

VOCATIONAL SERVICES ANNUAL REPORT 2012-2013

Centre for
Mental Health



IPS Centre of Excellence 2013 - 2016

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1. Executive Summary

- Between April 2012 – March 2013 467 people accessed trust-wide vocational services from across the trust, and 181 paid outcomes were achieved. 87 people were also supported to complete education/training as part of their journey back to work.
- As a result of a successful European Social Fund Bid an IPS Trainer role was put in place for 7 months. This enabled the completion of one Day Quality Assurance Reviews across vocational services. 3 Services achieved an Exemplary Rating which has only been achieved once in the UK before.
- Work and Wellbeing Training was developed and delivered to 13 clinical teams across the Trust to enable teams to review their practice around supporting service users to achieve their vocational goals; and increase awareness of evidence based employment practice.
- A second Employment Recovery Booklet has been produced which includes recovery stories written by service users who place employment at the heart of their recovery, and also includes quotes from employers and clinical staff.
- CNWL continued to play a national role in the development of the Individual Placement and Support model, via our role as a Centre of Excellence, sponsored by the Centre for Mental Health. This included hosting an Open Day Event and international visitors.
- 96% of service users surveyed reported that they were either 'very' or 'quite happy' with the support they received to achieve their vocational goal and 87% believed that the service had helped them move closer to finding a job or accessing education.
- CNWL Vocational Services was short-listed as an example of 'high impact innovations' as part of the NHS Chief Executives Report 'Innovation Health and Wealth'. 349 applications were received and 108 made it into the Innovations Catalogue.
- A successful lottery bid was made to the Lottery which will fund an Employment Project Manager and 1 ES Post in Brent Addictions for 3 years.

I can't wait to work, it will give me the structure, routine and stability I need; and stop me sitting at home thinking about how ill I am.

Service User, Westminster/K&C Early Intervention Team

2. Why is access to paid employment important?

Most service users with severe mental health problems and addictions consistently identify in surveys completed across the UK that they want to work, and see it as a key component of their recovery. As Beard et al (1982)¹ noted:

"A job is a place where you are needed; if no one depends on you showing up why even bother getting up in the morning".¹

The most standardised approach to supporting people with severe mental health problems and addictions to access employment is the Individual Placement and Support model, which was first documented in 1993 and subsequently updated in 2003 by Becker and Drake 2003)¹. This approach has been adopted across CNWL and is based on a set of core principles. These include zero exclusion; service users decide when is the right time to start the journey to paid work given that:

“Neither clinicians nor researchers can accurately predict which persons with severe mental health problems can obtain competitive work. Therefore, not excluding clients who want to work based on other criteria maximises the chances that supported employment will be available to the greatest number of clients who may potentially benefit from it.”

In addition a focus on competitive employment, integration of clinical and employment services, benefits counselling, attention to client preferences, rapid job search, and provision of in work support.

“These principles are supported by empirical research” (Bond 1998, 2004)^{1,2}, and are based on a recovery orientated and strengths based approach. In addition there is an emphasis on:

“Viewing the community as a potential resource rather than a barrier to the client’s employment goals... The identification of client strengths plays an important role in building up clients’ self confidence and helping them sell themselves to prospective employers”.

Refer to Appendix a: for Background information on how the IPS Model Works/Policy Framework.

Policy Documents

Two key reports relating to employment were launched during the year. These included ‘The Abandoned Illness (November 2012) by the Schizophrenia Commission <http://www.schizophreniacommission.org.uk/the-report>³. The report identifies that although the current rates for adults in employment in the UK is 71%, for those with schizophrenia and other complex mental health problems the employment rate varies between 5 and 15%, and has actually fallen in the last quarter century. (Marwaha and Johnson 2004)¹. The report goes on to recommend that all mental health teams should be moving towards the IPS approach. The second report published by the Work Foundation ‘Working with Schizophrenia: Pathways to Employment, Recovery and Inclusion’, (February 2013) http://www.theworkfoundation.com/DownloadPublication/Report/330_Working_with_Schizophrenia.pdf,⁴ recommends that the Government needs to develop a national strategy around increasing access to employment, given that the current welfare to work provision is not adequately supporting people with severe mental health problems, and there remains limited access to evidence based supported employment.

