"REALISING THE POTENTIAL"

A Strategic Framework for Nursing, Midwifery and Health Visiting in Wales into the 21st Century

Briefing Paper 5

"PRINCIPLES TO PRACTICE"
A Framework for Realising the Potential of Child and Adolescent Mental Health Nursing in Wales

“Improving the Mental Health of Children & Young People in Wales”

November 2002
PREFACE

In September 2001 the Welsh Assembly Government published “Everybody’s Business,” its Strategy for Child and Adolescent Mental Health Services (CAMHS). This key strategy sets out a challenging agenda for all those in Wales that have a stake in mental healthcare services for children and young people.

I am very pleased that, within a year of the publication of the CAMHS Strategy, “Principles to Practice,” this excellent “Realising the Potential” Briefing Paper has been produced. This Framework for Child and Adolescent Mental Health Nursing in Wales draws together the main challenges set by the Welsh Assembly Government’s CAMHS and Nursing Strategies. This is done in such a way that a sensible, pragmatic ten-year agenda for CAMH nursing is set out. “Principles to Practice” is intended to provide a framework for use by nurse leaders and CAMHS stakeholders, to enable them to ensure that nurses make an optimum contribution to delivering our CAMHS Strategy.

This Briefing Paper is the product of a successful partnership between the Office of the Chief Nursing Officer, the Nurse Executive Wales Group and the All Wales Forum for Senior Nurses in CAMHS. I wish to extend my personal thanks to them for all their hard work in the production of this commendable blueprint for taking forward the Child and Adolescent Mental Health Nursing agenda in Wales.

I am confident that in the coming years these key nursing leadership groups will continue to work to ensure that the full potential of Mental Health Nursing in CAMHS is fulfilled. I look forward to keeping under review the progress that you make in delivering the challenging agenda that you have identified.

Jane Hutt
Minister for Health and Social Services
National Assembly for Wales
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Once again, we have been asked to signal our support for a key “Realising the Potential” document. This time by providing a foreword to ‘Principles to Practice: A Framework for Realising the Potential of Child and Adolescent Mental Health Nursing in Wales.’ Yet again, we find ourselves in the position of being able to commend to you an excellent Briefing Paper, that is a credit to the colleagues that have been involved in its production.

The challenges facing Child and Adolescent Mental Health Nursing during the lifetime of the Welsh Assembly Government’s CAMHS Strategy are considerable. As is highlighted in this document, the potential contribution that nurses are capable of making towards achieving the agenda set out in ‘Everybody’s Business’ will only be realised if we, as nurse leaders, ensure that certain conditions exist. These include; a clear sense of direction, a co-ordinated approach to the development of nursing in CAMHS across Wales and effective leadership within our profession.

We are confident that the framework that this Briefing Paper sets out provides the nursing profession in Wales with an effective vehicle for ensuring that these conditions exist and the potential of nurses in CAMHS is fully realised.

We look forward to working together with nurse leader colleagues, and all relevant CAMHS stakeholders, to ensure that our mental health services for children and young people continue to improve year on year.

Rosemary Kennedy  
Chief Nursing Officer

Tony Jones  
Chair Nurse Executive  
Wales Group
SECTION 1
INTRODUCTION

“To improve overall the Mental Health of Children and Young People, and to provide effective and timely intervention for those presenting with mental health problems and disorders”

(Everybody’s Business, 2001)

In July 1999 the National Assembly for Wales published “Realising the Potential,” its Strategy for Nursing in Wales into the 21st century. The strategy states the Welsh Assembly Government’s aspiration for the nursing profession in Wales:

“To realise the full potential of Nursing, Midwifery and Health Visiting in order to meet, in collaboration with others, the future health needs of the people of Wales.”

