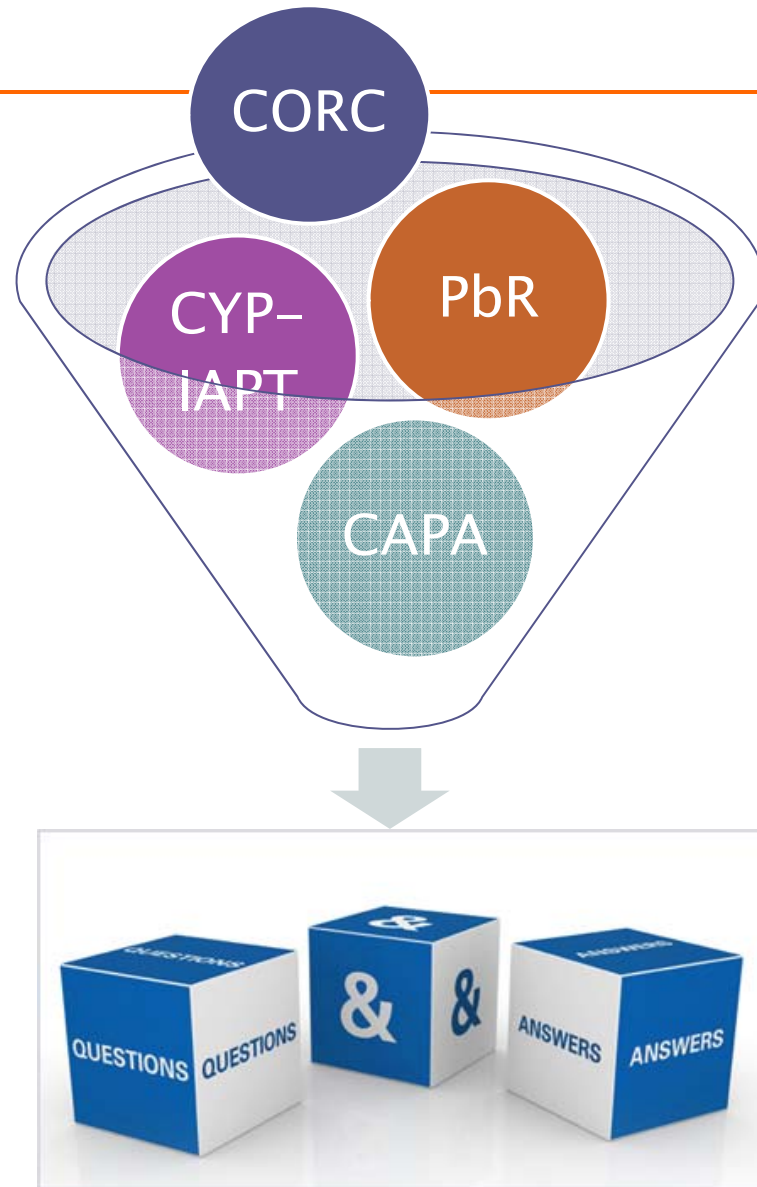# What can be transformed in CAMHS and how would we know?

