

Evaluation of the Delivering Differently Programme Executive Summary (June 2019)

The Delivering Differently Programme

The Delivering Differently programme was funded by the Scottish Government Employability Integration and Innovation Fund. It ran for 18 months from October 2017 to March 2019, with a budget for Fife Voluntary Action (FVA) of £205,972. This budget included funds for part-time project staff, and £130,000 for a Pilot Fund which was used to fund nine short-life (6 month) projects focused on improving support for people in Fife who are experiencing mental health issues.

Delivering Differently used an 'integrated systems approach'¹ to identify current challenges regarding mental health and employment services, stakeholder needs, and the solutions required to improve support. **The goal of the programme** was to more than double the number of people with mental health problems who are supported into healthy, sustainable employment in Fife by March 2020.

The Delivering Differently **vision** was:....*that people with mental health problems are supported to aspire in life and work and can easily access appropriate support as and when they are ready to make the journey (back) into work*

The policy context and evidence for investing in employment support for people with mental health problems and mental illness is well established. Nationally, it is estimated that mental health problems in Scotland cost £10.7 billion taking account of social and care costs, economic outputs and human costs.²

Evidence-based programmes aimed at reducing the scale and cost of worklessness among those with mental health problems fall into the categories of job retention; employment-related support for workless people with severe mental illness; and support for those with less serious mental health problems. **The Delivering Differently programme identified recommendations relevant to each of these categories.**

The three areas in Fife with the highest correlation of long-term mental illness and employment deprivation are Levenmouth, Cowdenbeath and Kirkcaldy.³ **Through the pilot fund, the Delivering Differently programme tested new ways of working, including in these areas of greatest need.**

¹ Delivering Differently Phase 1 report, January 2018.

² NHS Health Scotland. Good Mental Health for All (2015). Available from: <http://www.healthscotland.scot/media/1805/good-mental-health-for-all-feb-2016.pdf>

³ Delivering Differently Phase 1 report, January 2019

Delivering Differently adopted an **integrated systems approach** to understand and address the 'problem' of not enough people with mental health problems being supported into healthy sustainable employment in Fife.

The programme was supported by a Project Team with representation from over 20 different stakeholder services and **Team Experience** - a team of volunteers with lived experience who participated in the Project Team as equal members. FVA ran several events/activities over the 18 month duration of the programme, many of which were co-designed and co-delivered with people with lived experience.

The project deployed a range of tools to investigate the drivers affecting employment outcomes, identify what was working well and refine understanding of the changes needed. This involved desk-based research, interviewing key stakeholders, joint staff and service-user workshops, themed working groups, and training. **Delivering Differently also made recommendations and implemented solutions** throughout the course of the 18-month research programme.

The evaluation of Delivering Differently

Fife Voluntary Action commissioned RCO Consulting to undertake the evaluation of the Delivering Differently programme.

Findings: Programme reach

- The programme and pilot fund projects reached a broad and extensive range of over 440 relevant stakeholders.
- The programme effectively reached people with lived experience of mental health conditions, accounting for 17% of those engaged with over the course of the 18 months. It engaged a small, but active, number of people in Team Experience across the duration of the project, emphasising that engagement can be challenging to maintain over time.
- The programme and pilot fund projects could have been better publicised with a dedicated website, which would have further increased reach.

The pilot fund projects

- Stakeholders perceived that the Delivering Differently pilot fund was dispersed effectively, resulting in a diverse range of projects piloting different approaches with people with lived experience of mental health conditions.
- Pilot fund project clients experienced significant short-term benefits from engaging with a pilot project, including increased confidence, reduced loneliness, increased ability to cope with day to day living, the acquisition of new skills, increased social interactions and increased motivation. The longer-term benefits of taking part remain unknown as given the 6-month duration of projects there was no scope to follow up with clients.

Team experience

- The involvement of people with lived experience in the Delivering Differently programme, and their inclusion through Team Experience in particular, was central to programme development and delivery. In the future, training should be made available to better support people to grow into their Team Experience role.

Evidencing outcomes

- The project created baseline data on employment outcomes for people with mental health problems in Fife from which improvements can now be measured.
- The project created (and trained employability staff in using) a Mental Health and Work Indicator (MHWI) for all new clients on the Opportunities Fife Partnership employability pathway in Fife. FORT Data now exists detailing the number of people with MHWI ratings who achieved positive employment outcomes during 2018-19.
- Positive employment outcomes are highest in Levenmouth, Kirkcaldy and Cowdenbeath – the three priority areas. Whilst this cannot be directly attributed to the Delivering Differently programme, it provides a baseline for measuring change.
- In 2018/19 employability services in Fife recorded increased registrations for those with MH problems from 25% to 34% and in employment outcomes from 26% to 30%
- Tracking client pathways through mental health and employability services using FORT was not possible, due to limitations of the system which hindered ability to evidence the programmes intended outcomes.
- Recommendations to improve data gathering on employability status by health and social care services are being implemented as a result of Delivering Differently.
- Recording outcomes on FORT proved to be challenging for most pilot projects, resulting in no standardised, centrally recorded outcomes using the system.

Influencing policy and practice

- The Delivering Differently programme has started to influence relevant local and national policy development, demonstrating the relevance and influence of the programme at local and national levels.
- As a result of Delivering Differently OFP Employability Service Commissioning for 2019-22 included a commitment to triple specialist provision for people with significant mental health problems, and improve outcomes for those with low to medium mental health barriers.
- The OFP also adopted a human-rights based approach to employability service design and delivery which is embedded in the 2019-22 services.
- The programme successfully identified key mental health and employability challenges in Fife, and the involvement of Team Experience in meetings and through peer support training, the development of the Mental Health and Work Indicator (MHWI) and other programme outputs were considered key to this.

- Stakeholders perceived that employability services may be better placed to support people with lived experience of mental health conditions as a result of Delivering Differently.

Key lessons learned

Stakeholders identified the following **key elements required to successfully ‘Deliver Differently’** if a similar approach were to be used in other work programmes in the future:

Key Stakeholder Recommendations for Development	Key Stakeholder Recommendations for Delivery
<ul style="list-style-type: none"> • Apply the integrated approach defined by Engineering Better Care⁴ • Ensure sufficient staff resource to be able to move at pace • Use the problem tree as an iterative process for refining your understanding of the problem • Align with local and national priorities • Establish a cross partnership project team that involves the voice of lived experience, and support their involvement as equal partners • Emphasise workforce development and capacity building • Obtain buy-in and commitment from local partners and stakeholders • Develop an effective governance structure 	<ul style="list-style-type: none"> • Identify what is working and build on that • Provide funding to develop concepts and to pilot and trial new activity, including projects, workshops and training • Develop strategic partnerships and collaborative working • Foster a sense of partnership between services and people • Engage communities – involve families and carers of people with lived experience, and people who are accessing services • Help others (services) to understand that this is the first part of a change process and may result in them spending existing money in different ways • Have a vision – share it, and encourage others to share it too

Recommendations

On the basis of the evaluation work undertaken, **17 recommendations** were agreed, which are documented in the full evaluation report. This report is available on request from Fife Voluntary Action.

⁴ <https://www.infectiousdisease.cam.ac.uk/news/engineering-better-care-a-systems-approach-to-health-and-care-design-and-continuous-improvement>