



Employment Services Annual Report 2014-2015

“Its all about belief, my Employment Specialist believed in me when I didn't have belief in myself, without that I would not be working now.”

Westminster service user

Centre for
Mental Health



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1. Executive Summary:

- Between April 2014 – March 2015 **476** people accessed trust-wide employment services (against a target of **417**), and **193** paid outcomes were achieved (against a target of **194**, resulting in a **34%** placement rate). **88** education/training outcomes were achieved as part of the journey back to work, and **40** Recovery and Wellbeing Courses were completed.
- The service celebrated its 10 Year Anniversary at an event on 29 November 2014. This included the launch of a co-produced brand and strap line, chosen by service users “Working together, changing lives”.
- During the year a co-produced Employment Services microsite was developed and launched. This now provides information to support individuals in their journey to work, and will also include directories of local external employment services.
- An IPS DVD was produced and launched based on 3 service user stories; and interviews with employers. This was included on the Guardian website over the 2014 Christmas period, and is now also being used in training by the London Metropolitan University on their social work and health promotion courses.
- CNWL continued to play a national role in the development of the Individual Placement and Support model via our role as a national IPS Centre of Excellence, sponsored by the Centre for Mental Health. This included hosting international visits, and the delivery of training, workshops and presentations at national and international conferences.
- 94% of service users surveyed reported that they were either ‘very’ or ‘quite satisfied’ with the support they received from their Employment Specialist to achieve their employment goal. 99% were either ‘very’ or ‘quite satisfied’ with the help and encouragement they received from their care team in relation to returning to employment.(See Appendix c for more information)
- CNWL was identified as an example of good practice in the Report ‘Fit for Purpose: Transforming Employment supporting for disabled people, Centre for Economic and Social Inclusion Report’ (October 2014).¹
- During the year the service launched a Briefing paper, in collaboration with the Centre for Mental Health and services in New Zealand, based on our experience of implementing the IPS Model within an Addictions setting². In addition an article was published in the Mental Health and Social Inclusion Journal written by 2 service users and their Employment Specialists about their journey to employment.³
- Successful partnerships with a range of external organisations has resulted in co-location of several Employment Specialist posts, this included a successful co-location of Job Centre Plus staff in Westminster. However, some partnerships have been more successful than others, one with a major national employment support provider did not achieved what had been hoped and important lessons have been learned that can inform future partnership endeavours.
- The UEP continued to build successful partnerships with Local Authorities and CNWL sub-contractors leading to a wider range of paid and placement opportunities for service users.
- Funding was secured to implement IPS services in Harrow; and Kensington and Chelsea. Further funding was identified to pilot a monthly two day Employment course within the Recovery and Wellbeing College for Westminster Job Centre Plus.
- The service held an Employment Strategy Day facilitated by Dr Rachel Perkins, Senior ImROC Consultant, on 13 January 2015 to start to co-produce an organisational-wide Employment Strategy. The event was attended by CNWL staff, service users, commissioners, JCP, DWP and a representative from City Hall.

2. Why is access to paid employment important?

For many individuals getting a job and career is a natural part of everyday life.

“a job is the central hub from which other areas of functioning emanate. For this reason employment can be considered to be one of the most important factors in promoting recovery and social inclusion.”

(Waghorn et al 2005)⁴

In addition people with mental health and other health conditions are particularly sensitive to the impact of unemployment.

“For example additional stigma, demoralisation, loss of hope, social isolation and inactivity. Employment is a challenge, yet when successful encourages people to maintain their mental health. The confidence which develops from employment, promotes recovery”

(Waghorn et al 2005)⁴

This is very much confirmed by many people accessing CNWL services who see employment as central to their recovery and wellbeing.

The User Employment Programme (UEP) provides a unique service. My UEP Employment Specialist helped me see myself differently, to start to feel more able; she pushed me to challenge my perception of my own abilities. This process is nothing short of miraculous. For myself, experiencing over 10 years of worklessness, (not through lack of trying but through: lack of confidence, fear, anxiety etc.) My Employment Specialist managed to confront my fears with ALL the right answers and found a great placement for me to try out my abilities. I am now about to start paid work at Middlesex University which is a direct result of the User Employment Programme.

Service user supported by the User Employment Programme

There is also increasing research evidence that supporting people to access paid employment not only provides benefits for the individual, but also results in cost and service benefits, including:

“Lower relapse rates, and decreased use of legal detention, reduced hospital admission rates, better service engagement, higher client/carer satisfaction and lower suicide rates.”

(Rinaldi et al 2010)⁵

Bush, Drake et (2009)⁶ found that mental health service costs over a 10 year period were 50% lower for people supported into regular employment through IPS than other groups. They confirm that:

“IPS helps more people find jobs and increase income, along with improvements in symptoms (both positive and negative), leisure, finances, self esteem and relationships and reducing dependency and relapse.

(Rinaldi et al 2010)⁵

In response to service user feedback, research and commissioning policy CNWL continues to deliver and expand access to evidence based employment services, as well as build partnerships with external employment providers.

Implementation of the evidenced based Individual Placement and Support (IPS) Model continues to support a recovery focus within clinical teams.

