

PURE INNOVATIONS, COMMISSIONED BY STOCKPORT PCT

IPS SUPPORTS STOCKPORT RESIDENTS WITH SEVERE AND ENDURING MENTAL ILLNESS INTO PAID EMPLOYMENT

SUMMARY

Individual Placement and Support (IPS) is a pilot scheme funded by the Department of Health and NHS North West to address the employment need of people with severe and enduring mental health, recognised as a major contributor to mental wellbeing.

It was found that although up to 80% of people in receipt of mental health services want to work, only a small proportion are actually in employment. Following a study by the Care Quality Commission, it was found that current services that offer vocational training and rehabilitation services are ineffective in helping clients into competitive jobs. Clients who undertake lengthy periods of training and preparation for work are often not successful in making the transition into real paid employment.

IPS is based on the principle that the best way of preparing people for employment is to work with them to get a job and for them to then learn on the job, an approach that Pure Innovations have been using over the last 20 years.

This scheme in Stockport, run by a Pure Employment team led by Amanda Noon was set up in 2010 and has already been successful in helping 21 individuals into competitive employment.

KEY OUTCOMES

- 21 people have been placed into employment within the last 12 months with a total target of 46 by June 2012
- Keeping people in employment – Pure offer all IPS clients long term support once they have a job because it is recognised that sustaining employment can be equally difficult especially if they are struggling with other aspects of their life.
- Monthly supported employment group which brings together people who are actively seeking jobs or would like additional support to sustain their employment. The group is client led and offers the opportunity to share experiences of employment in a safe environment
- All clients are better off financially by being in paid employment
- Positive impact on individual mental wellbeing
- Partnership established with Pennine Care NHS Foundation Trust with Pure Employment officers being co-located with the Community Mental Health Teams (CMHT)
- Improved Communication, sharing of information and referral quality with CMHT and Care Coordinators
- Improved service to clients who want to “Discuss” vocation options before making a decision to access the service.
- Sharing of information to ensure smooth transition into employment.
- Employment discussed at CMHT team meetings
- Change of mindset and increased expectations in regard to employment for mental health clients.



BACKGROUND

Pure Innovations Ltd is a national not-for-profit company, with over 20 years experience delivering innovative and high quality services initially as part of Stockport Metropolitan Borough Council and now as independent company. The organisation is a charitable company that is limited by guarantee.

The company employ highly skilled Employment Officers who secure quality jobs for unemployed people, in turn providing a unique opportunity for employers to benefit by employing people labelled as being the 'most disadvantaged'. This makes economic as well as moral sense. They do this through adopting a "jobs first" approach which is incredibly successful, rather than people being in the never ending cycle of work preparation. This approach has allowed them to succeed where other providers have failed.

Pure Innovations has two main areas of work:

1. supported employment across disability services and employment, education and training for Looked after Children
2. Modernising traditional day services

Pure Innovations head office is based in Stockport but they also deliver services in Kensington and Chelsea, Northampton and across Greater Manchester. IPS is specific to Stockport residents in receipt of secondary services in mental health and all referrals come from the Community Mental Health Teams, Early Intervention and Recovery & Inclusion Team.

Pure provide continuous support and monitoring to both clients and employers once employment has been gained; they remain with them, offering advice and guidance enabling progression.

Pure Employment were already delivering supported employment through Stockport Council and NHS Joint Commissioning, specific to mental health but this only employed one staff member. In June 2010 with PSA 16 funding from the Department of Health and NHS North West they were successful in becoming a pilot for IPS and were able to recruit 3 further employment officers, making a team of 4. The duration of the project is just over 2 years and will come to an end in June 2012.

PURPOSE

- To work with people who have severe and enduring mental health problems and are in receipt of secondary MH services, to obtain competitive paid employment which meets their aspirations
- To provide person centred support to those people referred by the Care Coordinator's to obtain 'real' jobs without the need for lengthy pre-employment training courses.
- To provide a range of advice for IPS clients including Careers guidance, welfare rights and benefits related to employment.