In addition a range of recent policies including the NHS Mandate (2012)⁵, NHS/Adult Social Care Frameworks, and the Public Health Outcomes Framework⁶ all highlight the importance of access to paid employment for mental health services users. The new Social Value Act⁷ will also task Clinical Commissioning Groups with ensuring that all services they commission consider their impact on health and well-being including employment.

3. Over-view of CNWL Vocation Services

In response to the research evidence^{1,2} service user feedback and in line with the recommendations of policy documents^{3,4,5,6,7}, the aim of CNWL’s Vocational Services is to deliver two streams of work. These are:

(i) Trust as Employer: The User Employment Programme (UEP). The aim of which is to enable the Trust to become an exemplary employer for people recovering from mental health/addictions. This involves offering practical support to individuals who are applying for existing posts within the Trust; as well as time limited work placements accompanied by active job search to assist individuals to become competitive for specific career opportunities.

(ii) Trust as Bridge Builder/Influencer - Implementation of the Individual Placement and Support approach (IPS) which is internationally considered the most effective evidenced based model for assisting mental health/addictions service users to return to paid employment.

As part of the implementation of IPS, vocational services also have a commitment to developing tools and resources for care coordinators to assist them in supporting the whole service user population, attached to a team, to access employment; not just those on the caseload of the Employment Specialist. This includes building partnerships with external agencies to facilitate wider access to employment and education opportunities.

This Annual Report reflects activity and developments for the period 1st of April 2012 to 31st of March 2013. The report will cover adult mental health and addiction services. It will consider measured progress against the implementation of the 'Mental Health Employment Framework'⁸, and the 'Addictions Employment Framework'⁹, and the 'Vocational Services Strategy'¹⁰.

4. Service Developments/IPS Implementation:

During 2011/13 CNWL continued to develop and embed the Individual Placement and Support Employment Model in a range of services across the Trust. This includes community Recovery teams in Westminster, Brent and Hillingdon. IPS has also been implemented in all Early Intervention Teams in Brent, Harrow/Hillingdon and Westminster/K&C, and all Addiction Teams.

A number of key developments took place during the year. These included the following:

4.1 Improved 'Fidelity to the IPS Model'

During the year CNWL accessed short term funding from the European Social Fund in partnership with Ealing Council to employ an IPS Trainer role, across the Trust between September 2012 and March 2013. This was filled on a job share basis by 2 internal Vocational Team Leaders, and an external IPS Expert (an Associate IPS Trainer from the Centre for Mental Health, who worked on the project 2 days per month). The project involved the following.

4.1.1 **Completion of One Day Fidelity Quality Assurance Reviews** of all clinical teams teams delivering the Individual Placement and Support model; and the development of follow up Fidelity Action Plans to increase outcomes and service effectiveness. Most services achieved a 'Good' Fidelity rating, and 3 achieved an 'Exemplary' Fidelity rating which has only happened once in the UK. These were the Community Recovery Team and Early Intervention Team in Brent, and the Early Intervention Service in Harrow/Hillingdon. Service users who took part in the review commented:

"I feel useless, I have no purpose if I don't work."

"Being at home with no job makes me feel like I am locked in a prison."

Those who had been supported into employment identified that it had given them more confidence, boosted their self esteem and had increased the pace of their recovery.

"I really appreciate having an ES who believes in me."

"My ES has really opened up doors with employers."

"Having a work placement in the Trust has really made me feel valued."

"My ES's enthusiasm and optimism rubs off on you."

"Having an ES in the clinical team really works."

4.1.2 ES, service users and clinical staff completed a 'Train the Trainer' event to enable them to deliver a '**3 Hour Work and Wellbeing**' training session within clinical teams. This was delivered to 13 teams during the year, and aims to increase awareness of the evidence base for supported employment, and enable clinical staff to reflect on their own practice around effectively supporting service users to return to paid employment. Staff who completed the training on average reported that their confidence in asking service users about their employment goals increased from 75% to 92%.

"I now understand that employment is available for nearly everyone."

"The resources were particularly helpful, and the discussion on the pitfalls of finding unsupported voluntary work".

"Clearer understanding of the IPS model and referral criteria and ongoing work that employment service will provide".

"The importance of on-going joint working with Employment Specialists."

"It will encourage me to ask all the service users the right questions about their employment aspirations in the right way."

4.1.3 **Field mentoring for staff.** The project reviewed good practice in field mentoring for ES, and individual coaching sessions have been offered to a number of ES to support them improving their practice in relation to employer engagement, and in supporting service users to manage personal information during the return to work process.

