



**WorkPlace Leeds**

Employment • Job Retention • Training

# WorkPlace Leeds

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Leeds Mind



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# Working in partnership to provide a growing Employment and Job Retention Service

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# Partnerships

‘Alone we can do so little; together we can do so much,’ Helen Keller

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## What is WorkPlace Leeds?

- Specialist mental health employment and job retention support service based in Leeds
- A partnership between 3 local charities: Leeds Mind (lead partner), Touchstone & Community Links
- Funded primarily by CCG' S, Leeds City Council and DPULO





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# Foundations

- Built on 20 years mental health employment support experience
- Piloted with Sainsbury Centre for Mental Health as virtual ‘Centre of Excellence’ 2010 – piloted principles IPS model
- Re-commissioned by NHS Leeds & Leeds City Council, Adult Social Care in October 2011 – team expanded from 6 to 14 staff

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## What we are currently funded to do?

- To provide an employment support service in order to improve the employment rate and employability of people accessing secondary mental health, adult social care and housing support mental health services in Leeds
- To provide access to timely job retention support for people in employment, who are at risk of losing their jobs, who come in contact with IAPT or secondary mental health services in Leeds
- To provide peer support services - peer2peer mentoring and Being Well at Work groups and workshops

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## Service Model

- The service is delivered in accordance with the key principles of Individual Placement and Support (IPS) approach to vocational services
- Partnership working model for all contracts
- Play a 'lead' on Mindful Employer in the city working with public, voluntary and private sector organisations.

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# National Drivers

## No Health Without Mental Health (2012)

- Key objective: 'More people will recover' - specifically through work
- Realising Ambitions (2009) + Work, Recovery & Social Inclusion (2009)
- Evidence base for IPS
  - Importance of work for wellbeing
  - 14% of secondary mental health users in employment
  - Up to 90% want to be employed

## Health at Work (Black & Frost, 2011) + Fitness for Work (DWP, 2013)

- Recommendations for effectively managing and minimising absence through job brokering, mental health support, employer liaison

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## Local Drivers

- Public Health Mental Health Needs Assessment identified employment and financial inclusion as key issue, with 50% of IB/ESA claimants identified as having MH issues (Eaton, Leeds Public Health, 2012)
- Leeds Adult Social Care Market Position Statement (2012) Key commissioning priority: "To support service users to access and sustain economic independence through training, education & employment"
- "We are delighted to be involved in the implementation of such an innovative programme", Chris Butler, chief executive of Leeds and York NHS Partnership Foundation Trust (2010)

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# Routes into our Service

Peer, Employment and Job Retention routes include referrals from some of the following:

- Community mental health teams, outpatients, 3 Adult Social Care Day Services, CAT & Mental Health Homeless Team and Mental Health Housing providers.
- Leeds IAPT service providers
- Employers, GPs, Self Referrals and Access to Work providers.

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# Elements Workplace Leeds Service

- 1) Employment Support
- 2) Job Retention Support
- 3) Peer Support
- 4) IT Training

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## 1) Employment Support

- To support working-age adults accessing mental health support through LYPFT, adult social care MH services and MH housing support services
- To promote work as a route to recovery
- To support clients to achieve their goals through accessing training, education or voluntary work if appropriate
- Co-location of Employment Specialists, within clinical teams



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## 2) Job Retention Support

- To provide support, advice and brokerage to employed people referred from IAPT and secondary mental health services
- To improve opportunities for individuals to retain their employment despite their mental health issues
- To liaise with employers re: reasonable adjustments and absence management





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## 3) Peer Support

- Support for people in work
- Range courses and workshops for employees and employers and peers support groups to support employees to retain their jobs and manage their well-being at work
- Peer2Peer mentoring

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## 4) IT Training

- On-site service that offers ECDL qualifications and introductory computer skills
- Delivered also in Adult Social Care MH day centres
- Delivered mainly by volunteers

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# Our key partners - strategic

- CCG Strategic Lead Commissioner Mental Health
- Adult Social Care Mental Health Commissioner
- Jobcentreplus Partnership Manager
- Head Diversity, Leeds & York Partnership Foundation Trust
- Lead in city on ‘Mindful Employer’ network
- Clients/volunteers – service-user involvement steering group

