

MANCHESTER MENTAL HEALTH AND SOCIAL CARE TRUST

MANCHESTER IPS PILOT GETS PEOPLE WITH SEVERE MENTAL HEALTH PROBLEMS INTO JOBS

SUMMARY

This pilot Individual Placement and Support (IPS) service is being run by Manchester Mental Health and Social Care Trust for service users who are on the Care Programme Approach. Its aim is to support people with severe and enduring mental health problems, obtain competitive paid employment. Funding was made available from Central Government via the NHS North West for the 2 year project, based on research evidence that having a job improves mental wellbeing. As they approach the end of their first year they already have 7 people who have found employment and a number who they are supporting to stay in work.

This case study looks at how the scheme was set up and runs, the outcomes and challenges, and key learning points. It focuses on the change of culture that was needed within community mental health teams to make employment support a key aspect of services offered to people, recognising the significant health benefits of having a paid job.

KEY OUTCOMES

- IPS is now offered to people with severe and enduring mental health issues in Manchester through a team of employment specialists working alongside health and social care professionals. It provides individually tailored support to individuals to support them into employment

- Manchester Mental Health and Social Care Trust Board fully support the pilot and funding has now been agreed to continue the scheme beyond the initial 2 year pilot
- Last year 101 people were referred to the service. In February 2011 3.85% of service users currently on CPA against a full year target of 4.5%, were in competitive paid employment



BACKGROUND

Manchester Mental Health and Social Care Trust was formed in April 2002 as one of only five mental health and social care NHS organisations in the country.

- It delivers social care and health services in Manchester for people with severe and enduring mental health problems in both community and hospital settings.
- It employs around 1600 staff
- It has three main locations, the Rawnsley and Edale buildings at Manchester Royal Infirmary, Park House at North Manchester General Hospital and Laureate House at Wythenshawe Hospital

There are clear links between work and health. It is commonly accepted and well evidenced that work is good for health, and unemployment is bad for mental and physical health and wellbeing. Workless individuals are generally 2-3 times more at risk of poor mental health. Individuals with mental health issues are more likely to experience poverty, income inequality and exclusion.

The Centre for Mental Health is leading the way in terms of Individual Placement and Support and has a programme of local Centres of Excellence in nine localities across England. Individual Placement and Support (IPS) was initially piloted in the USA and identified as an effective model for people with mental health issues. It adopts a "place and train" approach which involves assessing individuals' skills and vocational abilities and interests relatively quickly, matching these with appropriate employment opportunities and providing intensive support.

Taking an individual's desire to work as its starting point, the priority is to respond to this quickly by beginning the search for competitive employment, then ensuring that training and in-work support are provided as needed.

In Manchester, the mental health and social care Trust previously ran an employment service supported by ESF monies and had retained one Employment Officer. After hearing about funding for IPS pilots, Zeph Curwen, Occupational Activity and Employment Service Manager led on an expression of interest to NHS North West to deliver an IPS pilot. A team of three employment specialists now work within the community mental health teams across the city.

PURPOSE

- A 2006 report for DWP 'Is work good for your health and wellbeing?' highlights the positive impacts of work on both the mental and the physical health of individuals. The evidence suggests employment can:
 - promote recovery
 - support better health and wellbeing
 - reduce long term sickness
 - improve quality of life and
 - reduce social exclusion
- It set out initially to get 4.5% of service users in Manchester into employment
- It aimed to seek out and build relationships with local employers rather than relying on job adverts
- It recognised the need to gain Board-level support to maintain the scheme beyond the initial two-year pilot by providing evidence of success, positive outcomes and ensuring stakeholder engagement

This project using the IPS approach aims to support individuals with severe mental health problems into paid employment.





GOOD PRACTICE CASE STUDY

KEY STAGES OF SET-UP

- A bid was successfully made to the NHS North West to fund a two year IPS pilot
- Staff were recruited to two additional employment specialist posts (making a team of three plus the manager). Key elements of the job required people who were able to work with three groups of people:
 - Service users
 - Local employers
 - Mental health teams
- A steering group was set up including CMHT managers plus the lead for Occupational Therapy community services
- Briefing sessions were held to inform health and social care professionals about IPS to improve their understanding and gain their support for the approach
- Referral protocols were developed and agreed
- Key performance indicators were put in place as part of Board reporting (NHS and Local Authority) to monitor outcomes against target
- The Employment Specialists are co-located with a CMHT in the North, Central and South areas of the City and work closely with the other CMHTs in their 'patch'

A CHANGE IN CULTURE

The Trust strives to provide a recovery focussed service that supports service users with their aspirations in relation to employment. In 2010, for the first time, the Trust had a Key Performance Indicator in relation to the employment rate of service users. This helped to raise the profile of employment support for service users and its importance.

