

10. Health and social care teams

- 10.1 NHS community mental health team (CMHT) worker for older people (OP) with mental health problems
- 10.2 Community mental health team for adults with mental health problems
- 10.3 Crisis resolution teams for adults with mental health problems
- 10.4 Assertive Outreach Teams for adults with mental health problems
- 10.5 Early intervention teams for adults with mental health problems
- 10.6 Generic single disciplinary CAMHS teams
- 10.7 Generic multi-disciplinary CAMHS teams
- 10.8 Dedicated CAMHS teams
- 10.9 Targeted CAMHS teams

10.1 NHS community mental health team (CMHT) worker for older people (OP) with mental health problems

Information taken from the Older People's Mental Health Mapping framework.¹ The work of a CMHT (OP) relies on the provision of a range of care settings i.e. acute physical and mental health inpatient care, rehabilitation services, day services, respite facilities.² Using reference costs (http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_098945), the mean average cost for all community mental health teams for older people with mental health problems in 2008 was £125 per face-to-face contact, the minimum range for 25 per cent of services was £118 and the maximum £135.

Costs and unit estimation	2008/2009 value	Notes
A. Wages/salary	£31,321 per year	Based on median salaries for Agenda for Change (AfC) bands. ³ Weighted to reflect input of community nurses (43 per cent), social workers/approved social workers (12 per cent), consultants (6 per cent) and others. Weighted average salaries for each type of worker were multiplied by the proportion of that type of worker in the team to produce a generic CMHT (OP) worker salary. ¹
B. Salary oncosts	£7,773 per year	Based on employers' national insurance contribution and employers' superannuation at 14 per cent for NHS employees and 18.6 per cent for local authority workers.
C. Overheads: Direct and indirect	£7,433 per year	Comprises £3,077 for indirect overheads and £4,356 direct overheads based on the proportion of management and administrative staff working in this team. ^{1,4}
D. Capital overheads	£2,392 per year	Based on the new-build and land requirements of an NHS office and shared facilities for waiting, interviews and clerical support. ^{5,6} Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
E. Travel	£1.40 per visit	Taken from Netten and inflated using the retail price index. ⁷
Working time	41.3 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 statutory leave days. Twelve days sickness leave and 5 study/training days are assumed. ^{8,9} Based on 1547 working hours.
Ratios of direct to indirect time on: client-related work direct outputs	1:0.3 1:0.85	Ratios are used to estimate the full cost of direct and indirect time required to deliver each output. A study ¹⁰ found that 77 per cent of time was spent on all client-related work. Fifty-four per cent of time was spent on activities which generated direct outputs for clients either in the form of face-to-face contact or service liaison on their behalf. Direct contact with clients and carers occupied 29 per cent of working time.
face-to-face contact	1:2.45	
Frequency of visits	8	Average number of visits per week per worker.
Length of visits	60 minutes	Average length of visits overall in teams.
Caseload per CMHT	32 cases per care staff	Based on mental health combined mapping data. ¹ In 2008/09 there were 389 cases per service and 32 cases per year per generic CMHT.
London multiplier	1.19 x (A to B) 1.45 x E	Allows for higher costs associated with working in London. ^{5,6,11}
Non-London multiplier	0.97 x (A to B) 0.97 x E	Allows for lower costs associated with working outside London. ^{5,6,10}
Unit costs available 2008/2009		
£32 per hour; £41 per hour of client-related work; £58 per hour of direct output activity; £109 per hour of face-to-face contact; £1,812 average cost per case per team member per annum.		

- Care Services Improvement Partnership, Mental Health Strategies (2009) *Combined Mapping Framework*, <http://www.mhcombinedmap.org/reports.aspx>.
- Lingard, J. & Milne, A. (2004) Commissioned by the Children, Older People & Social Care Policy Directorate, Integrating Older People's Mental Health Services, Community Mental Health Teams for Older People, <http://www.olderpeoplesmentalhealth.csip.org.uk/silo/files/integrating-opmh-services.pdf>
- The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.
- Netten, A., Knight, J., Dennett, J., Cooley, R. & Slight, A. (1998) *Development of a Ready Reckoner for Staff Costs in the NHS*, Vol 2 Methodology, Personal Social Services Research Unit, University of Kent, Canterbury.
- Building Cost Information Service (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.
- Based on personal communication with the Department for Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>.
- Netten, A. (1992) Some cost implications of caring for people: interim report, PSSRU Discussion Paper 809/4, Personal Social Services Research Unit, University of Kent, Canterbury.
- NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.
- The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.
- von Abendorff, R., Challis, D. & Netten, A. (1995) Case managers, key workers and multidisciplinary teams, PSSRU Discussion Paper 1038, Personal Social Services Research Unit, University of Kent, Canterbury.
- Based on personal communication with the Department of Health (2009).