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# Our key partners - operational

- Leeds & York Partnership Foundation Trust – Intensive Community Service/Community Mental Health Teams
- Adult Social Care – Day Centres/Community Alternatives Team/Housing Teams
- IAPT service – Improving Access to Psychological Therapies
- 5 Mental Health Housing Support providers in Leeds
- Community Links (Aspire) – Early Intervention Psychosis Service
- Clients/volunteers

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## Partnership in Action for us

- Relationships with commissioners
- Integrated approach within CMHT/ASC day services
- Joint working with other providers in the city
- Joined up/shared thinking in response to MH and employment.
- Coordinated approach within clinical teams/young persons service
- Client centred- a partnership with our clients

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## Why Partnerships for us?

- Inspire great ideas- two heads are better than one when working with clients and colleagues collaborating for the most positive outcome for the client.
- Add another dimension-we have been able to compliment each others skills and expertise
- Share experience- support each other and enable development
- Increase capacity-we can reach a wider audience and meet a greater need.
- Strengthen relationships- working together can deepen the relationship and enable greater change.
- Sharing of resources
- Enabled us to create a better client pathway for clients accessing services

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## Top 10 challenges for us?

1. Small local charity competing bigger/national organisations – less resources
2. Cultural/practical difference – integrating statutory body
3. Volume versus quality – argument
4. Continual temporary funding/uncertainty – planning ahead
5. Re-building credibility
6. Recruiting ‘right’ staff team – skills/behaviour
7. Rapid growth and development/mis-match resources
8. Leeds & York Partnership Foundation Trust – re-structure
9. Clients – reduction local mental health support services/choice
10. High volume need/awareness – employers and employees

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- Jobcentreplus Partnership Manager
- ‘Worked with Workplace Leeds for last **four years**.....engaged **strategic** level developing initiatives.....**local level** ensure delivery meets **needs customers**...found them to be fully supportive, knowledgeable.....real empathy & understanding of their customer needs...fully illustrated by the work they have done to increase our staff mental health awareness.....equally through the **respect and credibility they have established** with our managers and front line staff across all offices.....it is proven testament to their hard work, dedication.....whenever DWP needs to support customers with mental health issues....their organisation is always the first one to be contacted to deliver our requirements’ .

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- Strategic Commissioner Lead Mental Health – CCG
- ‘In 2011, NHS Commissioners de-commissioned day service provision in order to commission an employment support service....it was tendered and Leeds Mind won through an open procurement process. The very positive way Workplace Leeds has **embraced contract targets** and embedded principle employment as the goal for an individual..brought dynamic and focussed approach to their work..this has been **passed onto service users**. Combination skills in team..to work at pace required whilst keeping end goal in sight.....been impressive and reflects in their outcomes.’
- ‘**Integrating team members** has been extremely positive for service-users.....there have been challenges in meeting Job Retention targets...due variable time required to meet individual need..this remains challenge for us commissioners..**getting balance right on quality/access/volume**... success project has meant some increased investment from CCG’ S..overall we are delighted with delivery and success project to date...certainly think it **offers a more flexible and bespoke service** that can be provided in mainstream national programmes.’

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## Client feedback

- Chris 33, a Learning Support Officer, *‘Doing the right kind of work has been critical to overcoming my depression and regaining my happiness, and Workplace Leeds was central to that process’*
- David 37, a Chef *‘By the time I was referred to Workplace Leeds, things had got really bad and I’d been off sick for a while. My Retention Specialist helped in so many ways. Within a few weeks, I went back to work on a phased return. Having someone on my side made all the difference’.*

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## Service Achievements 2012-13!

