



## **Child and Adolescent Mental Health Service (CAMHS):**

### **Strategic Delivery Plan 2024-29**

December 2024

Manchester University NHS Foundation Trust

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## Introduction:

# Our Trust Strategy 2024 – 2029: *Where Excellence Meets Compassion*

*Our mission: Working together to improve the health and quality of life of our diverse communities*

In March 2024 we introduced our strategy for the next 5 years. This is the first time that MFT has a single strategy that covers everything that we do as an organisation. We have developed it with support from our staff, patient and community groups and our partners in the health and care system. We believe that having one strategy for the whole of MFT will help us to be clear about what we want to achieve as an organisation, and the things that we will focus on to deliver this.

We have called our strategy *Where Excellence Meets Compassion* because it describes in a few words what we aim to be as an organisation. We aim for excellence in everything that we do, from the care our teams provide in people's own homes and in our hospitals, the education and training we provide, through to the research and innovation work we do to help shape the healthcare of tomorrow. And we are a caring organisation – we care for people from before they are born to the end of their life.

*Our aims are to:*



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## Purpose

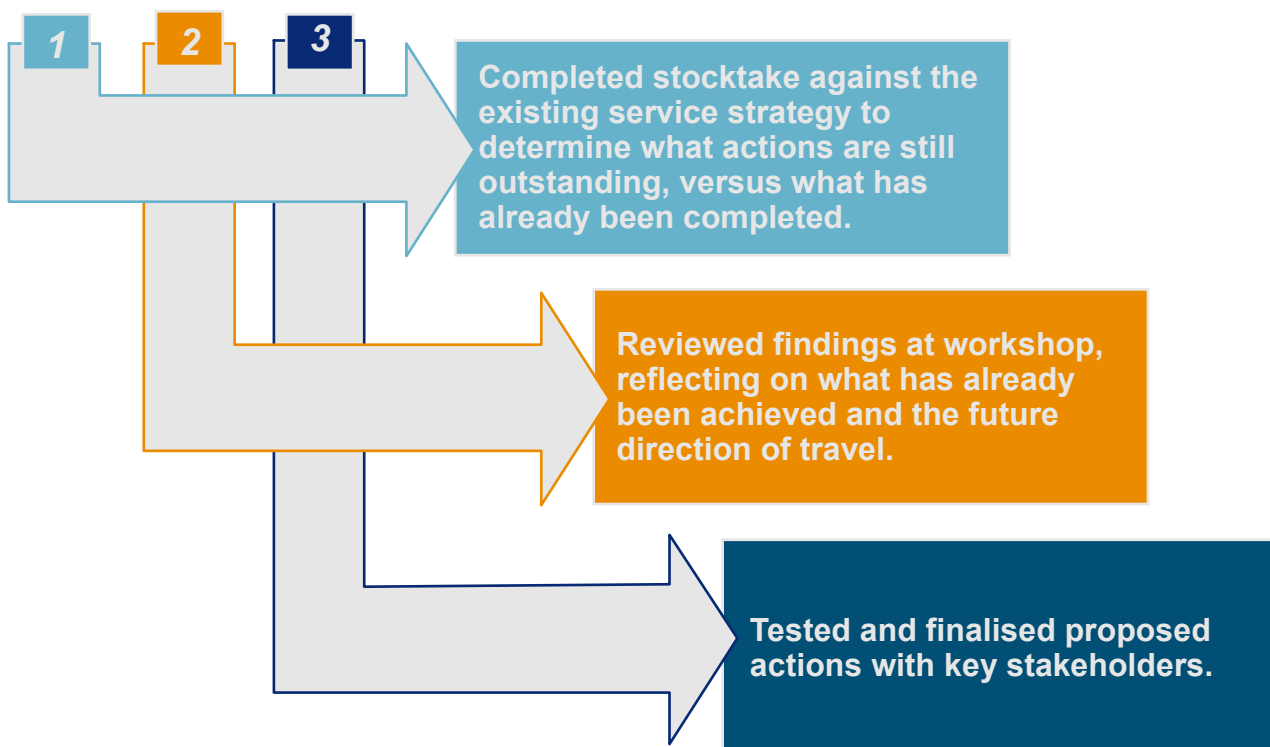
Developed in line with the MFT Organisational Strategy, this paper details the CAMHS Division's Strategic Delivery Plan (SDP), providing a clear direction of travel for our CAMHS services over the next five years. The SDP outlines specific actions, objectives, owners and timeframes for delivery, to support CAMHS development and future annual planning rounds.