4.1.4 **Production of PR Tools.** These included a second Recovery Stories Booklet which also included quotes from employers and family members; plus 2 postcards advertising the service to service users and employers. (Refer to Appendix i).

5. CNWL Vocational Services short-listed as an example of Innovation in the NHS:

As part of the Department of Health's drive to forward innovation and priority work streams for the NHS, an invitation was sent out across the NHS for services to submit applications and ideas to the High Impact Innovations Programme.

CNWL Vocational Services were short-listed as an example of 'high impact innovations' as part of the NHS Chief Executives Report, 'Innovation Health and Wealth'. 349 applications were received and 108 made it into the Innovations Catalogue.

6. Increasing national profile as a Centre of Excellence

CNWL continued to play a role as a national Centre of Excellence in promoting and contributing to best IPS practice. This has included hosting international visits from Norway, Japan and organisations across the UK.

7. User Employment Programme (UEP):

The programme continues to offer a range of work placement opportunities across the organisation, as well as supporting access to paid posts. In addition the programme now works in partnership with the Peer Support Manager to support applicants applying for Peer Support Worker Posts.

7.1 During the year the UEP developed a partnership with one of the Trust's sub-contractors, Ranstad who now automatically approaches the UEP when they have a vacancy.

- 7.2 Of those service users who had accessed the UEP, and were interviewed as part of the service user satisfaction survey, 100% were either 'very' or 'quite' happy with the support they had received from their ES to achieve their vocational goal.

The following is a quote from a service user who has participated in the programme during the year.

"I started my UEP placement during the last three months of a seven and a half year bout of treatment. I was at a pivotal point in my recovery but completing the UEP placement has reinforced my desire to move forwards with my life and my recovery. The skills and experience I acquired during the UEP placement helped me to attain a permanent paid post working within the trust as a peer support worker. The experience has therefore been a great success. the support I received from my employment specialist was a key ingredient for the success of the experience as a whole."

"Service user supported by the User Employment Programme"

8. Service User Satisfaction Survey

A confidential telephone survey was carried out by service users at the end of the financial year. Results were very positive, **96%** of service users surveyed were either 'very or quite happy' with the support they got to achieve their vocational goal; and **87%** felt that the service had moved them closer to the labour market. Service users identified the things that they most valued, "having an ES who believes in me" and "having someone who can open doors with employers".

See appendix b: Service User Survey results.

9. Recovery College

Vocational services staff from across the Trust have been involved in the delivery of the Recovery College Courses entitled 'Employment 'Recovery in Action'. The 5 Day Course explores topics such as vocational goal setting, job seeking, application, back to work benefits and interview skills. Students learn how to best manage the transition into work, manage their personal information in the work place and find out about local employment support they can access. In addition a specific course on managing personal information such as mental health when applying for and starting a new job.

10. Work with local employers

This year a new employer engagement strategy was launched across Vocational Services, following recommendations from the Fidelity Reviews. ES now aim to dedicate two hours per day to Employer Engagement and meet as a team fortnightly for joint employer engagement. The aim being to increase the number of face to face meetings with employers, and open up opportunities in the hidden labour market, as we know that up to 80% of jobs are never advertised. This has resulted in increased outcomes in a number of services.

During the year links were established with the following employers amongst others; The Post Office, Core Arts, BP Collins, Brooke Street, DJ Consulting Services Limited, North London Fire & Security Systems Limited, Aldi ,Sainsbury-Harrow Road, Accession, Stop The Press, Printer Pronto , Gliffex , Screen Print City, Grosvenor Estates, London Print Centre, Argos, Victoria, Hotel Chocolat, Victoria, Marks & Spencer's Victoria, John Bell & Croydon,The Press Gang, Launderette, Clink Hostels, St Thomas's Hospital, Royal Marsden Hospital, Whittington Hospital, Delaware North, Knightsbridge Guarding, Hoxton Hotel, MNM Property, Brent Association of Disabled People, Crown Moran Hotel, Costa Coffee – Cricklewood, Subway Wembley, Shoezone Wembley, Wilkinsons Wembley, EE Mobile, Premier Inn Hanger Lane, The Black Lion, Cafe Nero, Matalan, WH Smith and Bernadita Salon. Good relationships were built also with employment services Springboard, Victoria Bid, and Reed in Partnership- Acton.