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

Policy Documents:

Five key national policy documents relating to employment were launched during the year, some of which CNWL contributed to. These included:

SANE Progress Report Mental Illness Employment Task Group 2015: Addressing the serious health inequality of employment outcomes. Sane in partnership with Janssen, established a Mental Illness and Employment Task and Finish Group in 2014, which has involved parliamentarians, policy and mental health experts. The report summarises the work of the group which is aimed at driving forward progress on the following three key policy levers. A CCG employment Indicator which is now in place, developing an employment CQUIN target for NHS trusts, and a NICE Quality Standard. The next step will be to develop commissioning guidelines, which CNWL will be involved in. (Please refer to Appendix h for a copy of the report)

We've got work to do: Transforming employment and back to work support for people with mental health problems. Mind Report December 2014. The report identifies that the existing employment system is not working for people with mental health problems. It identifies that of those people with more complex mental health problems accessing mainstream employment programmes such as the Work Programme, only 5% are achieving employment. Whereas specialist schemes have proven to be much more effective. <http://www.mind.org.uk/about-us/policies-issues/in-parliament/mind-manifesto-election-2015/mind-manifesto-2015-weve-got-work-to-do/>

Fit for Purpose: Transforming employment support for disabled people and those with health conditions, Centre for Economic and Social Inclusion July 2014. <http://www.cesi.org.uk/publications/fit-purpose-transforming-employment-support-disabled-people-and-those-health-conditions> The report (which cites CNWL Employment Services as an example of good practice), identifies that many of the existing mainstream employment services are not very effective in supporting people with disabilities and health conditions. The report recommends increasing access to IPS services for people with mental health problems, and more joined up local services. In addition where appropriate, a need for joined up commissioning between local authorities, CCGs and JCP.

Psychological Wellbeing and Work by Rand Europe 2014. The report commissioned by the Department of Health and Department of Work and Pensions focuses on people with common mental health problems, and recommends that the IPS approach needs to be embedded in Primary Care Settings eg IAPT or Primary Care Plus Teams. . https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/273433/psychological-wellbeing-and-work.pdf

The Cost Effectiveness of Employment Support for People with Disabilities. NDTI 2014. The report identifies the importance of ensuring services offer value for money, and found that those mental health services offering evidence based IPS services, employment outcomes were higher, and average costs were lower. http://www.ndti.org.uk/uploads/files/SSCR_The_cost_effectiveness_of_Employment_Support_for_People_with_Disabilities,_NDTi,_March_2014_final.pdf

3. Over-view of CNWL Employment Services

In response to the research evidence,^{4,5,6,7,8} service user feedback and in line with the recommendations of policy documents,^{9,10,11,12} the aim of CNWL's Employment 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. This involves integrating Employment Specialists into clinical teams; who are supported in championing the employment agenda by Occupational Therapists who provide a clinical perspective on helping people to manage their health at work.

This Annual Report reflects activity and developments for the period 1st of April 2014 to 31st of March 2015. The report will cover adult mental health and addiction services. It will consider measured progress against the implementation of the 'Mental Health Employment Framework'¹³, and the 'Addictions Employment Framework'¹⁴ and the 'Employment Services Strategy'.¹⁵

4. Service Developments and IPS Implementation

During 2014-15 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, Hillingdon, Brent Addictions and 3 , and Brent (Brent Community Rehabilitation). In addition new funding was secured to expand the IPS model to Harrow and K&C Recovery Teams.

A number of key developments took place during the year.

4.1 Co-production of a new service brand, microsite and IPS DVD



During the year Employment Services strengthened its commitment to working in partnership with those who use our services, resulting in a number of co-produced projects. These included the re-branding of the service, and the development of a range of tools, including a DVD and a new micro-site that service users can access to support their return to work. These have been important in enhancing the

service's profile both internally and externally and have resulted in a range of links with central and local Government. In addition the DVD was featured on the Guardian microsite during Christmas 2014, and is also now being used by London Metropolitan University on their social work and health promotion courses. The principals of co-production are also a key part of the service's annual Away Day, presentations and the delivery of training and open days.

4.2 Co-location of Employment Specialists from other agencies

Two Job Centre Plus (JCP) staff were co-located into Westminster Community Recovery Teams (this includes a full-time Employment Specialist and a Disability Employment Advisor 2 days per week). This is the first secondment of its kind in the UK, and resulted in the ES involved being given a Social Justice Award in 2014. The partnership has been successful, resulting in increased paid outcomes, shared learning and greater access to JCP resources such as employers. The Employment Team are working with the DWP Health and Disability Team to ensure a more strategic approach to our partnership with JCP; as it is hoped we will develop co-location, funding and closer partnership opportunities in other CNWL boroughs over the next 12 months.



Part of the Department
for Work and Pensions

4.3 Employment Strategy

On 13 January 2015 an Employer Strategy Day was held, facilitated by Dr Rachel Perkins, Senior ImROC Consultant. This was attended by 50 people including CNWL staff, service users, Local Authorities, CCG Commissioners, and representatives from DWP and City Hall. As a result, a 3 Year Employment Strategy has now been produced, and encourages each CNWL borough/service line to develop their own local Employment Action Plan in partnership with local agencies, commissioners and service users. This will be co-ordinated by Employment Services in partnership with the Head OT/ Employment Lead in each borough. Key themes will include a review of employment status accuracy on JADE, partnerships with JCP, and potential new funding opportunities to expand IPS, including how it can work in primary care and with other client groups in community divisions. *Please refer to Appendix i.*

4.4 Exploration of new funding opportunities

Exploration of new funding opportunities was a key theme during the year. These included the following:

Social Investment Bonds via Social Finance UK: This involves a social investor providing up front funding for 3-5 years for IPS services (in partnership with Social Finance UK). Once outcomes are achieved, a range of funders each pay a percentage back to the investor for each outcome. West London CCG have already signed up to be part of this in relation to implementation of IPS in primary care.