## Content

The CAMHS Strategic Delivery Plan is divided into five sections, covering each organisational aim. Service Actions have been developed under each aim and objective and summarise timeframes for deliver and the Senior Responsible Officer (SRO) and delivery managers where applicable.

## Development process

The SDP development process followed three main steps:



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## CAMHS Overview

At MFT Royal Manchester Children's Hospital (RMCH), children and young people's mental health is as important as physical health; '*There is no health without mental health*'.

The CAMHS Division has significantly expanded and continues to grow. Under the NHS Long Term Plan (LTP) (2019), the NHS has made a commitment that funding for children and young people's mental health services will grow faster than both overall NHS funding and total mental health spending. This means that children and young people's mental health services will grow faster than the NHS overall.

As a result of this national commitment, the division has expanded to provide over 50 distinct services in 2024/25, providing community services across Manchester, Salford, and Trafford, alongside regional and national services, and an inpatient unit, with further new service developments underway, e.g., expansion of Mental Health Support Teams (MHST's), operating in educational settings (schools and colleges).

This commitment sees CAMHS moving away from its traditional concept - where children and young people entered treatment following a specialist assessment, often following a referral made by a GP - to a system that provides care across the full continuum of mental health needs, and which supports and enables self-referral. Within this, it is forecast that the division will directly employ over 600 people by the end 2024/25. If fully established, these new posts will be necessary to deliver the NHS LTP requirements and to meet national HEE and NHSE workforce expansions trajectories.

This organisational structure of the CAMHS division has changed in response to national drivers and external wider system changes, which notably sees a move away from locality Clinical Commissioning Groups (CCG) to CAMHS being commissioned at a Greater Manchester Integrated Care Board (GM ICB) level.

Within this, both MFT CAMHS and the system changes are seeking to address an unwarranted variation of care and a levelling out and, in some areas, a level up of care and treatment to address a 'post code lottery' of care. Therefore, the CAMHS Division has evolved into four delivery arms/streams aligned to the THRIVE model of care to ensure robust service



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delivery across the continuum of care and to support continuous improvement and innovation. These streams are:

- **Early Intervention and Prevention** (covering MHSTs, City in the Community, Thrive Hubs and our digital offer), providing Getting Advice and Getting Help.
- **Core CAMHS** (Statutory Services), providing Getting Help, Getting More Help and Getting Risk Support.
- **Targeted Services** (Highly Specialised), providing Getting More Help and Getting Risk Support, often with targeted populations e.g., Learning Disability and Autism (LDA) and Looked After Children (LAC).
- **Crisis, Acute and specialists Pathways** (Home Intensive Treatment, Rapid Response Teams, Hospital In reach, Eating Disorders, and Inpatients Specialist CAMHS Beds) providing Getting More Help and Getting Risk Support.

A fifth stream has also been created to hold Directorate-wide resources that cover all delivery areas/streams, which holds medical staff, quality and safety improvement roles, and research. This organisational change has enabled the performance of MFT CAMHS to build on the recognition outlined in: The State of Children's Mental Health Services 2020/21, published by the Children's Commissioner for England (2021); and the Care Quality Commission (CQC) Outstanding ratings given in 2016 and 2018.

The MFT CAMHS strategic delivery plan focuses on delivery through the division's care streams. Throughout the strategic plan, the following golden threads underpin how our goals, values and vision are created and woven into the fabric of the organisational structure of the CAMHS Division.

1. **Improving Access:** Responsive and clear arrangements connecting children and young people – and those who care for them - to support their needs being met at the right time and right place.
2. **Improving Prevention and Early Intervention:** Place-based early help and support, which seeks to prevent needs escalating and improve outcomes.
3. **Improving Outcomes and Experiences of Care and Treatment:** Moving to a more rounded quality agenda, providing high quality evidence-based interventions and ensuring

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young people and their families have space, voice, audience and influence in service delivery and transformation.