11. The wider employment agenda

Over the past 2 years there has been a huge amount of change within the welfare reform agenda. This includes changes to benefits, and use of Work Capability Assessments to assess fitness for work and mandatory referrals to the Work Programme.

ES, in each borough, continue to build relationships with local employment providers including Work Choice and the Work Programme to ensure there are clear employment pathways for the whole service user population. However, despite this there continues to be challenges on a national level around the number of people in secondary mental health services who are accessing the programme. There are also concerns around the capacity of large work programme providers to offer the level of support required by people with complex health problems. These issues are now being reviewed by the Department of Work and Pensions.

12. Local Authority Partnerships:

Access to paid employment is becoming increasingly important for Local Authorities, and the work of the Health and Wellbeing Boards. During the year vocational services continued to work with Local Authorities in relation to implementation of existing vocational services within Westminster as part of the Tri-borough Review, as well as exploration of new funding opportunities with Brent LA.

In the coming year it will also be important to review the integrity of the employment status data we provide Local Authorities to ensure that it is accurate, and also consider how we define paid employment in relation to very short term temporary work.

13. Service Delivery Outcomes

13.1 The User Employment Programme (UEP)

During 2012/13, the UEP continued to deliver and develop a Trust-wide supported employment programme for service users from across the Trust. The service supports people, with a history of mental health and/or addiction problems, to access placements and paid employment within the Trust. The programme is delivered by one employment specialist, with support from the Deputy Vocational Services Manager.

The following tables detail outcomes for individuals accessing the UEP during 2012-13; and since the inception of the programme in 2004.

Table 1

User Employment Programme	Financial Year 2012-13	September 2004 - March 2013 (Cumulative Figures)
No. of people who accessed the User Employment Programme	47	270

Of those referred to the ES, within clinical teams, 57% were unemployed and completely unoccupied at the time of referral. This fell to 38% at the end of the financial year as people became engaged in paid employment, education courses, and work placements etc.

Of those referred to the User Employment Programme (UEP) during 2012-13, 47% (22) had at least one hospital admission before accessing the service. 75% of people accessing the programme went into placements in a range of non-clinical settings, and 25% were offered in clinical settings.

Of those surveyed during the year 100% of service users accessing the UEP said they were either 'very' or quite' happy with the support they got to achieve their vocational goal.

Table 2

User Employment Programme	Financial Year 2012-13	September 2004 - March 2013 (Cumulative Figures)
No of work placements offered	16	209
No of paid employment outcomes:	16 (for 11 people)	117
Of those supported to access employment the % of individuals who had sustained their employment	At the end of the financial year of the 11 people placed in employment 10 (90 %) were still working. Of which - 18% (2) had been in work up to 13 weeks. - 82% (9) had been in work over 6 months	
No of people supported to access mainstream education and training	2	52
No of people supported to access volunteering	0	17

Implementation of the IPS Model within Trust-wide Mental Health and Addiction Services

The following tables outline the outcomes achieved for IPS Services across the Trust.

See appendix d 'Summary of Key Performance Indicators for Vocational Services 2011'.

Table 3

Trust-wide IPS Services	
No. of people who accessed IPS services from across the Trust	467 actively accessed the service
NB: 'Active' is defined as someone who has completed a vocational assessment and started to actively participate in their vocational action plan. It does not include those who were referred but decided not to take up the service beyond the vocational assessment due to health or other issues.	(Target for active access = 460)

Of those referred to the ES, within clinical teams, 68% were unemployed and completely unoccupied at the time of referral. This fell to 26% at the end of the financial year as people became engaged in paid employment, education courses, work trials etc.

Of those accessing support from an ES based in Community Recovery/Rehabilitation teams, the majority had more serious and complex mental health problems; 90% had a diagnosis of some form of psychosis, and 78% of people referred from clinical teams had at least one hospital admission. Of those moving into paid employment from mental health services 87% had a diagnosis of some form of psychosis, and 67% had at least one hospital admission.

Many service users accessing trust-wide vocational services had experienced significant periods of unemployment, the average being 3.6 years, ranging from 2 weeks to 36 years. Of those moving into employment, the range of time unemployed ranged from 2 weeks to 20 years.