The Strategy sets out five supporting aims, which need to be achieved in order to take forward successfully the nursing agenda. They are:

- Improving the Environment of Care
- Ensuring High Quality Service for All
- Encouraging Independent and Reflective Practice
- Developing Existing and New Career Pathways
- Demonstrating the Value of Nurses

This document, concerned with Child and Adolescent Mental Health Nursing, constitutes the response of the All Wales Forum for Senior Nurses in Child & Adolescent Mental Health Services to the Realising the Potential Strategy. The document encompasses the principles that inform “Everybody’s Business,” the Welsh Assembly Government’s Strategy for Child and Adolescent Mental Health Services (CAMHS).

The Strategic Framework that this briefing paper provides, and the spirit that informs it, has been endorsed by both the Office of the Chief Nursing Officer (Welsh Assembly Government) and the Nurse Executive Wales Group.

The overarching purpose of this paper is to clearly set out the direction that the Child & Adolescent Mental Health Nursing profession in Wales should be taking over the next decade.

The document is intended to capture the essence of the challenges facing CAMHS nurses within Wales, and to signal how the nursing role needs to be shaped in order to tackle these challenges. This will ensure that nurses make an optimum contribution to the unfolding CAMHS Strategy in Wales.

The potential contribution that nurses in CAMHS are capable of making towards achieving this agenda will only be realised if they are able to benefit from:

- A clear sense of direction
- A co-ordinated approach to the development of CAMHS nursing
- Effective leadership within the nursing profession
This Strategic Framework for CAMH Nursing is intended to underpin such direction, coordination and leadership. The document will provide a resource to the Office of the Chief Nursing Officer, the Trust Nurse Executives and the All Wales Forum for Senior Nurses in CAMHS. They will use it to appropriately support CAMH nurses as they strive to continuously improve Mental Health Nursing Services for Children and Young People in Wales.
The Welsh Assembly Government has made Mental Health one of its three health priorities. A range of policy initiatives that have been developed in Wales reflects this. This Strategic Framework is informed by these Welsh policy documents, as well as others produced across the United Kingdom. Key policies that have informed the development of this Briefing Paper include:

- Together We Stand (Health Advisory Service, 1995)
- Children in Mind (Audit Commission, 1999)
- Realising the Potential (National Assembly for Wales, 1999)
- Nursing in Action: Specialist Child and Adolescent Mental Health Nursing Standards (AWFSN, 2000)
- Action, Aspiration, Achievement (Welsh Assembly Government, 2001)
- Creating the Potential (National Assembly for Wales, 2001)
- Equity, Empowerment, Efficiency and Effectiveness (Welsh Assembly Government, 2001)
- Everybody’s Business (Welsh Assembly Government, 2001)
- Too Serious a Thing (Welsh Assembly Government, 2001)

The principle policy document that underpins this Strategic Framework is “Everybody’s Business.” The stakeholders that have developed “Principles to Practice” are totally signed up to the vision for CAMHS that is described in “Everybody’s Business,” whereby the services that we aspire to develop are:

“Effective and efficient and ... unite all professionals in a determination to put the needs of Children and Young People at the heart of our approach to CAMHS provision in Wales.”

(Everybody’s Business, 2001)

This vision signals clearly the commitment of the Welsh Assembly Government to raise standards in CAMHS in Wales. This will be achieved within the context of the NHS Wales Performance Management Framework.

In summary, the assumptions that inform this Framework for nursing in CAMHS are that services should be:

- Child and Young People Centred
- Respectful and Protecting of Children and Adolescents
- Lawful
- Equitable and Responsive
- Comprehensive and Appropriate
- Integrated
- Competent and Accountable
- Effective, Efficient and Targeted
**THE SERVICE LANDSCAPE**

There have been consistent and reoccurring challenges facing Child & Adolescent Mental Health Services over the past several years. These include:

- Emerging strategic and social policy that places significant pressure on services
- Variability in the funding of CAMH Services
- Commissioning tensions around areas such as service prioritisation and targeting
- Increasing acuity being dealt with by all elements of CAMH services
- Underdeveloped Tier 4 Services in Wales
- Increasing use of the Mental Health Act to compulsorily detain and treat children and young people
- Examples of an inappropriate mix of patients in in-patient and residential units, leading to compromised care
- Nursing workforce pressures
- Problems with pre and post-registration education for CAMH nurses

There is concern amongst professional stakeholders in CAMH nursing that nurses are at risk of becoming de-skilled and de-valued as a consequence of practising in this milieu.