4. **Improving Integrated Care:** Providing integration of care across the continuum of need throughout the full divisional organisational structure. Ensuring parity need of mental health and physical health through collaboration with the wider Children Health and Social Care System.
5. **Reducing Unwarranted Variation:** Levelling up, addressing unwarranted variation and addressing potential post codes lottery of care.
6. **Improving Communication and Understanding of the CAMHS Offer:** Providing relevant, accessible and high-quality information about all CAMHS services and positive mental health material.

# CAMHS National Context and Architecture



## **Future in Mind (2015) and the Five Year Forward View for Mental Health (2016)**

*Sets out a vision to improve children and young people's mental health, not just through new government investment but through a cultural shift and transformation of the children and young people's mental health system and model of care.*



## **The NHS Long Term Plan (2019)**

- *A comprehensive offer for 0-25 year olds that reaches across mental health services for CYP and adults.*
- *Access to support via NHS-funded mental health services and school- or college-based Mental Health Support Teams*
- *The 95% CYP Eating Disorder referral to treatment time standards achieved in 2020/21 will be maintained.*
- *There will be 100% coverage of 24/7 mental health crisis care provision for children and young people which combines crisis assessment, brief response and intensive home treatment functions*
- *CYP mental health plans will align with those for children and young people with learning disability, autism, special educational needs and disability (SEND), children and young people's services, and health and justice*



## **Thrive Model of Care**

- *Deliver a needs based approach; emphasises the value of building on individual and community strengths, and places children, young people and families as equal partners in the delivery of support, help and care.*
- *Children young people and those who care for them are supported to be active decision makers in the process of choosing the right approach for them and their families.*
- *The THRIVE framework enables a revitalisation of supportive asset based approaches rather than the "escalator model" of care through which help is mediated by increasing severity or complexity, with service provision only being delivered for those who are regarded as having the highest risk, severity, and complexity.*
- *The framework supports Greater Manchester NHS Integrated Care System vision to develop more resilient communities and individuals who are better able to access community assets and become able to build on personal assets and strengths.*

# Strategic Context: Key Challenges and Opportunities



## Challenges

- It is impossible to run effective healthcare services without some consideration of demand and capacity management. The mismatch between capacity and demand is the main reason why waiting lists or backlogs develop and cause waiting times to increase. Despite investment and rapid growth, demand continues to outstrip capacity, with workforce supply and shortages being one of the biggest challenges facing NHS CAMHS.
- Rapid expansion and improved access have placed pressures on our existing estates, which have not grown at the same rate. With a lack of capital investment for estates, this sees any estates growth limited and/or slow to react. Young people and those who care for them find the location of appointments difficult to get to.
- Young people and those who care for them are calling for improved facilities (e.g. waiting areas). This is most notable within our inpatient unit, Galaxy House. The lack of space is limiting the expansion of services.
- Young people and those who care for them do not want to repeat their story numerous times. The lack of interoperability of Electronic Patient Record (EPR) systems, with the Paris EPR not integrated with MFT's main EPR, Hive, is not compatible for good patient care, and creates additional work for those who are required to use both systems.



## Opportunities

- In recognition of the mismatch between demand and capacity, affecting all services, MFT CAMHS needs to manage this through waiting lists and a prioritisation framework introduced by the Greater Manchester NHS (the overarching body for health delivery across the Greater Manchester health system). Therefore, annual demand and capacity programmes have been established to ensure a targeted approach to investment and levelling up. In addition, a programme at both an ICB and MFT Divisional level have been established to improve supply, retention, and skills.
- Expansion of estates will allow children and young people to access services from their location of choice, reduce barriers to care, and promote the early intervention and prevention agenda.
- Revenue funding is being used to improve the environment of our existing estates, through a rolling programme, in response to the voices of those using our services.
- New Transformation projects have been identified because of Paris (EPR) implementation. As well as other 'digital first' options. The SLA with GMMH that enables the utilisation of their instance of Paris is due for review in 2025, ahead of contract end March 2026
- The NHS is developing new care models to improve the quality of care for children and young people, and to reduce unnecessary admissions to Tier 4

- Traditional CAMHS services are hard to access for young people and families who are often the most disadvantaged in society.
- Data collection for external (and internal) reporting is becoming an industry. Within this, ensuring data accuracy and completeness is required by all front-end users.
- Young people want a skilled and experienced workforce. Rapid continued growth is putting pressure on the workforce labour market and impacting the continuity of care.
- Transition of care into adult mental services and primary care, due to pressures in these areas, can be inefficient and limited – impacting patient experience.
- Whilst improved access is being delivered, seeing more children and young people being supported year on year, this impacts on waiting times and waiting lists. Particularly for children and young people experiencing comorbidity of mental health and neurodevelopmental conditions (e.g., ADHD and/or Autism).