10.2 Community mental health team for adults with mental health problems

Community Mental Health Teams (CMHTs) are a central component of most local services for people with mental health problems. Composed of professionals from a wide range of disciplines, they are intended to provide an effective local mental health service that prioritises those whose problems are severe and long-term.¹

This year information has been taken from the mental health combined mapping website² and is based on data received from 787 service providers. There is an average of 15 care staff per team. Using reference costs (http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_098945), the mean average cost for a community mental health team for adults with mental health problems in 2007 was £129 per team contact and the minimum range for 25 per cent of services was £110 and the maximum £161. Costs have been uprated using the HCHS Pay and Prices Inflation.

Costs and unit estimation	2008/2009 value	Notes
A. Wages/salary	£26,634 per year	Based on median salaries for Agenda for Change (AfC) bands. ³ Weighted to reflect input of community nurses (31 per cent), social workers/approved social workers (18 per cent), consultants (6 per cent) OTs and physiotherapists (5 per cent), carer support (5 per cent) and others. Weighted average salaries for each type of worker were multiplied by the proportion of that type of worker in the team to produce a generic CMHT worker salary. ²
B. Salary oncosts	£4,990 per year	Based on employers' national insurance contribution, and employers' superannuation at 14 per cent for NHS employees and 18.6 per cent for local authority workers.
C. Qualifications		Information not available for all care staff.
D. Overheads: Direct and indirect Administrative and management costs	£5,376 per year £4,980 per year	Regional health authority overheads estimated to be 17 per cent of total salary costs. ² Based on the Adult Mental Health Service Mapping data and national salary for a grade 6 administrative and clerical staff worker. ^{2,3}
E. Capital overheads	£2,392 per year	Based on the new-build and land requirements of an NHS office and shared facilities for waiting, interviews and clerical support. ^{4,5} Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
F. Travel	£1.40 per visit	Taken from Netten ⁶ and inflated using the retail price index.
Working time	41.3 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 statutory leave days. Twelve days sickness leave and 5 study/training days are assumed. ^{7,8} Based on 1547 working hours.
Ratio of direct to indirect time on: patient-related work face-to-face contact	1:0.28 1:1.50	Estimates on patient-related activity were taken from Jackson et al. who studied patterns of work in a CMHT. ⁹ Patient-related work took 78 per cent, and face-to-face contact 40 per cent of time overall.
Caseload per CMHT	24 cases per CMHT	Based on mental health combined mapping data. ¹ Caseload data for 2008/09 was 404 cases per service and 24 cases per year per generic CMHT.
London multiplier	1.19 x (A to B) 1.45 x E	Allows for higher costs associated with working in London. ^{4,5,10}
Non-London multiplier	0.97 x (A to B) 0.97 x E	Allows for the lower costs associated with working outside London. ^{4,5,10}
Unit costs available 2008/2009		
£29 per hour; £37 per hour of client-related work; £72 per hour of face-to-face contact; £1,849 average cost per case per team member per year.		

- 1 Onyett, S., Pillinger, T. & Muijen, M. (1995) *Making Community Mental Health Teams Work*, Sainsbury Centre for Mental Health, London.
- 2 Care Services Improvement Partnership, *Mental Health Strategies (2009) Combined Mapping Framework*, <http://www.mhcombinedmap.org/reports.aspx>.
- 3 The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.
- 4 Building Cost Information Service (2009) *Surveys of Tender Prices*, March, BCIS, Royal Institute of Chartered Surveyors, London.
- 5 Based on personal communication with the Department for Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>.
- 6 Netten, A. (1992) *Some cost implications of Caring for People: interim report*, PSSRU Discussion Paper 809/4, Personal Social Services Research Unit, University of Kent, Canterbury.
- 7 NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.
- 8 The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.
- 9 Jackson, G., Percival, C., Gater, R. & Goldberg, D. (1996) *Patterns of work in a multidisciplinary community mental health team*, unpublished.
- 10 Based on personal communication with the Department of Health (2009).

