



delivering differently
wellbeing and work - Fife

Delivering Differently

Final Report

May 2019

Executive Summary

About Delivering Differently

Funded by the Scottish Government's Employability Innovation and Integration Fund, **Delivering Differently (DD)** commenced in October 2017 as a cross-partnership 18-month 'strategic implementation' project working with partners, providers and people with lived experience of mental health problems to improve employment outcomes for people in Fife who are experiencing mental health issues.

The project was coordinated and delivered by Fife Voluntary Action, the Third Sector Interface for Fife and reported to both the Fife Health & Social Care Partnership (H&SCP) and the Opportunities Fife Partnership (OFP). It employed a small team of staff and funded nine different pilot projects.

The DD project vision, below, has been updated and refined in the light of the project findings.

Our vision is that people with mental health problems in Fife 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.

- People will have greater ownership of their journey: they are part of the solution rather than the cause of 'a problem' and **the voice of lived experience is evidenced at all levels.**
- Staff across sectors will know how the mental health and employability system(s) work and where to go for specialist support.
- Employers in Fife will know how to create mentally healthy workplaces and feel confident to support staff who experience mental health problems.

Overall, DD aims to more than double employment outcomes for people with mental health issues in Fife by March 2020.

The policy and data context

The policy and evidence relating to healthy and sustainable employment as a health outcome continues to grow. Its role in providing structure, a sense of purpose and social connection is increasingly understood as central to improving mental health outcomes¹.

Delivering Differently supports a range of policy agendas at both national and local level.

Policy aside, the personal impact of an ineffective mental health and employment pathway is considerable.

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 Data in Fife shows a correlation between economic and employment deprivation and self-reported long-term mental health problems, with the areas of Levenmouth, Cowdenbeath and Kirkcaldy most severely impacted.

¹ Mental health Inequality Briefing 2017, available from www.healthscotland.scot

² Good Mental health for all, NHS Health Scotland, 2015, available from: www.healthscotland.scot

The Delivering Differently approach

Delivering Differently adopted an ‘integrated systems approach’³ to understanding and addressing the ‘problem’ of not enough people with mental health problems being supported into healthy sustainable employment in Fife. This had 5 core elements to it:

A. Building a partnership:

Delivering Differently was supported by a Project Team with representation from over 20 different stakeholder services and Team Experience (*see B below*)

B. Co-production and co-design:

The project recruited and supported a team of volunteers with lived experience to participate in the Project Team as equal members – Team Experience. They also ran a series of ten workshops which brought together staff and service users. These were co-designed and co-delivered with people with lived experience.

C. A values-based approach:

Delivering Differently valued all partners equally, understanding “we are all doing our best”. The project reached out to those who had barriers to engagement and brought ‘whole selves’ to meetings and conversations.

D. An iterative, asset-based approach to systems change:

The project deployed several tools to investigate the drivers affecting employment outcomes, identified what was working well and refine the collective understanding of the changes needed. This involved desk-based research, interviewing key stakeholders, joint staff and service-user workshops, themed working groups, training and more.

E. Action learning:

Finally Delivering Differently made recommendations and implemented solutions throughout the course of the 18-month research programme, including funding nine short ‘test of change’ pilot projects based on the Phase One Report and DD Workshop findings.

What we learned and what we did

Delivering Differently identified the ‘problem’ of not enough people with mental health problems being supported into healthy and sustainable work in Fife functioning in three different areas.

A. Individuals: low self-belief contributing to low aspiration

Many people do not even think employment is a possibility for them. This is driven by real and perceived lack of work experience and education, the fluctuating nature of mental illness, the impact of medication and importantly the expectations of family, peers and professionals.

B. Services: complex landscape of services and inconsistent systems

Both staff and service users struggled to navigate the 60 employability services and 30 third sector mental health services in Fife. There has, until recently, been a lack of joined up working at a strategic level and this is evident both at the frontline and in issues with gathering relevant data.

³ See Figure 3 on pg 12

C. Employers: lack of awareness of how to support mental wellbeing in the workplace

Whilst there is a lot of support available for employers, they can struggle to navigate the world of mental wellbeing in the workplace: time constraints, not knowing where to start or feeling fearful of beginning conversations and 'getting it wrong'.

The absence of the 'voice of lived experience' at strategic and service levels negatively impacts on workplace stigma, aspiration and service structures.