Ann York
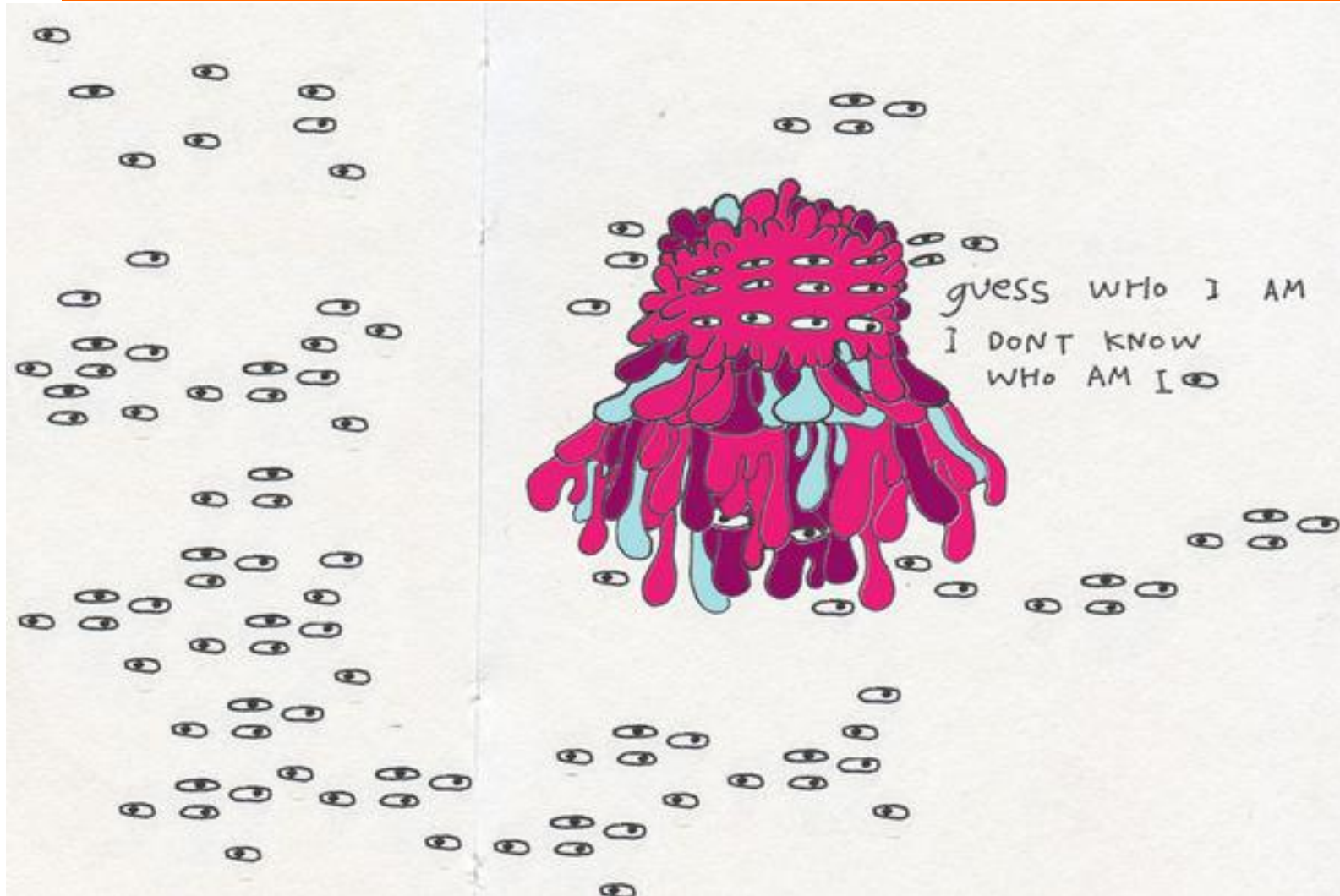
Consultant Child and Adolescent Psychiatrist Richmond

Ann York, CORC Members Forum 23.4.13

My links

Has it felt a bit like this?

Are we busy doing lots of work ... but not the right things?

What can be transformed in CAMHS and how would we know?

1. What do young people want?
2. What else is needed?
3. Facilitating transformation
4. Social technologies
5. How will we know we've changed?

What can be transformed in CAMHS and how would we know?

1. **What do young people want?**
2. What else is needed?
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What do young people want?

Easy access and self referral

Being seen quickly

Good signposting

Collaborative working

Goals

Support transitions

Real involvement at all levels

Young Minds 2010

So let's cook!

What can be transformed in CAMHS and how would we know?

1. What do young people want?
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How do we choose the ingredients?

CAMHS DH Innovation Projects 1999
Young Minds Report on what young people want 2010
Policy

Evidence base for therapies
Common factors

Goals
Frequent outcome monitoring
Shared Decision Making
Choice
Personalisation

Demand and Capacity Management

Implementation Science
Innovation and leadership
Learning organisations
Social movement

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Programmes are not enough for the future

It was not enough to see the stars. Eventually we felt we had to OWN them...

@hugh

- Spread of information

- Training

- Regulations, mandates or laws

- Funding/ incentives

- Organisation change/ reorganisation

Only lead to only 5% – 15% use as of innovations as intended

Fixsen and Blase 2012

The challenge to change

Implementation Gap

- What is adopted is not used with fidelity and good outcomes
- What is used with fidelity is not sustained
- What is used with fidelity is not used on a scale sufficient to impact social problems

Fixen & Blase 2012

The challenge to change

What is the future?

Technology

Genes

What else?