10.3 Crisis resolution teams for adults with mental health problems

Crisis resolution is an alternative to inpatient hospital care for service users with serious mental illness, offering flexible, home-based care, 24 hours a day, seven days a week. The main target group will usually be adults aged 16-65, whose mental health problems are of such severity that they are at risk of requiring psychiatric hospitalisation. This year information has been taken from the mental health combined mapping website¹ and is based on data received from 270 service providers. There is an average of 17 care staff per team. Using reference costs (http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_098945), the mean average cost for a crisis resolution team for 2008 was £196 per team contact and the minimum range for 25 per cent of services was £164 and the maximum £212. Costs have been updated using the HCHS Pay and Prices Inflation.

Costs and unit estimation	2008/2009 value	Notes
A. Wages/salary	£27,352 per year	Based on median salaries for Agenda for Change (AfC) bands. ² Weighted average salaries for each type of worker were multiplied by the proportion of that type of worker in the team to produce a generic Crisis Resolution worker salary. Teams included medical staff, nurses, psychologists, social workers, social care and other therapists. ¹
B. Salary oncosts	£6,133 per year	Based on employers' national insurance contribution, and employers' superannuation at 14 per cent for NHS employees and 18.6 per cent for local authority workers.
C. Training		No costs available. Crisis resolution work involves a major re-orientation for staff who have been accustomed to working in different ways.
D. Overheads: Direct and indirect Administrative and management costs	£5,692 per year £3,079 per year	Minghella (Minghella et al., 1998) estimated overheads for a crisis service to be 17 per cent of total salary costs. ³ Based on the Adult Mental Health Service Mapping data. ^{1,2}
E. Capital overheads	£2,392 per year	Based on the new-build and land requirements of an NHS office and shared facilities for waiting, interviews and clerical support. ^{4,5} Costs have been annuitised over 60 years at a discount rate of 3.5 per cent. Minghella ¹ estimated capital costs to be 6 per cent of total costs.
Working hours of team members	41.3 weeks per annum 37.5 hours per week	Includes 29 days annual leave and 8 statutory leave days. Twelve days sickness leave and 5 study/training days are assumed. ^{6,7} Based on 1547 working hours. Weighted to reflect team composition.
Service hours	24 hours per day 7 days per week	Based on Sainsbury Centre for Mental Health, 2001. ³ In general, the team should operate seven days a week, 24 hours per day throughout the year. This can be done if two shifts a day are scheduled for mornings and afternoons.
Length of episode	27 days	The National Survey reported that 27 days was the average length of involvement. The mean longest time that teams stay involved is 75.6 days. ⁸
Caseload	36 cases per service 2 cases per care staff	Based on mental health combined mapping data ¹ Caseload data for 2008/09 were 36 cases per service and 2 cases per year per Crisis Resolution team member.
London multiplier	1.19 × (A to B) 1.39 × E	Allows for higher costs associated with working in London. ^{4,5,9}
Non-London multiplier	0.97 × (A to B) 0.96 × E	Allows for lower costs associated with working outside London. ^{4,5,9}
Unit costs available 2008/2009 (costs including qualifications given in brackets)		
£29 per hour; £44,648 annual cost of team member; £22,324 average cost per case per year per team member.		

1 Care Services Improvement Partnership, Mental Health Strategies (2009) Combined Mapping Framework, <http://www.mhcombinedmap.org/reports.aspx>.

2 The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

3 Sainsbury Centre for Mental Health (2001) *Mental Health Topics, Crisis Resolution*, Sainsbury Centre for Mental Health, London.

4 Building Cost Information Service (2009) *Surveys of Tender Prices, March*, BCIS Royal Institute of Chartered Surveyors, London.

5 Based on personal communication with the Department for Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>.

6 NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

7 The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

8 Onyett, S., Linde, K., Glover, G. et al. (2007) *Crisis Resolution and Inpatient Mental Health Care in England*, University of Durham.

9 Based on personal communication with the Department of Health (2009).

10.4 Assertive Outreach Teams for adults with mental health problems

Assertive Outreach Teams provide intensive support for severely mentally ill people who are 'difficult to engage' in more traditional services. The approach is characterised by work with clients in their own environment, wherever that may be.¹ This year information has been taken from the mental health combined mapping website² and is based on data received from 248 service providers. There is an average of 10 care staff per team.

Using reference costs (http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_098945), the mean average cost for an Assertive Outreach team contact for 2008 was £120, with the minimum range for 25 per cent of services being £98 and the maximum £140. Costs have been updated using the HCHS Pay and Prices Inflation.