The key principles of IPS:

- Competitive employment is the primary goal;
- Everyone who wants it is eligible for employment support;

- Job search is consistent with individual preferences;
- Job search is rapid: beginning within one month;
- Employment specialists and clinical teams work and are located together;
- Support is time-unlimited and is individualised to both the employer and the employee;
- Welfare benefits counselling supports the person through the transition from benefits to work.





GOOD PRACTICE CASE STUDY

KEY STAGES OF SET-UP

• **Successful application for IPS pilot in Stockport**

Pure Employment was already established in Stockport as an organisation working with the most disabled and disadvantaged people to obtain employment. They applied for funding to extend their services to people with severe mental health problems and were successful in becoming an IPS pilot in 2010

• **Funding for pilot**

The additional funding offered the opportunity to recruit 2 additional employment officers and a part time monitoring officer making a team of 4. The funding has allowed Pure Innovations for the first time to specifically employ a Monitoring Officer who focuses on 'in work' progression, sustainability and an individuals independence - a key to eventual unsupported employment.

• **NHS partnership develops referral pathway**

Pennine Care NHS Foundation Trust are key partners and contributed significantly in the setting up of IPS. They worked closely with Pure Employment to establish co-location within their Community Mental Health Teams and assisted in drawing up the referral pathway.

• **Gaining support for the project**

The Pure Employment Senior Practitioner Margaret Parker and Julie Pepper, Recovery and Inclusion Team Manager went out to meet the Pennine Care Community MH teams to present IPS and through this they gained very positive support for the project

• **Programme of customised support developed**

Following referral the individual is provided with a customised support package which is dependent upon

their level of need and ambition. This may include 100% support at every stage if they lack confidence and have anxiety about the process or may offer very minimal support mutually agreed with the client and employer.

• **Links with employers**

In order to get people into real paid jobs it is important that employment officers are aware of employment opportunities and that they build rapport with potential employers. They often negotiate 'working interviews' for people who would not perform well in a formal interview situation. Working interviews enable a client to demonstrate skills, ability and potential rather than the traditional "Sell yourself" interviews which the majority of people struggle with. Carving jobs is also an important element of ensuring a good job match for a client. Carving is when an Employment Officer works with a senior person in a company to look at tasks that a higher paid member of staff is doing and looking at unmet business needs. These often can be pulled together to create a new job role

HOW IT WORKS

• **Referral**

IPS referral is open to all clients that access Stockport Community Mental Health Team who express the desire to work and show commitment to the project..

• **Initial meeting with client**

At an initial meeting with the client the employment officer discusses their desire to work, aspirations, employability and the menu of support available. There is no assessment but details of skills/flexibility/job aspirations are

captured. Each client receives a "Better off calculation" based on a predicted salary and hours of work to represent potential earnings so that a client can make an informed choice on how many hours they would like to work.

• **Menu of support**

At the initial meeting clients are informed of the support package that might be appropriate for them. This ranges from 100% at every stage including CV writing, Application for jobs, meeting the employer, on the job training, accompanying the client to work, travel training and setting up a bank account. The level of support will be based on the level of confidence and is a 'pick and mix' to suit their needs. Agreement is reached on the kind of employment, hours of work and the level of support. As part of the project Pure will always meet with the employer to discuss the project but the level of involvement is mutually agreed with the employee and employer.

• **Work development plan**

Working with the client the employment officer uses a development plan tool to get to know the individual, identify skills, abilities and expectations of employment and to start building rapport with them.

• **Benefits case study**

Working with the welfare rights officer the client is helped to assess their position in terms of income, benefits and potential earnings so that informed decisions can be made about moving into paid employment. Welfare benefits assistance is offered throughout the transition from benefits to work.



GOOD PRACTICE CASE STUDY



North West

• Job search

Job search meets individual's preferences and is rapid (within one month).

Employment officers help to search out job vacancies with the client. We also 'carve' jobs to meet the specific needs of employers and the skills and abilities of our clients.

• Application/interview

Help with completing applications and interview preparation are key parts of the support package. However many of the clients are concerned about interviews and the employment officer may negotiate with employers to allow a 'working interview' where the client will do the job for 1 or 2 days and if they work to the standard required negotiations will take place for them to be given the paid job at the going rate for the job.

