



**Service input and advice to the  
Comprehensive CAMHS Integrated Workforce  
Planning Tool**

(for use in Part 3 of the workforce planning template)

**Example project documents**

September 2010  
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## PROJECT BRIEF

### Introduction / Strategic Context

The Isle of Wight NHS PCT and Local Authority are currently undertaking a workforce review of CAMHS to enable compliance with achieving a comprehensive CAMHS by April 2011. Following expression of interest the Isle of Wight has been selected as a pilot.

Within this programme of work Stage 3 requires the pilot site to review current services and workforce through provider and non-provider workshops.

### Current Position

- Strategic level steering group set-up and data collection for stages 1 and 2 complete.

### Objectives

- 7 x 2 hour facilitated workshops run over 4 days between July – October 2010.
- 1 x interactive / online workshop for maximum data collection and engagement.
- Validated data gathering to inform Integrated Children's Workforce Plan.
- Consolidated feedback report.

### Scope / Exclusions / Constraints

- Construction and planning of 7 x 2 hour facilitated workshops to take place between July and October 2010 with data presented and validated in a collated report.
- Representative sample of Isle of Wight Children's Services provider stakeholders.
- Must not run past October 2010 or exclude any service from participation.
- Availability of National CAMHS Project Manager.

### Options analysis (please add as many options as required)

#### Option 1: Facilitated Workshops

- **Benefits** (*i.e. additional activity/financial savings/clinical quality/patient experience*)
  - Stakeholders grouped by expertise allowing information sharing and input.
  - Face-to-face engagement and interaction of stakeholders and project manager.
  - Direct support in responding to prompt data collection questions.
- **Risks and contingencies**
  - Stakeholders unable to attend at short notice / sessions with little/no attendee's.
  - Groups flexible to be merged to provide a forum of discussion.
- **Resources required** (*i.e. funding/wte/other budgets*)
  - Facilitator (National CAMHS Support Service Project Manager)
  - Venue.
  - Refreshments.
  - Stationary.
- **Stakeholders/crosscutting themes**
  - SpCAMHS
  - AESOP
  - CAF Panel
  - Get Sorted
  - Youth Offending Team
  - Connexions
  - TAMHS
  - Education Welfare

- Youth Workers
  - Youth Trust
  - School Nurses / Counsellors
  - Primary Mental Health Worker
  - Specialist Child Units: Thompson House, Beaulieu House
  - Healthcare Practitioners: Paediatric Doctors / Nurses, GP's, Midwives, Senior MH&LD Nurse
  - Local Authority Inclusion Lead LDD
  - Local Authority Children's Services: Parenting Strategy Unit, A&I Team, Contact Centre, Family Intervention, Social Workers, Youth Centre's.
- Timescales
    - July – October 2010 (See stage plan)

### Option 2: Interactive Workshops:

- **Benefits** (*i.e. additional activity/financial savings/clinical quality/patient experience*)
  - Inclusion of stakeholders out of hours / those that are hard to engage.
- **Risks and contingencies**
  - Lack of context around feedback.
  - Guidance requesting clear explanations and examples if complex.
  - Electronic documents in email boxes un-opened / lack of urgency to complete.
  - Request read receipts and follow-up phone call.
  - No support in completing questions.
  - Prompts included in document.
- **Resources required** (*i.e. funding/wte/other budgets*)
  - Computer / Internet access.
- **Stakeholders/crosscutting themes**
  - Listed above.
- **Timescales**
  - As above.

### **Quality expectations**

- Wide sample of stakeholders engaged / accommodated in participating.
- The workshops will be held in a venue that is comfortable and central.
- Workshop times will be flexible to accommodate the maximum number of attendee's.
- Workshop professional in style and address all elements of data requirements within time allocation.
- Workshops will provide a forum for networking and interaction.
- Workshop put in to context through presentation.
- Facilitated effectively by National CAMHS Project Manager to ensure validation of data.
- All feedback will be collated into the workshop report, reflecting all contributions.
- Trends will be analysed and inform development priorities.