To address this Delivering Differently undertook the following activity:

During the project lifetime Delivering Differently produced four reports:

The DD Phase One Report and recommendations focused on the role of employability services & data

The DD Phase Two Report and recommendations focused on addressing self-belief, H&SCP and third sector mental health services and data

The DD Workshop report which summarised the key findings of the joint staff and service-user workshops

The Fife Workforce Wellbeing Action Plan focused on raising awareness with employers alongside the pilot funded j:ALT a toolkit to help SMEs address mental health in the workplace

In addition, they supported nine Pilot Funded projects which focused primarily on raising self-belief, self-management and growing the voice of lived experience

Over the course of the programme the DD team:

- directly engaged with over 440 people of which 17% had lived experience of mental health problems
- made 36 recommendations, of which only 3 have no progress/action made against
- funded 9 pilot projects which worked with 244 individuals over 6 months. 3 projects are continuing and a further 4 are actively seeking funding to continue
- Increased registrations for people with mental health problems on the OFP employability pathway from 26% to 30% and the employment outcome rate from 24% to 30%
- Designed, piloted and refined a Mental Health & Work Indicator to improve the quality of conversation around mental health as a barrier to employment and to improve strategic data collection on mental health in the employability pathway in Fife
- Ensured that hope, meaningful activity and employability are embedded in the new Mental Health Strategy for Fife and that mental health is a core focus of the OFP employability strategy
- Funded the design and launch of the just: ASK, LISTEN, TALK (j:ALT) toolkit for employers
- Worked with Team Experience to co-design and launch a simple, recovery-focussed information leaflet to be given to someone at point of diagnosis

...And much more. Read the full report to find out.

The Vision for Fife

Based on the work to date the Delivering Differently team and Joint Oversight Board have agreed the following vision for Fife:

Our vision is that people with mental health problems in Fife 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.

A. People feel confident to aspire in life and work

- ✓ Fife has the stepping stone provision it needs to help people build confidence and work experience
- ✓ Fife education providers offer sufficient and appropriate support to help people remain in education or have successful transitions
- ✓ Peer role models and peer support are evident and embedded in the most appropriate form in both mental health and employability service delivery
- ✓ Fife has easy to access support to grow self-management and address the impact of medication
- ✓ People are given accurate and timely advice and support with regard to benefits issues which may impact their health or their journey to work

B. Employers know how to create mentally healthy workplaces and feel confident to support staff who experience mental health problems.

- ✓ Fife Work and Wellbeing Strategy is refreshed and updated annually with a programme of awareness raising activities and events
- ✓ Employers in Fife are fully aware of the range of support services available including; H&SCP Health Promotion Workplace Team, Health & Work Support and the just: Ask, Listen Talk Toolkit
- ✓ More people who experience issues with their mental health are supported to stay in, or move into, employment in Fife

C. The voice of lived experience is evidenced at all levels:

- ✓ There are clear structures and ways for people who use services to input to their commissioning, design and delivery
- ✓ All training relating to mental health incorporates the voice of lived experience in the most appropriate manner
- ✓ Fife benefits from a pool of volunteers (Team Experience) to support this

D. The mental health and employability service landscape is simplified, connected and easy to navigate

- ✓ Mental health and employability strategies, partnership working and service commissioning in Fife reflect the interconnection of the two agendas of mental health and employability (and other connected services such as criminal justice and housing)
- ✓ Strategic planners have the data they need to assess outcomes relating to employment for people with mental health problems and mental health for people accessing employability services
- ✓ Fife has an appropriate and easy to navigate pathway of services from intensive clinical provision through stepping stone services to employment to in-work support
- ✓ Staff are given the skills and knowledge they need to navigate the different sectors and services in Fife relevant to their clients
- ✓ Sufficient resource is invested in refining, updating and promoting centralised information sources such as On Your Doorstep, Access Therapies Fife, Moodcafe and the Fife Employability Services Directory

The Fife model for supporting employability in a mental health context and supporting mental health in an employability context:

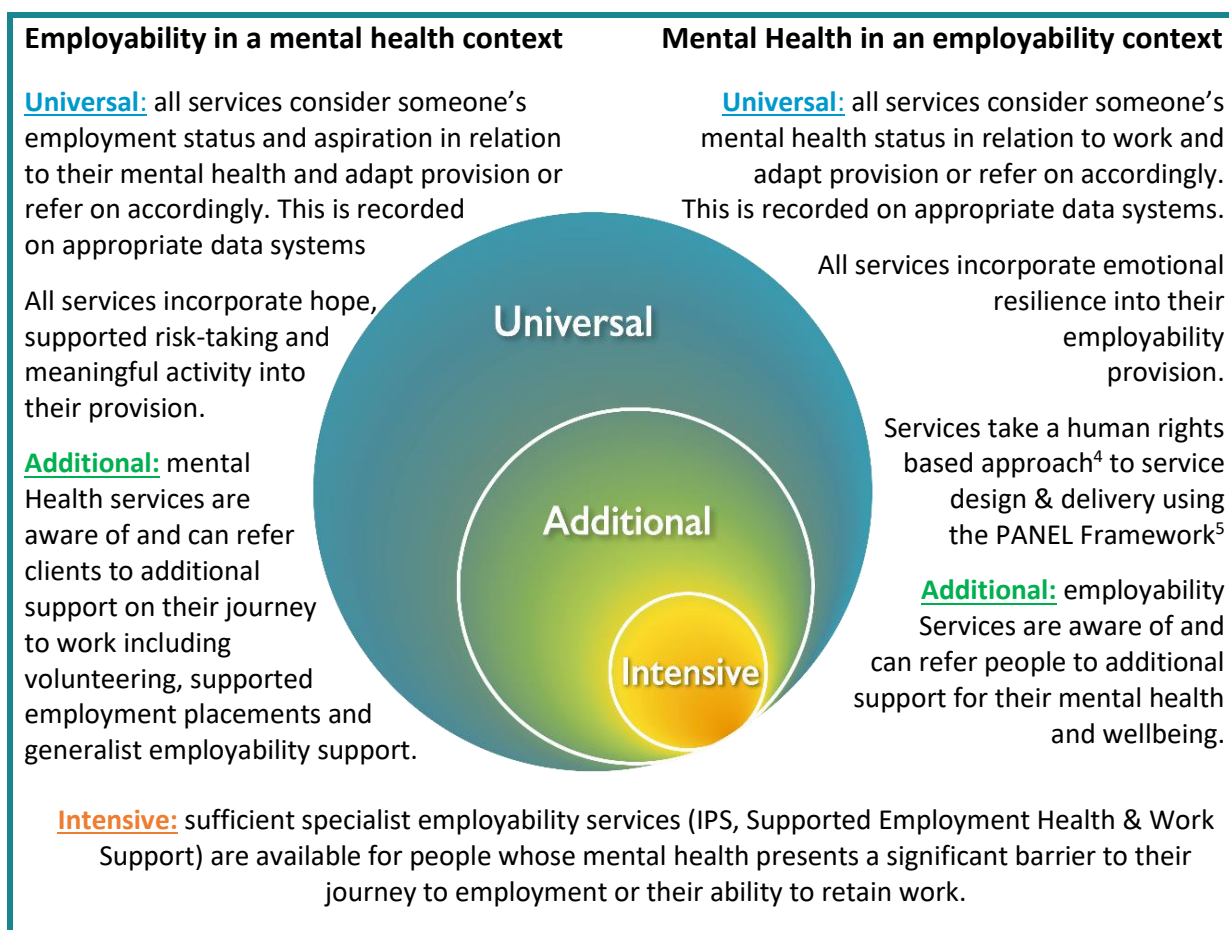


Figure 1 Universal, Additional & Intensive in employability and mental health service contexts

⁴ 'Taking a human rights based approach is about making sure that people's rights are put at the very centre of policies and practices' Scottish Human Rights Commission, www.scottishhumanrights.com

⁵ PANEL: Participation, Accountability, Non-discrimination, Empowerment, Legality

What will happen next:

The Delivering Differently team have received a small amount of funding from See Me to continue their work on challenging mental health related stigma and improving personal outcomes for people with mental health problems in Fife.

Key areas of work include:

- Improving personal outcomes
- Challenging stigma in the workplace
- Growing the voice of lived experience in service commissioning, design and delivery

In addition Fife H&SCP and OFP have committed to continuing the work begun through Delivering Differently.

Many of the strands developed in the report will be embedded in new strategies and future service commissioning.

DD has made significant progress in building understanding of the complex issues relating to employment for people with mental health problems.

For the results of this work to really take effect, people at all levels – from those using services to those delivering and commissioning them, need to work together to continuously refine, improve and develop appropriate and effective responses.