We must be able to evolve

What helps us evolve?
Positive organisational culture

The organisation

- Promotes achievement and mutual encouragement

- Expects clinicians
  - to place the well-being of the clients first
  - to be competent
  - have up-to-date knowledge

The clinicians

- Share the perception that
  - they are able to personally accomplish many worthwhile things
  - remain personally involved in their work
  - sustain concern about their client

Aarons et al 2012

Making things different– the usual way

Programmatic Approach

A planned programme of change with
-central goals and milestones (centrally led)

Talks about 'motivating' people'

Change is driven by the appeal to 'what's in it f

Talks about 'overcoming resistance'

Change is done 'to' people or 'with' them
leaders and followers

Driven by formal systems

Adapted from Bate, Bevan & Robert, 2004

How do we help it happen?

Change is about releasing energy
-largely self directing and bottom up

Talks about 'moving' people'

There may be personal costs involved

Insists that change needs opposition
-it is the friend not the enemy of change

People change themselves and each
other- peer to peer

Driven by informal social networks

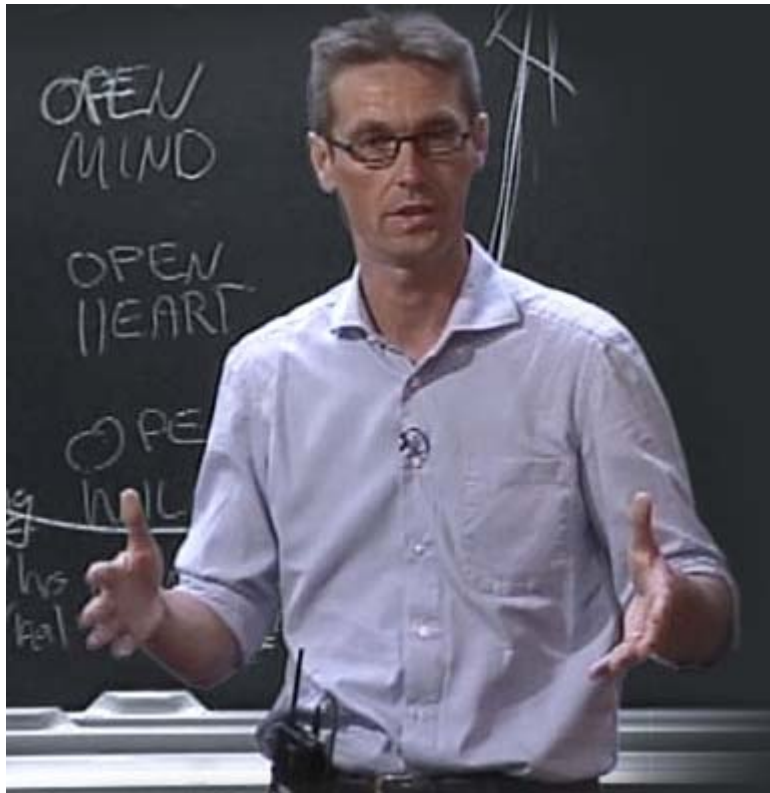Adapted from Bate, Bevan & Robert, 2004

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New thinking on changing things

'We live in a time of massive institutional failure, collectively creating results that nobody wants

This time calls for a new consciousness and a new collective leadership capacity to meet challenges in a more conscious, intentional, and strategic way

Our collective failure is that we are blind to the deeper dimension of leadership and transformational change'

Otto Scharmer

www.ottoscharmer.com

So if you are going to change, spend time well...

- We know a great deal about what leaders do and how they do it

- But little about the inner place, the source from which they operate

- What makes you come to work?

"Welcome aboard, Bob. Your job is to figure out what the hell happened here."

PRESENCING INSTITUTE

- **New social technologies** integrate science, consciousness, and profound social change methodologies

- **Leadership** is based on *ideas and systems which have yet to emerge*, through an appreciation and understanding of the future

- **Connects us** more deeply both to what wants to emerge in the world and to our emerging, higher self

www.presencing.com; an awareness-based action research community for profound societal innovation and change