In recent years, the development of CAMHS in Wales has been informed predominantly by the findings and recommendations of the "Together We Stand" report, that was produced by the Health Advisory Service. This document that has relevance to both England and Wales, was published in 1995. The Thematic Review clearly and succinctly sets out the challenges that are faced by services. The Review has provided an invaluable resource to policy makers in Wales as they attempt to co-ordinate and prioritise service development.

Developments in Wales that have been influenced by the Thematic Review include:

- The publication of a comprehensive CAMHS Strategy
- A recognition of the need to develop effective commissioning arrangements for all tiers of CAMH Services
- Increased collaboration and partnership working between agencies
- A better focus on "needs-led" service development and delivery
- More emphasis on services that ensure equity of provision and evidence-based care
- Improving CAMH nursing leadership
- A recognition of the need to incrementally increase resources, in order to ensure appropriate levels of services

It is only by rooting CAMHS nursing developments in the need to build on these developments, and tackle the challenges that they present, that Nurse Leaders will be able to ensure that our CAMHS nurses truly realise their potential for supporting the strategic agenda for CAMHS.

The diverse roles of Nurses within CAMHS across Wales indicates the innovative and proactive approach that nurses have adopted to opportunities that have been presented to them to date. The many examples of current pioneering practices and extended roles which are within CAMH Nursing, demonstrates the commitment to improving services for their client group.

Nurses currently make up over a quarter the professional workforce within CAMHS. This percentage will increase as the All Wales CAMHS Strategy unfolds over the next decade. It is clear then that the proper development of this key professional group is essential if the Strategy is to be a success.
The challenges facing the Child & Adolescent Mental Health Nursing profession in Wales, can be conveniently organised within the framework of the supporting aims of the “Realising the Potential” strategy.

By articulating appropriate ways of: improving the environment of care, ensuring high quality services for all, encouraging independent and reflective practice, developing career paths and demonstrating the value of nurses within CAMHS, an appropriate strategic framework for nurses in CAMHS emerges.

The supporting aims of the “Realising the Potential” strategy inform the structure of the remainder of this Framework document. The aims of “Principles to Practice,” as outlined in Section 4, will shape strategic developments in CAMH nursing in Wales in the coming years. This will be undertaken in such a way that the agenda that unfolds as ‘Everybody’s Business’ is implemented is appropriately supported by the nursing profession in Wales.

In pursuance of this aspiration, the fundamental challenge facing CAMHS Nursing include the need to:

- Realise and grasp the opportunities provided for nursing in CAMHS by current and emerging health and social policy
- Embrace the All Wales CAMHS Strategy, so that key developments in nursing in CAMHS in Wales are congruent with the implementation of this strategy
- Develop CAMH nursing in Wales as an international exemplar of professional excellence
- Enable the reconciliation of both the clinical and corporate governance agendas as CAMH nursing develops
- Appropriately meet the emerging education and training needs of current and future nurses in CAMHS

The next section of this paper outlines detailed aspirations and objectives for nursing within CAMHS in Wales. It provides the basis of a framework for implementing and evaluating developments in CAMH nursing during the lifetime of the Welsh Assembly Government’s CAMHS strategy.
Nurse Leaders and CAMHS stakeholders will work to ensure that:

