to raise any concerns about a change of base. There have been no concerns raised by CYP or parents to date.
- 3.6 There is now a 'move group' in place involving staff and service users about the new building and other spaces from which we will provide services.
- 3.7 In relation to adult psychotherapy, the option to re-provide this in the Pall Mall Centre in Barlby Road, W10 has been identified as the preferred option.
- 3.8 In hindsight, we accept that earlier engagement and more formalised discussions on this proposal would have been beneficial. We take this on board for any future service reconfigurations. Our consultation focused on the benefits and disadvantages of moving to a more centralised hub at Beatrice Place, yet our intention is to see more young people and families in local settings across the borough.

4. Future Provision

- 4.1 In line with good practice all primary schools within the K&C area have a named allocated CAMHS clinician and many appointments now happen in the school settings for example Oxford Gardens, Bevington Primary School, Arc Brunel to name a few. This is an area that we are intending to expand further in line with national strategy.

- 4.2 The Under 5's service is offered to Cheyne and Homefield House Children's Centres, where parents have access to a trained under5's mental health specialist who can work with families and professions worried about younger children's development and attachment.
- 4.3 It is intended that services for the children who reside or go to school in the north of the borough CAMHS services – early intervention and more enhanced care will continue to be provided from a variety of settings. It is the intention that assessment clinics as well as follow up appointments will make use of rooms in:
- The Grenfell Health and Wellbeing Hub, (intention to expand current sessions)
 - The Curve, (intention to expand current sessions)
 - Schools such as Bevington
 - Beatrice Place
 - St Charles Hospital
 - Outreach to areas such as the PRU
 - Piloting consultation to GP Hubs in North Kensington; namely Balby Surgery and The Portland Road Practice. This model will be mainstreamed and expanded if successful
- 4.4 We continue to engage with the local community since the Grenfell Fire and work with them in multiple ways to ensure that we are accessible and available to those who have a CAMHS need. The aim is to increase activity outside of a clinic base which fits CAMHS strategy of increasing access at an earlier point in a child's presentation.
- 4.5 Kensington and Chelsea CAMHS has been a pilot site for the National development of Child Wellbeing Practitioners (CWPs) who created links with secondary and primary schools across K&C.
- 4.6 CNWL and commissioners are now awaiting an announcement following a bid to become a "Trail Blazer", site for 2 teams of Mental Health Practitioners in Schools. It is thought the national announcement is imminent and we will update immediately the result is known. This is also a major part of the National CAMHS improving access and development agenda. CNWL is confident that our case is strong with a high likelihood of success in this bid. However, regardless of the outcome, CNWL are clear that more services will continue to be moved into school settings where children present and spend most of their time.
- 4.7 We will continue to develop the Crisis and Urgent Care service at Chelsea and Westminster Hospital. Over the last year, there has been increased investment in the 24/7 crisis pathway for young people and this is an area that will continue to grow in the coming year. In addition this service will continue to develop home treatment for the service building an integrated response alongside the recently opened 12 bedded/4 day-place new Lavender Walk Adolescent In-patient Unit at South Kensington and Chelsea Mental Health Unit.
- 4.8 This will be an improvement for the most vulnerable children who have previously travelled a long way from home for in patient care and had no alternatives to in patient admission to

keep them close to their families. It particularly provides a significant enhancement to RBK&C young people due to its location in the borough.

5. Future of Parkside

5.1 In order to continue to support the development of services locally and provide a secure basis for ongoing investment in services, the Trust continues to progress the sale of the Parkside site which will complete in January 2019. As highlighted above, it should be noted this was deemed to be not fit for purpose and goes against our aim of providing quality services.

5.2 The sale of this site enables the Trust to continue to support its capital programme of investment in premises and information technology. Investment is required at both Pall Mall and Beatrice to enable the Parkside services to relocate to these sites. Further local investment has been made in the under 13s inpatient mental health unit and a new adolescent unit (Lavender Walk) has recently opened in K&C. Without the sale the Trust would not be able to deliver ongoing improvements for our service users and would have unviable services operating from sub optimal sites.

5.3 We are also investing in new virtual reality therapies, developing more on-line resources for young people and their families and providing our staff with mobile working equipment in order to facilitate clinicians to operate from peripatetically from a variety of community venues. Overall, our investment to date and future commitment in mental health services within K&C far outweighs the capital receipt.

5.4 It should also be noted that there was early dialogue (February 2018) with Council Officers about the site and our intention to vacate from a location that was not fit for purpose.

6. 5. Summary

6.1 The K& C CAMHS service redesign places an emphasis on prevention and early intervention. The service aims to continue its development offering flexible support with clinicians thinking holistically about the needs of the child or young person and risk, rather than focusing on a diagnosis and clinic based treatment. The further developments will align with 'i-Thrive' approach which replaces the traditional 'tier' system, need is measured using five categories:

- thriving
- getting advice
- getting help
- getting more help
- getting risk support

6.2 CNWL believes that relocating services to Beatrice Place provides a more central location for all residents of the borough. However, we are committed to expanding our offer of services

in a variety of community settings including schools, The Curve and The Grenfell Health and Wellbeing Hub.

- 6.3 The aim is to increase capacity across the system and support children, young people, their families and professionals to be resilient, to be informed about support available, the choices they have and to understand what they can do to help themselves. The move of service to Beatrice Place will facilitate clinicians working in this new way.