• On the job

Once clients have been offered a job the employment officers are available to prepare/coach them as necessary and ensure they are well prepared to start work

• Review

A review with the client takes place after 6 weeks and also 6 months. At 6 weeks a check is made that the employment is working out, that they are enjoying their work, performing well and if they have any training needs. At 6 months a further review is held and if all is going well a client may want to sign off from the project or may want to go over to the Monitoring Officer who will offer low level support. Low level support means that a review will be booked in six monthly but if a client or employer has an issue we will quickly be able to step in and assist in resolving the issue.

Amanda Noon, Pure Employment Team Manager is proud of the success of IPS. She stated, *"We are working with people that would struggle to access mainstream employment assistance not only through the job centre but also in line with the new*

Work Programme as it is not individually tailored enough for each person's needs.

We work with people that have recently come out of hospital or who may have been unemployed for many years and the thought of going into employment is very scary but they know they want to do it. We believe that if a client wants to work they deserve the right to try and with the correct support they will be successful at gaining employment and more importantly sustaining rewarding employment with significant financial gain."

EMILY has her own business and this has made a significant impact on her life:

"Having Pure to assist has helped and made things easier-it has been good to discuss business and plan for the future. It has also helped me not to take on to many other projects whilst setting up a new business. I am anxious and paranoid usually at work and find it difficult to follow instructions given but having my own business has meant I could run things how I want following my business plan.

Having my own business has given me more independence and I enjoy chatting to the customers. I feel more confident and able to deal with problems as they arise."

JANE works on checkout at a supermarket and has the following positive experiences from this project:

"It was good to get to know my employment officer first and to have the confidence to decide on what job I wanted to do and could cope with whilst managing my mental health and a change in medication.

I feel as though I am part of society and enjoy being part of a team. My self esteem has improved and I am now more assertive, I enjoy chatting to the customers and other staff at work.

RESOURCES

The Department of Health and NHS North West provided the funding for the 2 year IPS project which will run to June 2012. After this date Pure Innovations and Stockport Health and Social Care Services will need to look at sustainability and alternative sources of support to continue this work. The health benefits of employment for people with mental health problems are widely recognised but through this project it is evident that this type of support needs to be in place to produce the job outcomes.

Expertise in working with this client group and supporting their needs as well as knowledge of employment opportunities and rapport with employers is also an essential factor in the success of the project. Pure Innovations have been well placed to offer this through their existing work and Pure Employment.

Amanda looks to the future and support for those clients struggling in employment: *"IPS focus is in getting unemployed clients into paid work. We would like future funding to encompass working with clients in secondary MH service that are already in employment but who are significantly struggling and in jeopardy of losing their job. Ultimately this will not only prevent people becoming economically inactive or more likely returning to benefits but demonstrates that with relevant, specific support people with MH can sustain long term employment. I feel that in many cases people needlessly lose their employment particularly if someone is experiencing relapse. Instead employers can work in partnership with employment agencies to arrange for a supported return. We could also advocate for issues based on performance, training and progression"*



GOOD PRACTICE CASE STUDY

C's Journey: (a case study)

C is 39 and lives in Stockport. C had ongoing employment in retail stores in Manchester to support himself whilst at College and then University. C was always academically bright but didn't understand his moods and his feelings. Whilst at university these personal issues became more apparent and C felt more out of place and began to become delusional and depressed. As the situation at University & work became worse there was also a break down in his family relationships and this led to a suicide attempt. C was admitted to hospital and was diagnosed with Schizophrenia as well as suffering from depression. C missed a year at university but eventually went back and completed his course in 1994 and gained a degree in Fine Art. This success was followed by another long period of illness and C was readmitted to Hospital in 1995 after another suicide attempt. C found himself unable to work or study and found it a constant strain to keep engaged in everyday life. After several years C felt well enough to enter full time study and in 2007 gained an MA in Scriptwriting. His confidence was still low but this was helped by involvement in local art groups and volunteer work at a Stockport based charity helping them design a website.

In 2009 C decided that he wanted to work again but needed help in identifying relevant roles. He also wanted help to build his confidence. With this in mind C was referred to Pure Innovations.