Contents

Section one: Introduction	8
Section two: Policy and context	9
Section three: The Delivering Differently approach	12
3.1 The resources and governance	12
3.2 An integrated systems approach	12
Section four: What DD learned and the actions taken	18
4.1 Understanding the problem	18
4.2 Valuing and raising the voice and visibility of lived experience	20
4.3 Individual: Raising self-belief and growing aspiration	22
4.4 Services: simplifying the service landscape and improving consistency	29
4.5 Employers: promoting awareness of mental health at work	42
Section five: What good looks like – the vision for Fife	43
Section six: What is going to happen next	45
Glossary	47

Introduction

In 2015 Fife Health & Social Care Partnership (H&SCP) and the Opportunities Fife Partnership⁶ began to work together to address the issue of '*not enough people with mental health problems being supported into employment in Fife*'. It became a commitment in the *Fife Economic Strategy 2017-27*⁷ but change on the ground was much harder to achieve.

Funded by the Scottish Government Employability Innovation and Integration Fund, **Delivering Differently (DD)** started in October 2017 as a cross-partnership 18-month 'strategic implementation' project working with partners, providers and people with lived experience of mental health problems to improve employment outcomes for people in Fife who are experiencing mental health issues.

The project was coordinated and delivered by Fife Voluntary Action, the Third Sector Interface for Fife and reported to both the Fife Health & Social Care Partnership (FH&SCP) and the Opportunities Fife Partnership (OFP). It employed a small team of staff and funded nine different pilot projects.

The DD project vision, below, has been updated in the light of the project's findings.

Our vision is that people with mental health problems in Fife 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.

- ✓ People will have greater ownership of their journey: they are part of the solution rather than the cause of 'a problem' and **the voice of lived experience is evidenced at all levels**
- ✓ Staff across sectors will know how the mental health and employability system(s) work and where to go for specialist support
- ✓ Employers in Fife will know how to create mentally healthy workplaces and feel confident to support staff who experience mental health problems

Overall, DD aims to more than double employment outcomes for people with mental health issues in Fife by March 2020. See section 4.4 (pg. 29) to find out progress towards achieving that goal.

This report summarises the project's approach, key achievements, findings and recommendations for the next steps.

Section 2: outlines the policy and context which has led to this work

Section 3: summarises the Delivering Differently approach to systems change

Section 4: outlines what we learned and the actions that have been taken forward

Section 5: summarises the vision for improving mental health and employability outcomes in Fife

Section 6: identifies the next steps for Delivering Differently

Section 7 includes a glossary of abbreviations and useful terms

Throughout this report there are references to various documents that DD have created over the past 18 months. You can find these at www.fva.org/employability

⁶ Opportunities Fife Partnership is the strategic partnership with lead responsibility for employability and improving employment outcomes

⁷ Quote from PG12 of the Fife Economic Strategy 2017-27, Available here, www.wordpress.fifedirect.org.uk/fifeeconomypartnership/wp-content/uploads/sites/10/2016/10/Fife-Economic-Strategy-2017-27.pdf

Policy and Context

This section outlines the policy, data and personal context which informs the work being undertaken by Delivering Differently.

1.1 The policy context

The policy and evidence relating to healthy and sustainable employment as a health outcome continues to grow. Its role in providing structure, a sense of purpose and social connection is increasingly understood as central to improving mental health outcomes⁸.

Nationally this work supports the Scottish Government *Good Work, Good Health* and *Fair Work* agendas, the *Mental Health Strategy 2017-27*, their employability review *No-one Left Behind 2018* and their *Action Plan for Halving the Disability Employment Gap 2018*.

It is vital to have meaningful activity.
People getting isolated and lost – people
are telling us they need something to do

MH service provider, DD interviewee

At a local level Delivering Differently supports all four strands of the local *Plan 4 Fife*, the *Our Minds Matter Framework* and is central to the *Opportunities Fife Partnership (OFP) Strategy* on employability will be part of the new and revised *Mental Health Strategy for Fife 2019-23*.

1.2 What the data tells us

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.⁹

Statistics from NOMIS (2015) also suggest that over 40% of people claiming benefits in Fife are doing so due to mental health problems or behavioural disorders¹⁰. Anecdotal evidence from employability partners in Fife suggests the figure is closer to 80% due to the number of people who develop mental health problems as a result of long-term unemployment, associated financial worries and social isolation. Yet under 10% of OFP employability spend is targeted at this group.

Figure 2 (pg. 10) demonstrates that there is a broad correlation between areas in Fife with high levels of unemployment, income deprivation and self-reported long-term mental health problems.