Costs and unit estimation	2008/2009 value	Notes
A. Wages/salary	£26,018 per year	Based on median salaries for Agenda for Change (AfC) bands. ³ Weighted average salaries for each type of worker were multiplied by the proportion of that type of worker in the team to produce a generic Assertive Outreach Team worker salary. Teams included doctors, nurses, psychologists, social workers, social care, other therapists and volunteers. ²
B. Salary oncosts	£5,937 per year	Based on employers' national insurance contribution, and employers' superannuation at 14 per cent for NHS employees and 18.6 per cent for local authority workers.
C. Overheads Direct and indirect Administrative and management costs	£5,432 per year £3,740 per year	Regional health authority overheads estimated to be 17 per cent of total salary costs. ⁴ Based on the Adult Mental Health Service Mapping data. ^{2,3}
D. Capital overheads	£2,392 per year	Based on the new-build and land requirements of an NHS office and shared facilities. ^{5,6} Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
Ratio of direct contact to total contact time: face-to-face contacts	1:0.48	Of the assertive outreach team contacts, 68 per cent were face-to-face with the patient, 13 per cent were by telephone, 11 per cent of all attempts at contact ended in failure and a further 6 per cent involved contact with the carer (face-to-face or by phone). Of the face-to-face contacts with patients, 63 per cent took place in the patient's home or neighbourhood, 27 per cent in service settings and 10 per cent in other settings. ⁷
Working hours of team members	41.3 weeks per annum 37.5 hrs per week	Includes 29 days annual leave and 8 statutory leave days. Twelve days sickness leave and 5 study/training days are assumed. ^{8,9} Based on 1547 working hours. Weighted to reflect team composition.
Service hours	24 hours per day	Working hours of most services are flexible, although 24 hour services are rare.
Length of contact	30 minutes	Median length of contact. Assertive outreach staff expect to see their clients frequently and to stay in contact, however difficult that may be. Typically studies have shown that at least 95 per cent of clients are still in contact with services even after 18 months. ¹⁰ There is intensive frequency of client contact ideally an average of four or more contacts per week with each client.
Caseload	72 cases per service 7 cases per care staff	Based on mental health combined mapping data. ² Caseload data for 2008/09 were 72 cases per service and 7 cases per year per Assertive Outreach team member.
London multiplier	1.19 x (A to B) 1.39 x E	Allows for the higher costs associated with working in London. ^{5,6,11}
Non-London multiplier	0.97 x (A to B) 0.96 x E	Allows for lower costs associated with working outside London. ^{5,6,11}
Unit costs available 2008/2009 (costs including qualifications given in brackets)		
£28 per hour; £41 per hour of patient contact; £43,519 annual cost of team member; £6,217 average cost per case per team member;		

1 Sainsbury Centre for Mental Health (2001) *Mental Health Topics, Assertive Outreach*, Sainsbury Centre for Mental Health, (updated 2003), London.

2 Care Services Improvement Partnership, *Mental Health Strategies (2009) Combined Mapping Framework*, <http://www.mhcombinedmap.org/reports/asp>.

3 The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

4 Onyett, S. et al. (1995) *Making Community Mental Health Teams Work*, Sainsbury Centre for Mental Health, London.

5 Building Cost Information Service (2009) *Surveys of Tender Prices, March*, BCIS Royal Institute of Chartered Surveyors, London.

6 Based on personal communication with the Department for Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>.

7 Wright, C. et al. (2003) Assertive outreach teams in London: models of operation, *British Journal of Psychiatry*, 183, 2, 132-138.

8 NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

9 The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

10 <http://www.iris-initiative.org.uk/assertiveoutreach.hmt>.

11 Based on personal communication with the Department of Health (2009).

10.5 Early intervention teams for adults with mental health problems

Early intervention is a service for young people aged 14-35 during the first three years of a psychotic illness. They provide a range of services, including anti-psychotic medications and psycho-social interventions, tailored to the needs of young people with a view to facilitating recovery.¹ Early intervention teams go to see the client in his or her environment. This year information has been taken from the mental health combined mapping website² and is based on data received from 150 service providers. There is an average of eight care staff per team. Using reference costs (http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_098945), the mean average cost for an early intervention team contact for 2008 was £173 with the minimum range for 25 per cent of services being £129 and the maximum £200. Costs have been updated using the HCHS Pay and Prices Inflation.