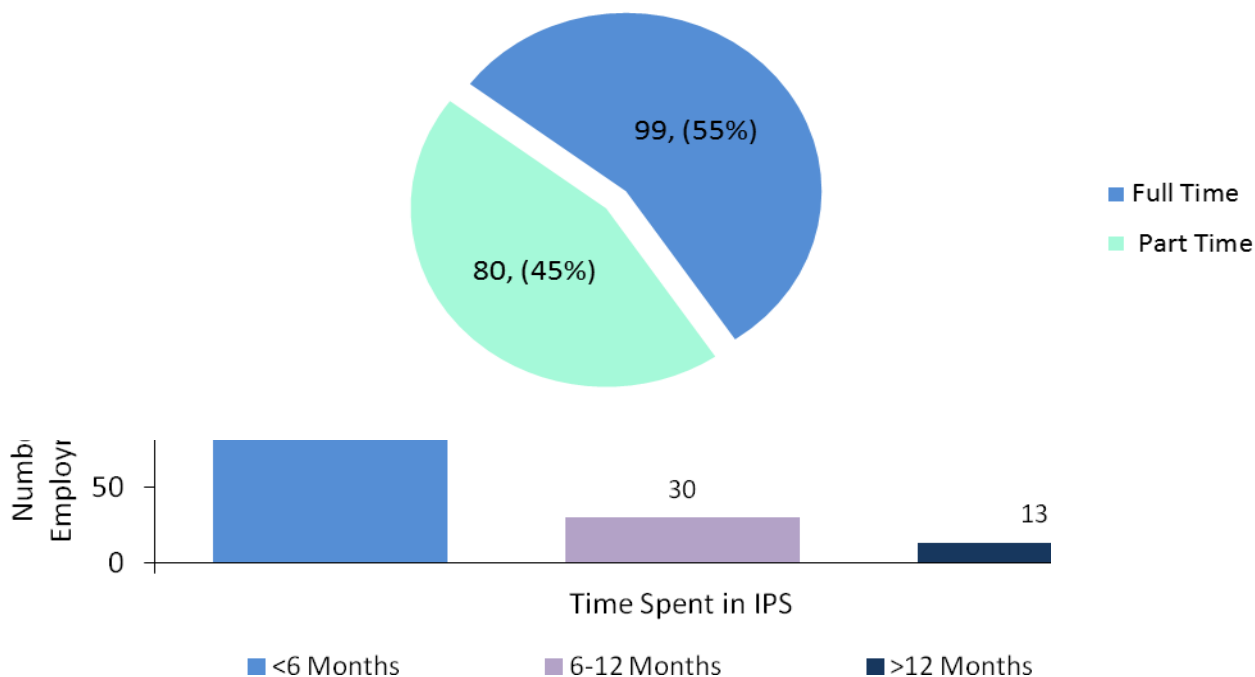
Table 4

Trust Wide IPS Services	
No of paid employment outcomes	181 (Target 186) The above outcomes were achieved for 144 individuals, as some people were supported into more than 1 job.
Of those supported to access employment the % who sustained their employment	At the end of the financial year: Of those accessing IPS in mental health services: 77% were still working at the end of the financial year, of which 75% had sustained their job over 3 months. Of those accessing addiction services: 50% were still working at the end of the financial year, of which 56% had sustained their employment over 3 months.

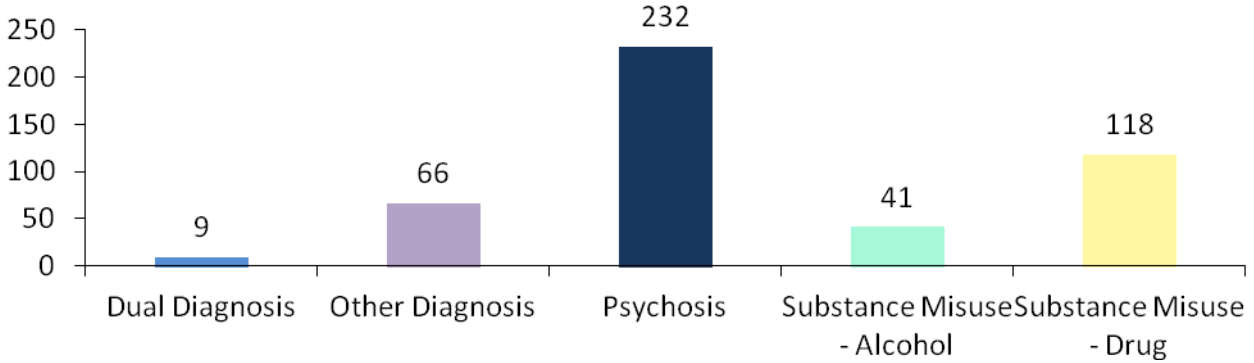
*A small % of service users gained more than 1 job during the time with IPS services. It should be noted that each job is counted within IPS practice, and multiple jobs is seen as acceptable and part of the process as people explore their vocational identity and choose the right job match, which in turn increases the likelihood of job retention. (Bond 2011²).