### Numbers of clients supported

- 387 received employment support (ASC/NHS)
- 79 received job retention support (NHS/IAPT)

### Achievements

- 74 retained their jobs 6 months (94%)
- 83 gained paid employment (21%)
- 185 in training (48%)
- 110 volunteering places (28%)
- Average time in service -175 calendar days (25wks/6 months)
- Ethnicity -13% BAME groups
- 52 ECDL Modules completed

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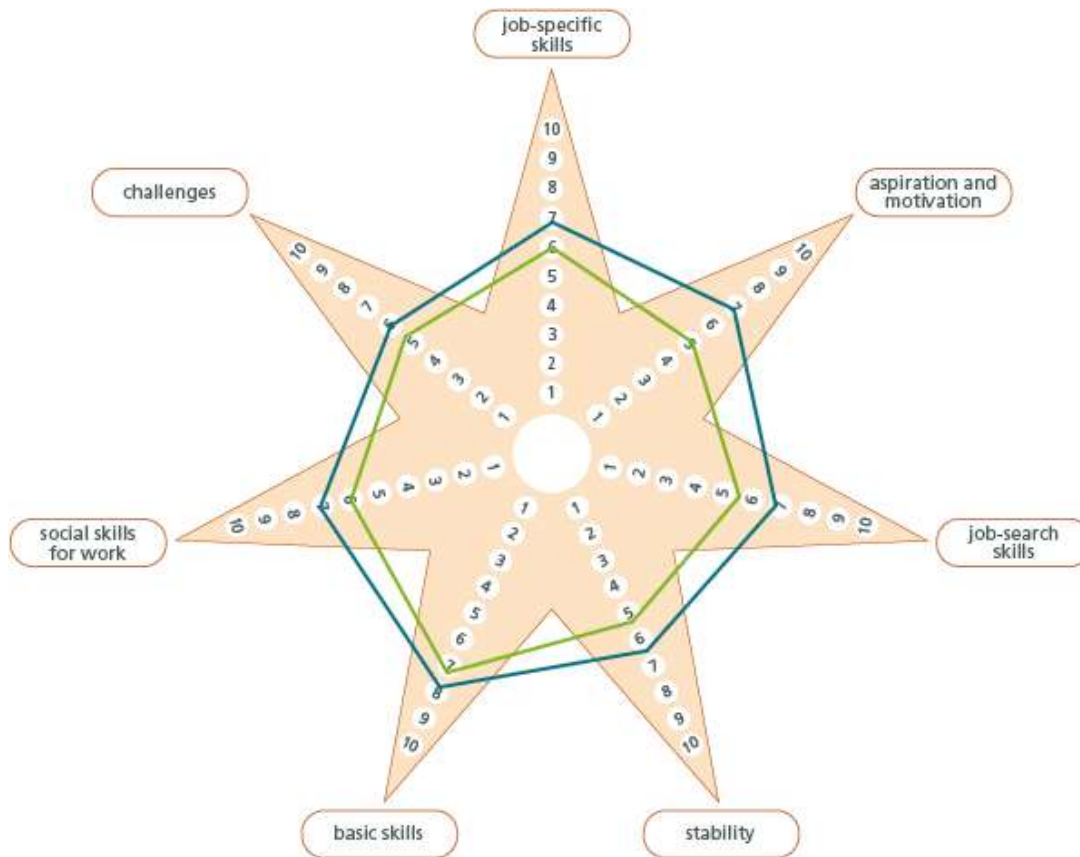




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## Work Star Outcomes



Green = average  
WorkStar at initial contact

Blue = average WorkStar  
on leaving service

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## Are we different?

- Voluntary service for clients
- Flexible and driven by client need and can tolerate periods of client relapse.
- Take time to get to know people and go at client's pace
- Able to meet client at locations that is best for them
- Well integrated into IT support
- Largely invisible to employer
- Eligibility relates to health issues, not benefits
- Partnership approach
- Specialist mental health focus
- Staff are experienced, supported and motivated in their role.
- Co- location builds up relationships with referrers
- Charity, commitment and values
- Smaller enables us to be more creative and flexible
- Volunteer/Peer support & service-user involvement highly valued
- Up to 40% staff team mental health issues – positive recruitment

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# Our Costs

## Cost per Job

83 Jobs equates to individual cost of £ 5,819 per person per job  
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## Cost per Job retained

74 jobs retained equates to individual cost of £2,608 per person to  
retain their job.

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# Current developments

- Successful in gaining additional funding from Leeds CCG' S to pilot Job Retention referrals from GP' s .
- Additional, 7 new staff to be recruited. Workplace Leeds total staff team 32 by end 2013.

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