Costs and unit estimation	2008/2009 value	Notes
A. Wages/salary	£27,789 per year	Based on median salaries for Agenda for Change (AfC) bands. ³ Weighted average salaries for each type of worker were multiplied by the proportion of that type of worker in the team to produce a generic Assertive Outreach Team worker salary. The teams included doctors, nurses, psychologists, social workers, social care, other therapists and volunteers. Loss of earnings based on the minimum wage has been assumed for volunteers. ²
B. Salary oncosts	£6,324 per year	Based on employers' national insurance contribution, and employers' superannuation at 14 per cent for NHS employees and 18.6 per cent for local authority workers.
C. Training		There are a number of places across England. Sainsbury Centre for Mental Health runs a part-time postgraduate certificate (EIP) over a one-year period which includes 20 days of teaching. ⁴
D. Overheads Direct and indirect Administrative and management costs	£5,799 per year £3,179 per year	Regional health authority overheads estimated to be 17 per cent of total salary costs. ⁵ Based on the Adult Mental Health Service Mapping data. ³
E. Capital overheads	£2,392 per year	Based on the new-build and land requirements of an NHS office and shared facilities. ^{6,7} Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent.
Working time per staff member	41.3 wks per year 37.5 hrs per week	Includes 29 days annual leave and 8 statutory leave days. Twelve days sickness leave and 5 study/training days are assumed. ^{8,9} Based on 1547 working hours. Weighted to reflect team composition.
Service hours		Teams tend to operate 9.00 a.m. – 5.00 p.m. but some flexibility is being planned.
Case load	98 cases per service 9 cases per care staff	Based on mental health combined mapping data. ² Caseload data for 2008/09 were 98 cases per service and 9 cases per Early Intervention team member.
Ratio of direct to indirect time on: face-to-face contacts patient contact		No information available
London multiplier	1.19 x (A to B) 1.39 x E	Allows for higher costs associated with working in London. ^{6,7,10}
Non-London multiplier	0.97 x (A to B) 0.96 x E	Allows for lower costs associated with working outside London. ^{6,7,10}
Unit costs available 2008/2009 (costs including qualifications given in brackets)		
£29 per hour. £45,483 annual cost of team member; £5,685 cost per case per team member.		

1 Sainsbury Centre for Mental Health (2003) *A Window of Opportunity: A Practical Guide for Developing Early Intervention in Psychosis Services*, Briefing 23, Sainsbury Centre for Mental Health, London.

2 Care Services Improvement Partnership, Mental Health Strategies (2009) Combined Mapping Framework, <http://www.mhcombinedmap.org/reports/asp>.

3 The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

4 Sainsbury Centre for Mental Health (2004) *Postgraduate Certificate in Early Intervention for Psychosis*, Sainsbury Centre for Mental Health, London.

5 Onyett, S. et al. (1995) *Making Community Mental Health Teams Work*, Sainsbury Centre for Mental Health, London.

6 Building Cost Information Service (2009) *Surveys of Tender Prices, March*, BCIS Royal Institute of Chartered Surveyors, London.

7 Based on personal communication with the Department for Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>.

8 NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

9 The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

10 Based on personal communication with the Department of Health (2009).

10.6 Generic single disciplinary CAMHS teams

These teams are staffed by only one clinical profession and provide services for children and young people with particular problems requiring particular types of intervention and within a defined geographical area.¹ The information is taken from the Child Health CAMHS and Maternity Mapping database and is based on returns from 3,604 teams.²

The staff of these teams were almost exclusively clinical psychologists, educational psychologists and other therapists. The exceptions were teams of primary mental health workers giving a focus on provision of psychological therapies. There were returns from 60 generic single disciplinary teams with an average staff ratio of 4.13 wte per team (excluding administrative staff and managers). Costs have been updated to 2008/2009 price levels using the appropriate inflators.