CAMHS. Within this we are developing day care for young people with eating disorders and alternative care to admission and inpatient stay.

- New ways of working with assertive outreach into schools and colleges and communities will break down barriers to access.
- New entry and supply routes to working in CAMHS are being developed and established to recruit a wider workforce, representative of local communities. An external Marketing company is supporting the growth of CAMHS across the ICB and its NHS providers.
- ICB CYP mental health plans are being aligned with those for children and young people with learning disability, autism, special educational needs and disability (SEND).
- We have delivered the mandated 24/7 mental health crisis provision for CYP, which combines crisis assessment, brief response and intensive home treatment functions and therefore looking to expand and develop the offer, ensuring support for our acute MFT colleagues.

### **Exec summary of actions by timeframe and theme:**

**Year 1:** Neurodiversity Improvement Programme; Implementation of the refreshed Greater Manchester CAMHS Specification; Extend Thrive neighbourhood care model across all localities; Develop low Intensity Support Offer for Targeted Services, Routine Outcome Measure's (ROM's) Improvement Programme, Improved recording of Demographics, Delivery of GM Workforce Programme (improving supply, retention and skills), Delivery of Communication Strategy.

**Year 2-3:** Crisis, Acute, and Specialist Pathways Improvement Programme; Recommissioning of Targeted Service; Electronic Patient Record (EPR) Improvement Programme; Development of Supervision Structures for Specialist Modalities; Increased IAPT Training; Galaxy House Estates Feasibility Study and Investment Programme.

**Year 5 and beyond:** Long term build of new inpatient unit. Expanded research hub portfolio across continuum of care – mirroring delivery and accelerating evidence base practice. Evaluate CAMHS transformation and workforce expansion programmes (benefits realisation) and move to post NHS Long Term Plan (LTP) commitments.

## Work with partners to help people live longer, healthier lives

We will work with partners to target the biggest causes of illness and inequalities, supporting people to live well from birth through to the end of their lives, reducing their need for healthcare services.

Service action	SRO	Delivery manager	Target completion date (quarter and year)
Establish a Standardised Operating Procedure for multiagency Single Points of Access, Duty and Assessment teams across Manchester, Salford, and Trafford localities, in collaboration with key partners.	Associate Director of Performance and Operations for CAMHS	Core CAMHS Service Managers, Duty and Assessment Leads, Head of Performance and Improvement	Q4, 2024/25
Clear plans will be in place to ensure equity of provision, for CAMHS Cared For/Looked after Children (CF/LAC) across the MFT footprint, matched to need and context, including consolidation of the interface between CF/LAC services and all community core CAMHS teams. CAMHS CF/LAC will continue to review and develop as appropriate, intensive support provision for cared for CYP in social care accommodation settings in line with GM priorities/funding.	Strategic Lead for CAMHS Looked After Children	Director of CAMHS and Heads of Streams	Q1, 2025/26
<p>Early Years Services to develop a clear framework in line with GM Standards – incorporating future commissioning arrangements to ensure equity of provision across MFT footprint.</p> <p>The service will deliver high quality, evidence-based interventions for parents, children and families 0-5 in partnership with key stakeholders.</p>	Strategic Lead for Early Years	Director of CAMHS and Early Years Service Leads	Q4, 2025/26

<p>MFT CAMHS will actively participate in the ICB programme to review and develop the neurodevelopmental action plan and recovery framework. This will include:</p> <ol style="list-style-type: none"> <li>1. Contributing to the development and review of the neurodevelopmental action plan throughout the programme.</li> <li>2. Implementing the ICB Neurodevelopmental Prioritisation framework (risk stratification) to target resources effectively</li> <li>3. Monitoring and reporting on the system's impact, with a focus on ensuring resources are directed to those most in need.</li> <li>4. Measuring success through MFT's active involvement and the implementation of the risk stratification system, with evidence of improved resource allocation to priority groups.</li> </ol>	Strategic Lead for Learning Disabilities & Autism	CAMHS Heads of Streams, Core CAMHS Service Managers, ICB Partners	Q4, 2025/26
Extend the Mental Health Support Teams (MHST) coverage to provide mental health support in line with the national expansion plan. This will include identifying and securing partnerships with new schools and expanding the MHST service to these schools.	Head of Early Intervention and Prevention	MHST Service Leads	Q4, 2028/29