Of those moving into paid work the following provides a breakdown of the number moving into part and full-time work.

% of New employment starts this financial year, by hours worked

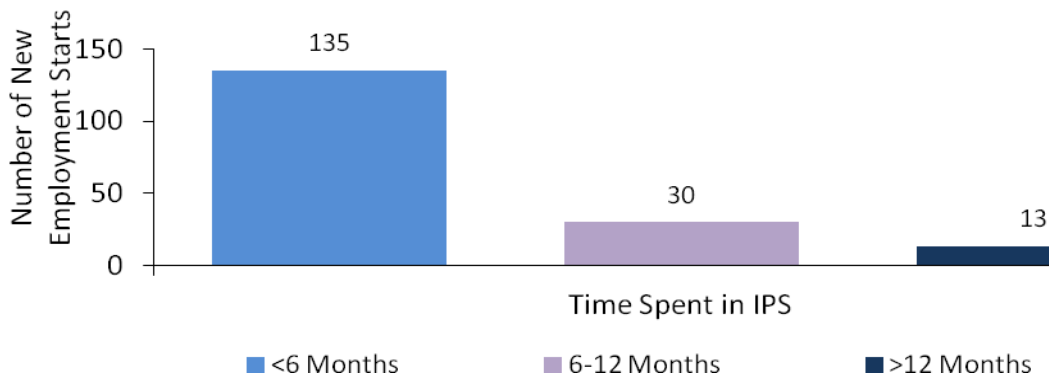


Number of service Users who accessed the service during the financial year, by diagnosis



Of those who moved into paid employment the following graph outlines the length of time taken to access employment from initial assessment.

New employment starts by time spent in IPS service



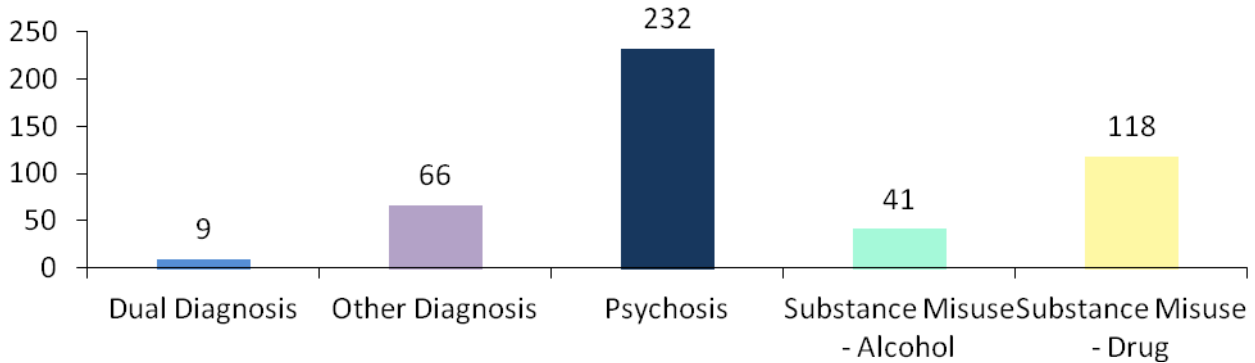
Of those referred to Trust-wide Vocational Services, 120 were supported to access mainstream education/training into education/training opportunities.

Rapid job search is a key element of the IPS approach and the following table outlines the % of people who were supported to job seek within 4 weeks.