- All nurses in CAMHS practise in such a way that they follow agreed national guidelines relevant to the care of children and young people.
- Appropriate advocacy support to children and young people is in place within all CAMH inpatient units.
- Caseloads, relating to both in-patient and community services, are effectively managed to ensure staff and patient safety and clinical efficacy.
- All children or adolescents admitted to hospital for mental health care will be nursed by specialist CAMHS nurses.
- All CAMHS Nursing Services work to ensure that environments of care are designed to cater for the diversity of their patients.
- Nurses working within CAMHS are appropriately trained to deliver care in the variety environments in which it takes place.
- Each CAMHS has in place a regularly reviewed Training Plan that supports the development need of its nursing workforce.
- The milieu of clinical environments is at all times therapeutic.
- There is available within all care environments good quality information, that enables children, adolescents and their families to meaningfully participate in their care and treatment.
- Services have procedures and protocols in place that ensure that nursing staff are appropriately protected from physical violence and other forms of abuse.

**SECTION 4**

**REALISING THE POTENTIAL**

**AIM ONE: IMPROVING THE ENVIRONMENT OF CARE**

Ensuring that CAMH nurses manage the environments of care for which they are responsible so that they are safe, therapeutic and at all times managed for the benefit of the patient.
AIM TWO: ENSURING HIGH QUALITY SERVICES FOR ALL

Through evidence-based practice and a commitment to partnership working, CAMH Nurses will contribute to the delivery of effective and efficient services that engage children, young people and families in all elements of care planning and delivery.

Nurse Leaders and CAMHS stakeholders will work to ensure that:

- All CAMHS Nursing Services have in place mechanisms that support meaningful partnerships between clinical staff, children, young people and their families when planning and delivering care
- Services users are consulted about all aspects of service and care planning, delivery and evaluation
- Systems exist in each service that enable CAMH nurses to access clinical information to support their evidence-based practice
- Best practice is routinely shared amongst CAMH nurses
- Effective and appropriate education and training pathways are developed across Wales for nurses working in CAMHS
- Professional accountability arrangements exist in all organisations that ensure that nurses in CAMHs are clinically and managerially supported within a nursing structure
- CAMH nurses make an optimum contribution to the development and commissioning of services
- CAMH nurses contribute to joint working across all agencies, and be fully involved in development of the ‘Flexibilities Agenda’
- Adequate time is allocated to nurses so that they can meaningfully undertake therapeutic activities with their patients
- Nurses have available to them adequate time to properly support Clinical Governance within their organisations
AIM THREE: ENCOURAGING INDEPENDENT PRACTICE

The CAMHS nursing workforce in Wales will maintain the highest level of clinical competence.

Nurse Leaders and CAMHS stakeholders will work to ensure that:

- Resources, including time, are available to enable Clinical Supervision to be available to all nurses in CAMHS, so that Reflective Practice is supported
- Systems and structures are developed that ensure that nurses in CAMHS are able to give proper account for their practice
- Continuous Professional Development structures are in place for all nurses in CAMHS. These will be linked to both clinical strategies and organisational goals.
- CAMH Nurses work with others to identify and prioritise current unmet needs for CAMHS, and to develop comprehensive services throughout Wales
- Nurses in CAMHS work with others to identify unmet need, and modify services to meet that need
AIM FOUR: DEVELOPING NEW AND EXISTING CAREER PATHS

Career paths will be developed which allow Nurses in CAMHS to benefit from a rewarding and motivating working life.

Nurse Leaders and CAMHS stakeholders will work to ensure that:

- All nurses in CAMHS have a research element identified within their job description
- Consultant Nursing roles in CAMHS are developed within each NHS Trust, in order to strengthen clinical leadership and to support the CAMHS nursing research and education agendas
- Career structures for nurses in CAMHS are kept under regular review, in order to ensure that future challenges within CAMHS are appropriately met
- The professional development of nurses in CAMHS is supported through the ongoing development of appropriate educational support at both pre-and post registration level
- Higher Education Establishments and CAMHS work in partnership to develop a range of innovative posts (such as Lecturer Practitioners) in order to support the nursing practice development agenda in CAMHS
- Opportunities exist for CAMH Nurses to contribute to the strategic agenda in all areas of service development, education, research and practice
AIM FIVE: DEMONSTRATING THE VALUE OF CHILD AND ADOLESCENT NURSING

The potential contribution that Child and Adolescent Mental Health Nurses are able to make towards providing good quality care in CAMHS provision is both recognised and realised.