Costs and unit estimation	2008/2009 value	Notes
A. Wages/salary plus oncosts	£38,067 per year	Average salary for single generic team member based on National Child and Adolescent Mental Health Service Mapping data and median salaries for Agenda for Change (AfC) bands. ³
B. Overheads: Travel, training, drugs and equipment costs	£3,013 per year	Average overheads per team based on National Child and Adolescent Mental Health Service Mapping data. ² Overheads include travel, training, drugs and equipment costs and other costs directly attributable to the team.
Managers and administrative staff	£5,691 per year	The National Child and Adolescent Mental Health Service Mapping data show that the ratio of management/administrative staff to care per team is 1:4.03. ² Salary is weighted to take account of the ratio of managers to administrative staff based on the mean salaries of bands 8a and 4 of the NHS Staff Earnings Estimates.
C. Capital overheads	£2,392 per year	Based on the new-build and land requirements of an NHS office and shared facilities. ^{4,5} Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent. Based on the assumption that each team has one shared office.
Working time	42 wks per year 37.5 hrs per week	Includes 29 days annual leave and 8 statutory leave days. Twelve days sickness leave and 5 study/training days are assumed. ^{6,7} Based on 1575 working hours. Weighted to reflect team composition.
Ratio of direct to indirect time on: patient-related work face-to-face contact	1:0.63 1:1.06	Information taken from National Child and Adolescent Mental Health Service Mapping data. Staff activity was reported at the team level by Strategic Health Authority (SHA) averaging as follows: education and training (9 per cent), research and evaluation (5 per cent), admin and management (23 per cent), consultation and liaison (13 per cent) and clinical (49 per cent).
Length of episode		26 per cent of cases lasted for 4 weeks or less, 25 per cent for 13 weeks or less, 18 per cent for 26 weeks or less, 16 per cent for 52 weeks or less and 15 per cent for more than 52 weeks.
Caseload per team	60 cases per team	Based on 60 teams and a caseload of 3,604. ²
London multiplier	1.19 × A 1.39 × C	Allows for higher costs associated with working in London. ^{4,5,8}
Non-London multiplier	0.97 × A 0.96 × C	Allows for lower costs associated with working outside London. ^{4,5,8}
Unit costs available 2008/2009		
£31 per hour per team member; £51 per hour per patient-related activity; £64 per hour per team member face-to-face contact; £3,384 average cost per case per team		

1 YoungMinds (2001) *Guidance for Primary Care Trusts, Child and Adolescent Mental Health: Its Importance and How to Commission a Comprehensive Service, Appendix 3: Key Components, Professionals and Functions of Tiered Child and Adolescent Mental Health Services*, Child and Adolescent Mental Health Services, <http://www.youngminds.org.uk/pctguidance/app3.php>.

2 Child Health CAMHS and Maternity Mapping (2009) Durham University & Department of Health, <http://www.childhealthmapping.org.uk>.

3 The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

4 Building Cost Information Service (2009) *Surveys of Tender Prices, March*, BCIS Royal Institute of Chartered Surveyors, London.

5 Based on personal communication with the Department for Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>.

6 NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

7 The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

8 Based on personal communication with the Department of Health (2009).

10.7 Generic multidisciplinary CAMHS teams

The CAMHS Service Mapping data is based on returns from 2,094 teams and multidisciplinary teams made up 57 per cent of the workforce.¹ There were 481 generic teams of which 421 were multidisciplinary. Generic teams provide the backbone of specialist CAMHS provision ensuring a range of therapeutic interventions were available to children, young people and families locally. Multidisciplinary generic teams, as the name implies, were largely staffed by a range of mental health professionals. The average size of multidisciplinary teams was 10.9 wte (excluding administrative staff and managers). Costs have been updated to 2008/2009 price levels using the appropriate inflators.

Costs and unit estimation	2008/2009 value	Notes
A. Wages/salary plus oncosts	£53,017 per year	Average salary plus oncosts for a generic multi-disciplinary team member based on National Child and Adolescent Mental Health Service Mapping data and median salaries for Agenda for Change (AfC) bands. ^{2,3} The teams (excluding administrative and unqualified staff) included nurses (22 per cent), doctors (18 per cent), social workers (9 per cent), clinical psychologists (15 per cent), child psychotherapists (5 per cent), occupational therapists (2 per cent), mental health workers (10 per cent), family therapists (5 per cent), educational psychologists (1 per cent) and other qualified therapists and care staff (13 per cent). ¹
B. Overheads: Travel, training, drugs and equipment costs Managers and administrative staff	£4,571 per year £5,465 per year	Average overheads per team based on National Child and Adolescent Mental Health Service Mapping data. ¹ Overheads include travel, training, drugs and equipment costs and other costs directly attributable to the team. The National Child and Adolescent Mental Health Service Mapping data show that the ratio of care staff to management/administrative staff per team is 1:3.44. Salary is weighted to take account of the ratio of managers to administrative staff based on spinal points 36 and 18 of the national average salaries.
C. Capital overheads	£2,392 per year	Based on the new-build and land requirements of an NHS office and shared facilities. ^{3,4} Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent. Based on the assumption that each team has one shared office.
Working time	42 weeks per year 45.73 hours per week	Includes 29 days annual leave, 8 statutory leave days and 12 days sickness leave. ^{5,6} Assumes 6 study/training days. Working hours weighted to reflect team composition. Unit costs based on 1,933 hours working hours per year.
Ratio of direct to indirect time on: patient-related work face-to-face contact	1:0.63 1:1.06	Information taken from National Child and Adolescent Mental Health Service Mapping data. Staff activity was reported at the team level by Strategic Health Authority (SHA) averaging as follows: education and training (9 per cent), research and evaluation (5 per cent), admin and management (23 per cent), consultation and liaison (13 per cent) and clinical (49 per cent).
Length of episode (all CAMHS teams)		19 per cent of cases lasted for 4 weeks or less, 21 per cent for 13 weeks or less, 19 per cent for 26 weeks or less, 17 per cent for 52 weeks or less and 25 per cent for more than 52 weeks.
Caseload per team	191 cases per team	Based on 421 teams and 80,386 cases. ¹
London multiplier	1.19 x A 1.39 x C	Allows for higher costs associated with working in London. ^{3,4,7}
Non-London multiplier	0.97 x A 0.96 x C	Allows for lower costs associated with working outside London. ^{3,4,7}
Unit costs available 2008/2009		
£34 per hour per team member; £55 cost per hour per team member for patient-related activities; £70 cost per hour per team member for face-to-face contact; £3,735 average cost per case per team.		