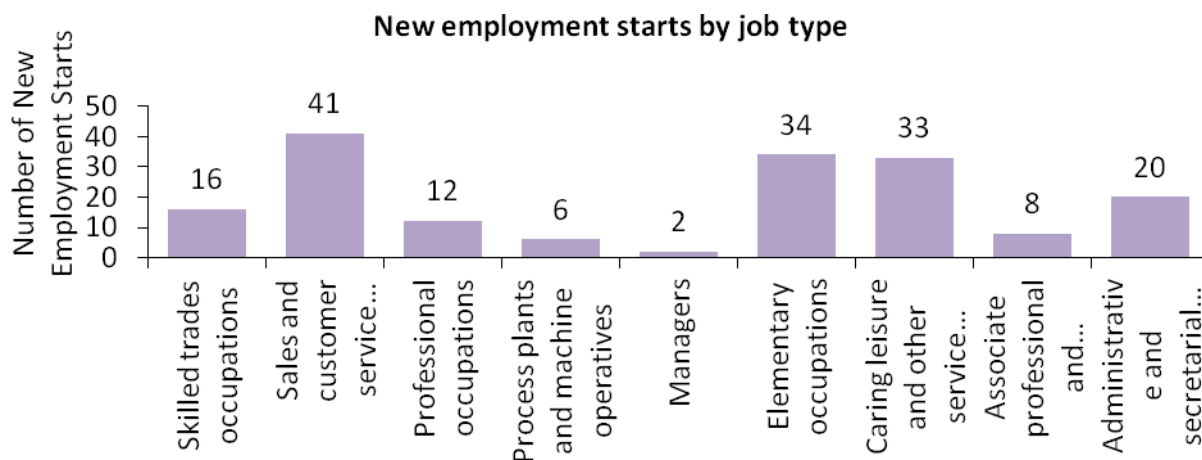
Trust Wide UEP/IPS Services	
% of service users supported to job seek within 4 weeks	88%

Of those accessing Trust-wide Vocational Services the following details the ethnicity of those accessing the service in the first column, and those moving into paid work in the second column.

Number of service users who accessed the service during the financial year, by diagnosis



Of those moving into employment the following identifies the types of work; see Appendix e for a summary of job categories:



See appendix f: Job categories: the type of employment accessed.

See appendix d for a breakdown of performance for each borough/service line.

14. Implementation of the IPS Model within Local Services:

14.1 Community Recovery Service Line:

The **Brent** vocational team was the best performing vocational team last year. In addition both the Recovery and Early Intervention Teams achieved 'Exemplary' Fidelity Reviews. However, the Community Recovery post came to an end during the year as the fixed CQUIN funding ended. The following quote reflects the impact of no longer having an ES.

Service users in Brent have readily accessed the employment specialist within the team, this is demonstrated by the number of referrals and outcomes achieved. The opportunity to offer access to an employment specialist when service users express a desire to work is fundamental to inspiring hope and recovery. For some this can be the first step to moving towards a lifestyle that supports wellness and recovery. There is a strong work ethic amongst service users, and for professionals to believe in individuals is a crucial aspect to service delivery. Furthermore supporting access to work opportunities reduces risk of boredom, and associated consequences of unemployment such as suicide, aggression, violence and lack of meaningful occupation.

It goes without saying the absence of an employment specialist's expertise in working with service users utilising the community recovery team has been both noticeable and significant.

Senior OT, Brent Recovery Team

The **Westminster** vocational team, continue to embed the IPS approach in the Community Recovery and Early Intervention Teams, achieving a Good rating in all Fidelity Reviews.

For a number of my service users being in work is the most important context by which they judge themselves and their recovery. The Employment Support specialists in the team have been a fantastic resource in helping people plot their route back to work and stay in work and I have heard nothing but praise from my patients for this service.

Consultant Psychiatrist, North Recovery Team

The Employment Support service has really opened doors for the service users I've referred. I've been amazed at how much can be achieved by service users with the support of your hard working and imaginative staff. Your staff have such a positive and inspirational attitude that transmits to service users.

One success story includes a service user who has been helped to get back on track by getting work as a legal secretary after over a decade of not using her law degree. Another service user worked on the Olympics and now attends interviews with the aim of achieving work in the retail sector. When I first knew him he hid in his room and never came out. Now he's highly motivated to get work. What a journey for him - helped by the ES. Your service is unique and invaluable. May it continue and expand.

Care Co-ordinator, North Recovery Team

In **Hillingdon** there is a dedicated Occupational Therapist who leads on vocation in the borough, but does not deliver within a pure IPS framework. The role also involves providing OT interventions. During the year a new Employment Specialist post was established to deliver the IPS approach across the Recovery and ABT team. Discussions also took place with Commissioners regarding the transfer of the existing employment services to CNWL.

There are currently no ES posts in **Harrow**, but during 3 months of the year a Vocational Team Leader was based in the borough, which enabled stronger employment pathways to be built with local services.