Through the IPS pilot, the CMHTs now have a member of the team who can

help to provide the expertise required in relation to employment as part of a service users care package. Additionally the Employment Specialists are able to increase the knowledge and confidence of the CMHT staff in relation to employment issues. Many service users now expect support with employment to be part of the service they receive where in the past it may have been an aspiration that someone with severe and enduring mental health issues would not have considered.

HOW IT WORKS

Employment specialists are based with the community MH teams across Manchester. Referrals are made directly from the team when a service user has a desire to gain employment. The employment specialists then work with the individual to build up their trust and confidence, find out what skills they may have and determine together the kind of employment that would be most suitable. They also discuss possible barriers that might need to be taken into account.

Rapid job search then takes place and help is provided with applications and interview preparations based on the amount of support agreed with the individual. Often negotiations with employers are carried out by the employment specialist to proactively identify opportunities and discuss job requirements/adjustments. Support is ongoing for as long as the individual and employer require it.

RESOURCES

- Funding for the two year pilot has been provided by the NHS North West
- The Trust supports the pilot by contributing the funding for a full time Employment Specialist, putting in place line management arrangements and accommodation

KEY CHALLENGES

Changing the culture

IPS is now a key part of the service offered by the Trust. However, it was necessary to influence the CMHTs and their culture for them to take on board the important role they needed to play in its success. It is now an accepted mainstream activity and embedded sufficiently to allow much closer working with the employment specialists leading to key capacity building within the team

Changing mindsets

The CMHT professionals are so important in helping service users to understand that jobs are not bad for your mental health, and will help contribute to their recovery. They are also able to address any concerns from service users about loss of benefits etc

Keeping an eye on the ball

Promoting and explaining the scheme and its benefits for health and wellbeing are continually required to keep up the momentum. Leadership of the team is essential if performance targets are to be met as the team will require support and guidance as they work remotely

Finding jobs

Considerable effort is needed, particularly during difficult economic times, to find paid jobs – the role of the employment specialists is central in engaging with employers and searching out vacancies

Investing in employment specialists' development

The role of employment specialist requires a range of skills and experience as the role can be very demanding and support is necessary to develop them to ensure maximum performance. Plans are in place to continually review their performance and work with them on clear objectives and personal development



GOOD PRACTICE CASE STUDY

- Support for service users varies from individual to individual, but it can be really labour intensive at the start of the process to ensure that people secure the right employment and are able to retain it. Support for employers is vital as well to ensure that a good relationship is built with the service, to help educate employers regarding mental health issues and to intervene early when problems arise.

- A letter from the Chief Executive, Jackie Daniel shows her support for the scheme and its value to service users

NEXT STEPS

- Use of the Fidelity scale to assess the level of implementation
- Increased focus on employer engagement and establishing objectives for the employment specialists



CONTACT FOR FURTHER INFORMATION

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KEY LEARNING

- Leadership is essential for the employment team to ensure optimum performance and scheme promotion
- Partnership with health and social care professionals who are key stakeholders in the IPS scheme is essential
- Change of culture for the CMHTs is needed to mainstream IPS and achieve KPIs
- Employer engagement and education is an important factor in the scheme's success
- The support for the employee in the first few weeks/months.

SUPPORTING MATERIAL

- Client Case Study

FURTHER LINKS

<http://www.centreformentalhealth.org.uk/>

SUSTAINABILITY

- Employment specialists are now located in the CMHTs across Manchester and referrals are being made from the health and social care professionals
- Service users with severe and enduring mental health problems are securing competitive paid employment
- The Trust has agreed to support the cost of the scheme beyond the pilot phase
- The management of the employment officers will be transferring to the mental health team managers which reflects the mainstreaming of this activity