⁸ Mental health Inequality Briefing 2017, available from www.healthscotland.scot

⁹ Good Mental health for all, NHS Health Scotland, 2015, Available from: www.healthscotland.scot

¹⁰ NOMIS, 2015. It is not possible to provide updated data due to changes in reporting of benefit claimants by DWP

Section two: Policy and Context

Localities by mental health and unemployment statistics¹¹

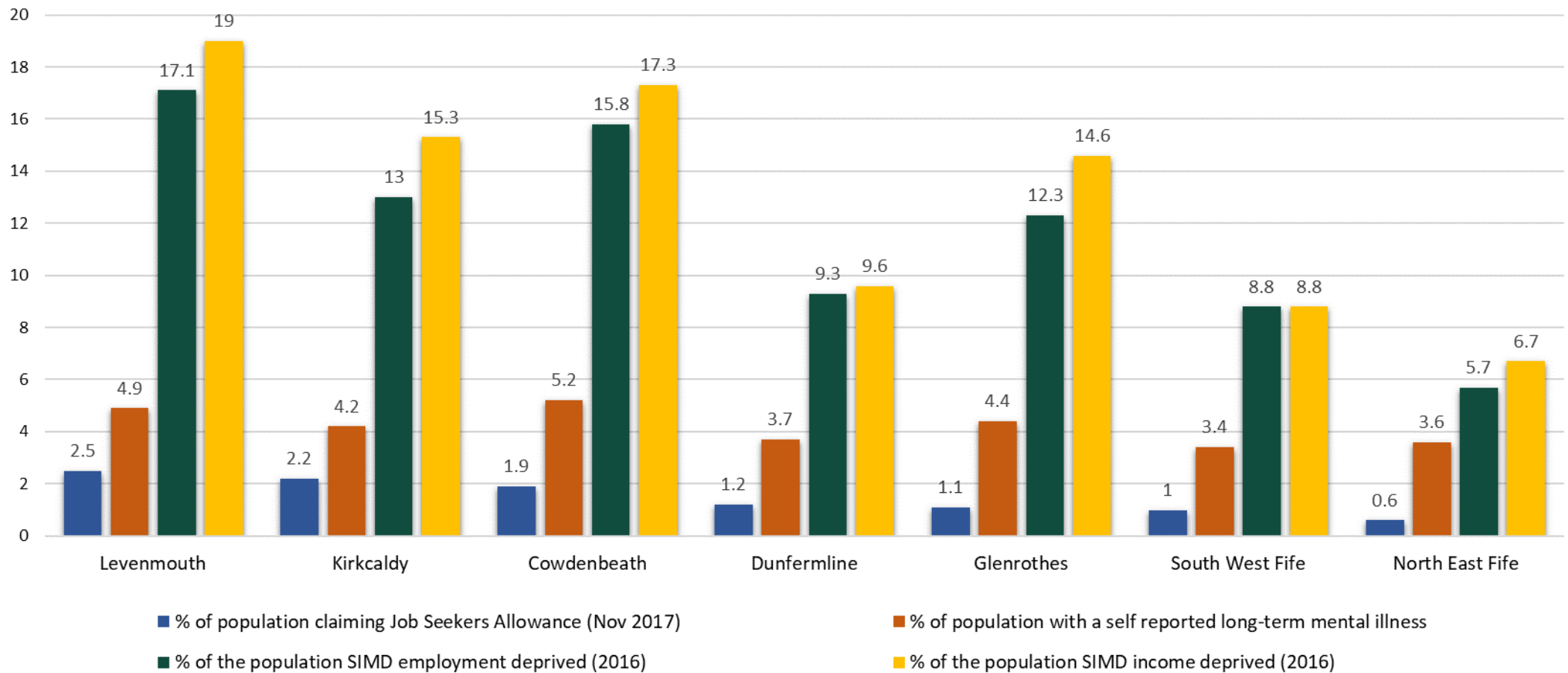


Figure 2: Graph showing Localities by mental health and unemployment statistics (%)

¹¹ NOMIS, Fife Health and Social Care Locality and Cluster Planning Profiles, KnowFife Dataset

Section two: Policy and Context

1.3 Personal impact

The impact on a person can be considerable when services are not joined up. The story below gives just one flavour of how, when things don't connect, the consequences are significant¹².

One story from 2018

After 12 months out of work and in the mental health system 'John' felt ready to think about work again. He tried volunteering but struggled with memory issues caused by his medication. He found information online about Fife Employment Access Trust's (FEAT's) Cognitive Remediation Therapy specifically designed to help with this.

When he phoned FEAT he was told that he would need a referral from his mental health professional.

At his appointment John asked for a referral but was told that FEAT does not require referrals (they do but only for some services) and so wouldn't give him one. John got the impression that his mental health professional did not feel this would be a healthy decision at that time. He did not pursue it.