**We will improve the experience of children and adults with long-term conditions, joining-up primary care, community and hospital services so people are cared for in the most appropriate place.**

Service action	SRO	Delivery manager	Target completion date (quarter and year)
MFT CAMHS will offer new shared pathway for children and young people with suspected neurodiversity - in collaboration with community colleagues in the Manchester, Salford, and Trafford Local Care Organisations.	Clinical Head of Division, CAMHS	Strategic Lead for LD&A, Core CAMHS Service Managers, LCO Managers	Q1, 2025/26 (Start)

Success will be measured by the completion and formal agreement of the pathways, as well as the initiation of their use within services. Within this, MFT will work with National Collaborating Centre for Mental Health (NCCMH) and RCPSYCH 2-year Demand, Capacity and Flow Collaborative Quality Improvement programme.			
MFT CAMHS will have actively contributed to and implemented the refreshed GM CAMHS service specification, ensuring improved clarity on the role and function of NHS CAMHS and addressing equity of care.	Head of Operations (Core CAMHS)	Core CAMHS Service Managers, Heads of Streams, ICB Partners	Q4, 2025/26
<p>MFT will launch “GM Autism” (formerly known as the GM Hub) upon completion of the building development works. Success will be measured by:</p> <ol style="list-style-type: none"> <li>1. Finalising all development works by the specified deadline (Q2, 2025/26).</li> <li>2. Ensuring the centre is fully operational and ready to serve the community by the launch date in Q3, 2025/26.</li> </ol>	Strategic Lead for Learning Disabilities & Autism	MFT Estates, Heads of Streams, CAMHS Business and Strategy Manager, SCP Service Manager	Q3, 2025/26
<p>Extend the Thrive model across Salford and Trafford, ensuring parity of community-based support with Manchester. This will include:</p> <ol style="list-style-type: none"> <li>1. Expanding Thrive Hubs to new locations in Salford and Trafford.</li> <li>2. Ensuring each hub offers the same range of services as those in Manchester, with a focus on equitable access for all children, young people, and families.</li> <li>3. Providing training for staff in all hubs to ensure consistent delivery of the Thrive model.</li> <li>4. Strengthen engagement with Primary Care Networks (PCNs) in collaboration with the City in the Community team to advance the agenda for prevention and early intervention.</li> </ol>	Head of Early Intervention and Prevention	Thrive Service Manager	Q4, 2025/26

MFT CAMHS will develop and publish a range of lower-intensity support resources across CAMHS Targeted Services, including self-help materials, pre-recorded workshops and webinars for parents, and group work	Director of Psychological Services	Service Leads for Targeted Services, Heads of Streams	Q4, 2025/26
Crisis Acute and Specialist Teams will develop a joint training programme to educate system partners, families and CYP; raising awareness of the service offer, specialisms within this stream and encourage an understanding of the complex presentations that they treat (including, PAWS, medically unexplained symptoms, Eating Disorders and AFRID)	Head of Crisis Acute and Specialist Services	Service Leads and SLT members within Crisis Acute and Specialist Services	Q4, 2026/27
The Galaxy House inpatient unit will develop and improve the therapeutic offer available seeking to improve the experience and outcome of treatment and care.	Head of Crisis Acute and Specialist Services	Galaxy House Inpatient Unit SLT	Q4, 2026/27
Develop and establish an action plan to improve Outcomes and Experience recording and to ensure outcomes of interventions and experience of services inform service improvement.	Head of Early Intervention and Prevention	Service leads	Q4, 2024/25
Paediatric Psychosocial Services (Paediatric Liaison (PPS)) will develop a clear plan to review all existing Paediatric liaison activity/services across the MFT CAMHS footprint, looking for opportunities for expansion and consolidation as appropriate. MFT PPS will continue to develop links within all MFT CYP hospital services, including crisis in-reach/focus support teams. MFT PPS will continue to look at options for further service expansion as per previous bids, and in line with estates opportunities.	Strategic Lead for Paediatric Liaison Services	PPS and Divisional Leadership Team	Q3, 2025/26

## Provide high quality, safe care with excellent outcomes and experience

We will provide safe, integrated, local services, diagnosing and treating people quickly, giving people an excellent experience and outcomes wherever they are seen.