Nurse Leaders and CAMHS stakeholders will work to ensure that:

- By meeting Aims 1-4 of this Framework, the unique and valuable contribution of Child and Adolescent Mental Health Nurses will be recognised throughout the NHS.
- CAMH Nurses are fully included in the work of the various implementation groups and sub-groups that are tasked with delivering the CAMHS Strategy in Wales.
- Nurses are appropriately involved in CAMHS Commissioning arrangements throughout Wales.
- Nurses in CAMHS make a full contribution to the Public and Patient Involvement agenda.
- Each Managed Clinical Networks that is developed within Wales employs a senior CAMH nurse as part of its senior management team.
- Nurses in CAMHS are appropriately represented within relevant all nursing leadership structures.
- The contribution that CAMH Nurses are able to make to nurse education and training is optimised.
- The contribution that CAMH nurses have to make to enabling others to meet the mental health needs of children and young people is realised.
- CAMH Nurses effectively network and share good practice with colleagues across the United Kingdom.
- Conditions and resources are available to ensure that Nurses lead and participate in clinical research.
- The All Wales Forum for Senior Nurses in CAMHS continues to play a lead role in delivering the CAMHS agenda for nursing.

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The Welsh Assembly Government has established an Implementation Team to oversee the delivery of the agenda set out in “Everybody’s Business.” In order to meet the challenges set out in the CAMHS Strategy, the Implementation Team has organised the agenda into key themes. These include:

- Workforce development and training
- Commissioning
- Services development
- Working concepts, information and research and development.

In order to realise the vision set out in this Strategic Framework for Child and Adolescent Mental Health Nursing, the All Wales Forum for Senior Nurses in CAMHS will produce annual Action Plans that reflect these areas, as they relate to CAMH Nursing. These plans will be evaluated annually with progress reports presented to the Office of the Chief Nursing Officer and the Nurse Executive Wales Group. A formal interim review of “Principles to Practice” will be undertaken in 2007, with a final review and evaluation conducted in 2012.

If the aspirations set out within this document are to be realised, adequate resources will need to be made available to mental health nursing services in CAMHS across Wales. The Audit Commission report “Children in Mind” indicates that nurses are the largest professional group working within specialist CAMHS. Realising the Potential refers to nurses as the ‘glue that holds the system (of care) together’. Given, this there will be a requirement for the service stakeholders that have responsibility for resource prioritisation and allocation to ensure that the CAMHS nursing agenda is appropriately supported as the vision set out in “Everybody’s Business” is translated into real improvements in services on the ground.
REFERENCES

NHS Health Advisory Service (1995) Together We Stand: The Commissioning, Role and Management of child and Adolescent Mental Health Services (HMSO, London)


All Wales Forum for Senior Nurses in CAMHS (2000) Nursing in Action: Specialist child and Adolescent Mental Health Nursing Standards (Unpublished)

Welsh Assembly government (2000) Too Serious a Thing: A Review of Safeguards for Children and Young People Accommodated by the NHS in Wales (National Assembly for Wales, Cardiff)


Appendix

ALL WALES FORUM FOR SENIOR NURSES IN CAMHS

The All Wales Forum for Senior Nurses in CAMHS is constituted as a sub group of the Nurse Executive Wales Group. It supports the Nurse Executives by providing them, and the Office of the Chief Nursing Officer (Welsh Assembly Government), with professional comment and advice on issues pertaining to Child & Adolescent Mental Health Nursing.

Membership

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Mick Fisher, Health Professions Wales *
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