Feeling disheartened about his future John's mental health status deteriorated. In the following months he presented to Minor Injuries with severe cuts from self-harm asking for a referral for emergency support. Then a few weeks later he presented to community psychiatric services for support due to significant suicidal intentions and they supported him to get through this difficult time.

In the summer John asked for a referral to Occupational Therapy and, following his initial appointment, has now got a place on the FEAT programme he originally enquired about and has made enquiries about volunteering. He says he feels more optimistic about the future.

Failure to address issues in an integrated way has significant societal costs but the impact on individuals and their families is much worse.

That whole thing is about hope – losing it or having it. It is hugely important that we create an environment where there is room for ambition and sense of purpose

MH service provider

DD has made significant progress in building understanding of the complex issues relating to employment for people with mental health problems.

For the results of this work to really take effect; people at all levels – from those using services to those delivering and commissioning them, need to work together to continuously refine, improve and develop appropriate and effective responses.

¹²clients and students can now find out about projects and engage with FEAT with a simple phone call or by dropping in. Staff then arrange to meet with them individually and agree the best way forward, often working in partnership with other health professionals

Section three: The Delivering Differently Approach

The Delivering Differently approach

3.1 Resources and governance

The total funding from the Scottish Government Employability Innovation and Integration Fund was £205,972 from October 2017 to March 2019.

This funded Fife Voluntary Action to employ a part-time Strategic Coordinator, part-time project officer and part-time administrator. This also included a Pilot Fund of £130,000 to implement short test of change programmes across Fife. In addition, the DD team sourced £4,640 from the *Fairer Fife Fund* to support Mental Health & Work Indicator Training and the delivery of additional workshops in priority areas¹³.

The project's impact and influence has relied on significant input from a diverse Project Team, volunteers with lived experience (*including Team Experience*) and active champions across Fife.

Delivering Differently reported every 6 months with recommendations for change to a Joint Oversight Board which included two senior members each from the Health & Social Care Partnership and the Opportunities Fife Partnership.

3.2 An 'integrated systems' approach

Delivering Differently used an 'integrated systems analysis' approach to identify the issues affecting low employment outcomes for people with mental health problems, stakeholder needs and solutions appropriate to the context and needs in Fife.

Engineering Better Health Care¹⁴ identifies a core set of 5 over-arching questions and 12 sub-questions that any thorough systems analysis needs to answer. DD has structured the research model and each report around these questions.

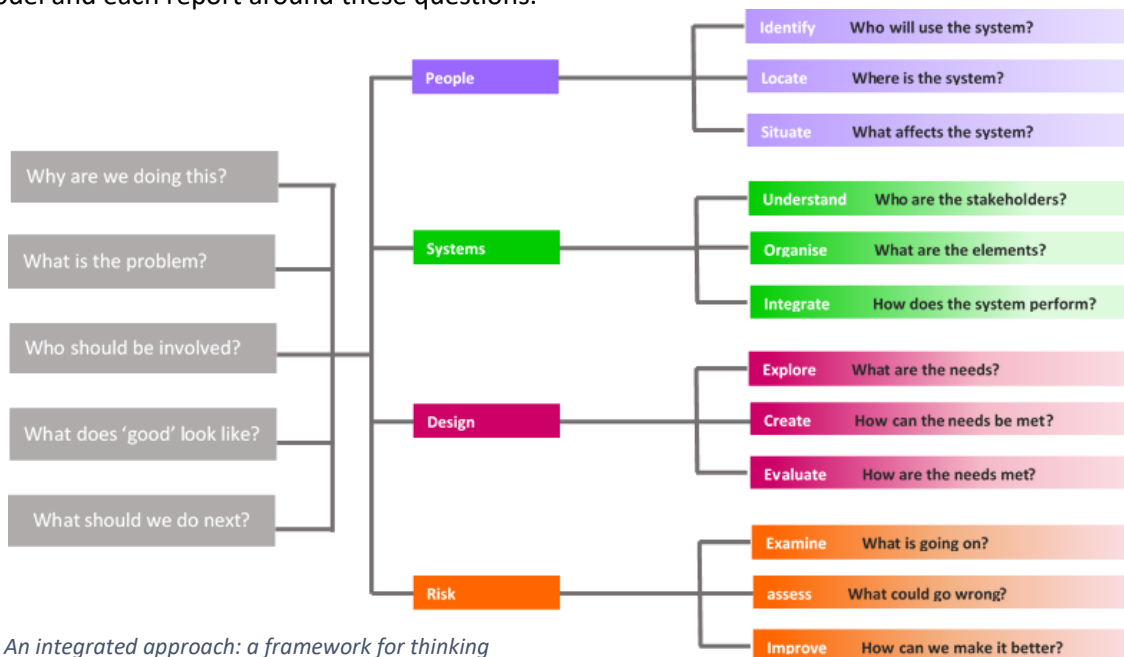


Figure 3 An integrated approach: a framework for thinking

¹³ The three priority areas shown in Table 1 were Cowdenbeath, Kirkcaldy and Levenmouth