Trailblazer Funding: Treasury funding will be available to pilot IPS in primary care in Harrow, Hillingdon and Brent. CNWL has been a member of the steering committee which has been involved in planning the pilot, and will potentially be bidding for any available funding.

Job Centre Plus Flexible Support Fund: This is already funding an Employment Recovery and Wellbeing College course, and could potentially fund Employment Specialist posts in the coming year.

Funding in Kind: We continue to explore opportunities to co-locate staff from other agencies such as Job Centre Plus to increase access to paid employment.

4.5 CNWL contribution to publications

4.5.1 Mental Health and Social Inclusion Journal

Two CNWL service users who accessed IPS services in the Brent Community Rehabilitation, and the South Westminster Recovery Team wrote their employment recovery stories, accompanied by their Employment Specialist's perspective which were then published in an article for Mental Health and Social Inclusion during the year. This included one individual who spoke only limited English and had not worked for 17 years, and is now in paid employment.

"I feel more confident in travelling around London and being around people who do not speak my language. My home life has improved as well. I cook for myself and socialise with the people where I live. I no longer have bad thoughts". service user Brent Community Rehabilitation Team



"Journeys to work: the perspective of client and employment specialist of Individual Placement and Support in action"

Lynne Miller, Suzanne Clinton-Davis and Tina Meegan



Journeys to Work
CNWL Article 2014.pc

5. 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 IPS best practice. This has included hosting several international visits from Sweden, Denmark and Norway, delivery of workshops for external agencies such as the national Employment Related Services Association, and presentations at a range of conferences and events (including a conference in Sicily and a workshop in Norway). In addition Employment Specialist's (ES) have been hosting shadowing days for ES from external organisations. These activities resulted in £6,000 of income.

During the year a Briefing paper with the Centre for Mental Health and an Addiction service in New Zealand was produced.



http://www.centreformentalhealth.org.uk/pdfs/Briefing48_employment_support_and_addiction.pdf

6. User Employment Programme (UEP)

6.1 Service Developments

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

The programme had its highest paid outcome rate during 2014-15, with a 58% placement rate. This is the result of the good working relationships staff have built with CNWL

recruiting managers and sub-contractors (OCS and Randstad) across the Trust. In addition an effective partnership is now in place with Westminster Council who are offering work placements and have employed several CNWL service users in paid posts.

We have been working with the UEP over quite some length of time now and during this time I can only speak positively of the support that has been provided to Randstad and the candidates introduced.

We have found the Employment Specialist to always be receptive when assistance is required to fill jobs. She has gone to extreme lengths to ensure positive outcomes and job security for prospective candidates.

Randstad enjoys working in partnership with the UEP and sincerely hope the joint work continues in the future.

Randstad – CNWL Administration Recruitment Agency

6.2 Key learning points for the UEP during the year

We are increasingly finding that many people are being supported directly into fixed term posts, rather than accessing work placements first. However, the programme will continue to offer work placements for those individuals who need to retrain, or update skills and increase confidence as part of their return to work.

I greatly appreciate the work of the UEP. I am certain that I would not be in work today without the prompt actions and efforts made by my Employment Specialist on my behalf.

Service user supported by the User Employment Programme

The UEP continues to find that many service users are drawn to working in mental health in a range of roles, and sometimes this may include a preference to take up a post in the borough where they are also receiving services. When organising **work placements** the UEP team always ensure they are in a different borough to the one where their care is provided. However, if **there is a paid work opportunity**, irrespective of the views of those involved in their care, each individual has a legal right to apply for any post. We continue to learn about the various challenges this poses for everyone involved. Our aim is to continue to assist each individual to explore the pros and cons around working in a team or partner agency linked to their care team; to ensure that each individual makes an informed choice. In addition we work closely with the care team to explore any concerns, to consider how they might be addressed. As a result there are several examples where service users have successfully moved into roles in services where they have previously received care. We will be aiming to ensure we raise these issues with clinical teams across the Trust to ensure consistent practice.

We would always want to be inclusive in offering opportunities to individuals with lived experience of using mental health services, we also needed the individuals to achieve outcomes undertaking real work tasks and initially we worried if this would be possible. Such worries evaporated with the first placement and as we have worked more and more closely with the UEP Employment Specialist, her understanding of our team's needs and our understanding of the needs of the people she is placing has been refined to such a degree that the current individual in a placement is in a strong position to secure a paid permanent role within the team against open competition.

I recommend the UEP placement to any CNWL manager who is currently wavering; perhaps worried that having someone on a UEP placement will be time and resource consuming. It isn't and the more feedback you provide to the UEP, the better the placements become.

CNWL, Manager

7. Service Delivery Outcomes

7.1 The User Employment Programme (UEP)

The following tables detail outcomes for individuals accessing the UEP during 2014-15; and since the inception of the programme in 2004.

Table 1

User Employment Programme	Financial Year 2014-15	September 2004 - March 2015 (Cumulative Figures)
No. of people who accessed the User Employment Programme	47 (27 new referrals)	347

Of those referred to the User Employment Programme (UEP) during 2014-15, over half had at least one hospital admission before accessing the service. Individuals went into placements in a range of non-clinical settings, and 5 accessed placements in a clinical setting.