IPS services in **K&C** are currently provided by Pure Innovations, but posts are not based in the clinical teams, other than an ES that covers Westminster/K&C Early Intervention in Psychosis Team.

13.2 Assessment and Brief Treatment Service Line

There are currently no ES in the Trust's Assessment and Brief Treatment Service Line, other than the ES post in Hillingdon which covers both the Community Recovery Team and the Assessment and Brief Intervention Team.

13.3 Addiction Service Line Team

A bid was submitted to the Lottery which was successful and will fund the Employment Project Manager and 1 ES based in Brent for a further 3 years from 10 June 2013. However, funding could not be secured for the 4 ES posts based in Hillingdon, K&C, Hammersmith and Fulham, and Ealing.

In order to capture all the learning from delivering IPS within an Addictions service, we will be working with the Centre for Mental Health on a Briefing document.

See Appendix g for Addictions Services Annual Report 2012-2013

13.4 Rehabilitation Service Line

A Band 6 Vocational Team Leader is now established in the Rehabilitation Service, and also provides team leadership in the Brent Community Recovery Team. During the year a part-time post was established in the Brent Community Rehabilitation Team to implement IPS for the first time.

See Appendix a which provides an Organisational Chart for vocational services.

CONCLUSION








The continuing emphasis on improving fidelity and the quality of the User Employment Programme and IPS Services, was a key theme during the year. The IPS Trainer project enabled the service to audit both good practice and identify areas where the service needs to improve and develop. For example, a greater emphasis on a more structured approach to employer engagement to increase access to the hidden labour market, given that we know most jobs are not advertised, and traditional job seeking does not always work when people have experienced long term unemployment. We also know that a greater emphasis on employer engagement leads to increased outcomes.

We continue to receive positive feedback from service users around their experience of the service and the positive impact accessing employment has on confidence, self efficacy and recovery. However, the service is small compared to the increasing demand for effective vocational interventions across all service lines within the Trust. In addition it is not available in all boroughs, for example Harrow and Kensington and Chelsea.

It is unfortunate that funding ended for 4 of the 5 ES post in Addictions, despite the service demonstrating that IPS can also work for people in Addiction Services. We will ensure that we capture lessons learnt by producing a joint Briefing paper with the Centre for Mental Health around what we have learnt about implementing the IPS approach within Addiction Services.

As the Work Foundation Report (February 2013) and Schizophrenia Commission (November 2012) reports clearly demonstrate high levels of unemployment for mental health service users remains an on-going concern. This is further supported by national figures which demonstrate that the Work Programme and Work Choice are not working for people with complex health needs. The DWP have now recognised that a national strategy is now needed, and CNWL will be contributing to the strategy in the coming year. We will also continue to work with Local Authority partners, who are increasing seeing access to paid employment as a key agenda and part of the work of Health and Wellbeing Boards.

Appendices

Appendix a	Trust Vocational Services Organisational Chart	 Trust Wide Employment Framewc
Appendix b	Service User Survey results	 Service User Satisfaction Survey R
Appendix c	Summary of Key Performance Indicators for Vocational Services 2011	 Key Performance Indicators.doc
Appendix d	Summary of performance of IPS services within Service Lines/Boroughs	 Borough Summary Proforma for 2012-13
Appendix e	Job Categories	 H:\Appendix\ Appendix f - Job Cate
Appendix g	Addiction Services Annual Report (2011-2012)	
Appendix h	Background information on how the IPS Model Works/Policy Framework	 Background Information on the IP
Appendix i	Employment Recovery Booklet 2013	 Recovery Stories Booklet - Email versio

References:

1. Mueser and Bond et al (2012), Supported Employment, Handbook of Community Psychiatry.
2. Waghorn G, Saha, S, Harvey C, McGrath, Jet al (2012) Earning and Learning in people with psychotic disorders: Results from Australia's second survey of psychotic disorders. Australia and New Zealand Journal of Psychiatry, 46 (8), 774-785.
3. The Abandoned Illness (November 2012) by the Schizophrenia Commission.
4. 'Working with Schizophrenia: Pathways to Employment, Recovery and Inclusion', (February 2013),
5. NHS Mandate 2012.

6. NHS Outcomes Framework, Social Care Outcomes Framework, Public Health Outcomes Framework.
7. Social Value Act 2012.
8. CNWL Employment Framework 2005.
9. Addictions Employment Strategy 2006.
10. Vocational Services Strategy 2011.