### **Tolerances**

- + 8 weeks on planned stage closure of 27<sup>th</sup> August 2010 (due to stakeholder availability).

**Investment appraisal**

- No cost to appraise against project aggregated benefits due to structure as informing data validation as part of a national pilot.
- Ongoing maintenance of project is outside scope of Stage 3, responsibility sits with National CAMHS Support Service and at local level National Workforce Development Steering Group.

**Acceptance criteria**

- Minimum attendance of (80%?) stakeholders.
- (80%?) of workshop time will be interactive.
- Final report will include all contributions whether selected as a priority or not.

## PROJECT DESCRIPTION

Title	National Workforce Development Stage 3 Workshops
Purpose	The facilitated workshops are input sessions for stakeholders in the Isle of Wight Children's Service (both NHS and Local Authority), required to gather data for Stage 3 of the Workforce Development Programme from the integrated planning tool and CAMHS mapping.
Composition	<ul style="list-style-type: none"><li>▪ Workshop venue</li><li>▪ Attendee's</li><li>▪ Facilitator</li><li>▪ Workshop materials / Integrated planning tool</li><li>▪ Publicity</li><li>▪ Workshop logistics</li></ul>
Derivation	<ul style="list-style-type: none"><li>▪ Agreed date</li><li>▪ Stakeholders list</li><li>▪ Stage 3 questions and prompts / material</li><li>▪ (At various stages) Previous workshop lessons and materials</li><li>▪ Workshop logistics</li></ul>
Development Skills Required	<ul style="list-style-type: none"><li>▪ Workshop management</li><li>▪ Cross-agency promotion / publicity</li></ul>
Customer's Quality Expectation	<p>Priority 1: The workshops must be</p> <ul style="list-style-type: none"><li>▪ Professional in style and expenses covered by Isle of Wight NHS PCT, addressing the concerns of all stakeholders / encouraging problem solving among professionals.</li><li>▪ Validate all data collected.</li></ul> <hr/> <p>Priority 2:</p> <ul style="list-style-type: none"><li>▪ The workshops will be interactive in style with expert facilitated support throughout (National CAMHS Support Service PM).</li><li>▪ The workshops will provide a forum for networking.</li><li>▪ The workshops will be held in a central location minimizing travel, and at informed times conducive to the working hours of various stakeholders.</li></ul>
Acceptance Criteria and Project-level Quality Tolerances	<ul style="list-style-type: none"><li>▪ Cost of the workshops will be covered by the Isle of Wight PCT.</li><li>▪ Minimum attendance of (80%?) stakeholders.</li><li>▪ (80%?) of workshop time will be interactive.</li><li>▪ All contributions will be included in the final report and reflect accurately workforce development priorities.</li><li>▪ Facilitator will be the National CAMHS Support Service Project Manager.</li><li>▪ The venue is in a central local of all stakeholder agencies.</li></ul>
Acceptance Method	<ul style="list-style-type: none"><li>▪ Preliminary acceptance – based on approval of agreed schedule and programme by Steering Group and assurance that attendee stakeholder numbers are sufficient for representative sample.</li><li>▪ Final acceptance – based on End Project Report providing evidence that the acceptance criteria were met.</li></ul>

## STAKEHOLDER WORKSHOPS QUESTIONS AND FEEDBACK

Improve workforce design and planning	
<p><b>1.5.1 Workforce design and planning</b></p> <p>Having effective Workforce Design and Development practices in place combining need, service models to meet that need and workforce consequences across all agencies is fundamental to enable services to be staffed appropriately over the coming years.</p>	<p><b>5.2.1 Improve workforce design and planning</b></p>