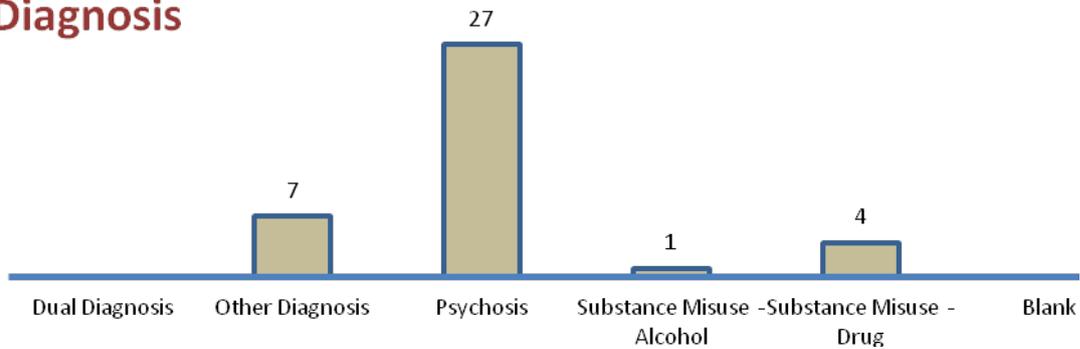
Of the 25 people moving into paid employment **17** had a history of psychosis and **13** had at least one hospital admission. **17** were from White British Backgrounds, **8** were from Black and ethnic minorities. **17** went into part-time and **11** into full-time employment.

Table 2

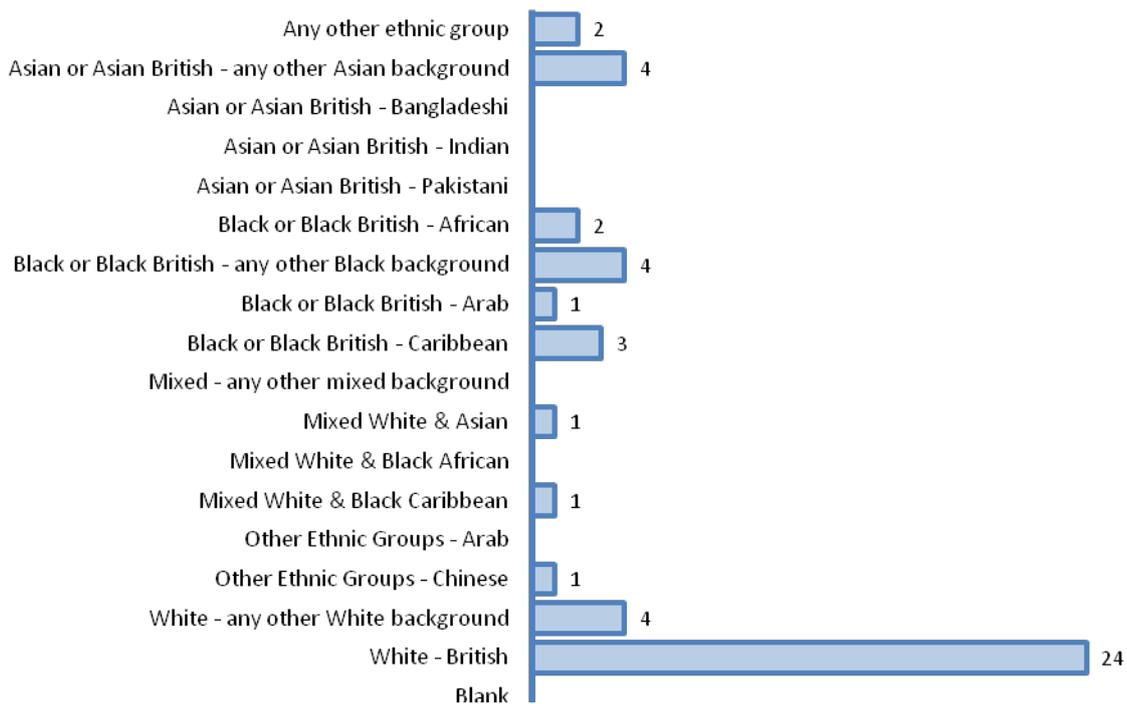
User Employment Programme	Financial Year 2014-15	September 2004 – March 2015 (Cumulative Figures)
No of work placements facilitated:	15 (12 of which were new placements, 3 were carried over from the previous financial year)	234
No of paid employment outcomes:	28 (for 25 people)	169
Sustained job outcomes	Of which <ul style="list-style-type: none"> - 9 had been in work up to 13 weeks. - 3 had been in work between 13 weeks and 6 months. - 16 had been in work over 6 months. 	
No of people supported to access mainstream education and training	0	52

The following two graphs provide a summary of the **diagnosis and ethnicity** of those individuals accessing the User Employment Programme.

Diagnosis



Ethnicity



7.2 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 c for a summary of demographics and outcomes for the User Employment Programme

Table 3

Trust-wide IPS Services	
No. of people who accessed IPS services from across the Trust	476 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 2014-2015 no of people actively accessing the service = 417)

Of those accessing support from an ES based in Community Recovery/Community Rehabilitation teams, the majority had more serious and complex mental health problems; **71%** had a diagnosis of some form of psychosis. Of the people moving into paid employment from mental health services **60%** had a diagnosis of some form of psychosis.

Many service users accessing trust-wide employment services had experienced significant periods of unemployment, the average being 4 years and 2 months. Length of unemployment ranged from 2 weeks to 37 years.