Service action	SRO	Delivery manager	Target completion date (quarter and year)
Develop and implement joint pre- and post-diagnostic groups for young people and families with neurodevelopmental (ND) conditions, focusing on supporting parents concerned about their children's emotional and mental health needs, particularly for those on lengthy waiting lists.	Strategic Lead for Learning Disabilities & Autism	Core CAMHS Service Managers, SCP Service Managers, CAMHS Heads of Streams	Q4, 2025/26
Crisis Acute and Specialist services will develop an enhanced intensive support offer between Galaxy House and Community Eating Disorders (including integrated pathways between home, community and inpatient).	Head of Crisis Acute and Specialist Services	Service Leads and SLT members within Crisis Acute and Specialist Services	Q4, 2026/27

## We will strengthen our specialised services and make better use of information

Service action	SRO	Delivery manager	Target completion date (quarter and year)
<p>Secure the recommissioning of services currently funded on fixed-term contracts to a more permanent basis. This will include:</p> <ol style="list-style-type: none"> <li>1. Identifying all services funded by fixed-term monies and prioritising them for permanent recommissioning.</li> <li>2. Engaging with commissioners and stakeholders to advocate for the transition of these services to long-term funding.</li> </ol>	Associate Director of Performance and Operations for CAMHS	CAMHS Strategic Leads, Heads of Streams, Finance Business Partner	Q4 2027/28

<b>Service action</b>	<b>SRO</b>	<b>Delivery manager</b>	<b>Target completion date</b> (quarter and year)
<ol style="list-style-type: none"> <li>Submitting formal proposals for the recommissioning of each service, aiming for approval of funding for permanent status.</li> <li>Measuring success by tracking the number of services successfully recommissioned.</li> </ol>			
Enhance the use of the Electronic Patient Record (EPR) system to be more patient-centred, and include features such as ROMS outputs, access to appointment details, letters, reports, and Experience of Survey Questionnaire feedback.	Head of Performance and Improvement	CAMHS Information Manager, MFT Business Intelligence	Q1, 2027/28

**We will continue to deliver the benefits that come with our breadth and scale, using our unique range of services to improve outcomes, address inequalities and deliver value for money.**

<b>Service action</b>	<b>SRO</b>	<b>Delivery manager</b>	<b>Target completion date</b> (quarter and year)
<p>Standardise how services capture and monitor the demographics of service users, including equality, diversity, and inclusion (EDI) metrics. This will include:</p> <ol style="list-style-type: none"> <li>Ensuring that 95% of service users have their demographic information captured upon service engagement</li> <li>Monitoring and analysing the collected data quarterly to track trends and identify any gaps in service access or outcomes related to EDI.</li> <li>Reporting on EDI metrics annually and using insights to inform service improvements.</li> </ol>	Head of Performance and Improvement	CAMHS Service Managers, CAMHS Heads of Teams, CAMHS Information Manager, CAMHS Business and Strategy Manager	Q4, 2025/26

Service action	SRO	Delivery manager	Target completion date (quarter and year)
Implement the Patient and Carer Race Equality Framework (PCREF) to improve racial equity in care delivery.	Head of Performance and Improvement	CAMHS Service Managers, CAMHS Heads of Teams, CAMHS Information Manager, CAMHS Business and Strategy Manager	Q4, 2026/27

## Be the place where people enjoy working, learning and building a career

**We will make sure that all our colleagues feel valued and supported by listening well and responding to their feedback. We will improve staff experience by embracing diversity and fairness, helping everyone to reach their potential.**

Service action	SRO	Delivery manager	Target completion date (quarter and year)
Review and respond to the Staff Survey, ensuring key feedback on EDI and Health and Wellbeing. This will involve supporting champions and leads across CAMHS to disseminate key messages and implement changes that will shape service delivery.	Associate Director of Performance and Operations for CAMHS	Heads of Streams, CAMHS Service Managers and Leads	Q4, 2025/26
Review and establish a plan to grow in-house supervisors for specialist modalities, including Family Therapy, CBT, DBT, and EMDR. This will involve assessing current supervision structures and identifying any gaps in local supervision capacity.	Director of Psychological Services	Heads of Streams, CAMHS Service Managers and Leads	Q4, 2026/27