Future proofing: prescencing
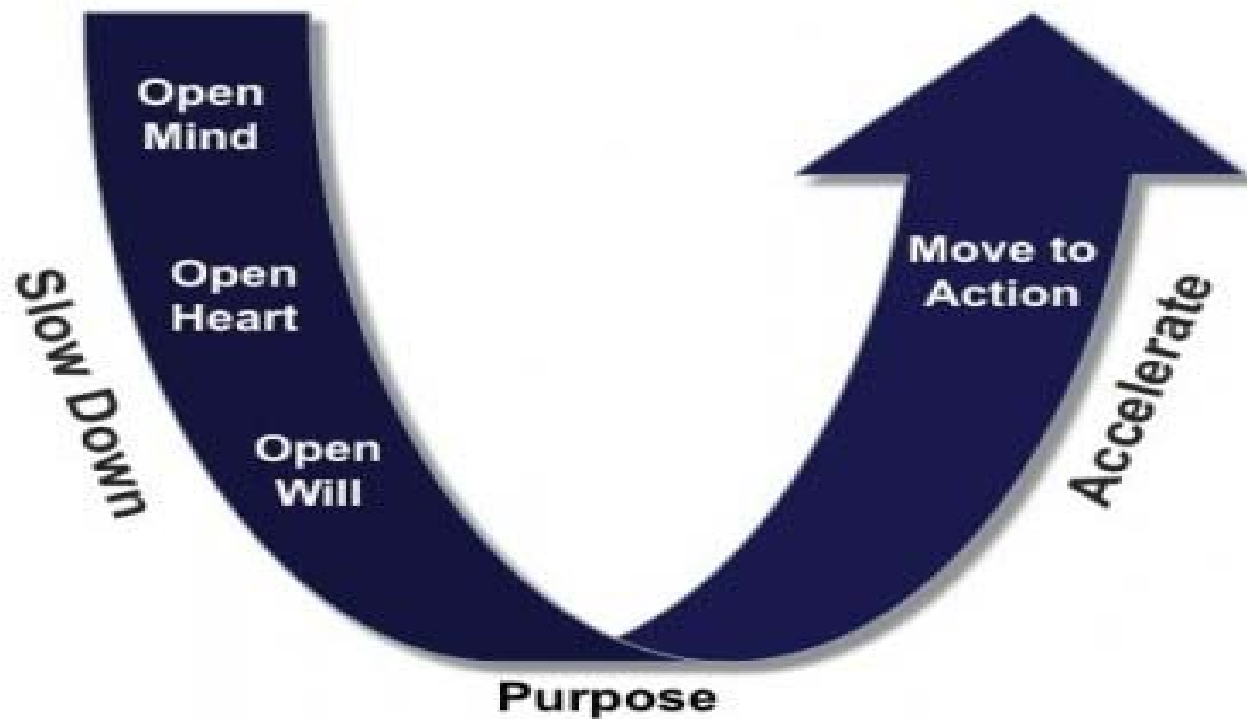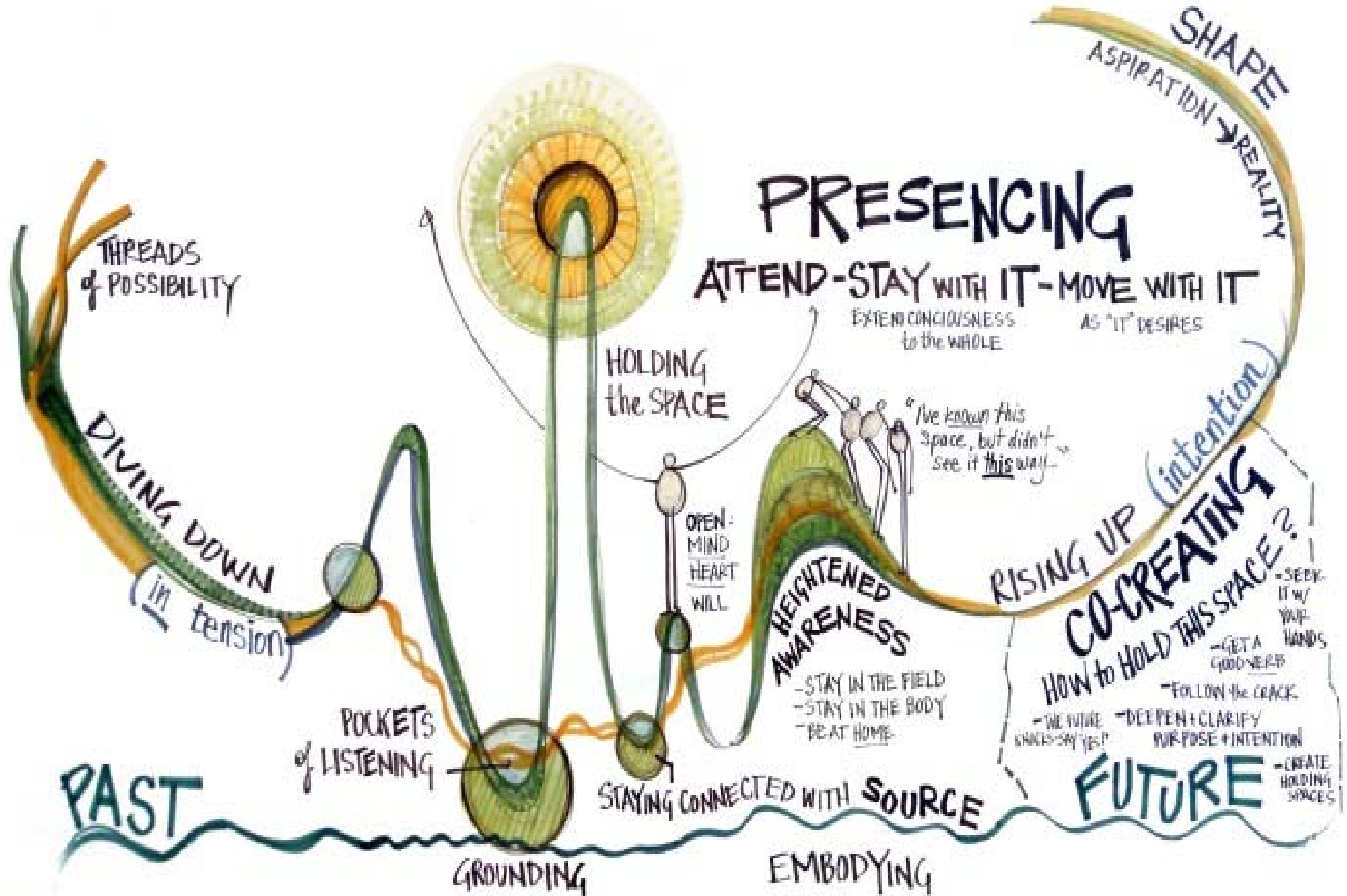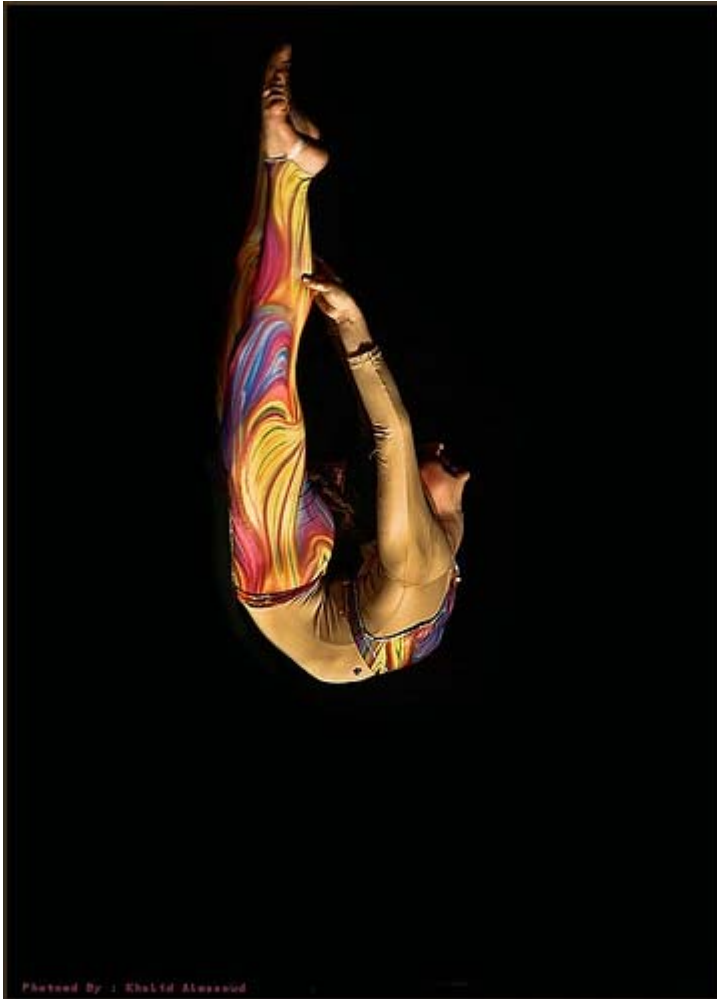
Making it work...

Learn from the future as it emerges

Be flexible

Open mind, heart and will

Integrate science, consciousness, and social change methodologies

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How will we know?

- We can measure– but always are proxies

- We can ask– but the questions must be right

- We must be wise with the answers

Dr. Johnson continued to check people's ears the way he was supposed to, but it had been years since he remembered what he was looking for.

Always be curious