Table 4

Trust Wide IPS Services 2014-2015	
No of paid employment outcomes	193 (Target 194)
	The above outcomes were achieved for 163 individuals, as some people were supported into more than 1 job.*
	This is a placement rate of 34%

*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 are 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. (Drake, Bond et al 2009⁶).

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	302 (63%)

7.3 Jobs sustained during the reporting period

Length of employment	No of employment outcomes
In employment < 13 weeks	75
In employment 13 to 26 weeks	32
In employment > 26 weeks	86
Total number of employment outcomes	193

In employment < 13 weeks

The total number of employment outcomes achieved over the last Financial Year is 193. 69 of these job outcomes are within the 13 week period, with 47 of the jobs coming to an end. 27 of these cases are still open to the ES with 12 were closed. The reasons for jobs coming to an end vary greatly from the role only being temporary, or the individual might move into a more favourable opportunity, might be job seeking for a new job, or closed due to health reasons.

In employment 13 to 26 weeks

32 job outcomes exceeded the 13 week period and have sustained up to 26 weeks. Only 1 job that exceeded the first 13 week period came to an end. 19 of these cases remain on the Employment Specialist caseload receiving in work support or looking for further employment and 10 were closed.

In employment > 26 weeks

For the 86 job outcomes that have exceeded the 26 week period, 3 jobs came to an end. 23 of these cases remain on the Employment Specialist caseload receiving in work support or looking for further employment and 62 were closed.

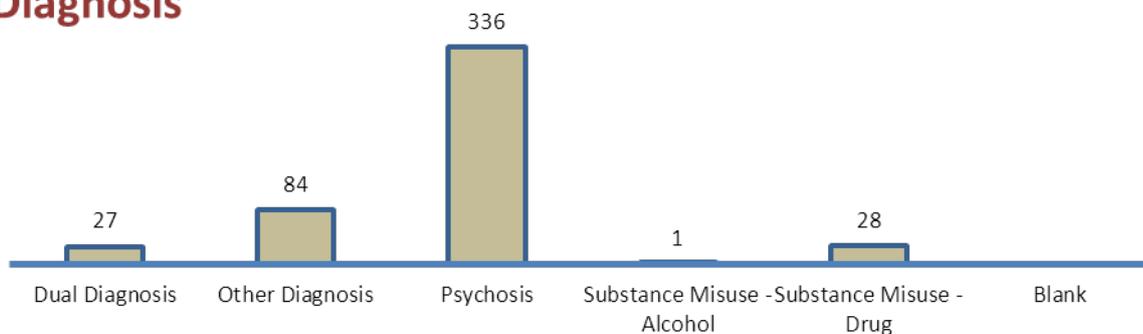
Total

The total number of employment outcomes achieved over the last Financial Year is 193. 68 of the clients that gained employment during this period remain on the ES's caseload. 84 of these clients are now closed. Of the 193 job outcomes achieved, 51 of these jobs have come to an end.

It is worth noting that of those supported into paid employment **76%** were either **still working or closed in work** at the end of the financial year. Of which **16%** had been working between **13 and 26 weeks**, and **44.5%** had worked over **26 weeks**.

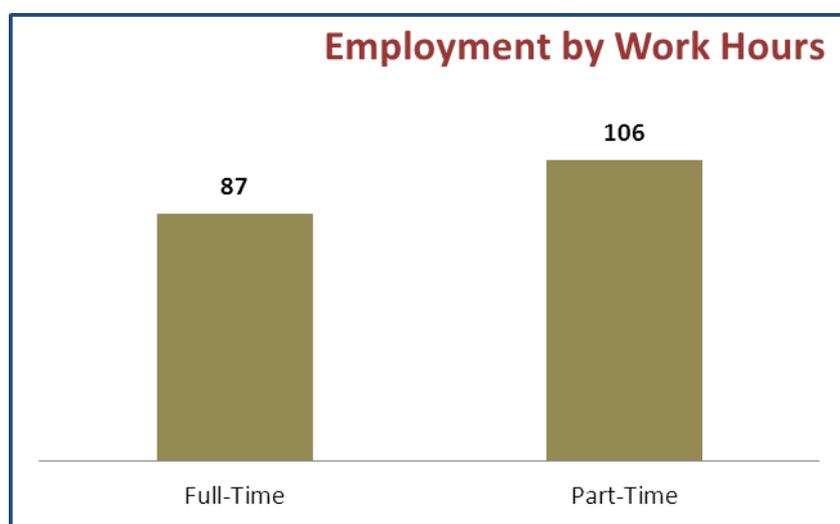
The following graphs provides a breakdown of the diagnosis of people accessing the service, and the number moving into part and full-time work.