¹⁴ Engineering Better Care: a systems approach to health and care design and continuous improvement. Royal Academy of Engineering, September 2017

Section three: The Delivering Differently Approach

The integrated systems analysis was achieved using a range of tools and methodologies. The key elements are outlined here:

- 3.2.1 Building a partnership
- 3.2.2 Co-production and co-design
- 3.2.3 A values-based approach
- 3.2.4 An iterative, asset-based approach to systems change
- 3.2.5 Action learning

3.2.1 Building a Partnership

Over the past few years, public and third sector providers in Fife have invested in supporting partnership working within the employability and health sectors through the existing Opportunities Fife Partnership and related sub-groups, the Fife Health & Social Care Partnership, the Reducing Offending And Reoffending (ROAR) group and the Employability and Health & Social Care Forums that are supported by Fife Voluntary Action.

These established connections meant that Delivering Differently was able to rapidly recruit and form a Project Team with committed individuals from relevant services.

The Project Team included representatives from 20 different services including: Fife H&SCP and third sector mental health services, Health Promotion Workplace Team, Fife Council and third sector employability services, Criminal Justice Social Work, the Department for Education, Fife College, Skills Development Scotland, Department for Work & Pensions (DWP), Scottish Recovery Network (SRN) and importantly Team Experience (see below).

In total the DD Project Team:

- ✓ attended over 12 project team meetings¹⁵,
- ✓ engaged with 4 themed working groups,
- ✓ supported 14 workshops and 6 training sessions.

The Team have not only shared their knowledge willingly but also learned from one another and the DD research findings so that all partners have gained from this time commitment.

Being involved in Delivering Differently has been important in helping us grow our role in creating mentally healthy workplaces in Fife. This is why we felt it was worth committing time and energy to coming to the meetings. The value and time involved in partnership working cannot be underestimated.

Workplace Team, Fife H&SCP

DD engaged with national partners including **Scottish Government, Department for Work and Pensions national team, See Me, NHS, Health Scotland, and the ALLIANCE Scotland** to ensure that the work sat in the wider national context, to benefit from their knowledge and to share the teams learning.

¹⁵ An average of 16 members attended each Project Team meeting – this in itself equates to 352 hours of staff time contributing to the outcomes

Section three: The Delivering Differently Approach

3.2.2 Co-production and co-design

Improving employment outcomes for people experiencing issues with their mental health involves working with people from a whole range of backgrounds, most importantly people with lived experience of mental health problems.

This was achieved in 3 key ways:

A. Team Experience

Delivering Differently worked with Fife Employment Access Trust (FEAT) to recruit and support a small team of people with lived experience of mental health problems (who named themselves **Team Experience**) to participate as equal members of the Project Team from the outset.

Working as volunteers, Team Experience attended meetings, participated in working groups, supported the delivery of workshops and training sessions and helped design and produce an information leaflet for people with a recent mental health diagnosis.

Their willingness to give their time cannot be undervalued and directly contributed to many recommendations and outputs from the project.

To support their involvement the DD team worked with FEAT in the initial stages of recruitment, adjusted how meetings were held and provided training for the Team Experience members¹⁶.

It is worth noting that three Team Experience volunteers moved into paid work during the programme.

B. Joint staff and service user workshops

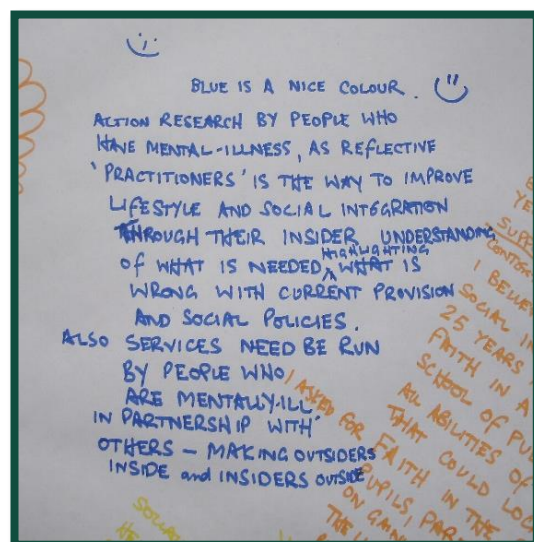
Delivering Differently worked with Scottish Recovery Network (SRN) and Team Experience to facilitate ten workshops across Fife. These were co-designed and co-delivered with people with lived experience of mental health problems.