**We will offer new ways for people to start their career in healthcare. Everyone at MFT will have opportunities to develop new skills and build their careers here.**

Service action	SRO	Delivery manager	Target completion date (quarter and year)
Actively participate in a GM-wide recruitment campaign aimed at increasing the number of individuals accessing jobs within the service. This will include:  <ol style="list-style-type: none"><li>1. Collaborating with GM partners to launch the campaign by January 2025, with a focus on attracting diverse talent.</li><li>2. Increasing the number of applications to MFT CAMHS roles.</li></ol>	Director of Psychological Services	Workforce Assistant Psychologist	Q4, 2024/25

<ol style="list-style-type: none"> <li>3. Ensuring an increase of new recruits are from underrepresented groups, in line with equality and diversity goals.</li> <li>4. Tracking the success of the campaign through quarterly recruitment reports, measuring both the number of applications and successful hires, and gathering feedback from new recruits to assess the effectiveness of the campaign.</li> </ol>			
<p>Ensure an increase of relevant staff completing training on IAPT courses to improve access to psychological therapies. This will include:</p> <ol style="list-style-type: none"> <li>1. Offering training opportunities to both current staff and new recruits on a "recruit to train" basis.</li> <li>2. Tracking training participation and ensuring an increase in eligible staff completing the training.</li> <li>3. Measuring success through the application of evidence-based interventions by trained staff, with a goal of increasing access to psychological therapies.</li> </ol>	Director of Psychological Services	Workforce Assistant Psychologist and Heads of Streams	Q4 2026/27
<p>Implement a workforce development agenda by recruiting new staff, enhancing the training offer, and developing structured CPD programmes to induct and retain new starters. This will include:</p> <ol style="list-style-type: none"> <li>1. Launching a comprehensive training and induction programme for all new recruits.</li> <li>2. Developing and implementing peer networks aimed at fostering ongoing learning, reflection, and CPD.</li> </ol>	Director of Psychological Services	Workforce Assistant Psychologist and Heads of Stream	Q4, 2025/26

## Ensure value for our patients and communities by making the best use of our resources

We will achieve financial sustainability, increasing our productivity through continuous improvement and the effective management of public money.

Service action	SRO	Delivery manager	Target completion date (quarter and year)
MFT CAMHS will collaborate with Greater Manchester (GM) system partners to develop and propose a comprehensive plan addressing demand and capacity challenges (including estates).	Associate Director of Performance and Operations for CAMHS	Head of Performance and Improvement, CAMHS Service Managers, GM Colleagues (TBC), Heads of Streams	Q4, 2025/26
<p>MFT CAMHS will fully participated in the National Demand, Capacity, and Flow (DCF) Quality Improvement Collaborative, led by the National Collaborating Centre for Mental Health, to develop more efficient neurodiversity pathways across the system. This will involve:</p> <ol style="list-style-type: none"> <li>1. Launching the workstream in April 2025, with clear milestones set for each phase.</li> <li>2. Completing a baseline analysis of current neurodiversity pathways</li> <li>3. Measuring success through agreed quality improvement metrics, such as reduced waiting times and improved patient satisfaction scores.</li> </ol>	Clinical Head of Division, CAMHS	CAMHS Business and Strategy Manager, Head of Performance and Improvement, Strategic Lead for LD&A	Q4, 2026/27
Develop and complete feasibility study for a new Galaxy House (inpatients) estate, which will enable Galaxy House to improve capacity and the care and treatment for children and young people requiring admission for specialist intervention such as PAWs, Eating	Head of Crisis Acute and Specialist Services	Director of CAMHS and CAMHS Business and Strategy Manager	Q4, 2026/27

Disorders and medically unexplained symptoms.			
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**We will deliver value through our estate and digital infrastructure, developing existing and new strategic partnerships**