Diagnosis



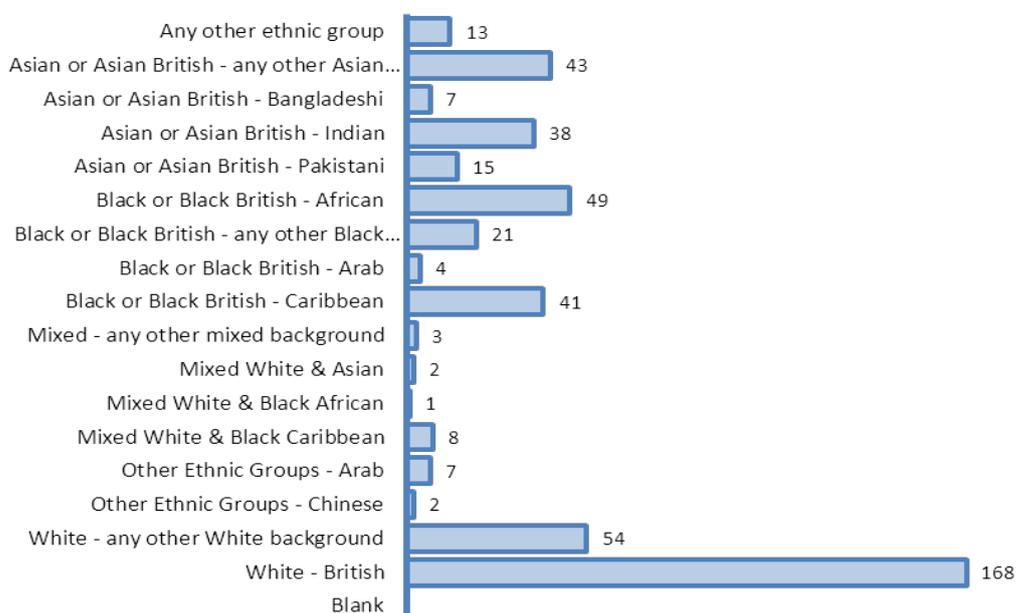
It is worth noting that of those accessing Employment Services **71%** had a diagnosis of psychosis, and of those moving into paid employment **60%** had a diagnosis of psychosis.

Numbers moving into full-time and part-time work:



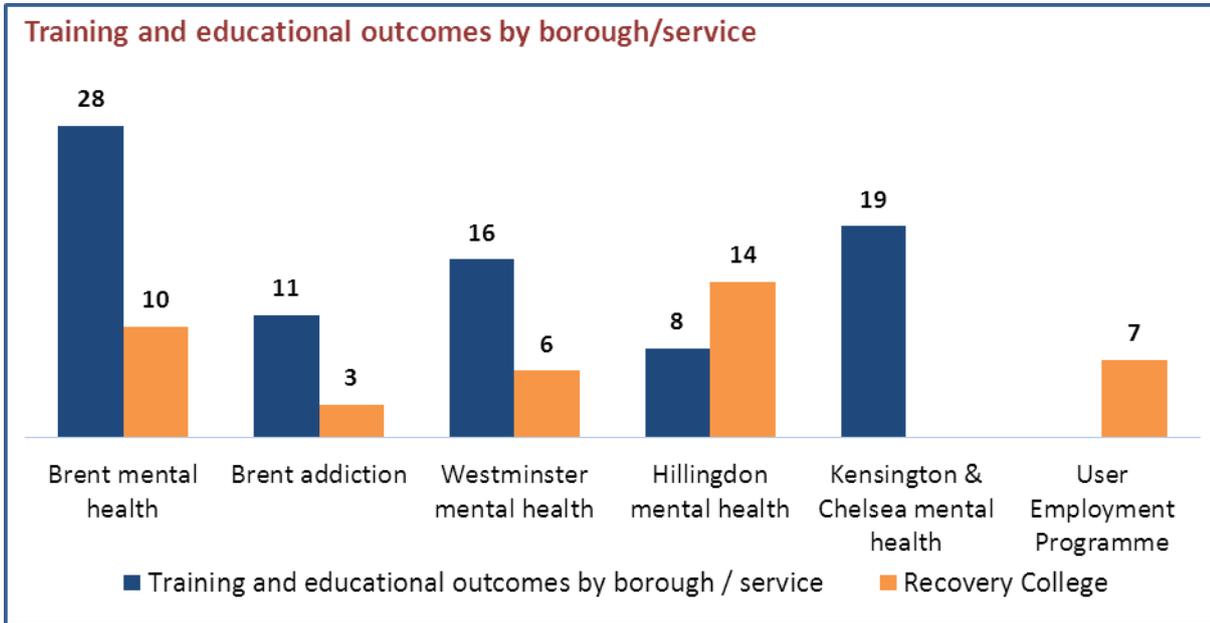
The following graph provides a summary of the **ethnicity** of those people accessing Employment Services.