Pure Innovations began working with C in June 2009 and was referred by his Support Time and Recovery Worker as he was on an enhanced care programme. He was very nervous about working as he hadn't worked for years and even though he knew it was the next step for him the thought was extremely scary. Whilst filling in a Work Development Plan with C it became obvious that he wanted to play to his strengths and wanted to

work in a creative field. We initially identified a trainee role within the BBC but it became clear after he had passed the induction process that the role would be too demanding as a first step back into employment. An alternative role identified as a Web Site Manager for a national organisation which allowed C to use both his technical skills and also his writing skills. After a lengthy application process and interviews C secured the position on his own merits and skills. He now works 16hrs per week with the opportunity to progress if he wants to.

C's Achievements:

C continues to go from strength to strength within his role and greatly enjoys being part of a highly regarded team. His confidence has returned as he uses his hard earned skills on a daily basis and as his role increases the opportunity to advance is available. His input is highly valued.

C made the following comments about the project:

"I found the experience initially daunting. But with help from Kristian (Employment Officer) I found it engaging and enjoyable. My work search was extremely relevant to my qualifications and pastimes. We looked at many opportunities which included trips to the BBC where I found I fitted criteria for the jobs if not the jobs themselves. I discovered that I had a lot to offer employers. This was reinforced by Kristian always being there for me with words of encouragement.

I have now been in work for 12 months and in hind sight it has been a journey that has involved regaining my confidence. It has made me feel part of society again and makes me think that I really do contribute. Also it has provided me with money which is always helpful."

KEY CHALLENGES

- Finding employment opportunities at this time of economic recession which in turn cultivates a highly competitive jobs market
- The initial stages of integration within the CMHT's purely due to restriction on staff time.
- Takes time to see the benefits of having an Employment Specialist based at a CMHT because results are not achieved over night. However they now have many successes to share.
- Supporting clients in employment particularly in times of relapse to prevent them losing their jobs as this is not classes as an outcome.
- The fear of stigma in the work place for clients due to their mental health
- Clients concerned they would not be better off if going into paid employment
- Future funding to both maintain and develop this important IPS work which is known to improve the health and wellbeing of this client group



GOOD PRACTICE CASE STUDY

KEY LEARNING

- Discuss with each client individually what support they feel they need and break it down for each stage of the process. Do not apply a model of one size fits.
- Ensure clients are fully informed about financial benefits of working by providing better off calculations and predicted income.
- Employment is now a part of every clients CPA/well being care plan.
- Sharing up to date relevant information first hand with CMHT staff has improved support to clients e.g. if a change in medication know might need extra support in work
- Rapid intervention from services can take place now that staff are co-located
- Excellent relationship with Recovery and Inclusion Team so that clients can be quickly referred on to appropriate services if paid employment is not wanted.
- Co-location of the Employment Officers in the Mental Health Teams is working extremely well and communication between our employment team and the CMHT is much more open and frequent. This means that clients are getting a better more consistent service that meets their needs and demonstrates the value of "joined up services"

SUSTAINABILITY

- The future of the project is concerning as there is not an identified funding resource at the moment, however we are working closely with our joint commissioner.
- At the IPS Partners meeting in May sustainability was discussed and it was felt that IPS is recognised and evidenced as being a very successful employment model but future funding may only come from redistributing current funds within MH services or in time through the Work Programme but this may be a few years down the line.

NEXT STEPS

- Engaging with the STAR workers at Stepping Hill Hospital to work more closely with clients that have been discharged from hospital, especially those that have a job but may need support in returning following a period of long term sick.
- Progress clients that are very settled in employment from our service so that they can then be monitored by their Care Coordinator as part of their usual reviews.
- Continue to build up a high profile and share the successes of IPS to assist in securing future funding.

SUPPORTING MATERIAL

The following resources are available as an appendix to this case study

- The Sainsbury Centre for Mental health briefing paper "Commissioning what works"
- PowerPoint presentation on Pure Employment IPS
- PowerPoint presentation IPS including referral process

FURTHER LINKS

<http://www.pureinnovations.co.uk/pure-employment>

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