<b>Service action</b>	<b>SRO</b>	<b>Delivery manager</b>	<b>Target completion date</b> (quarter and year)
The CAMHS Senior Leadership Team, will finalise and implement a comprehensive CAMHS communication strategy and action plan. Success will be measured by the publication of the strategy.		CAMHS Senior Leadership Team, MFT Communications Manager, CAMHS Business and Strategy Manager	Q4, 2024/25
Develop, launch, and actively promote the online 'Whilst You Wait' offer for comorbid mental health and neurodevelopmental conditions. Providing support to children, young people, and families awaiting access to services, with specific focus on age-appropriate neurodevelopmental support resources. Success will be measured through the availability of the offer, active promotion through CAMHS teams (i.e., signposting once CYP accepted into service), and positive feedback.	Associate Director of Performance and Operations for CAMHS	CAMHS Service Managers and Leads, Business and Strategy Manager, CAMHS Heads of Streams	Q4, 2024/25

<p>Deliver phase two of the MFT CAMHS estates strategy (in collaboration with MFT Estates and Facilities) by: Completing a comprehensive review of estates Service Level Agreements (SLAs) and occupancy levels to align with projected future growth; and developing and implementing a plan to transition to a more agile way of working, including optimising space utilisation and introducing flexible work solutions. Measuring success through an increase in space, efficiency metrics, and positive staff feedback collected via surveys on the new agile working arrangements.</p>	<p>Associate Director of Performance and Operations for CAMHS</p>	<p>CAMHS Business and Strategy Manager, Transformation Lead for Specialist Hospitals, MFT Estates Team</p>	<p>Q4, 2025/26</p>
<p>Complete the planned development environmental improvement works at Galaxy House to enhance and support the delivery of higher-quality care.</p>	<p>Head of Crisis, Acute, and Specialist Services</p>	<p>Galaxy House Service Manager, Modern Matron</p>	<p>Q4, 2026/27</p>
<p>Develop and publish the webspace and the Digital Front Door to improve communication, understanding, and navigation of pathways for service users and stakeholders. Success will be measured by the full implementation of the updated pages, an increase in webpage engagement metrics (e.g., visits, time on page), and positive user feedback.</p>	<p>Head of Early Intervention &amp; Prevention, and Participation &amp; Engagement Lead</p>	<p>Director of Dynamite Technology, Business and Strategy Manager, MFT Communications Manager</p>	<p>Q4, 2025/26</p>

## Deliver world-class research and innovation that improves people's lives

We will strengthen our delivery of world-class research and innovation by developing our infrastructure and supporting staff, patients and our communities to take part.

Service action	SRO	Delivery manager	Target completion date (quarter and year)
Ensure that the CAMHS Research and Innovation portfolio reflects work across the continuum care from Early Intervention and Prevention, Core CAMHS, Targeted and Tertiary services	Director of Psychological Services	CAMHS Business and Strategy Manager and CAMHS Divisional Leadership Team	Q2, 2026/27
Ensure robust structures are in place in MFT CAMHS to discuss, review, develop and govern all research, innovation, service development and audit activity, building on the existing research champions network, and securing links with MFT R&I, CRN, NIHR, HEIs and national programmes such as the Mental Health Mission.	Director of Psychological Services	CAMHS Business and Strategy Manager and CAMHS Divisional Leadership Team	Q4, 2025/26
Continuing with the development of the strategic plan to increase investment in the next generation of research talent, focusing on recruiting and training early-career researchers in clinical research, with the goal of driving significant patient impact through at least five innovative clinical research projects.	Director of Psychological Services	CAMHS Business and Strategy Manager and CAMHS Divisional Leadership Team	Review Q4 annually

**We will apply research and innovation, including digital technology and artificial intelligence, to improve people’s health and the services we provide.**

Service action	SRO	Delivery manager	Target completion date (quarter and year)
Further develop digital options expanding evidence-based online resources and novel digital interventions.	Director of Psychological Services	CAMHS Business and Strategy Manager and CAMHS Divisional Leadership Team	Q1, 2027/28

## Overseeing Delivery

The Group Service Strategy Committee (GSSC) will review progress against all agreed actions in the SDP every 6 months. An agreed subset of relevant actions will be included in the Specialist Hospitals annual plan which will be reviewed monthly. In addition, the CAMHS Divisional Board will take ownership of the plan, with a monthly review and exception reporting (highlights and hotspots).



 Report	 Forum	 Frequency
Strategic delivery plan: progress update	Divisional Review	Every Quarter
Strategic delivery plan: progress update	Divisional Management Board	Monthly with 6 monthly stocktake and annual review
Annual planning update <ul style="list-style-type: none"> <li>Progress update on relevant actions from the SDP</li> </ul>	Specialist Hospitals Management Board	Quarterly