Ethnicity

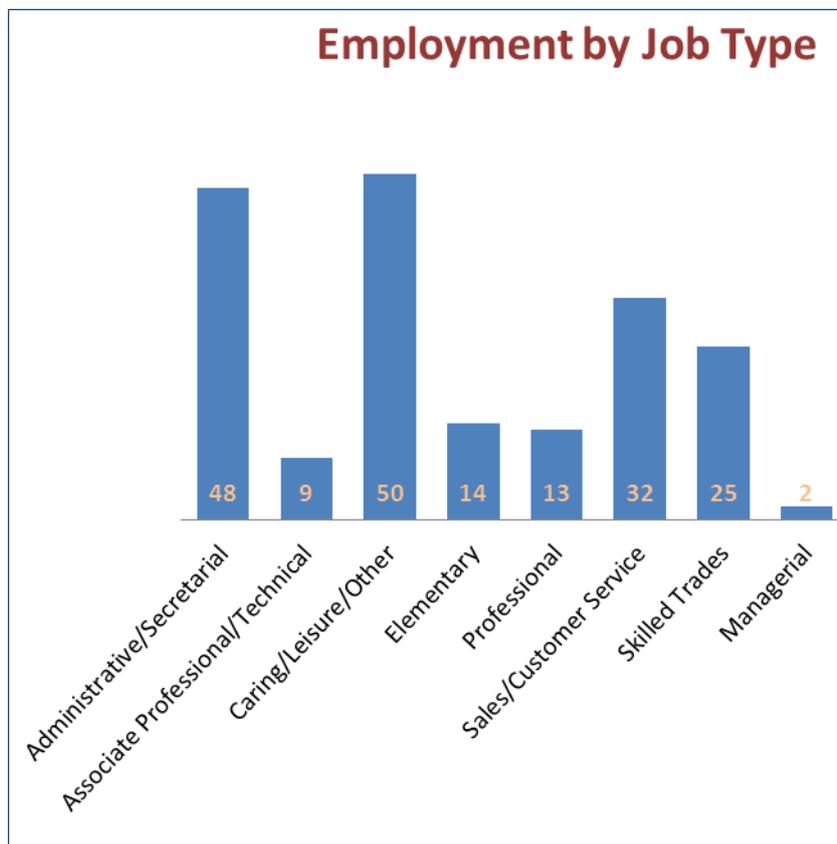


Training and Education Outcomes:

Of those referred to Trust-wide Employment Services, **82** education/mainstream opportunities were achieved. The table below provides a summary of educational outcomes by borough. In addition service users were supported to access several Recovery and Wellbeing Courses which complimented their return to work.



Of those moving into employment the following graph identifies the types of work people accessed.



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

8. Service User Satisfaction Survey



A confidential telephone survey was carried out by service users at the end of the financial year. **94%** of service users surveyed were either 'very' or 'quite satisfied' with the support they had received from their ES to achieve their employment goal. In terms of improving the service people identified that they want more time with ES for job seeking support. Service users identified the things that they most valued as, "having an ES who believes in me" and "having someone who can open doors with employers". In addition **99%** were either 'very' or 'quite' satisfied with the help and encouragement they received from their care team to return to employment. Comments including the following:

"The whole experience has given me a new perspective and hope for my life."

"Seeing that other people had made the journey was a real motivator."

"I hope that others can get the positives I have experienced from the programme."

"People believed in me so I had to believe in myself."

"Not being employed is a big thing for me; getting a job brought structure to my life."

See appendix b: Service User Survey results.

9. Recovery and Wellbeing College

Employment services staff continued to deliver the 5 Day Recovery College Course entitled 'Employment 'Recovery in Action', as well as local spoke courses. In addition a specific course on managing personal information such as mental health when applying for and starting a new job. ES recognise that many of the courses offered by the Recovery and Wellbeing College very much compliment the return to work process such as mindfulness, stress management etc. During the year 97 people attended the employment courses. In addition Occupational Therapists (OTs) are involved in delivering the 5 week 'Making it Work at Work' course.



Funding was awarded by Westminster Job Centre Plus (JCP) to deliver a monthly two day employment course, over a period of 6 months. This has been open to CNWL 'service users', in addition to people with a range of mental health conditions who are registered with JCP. The first course was delivered in March 2015 and achieved a 90% course completion rate.

10. Work with local employers

Employer engagement remained a key theme during the year, given we know that up to 80% of jobs are never advertised. Finding jobs in the 'hidden labour market' is a key component of the work of Employment Specialists.

"The CNWL Employment Specialist got to know us as an employer by coming to our recruitment days, and was then able to put the right person in front of us. This is why it has worked so well".

Recruitment Manager, Delaware North

11. 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 employment services continued to work with Local Authorities in relation to implementation of existing employment services within Westminster. In Brent we were successful in being awarded 'preferred employment provider status' after submitting an application.

We will be reviewing the integrity of employment status data we provide to Local Authorities and CCGs, to ensure accuracy as part of the Employment Strategy.

11. Implementation of the IPS Model within Local Services

11.1 Community Mental Health Teams

During the year a partnership was implemented with Remploy resulting in a secondment of an Employment Specialist into the **Brent Recovery Team** to deliver IPS. In addition the service was granted 'preferred employment provider status' by Brent Council as a result of a funding application process.

"The Employment specialist in EIS is integral to the service that we provide. Our service users and staff value the service and the ES input has impacted positively on our service user's recovery journeys. Most of our service users have engaged positively with the Employment Specialist and we have seen good outcomes for them, with some finding employment and relying on the support they receive to retain employment. Employment Specialist's input should remain at the heart of the service we provide otherwise EIS would not be so effective."

Lead Practitioner, EIS

The **Westminster employment** team, continue to embed the IPS approach in the Community Recovery and Early Intervention Teams. In addition 2 staff from Job Centre Plus were co-located in the Westminster Recovery Teams during the year, which has resulted in increased paid outcomes, and access to employers and resources within JCP.

"I feel that having Employment Specialists (including the JCP ES) embedded within the team has had an enormous impact. This has not just been in terms of the work opportunities secured for individual service users but also in a more fundamental way in shifting the expectations of staff about what can be achieved. In a reciprocal way the employment specialist staff appear to be more empowered, on behalf of their clients, by having ready access to involved mental health staff to help guide what is possible and what support may need to be in place."

Dr Jo Emmanuel, Consultant Psychiatrist

In **Hillingdon** during the year an ES post was established in the Assessment and Brief Therapy Team (ABT), whose work is supported by the Vocational OT Lead for the borough, with some promising results. We will be aiming to evaluate how IPS works in an ABT setting, to inform the development of Employment Specialist posts in primary care.

I have been so impressed with the ES's enthusiasm, passion and commitment to finding my client a job. The ES continues to visit potential employers and has created several opportunities for the client. It has been heartening to see that PP's personal work aspirations have not been rail roaded in favour of finding him any job, but rather Jen has made every effort to support him to find a job in his chosen field. There was a risk that the client would become disheartened and lose confidence but it is a testament to Jen's enthusiasm and drive that he remains engaged in the job seeking process. I have every confidence that with the support of an Employment Specialist he will secure a paid job which no doubt will support him in his recovery."