1 Child Health CAMHS and Maternity Mapping (2009) Durham University & Department of Health, <http://www.childhealthmapping.org.uk>.

2 The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

3 Building Cost Information Service (2009) *Surveys of Tender Prices, March*, BCIS Royal Institute of Chartered Surveyors, London.³

4 Based on personal communication with the Department for Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>.

5 NHS Employers (2005) *Agenda for Change, NHS Terms and Conditions of Service Handbook*, NHS Employers, London.

6 The Information Centre (2006) *Results of the NHS Sickness Absence Survey 2005*, NHS Employers, London.

7 Based on personal communication with the Department of Health (2009).

10.8 Dedicated CAMHS teams

Dedicated workers are fully trained child and adolescent mental health professionals who are out-posted in teams that are not specialist CAMHS teams but have a wider function, such as a youth offending team or a generic social work children's team.

The information is based on National Child and Adolescent Mental Health Service Mapping data and returns from 2,094 teams.¹ There were returns from 133 dedicated teams with an average staff ratio of 2.2 wte per team (excluding administrative staff and managers). Costs have been updated to 2008/2009 price levels using the appropriate inflators.

Costs and unit estimation	2008/2009 value	Notes
A. Wages/salary plus oncosts	£39,074 per year	Average salary plus oncosts for a team member working in a dedicated team based on National Child and Adolescent Mental Health Service Mapping data ¹ and on the 128 dedicated teams. Salaries are based on median salaries for Agenda for Change (AfC) bands. ² The teams included nurses (27 per cent), doctors (3 per cent), clinical psychologists (16 per cent), educational psychologists (3 per cent), social workers (6 per cent) child psychotherapists (2 per cent), mental health workers (28 per cent) and other therapists and care staff (15 per cent). ¹
B. Overheads: Travel, training, drugs and equipment costs	£5,355 per year	Average overheads per team based on National Child and Adolescent Mental Health Service Mapping data. ¹ Overheads include travel, training, drugs and equipment costs and other costs directly attributable to the team.
Managers and administrative staff	£3,907 per year	The National Child and Adolescent Mental Health Service Mapping data show that the ratio of management/administrative staff to care per team is 1:6.4. Salary is weighted to take account of the ratio of managers to administrative staff based on spinal points 36 and 18 of the national average salaries.
C. Capital overheads	£2,392 per year	Based on the new-build and land requirements of an NHS office and shared facilities. ^{3,4} Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent. Based on the assumption that each team has one shared office.
Working time	42 weeks per year 37.7 hours per week	Includes 29 days annual leave and 8 statutory leave days. ² Assumes 6 study/training days, and 8 days sickness leave. Working hours weighted to reflect team composition. Based on 1,586 hours working hours per year.
Ratio of direct to indirect time on: patient-related work face-to-face contact	1:0.63 1:1.06	Information taken from National Child and Adolescent Mental Health Service Mapping data. Staff activity was reported at the team level by Strategic Health Authority (SHA) averaging as follows: education and training (9 per cent), research and evaluation (5 per cent), admin and management (23 per cent), consultation and liaison (13 per cent) and clinical (49 per cent).
Length of episode		30 per cent of cases lasted for 4 weeks or less, 30 per cent for 13 weeks or less, 19 per cent for 26 weeks or less, 11 per cent for 52 weeks or less and 10 per cent for more than 52 weeks.
Caseload	35 cases per team	Based on 133 teams and 4,596 cases. ¹
London multiplier	1.19 x A	Allows for higher costs associated with working in London. ^{3,4,5}
Non-London multiplier	0.97 x A	Allows for lower costs associated with working outside London. ^{3,4,5}
Unit costs available 2008/2009		
£32 per hour per team member; £54 per hour of patient-related activity, £67 per hour of face-to-face contact, £3,189 average cost per case per team.		