### Feedback

### Identification and use of creative means to recruit and retain people

<p><b>1.5.2 Recruitment and retention</b></p> <p>For mental health services to grow and develop, it is vital to recruit and retain good quality staff that reflects the make-up of the community they serve. Currently, mental health is not seen as an attractive place to work. We need to tackle this stigma by showing that it actually provides intellectual stimulus, good career opportunities, a fair rate of pay for the job and good support networks including a family friendly working environment. If there are insufficient staff we will continue to waste resources on agency and locum staffing, we will be unable to provide effective services for users and their carers and government targets will not be achieved.</p>	<p><b>5.2.2 Identification and use of creative means to recruit and retain people</b></p>
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### Feedback

### Facilitate new ways of working across professional boundaries

<p><b>1.5.3 New ways of working</b></p> <p>New ways of working are essential because services are changing, are largely multi-disciplinary team based, with a need to provide a clear pathway for the service user and carer. The pressure from demand for services and insufficient supply of professionally qualified staff mean that traditional practice must be reviewed to ensure that the best use is being made of highly trained professionals. It is important that all staff, in whatever sector or setting, look at the functions they perform and consider alternative ways that some of these can be delivered.</p>	<p><b>5.2.3 Facilitate new ways of working across professional boundaries</b></p>
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### Feedback

Creating new roles	
<p><b>1.5.4 New roles</b></p> <p>We need to recruit from a different pool of people if we are realistically to expand the workforce to the extent required. This may involve targeting people aged 25-60 who do not have GCSE's or graduates, particularly in health and social sciences. Many of these potential recruits do not want to enter the traditional professions, but with the appropriate training and supervision could take on important roles in services to support and release time from professionally qualified staff based on an analysis of the capabilities required.</p>	<p><b>5.2.4 Creating new roles</b></p>

Feedback	
Develop leadership and change management skills	
<p><b>1.5.5 Leadership</b></p> <p>Having effective leadership in place at all levels across all agencies is crucial to facilitating the engagement of both staff and organisations in modernising mental health services.</p>	<p><b>5.2.5 Develop leadership and change management skills</b></p>

Feedback	
Develop the workforce through revised education, training and development	
<p><b>1.5.6 Education, training and other learning opportunities</b></p> <p>Numbers are necessary, but not sufficient. A well educated, capable and supervised workforce committed to continuing learning is key to delivering effective services, which are valued by service users and their supporters.</p>	<p><b>5.2.6 Develop the workforce through revised education, training, and development</b></p>

Feedback	

## Invitation letter to stakeholders

Dear Delegate

**Re: Workforce Development Programme: Stakeholder Workshop**

**Session: 30 July 2010, 1:30pm – 3:30pm**

**Venue: Sevenacres Conference Room**

The Isle of Wight NHS Primary Care Trust has been selected as a test site by the NCSS National Workforce Programme to contribute towards the development of a web based Integrated Children's Workforce Planning Tool (IWPT).

To build upon and test the tools adaptability to plan for an integrated workforce to meet the mental health and psychological well being needs of children, young people and their families, we would like to invite you to attend the above scheduled stakeholder workshop.

The workshop will focus stakeholder views around the following 7 workforce planning principles to inform the Integrated Children's Workforce Plan:

- Improvement of *workforce design and planning*, rooting it in local service delivery
- Promotion and facilitation of *new ways of working* across professional boundaries
- Creation of *new roles* to complement existing staff types
- Development of the workforce through *revised, up-to-date education and training* at both pre- and post-qualification levels
- Development of *leadership and change management skills*
- Commissioners and providers of services *develop the skill mix, capability and competencies* of their staff to deliver all the assessment and treatment components of comprehensive CAMHS
- Identification and use of *creative means to recruit and retain* people

Should you wish to access any further information about the National CAMHS Support Service this can be found at [www.chimat.org.uk](http://www.chimat.org.uk). Any further queries may be directed to your CAMHS Partnership Representative.

If you can please confirm your place by **Friday 23 July** at the latest it would be greatly appreciated.

Yours Sincerely

**Elizabeth Baylis**  
**Office Manager, SpCAMHS**