Kosar Khan, Senior Occupational Therapist

In **Harrow** a Section 75 Employment Strategy sub-group with the LA was established to identify how the borough can increase access to paid employment. This has resulted in the establishment of a new Employment Team Leader Post who will lead the implementation of IPS in the borough and broader partnership work.

“Some of my clients have consistently stated that one of their primary recovery goals, is to have the opportunity to gain a form of paid employment. Therefore, it was an exciting development when our Employment Specialist joined the Community Recovery Team. This have given me the confidence to engage in discussions about employment support issues; because of the guarantee that they would get access to informed and specialist advice that could address this need. This development has added significant value to the strength of the team”.

Joel Nwoseh, Social Worker/Approved Mental Health Professional, Community Recovery Team

In addition Employment Services work in partnership with Occupational Therapists across in-patient's services, Community Recovery, Assertive Outreach and the OT Recovery Spoke teams to enhance and provide a network of provision regarding employment and vocational support opportunities. This includes a new vocational/employment clinic and an employment support group (Work-Wise) delivered by occupational therapists within Community Recovery service teams.

In **K&C**, West London CCG committed to implementing an integrated IPS service within Recovery Teams in the new financial year. This will include 1.0 wte Band 6 wte Employment Team Leader, and 1.0 wte Band 5 Employment Specialist. In addition discussions are taking place regarding the implementation of the IPS approach within primary care services via use of Social Investment Bonds.

11.2 Addiction and Offender Care Service Line

In order to capture all the learning from delivering IPS within an Addictions service, the service worked in partnership with the Centre for Mental Health and Addiction Services in New Zealand to produce a Briefing Paper to capture lessons learnt from implementing IPS within an Addiction setting which was launched during the year.

11.3 Rehabilitation Service Line

A Band 6 wte Employment Lead is now established in the Rehabilitation Service. The post holder works across the service line delivering surgeries and/or recovery and wellbeing courses at all Rehabilitation In-patient sites.

The employment surgeries have been running very well. Appointment slots are always filled and attendance rates have been consistently high. The Employment Specialist and Occupational Therapists have been working collaboratively to support the service users in creating and working through action plans.

Ashleigh Gronsalves, Occupational Therapist, Horton

11.4 Primary Care

During the year we began to explore how IPS could work in a Primary Care setting, given it has now been delivered and evaluated in New Zealand and the UK. In the coming year we will be exploring new funding opportunities to deliver IPS within this setting.

11.5 In-patient services

During the year an employment initiative led by OTs was launched within Brent in-patient services. This has involved OTs interviewing service users on wards to identify their employment needs, and signposting to employment services.

In addition OTs and Employment Services worked in partnership to organise two Employer fairs during the year with local employers and agencies. The fairs held at Brent council strengthened relationships with local employers, and resulted in several service users being offered paid work, interviews, training and work placements.

CONCLUSION:

Expansion of access to high fidelity evidence based employment services was a key step forward during the year, with a commitment from commissioners/CNWL services to extend access to IPS within mental health services in Kensington and Chelsea, and Harrow.

There is potential to further expand the service to compliment service re-design and Divisional structures via new funding opportunities which are being explored. These include use of Social Investment Bonds, Trailblazer Funding, JCP Flexible Support Fund, new European Social Fund/lottery funding and co-location opportunities with partner agencies.

However, despite the success of the service in supporting people in mental health and addiction services into employment only a small proportion of CNWL service users have access to evidence based employment services, and unemployment rates remain very high – 90% for people on CPA in most boroughs. Employment Services will continue to explore how existing service provision can be extended, and partnerships strengthened.

During the year an updated Employment Strategy was co-produced, providing a direction of travel for all boroughs and service lines, including consideration around how employment fits within all CNWL Divisions. Each area will develop their own Employment Action Plans with local partners, service users and commissioners to increase access to paid employment, which service users consistently, tell us supports their recovery, wellbeing and quality of life. In addition access to employment often supports discharge and reduced use of mental services.

Mental health and employment remains high on the Government's agenda, which is likely to result in new funding and partnership opportunities in the coming year. This will include opportunities to pilot IPS within Primary Care services utilising new funding opportunities. We will also continue to explore funding and co-location opportunities via Job Centre Plus.

Appendices:

Appendix a	Background information on how the IPS Model Works/Policy Framework	 Appendix a Introduction to IPS.docx
Appendix b	Service User Survey results	 Service user survey results 2015#.pdf
Appendix c	Summary of demographics and job outcomes for the Internal User Employment Programme	 User Employment Programme Outcomes
Appendix d	Trust wide employment outcomes by Job Category	 Trust wide employment outcome
Appendix e	Summary of performance of IPS services within Service Lines/Boroughs	 2014-15 Borough Summaries 1.7.15.docx
Appendix f	Summary of Key Performance Indicators for Employment Services 2014	 KPIS and Employment Definitior
Appendix g	Trust Employment Services Organisational Chart	 UEP & Employment Structure April 2015.pdf
Appendix h	SANE Progress Report Mental Illness Employment Task Group 2015: Addressing the serious health inequality of employment outcomes	 sane-schizophrenia-emp -progress-report[
Appendix i	CNWL Employment Strategy 2015 - 2018	 CNWL Employment Services Strategy 2015-2018

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