1 Child Health CAMHS and Maternity Mapping (2009) Durham University & Department of Health, <http://www.childhealthmapping.org.uk>.

2 The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

3 Building Cost Information Service (2009) *Surveys of Tender Prices, March*, BCIS Royal Institute of Chartered Surveyors, London.

4 Based on personal communication with the Department for Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>.

5 Based on personal communication with the Department of Health (2009).

10.9 Targeted CAMHS teams

These teams provide services for children and young people with particular problems or for those requiring particular types of therapeutic interventions. The information is based on National Child and Adolescent Mental Health Service Mapping data and returns from 335 teams.¹ The average staff ratio was 4.2 wte per team (excluding administrative staff and managers). Costs have been updated to 2008/2009 price levels using the appropriate inflators.

Costs and unit estimation	2008/2009 value	Notes
A. Wages/salary plus oncosts	£41,471 per year	Average salary for a team based on National Child and Adolescent Mental Health Service Mapping data. ¹ Salaries are based on median salaries for Agenda for Change (AfC) bands. ² Teams included nurses (20 per cent), doctors (6 per cent), social workers (15 per cent), clinical psychologists (22 per cent), educational psychologists (1 per cent), Child psychotherapists (3 per cent), family therapists (4 per cent) and other therapists and care staff (29 per cent). ¹
B. Overheads: Travel, training, drugs and equipment costs	£4,302 per year	Average overheads per team based on National Child and Adolescent Mental Health Service Mapping data. ¹ Overheads include travel, training, drugs and equipment costs and other costs directly attributable to the team.
Managers and administrative staff	£3,846 per year	The National Child and Adolescent Mental Health Service Mapping data show that the ratio of management/administrative staff to care staff per team is 1:5.14. Salary is weighted to take account of the ratio of managers to administrative staff based on spinal points 36 and 18 of the national average salaries.
C. Capital overheads	£2,392 per year	Based on the new-build and land requirements of an NHS office and shared facilities. ^{3,4} Capital costs have been annuitised over 60 years at a discount rate of 3.5 per cent. Based on the assumption that each team has one shared office.
Working time	42 weeks per year 37.9 hours per week	Includes 29 days annual leave and 8 statutory leave days. Assumes 6 study/training days, and 8 days sickness leave. Working hours weighted to reflect team composition. Unit costs based on 1,599 hours working hours per year.
Ratio of direct to indirect time on: patient-related work face-to-face contact	1:0.63 1:1.06	Information taken from National Child and Adolescent Mental Health Service Mapping data. Staff activity was reported at the team level by Strategic Health Authority (SHA) averaging as follows: education and training (9 per cent), research and evaluation (5 per cent), admin and management (23 per cent), consultation and liaison (13 per cent) and clinical (49 per cent).
Length of episode		22 per cent of cases lasted for 4 weeks or less, 24 per cent for 13 weeks or less, 18 per cent for 26 weeks or less, 16 per cent for 52 weeks or less and 20 per cent for more than 52 weeks.
Caseload	47 cases per team	Based on 335 teams and 15,653 cases. ¹
London multiplier	1.19 x A	Allows for higher costs associated with working in London. ^{3,4,5}
Non-London multiplier	0.97 x A	Allows for lower costs associated with working in London. ^{3,4,5}
Unit costs available 2008/2009		
£33 per hour per team member; £55 cost per hour per team member for patient-related activities; £68 cost per hour per team member for face-to-face contact; £4,648 average cost per case per team.		

1 Child Health CAMHS and Maternity Mapping (2009) Durham University & Department of Health, <http://www.childhealthmapping.org.uk>.

2 The Information Centre (2009) *NHS Staff Earnings Estimates June 2009*, The Information Centre, Leeds.

3 Building Cost Information Service (2009) *Surveys of Tender Prices, March*, BCIS Royal Institute of Chartered Surveyors, London.

4 Based on personal communication with the Department for Communities and Local Government (2009) <http://www.communities.gov.uk/documents/housing/xls/141389.xls>.

5 Based on personal communication with the Department of Health (2009).