The workshops brought together staff, service users and their carers to explore what good support looks like and what could work better in terms of the employability journey for people with mental health problems in Fife. The workshops focused on ideas for improvement on three key areas: individual, services and workplace (See section 4).

124 people participated in the workshops, of whom approximately 40% identified that they had lived experience of mental health problems.¹⁷

I found the meetings quite hard at first, very strange and not knowing who everyone was. But the more I attended the easier it got. And I could see that the things we were saying were being listened too and that maybe things would change for the better. In the end its about believing you can make a difference

Team Experience Volunteer



¹⁶ Further information on support for Team Experience can be found at www.fva.org/employability

¹⁷ Additional funding from the Fairer Fife Fund paid Team Experience time and travel costs as well as funding extra workshops in key localities of Cowdenbeath, Kirkcaldy and Levenmouth

Section three: The Delivering Differently Approach

The Report of the Delivering Differently Workshop findings informed the Pilot Fund criteria and the DD Phase 2 Report.

These workshops refined the teams understanding of the problem and ensured that their recommendations were appropriate; they also began the process of change for everyone who participated. The workshops challenged staff *and* service users to think differently about mental health, how people support themselves and what they need from others.

C. Co-production workshops

The DD team hosted three co-production workshops to help service users and service providers come together to develop their ideas for bids for the Delivering Differently Pilot Fund.

Embedding the voice of experience ensured that Delivering Differently made appropriate and relevant recommendations. Without this input the project would have missed key issues.

3.2.3 A values-based approach

The 'how' of DD is as important as the 'what'. With Team Experience and Project Team partners DD embedded an approach which ensured we:

- Valued all partners equally
- Brought 'whole selves' to the meetings and conversations
- Understood that people are doing their best within the confines of their current situation
- Reached out to key stakeholders who were struggling to engage or were facing challenges from within their organisation

This approach enabled the team to keep positive relationships going with people from a variety of different backgrounds and, often, with a variety of different perspectives. This was central to ensuring the recommendations were not only appropriate but also likely to be implemented.

Section three: The Delivering Differently Approach

3.2.4 An iterative, asset-based approach to systems change

The integrated systems approach required sufficient time to explore and refine the understanding of the ‘problem’, what was working well and less well, who needed to be involved in any solutions and what *their* needs were.

Delivering Differently used several tools to help frame their initial understanding of these issues and then continuously refined this knowledge over the course of the 18-month programme producing recommendations for change at key points.

A. Understanding the problem

The DD Project Team used a Problem Tree Model to understand the drivers affecting the challenge ‘*of not enough people with mental health problems being supported into employment*’. This informed the three areas that framed the rest of the problem analysis and research and was refined over the 18 months of interviews and workshops:

1. Individuals: low self-belief contributing to low aspiration
2. Services: complex landscape of services and inconsistent systems
3. Employers: lack of awareness of how to support mental wellbeing in the workplace

Taking the time to fully understand the multiple causes that are impacting on employment outcomes for people with mental health problems ensured the team understood and made recommendations that were appropriate and relevant across *all the systems* and drivers which are impacting on low employment outcomes for people with mental health problems.

Following 18 months of research and stakeholder engagement the final Problem Tree analysis is set out on page 19.

B. Identifying who should be involved, what their needs are and, importantly, what is working well

The DD Project Team undertook **an initial** stakeholder needs analysis. This informed the research strategy and identified key knowledge gaps.

In addition to the workshops outlined above the DD team interviewed:

- ✓ senior staff in 8 employability services,
- ✓ 10 different elements of H&SCP mental health provision and
- ✓ 14 different third sector mental health services.

A full list of the services interviewed can be found at www.fva.org/employability

C. Analysing local performance data

Where data was available through FORT¹⁸ the team analysed performance information relating to employability services and people with mental health problems to create a baseline from which the team were able to measure change.

Employment status is not currently captured in mental health service share data systems.

¹⁸FORT is the customer relationship management system used by employability services in Fife

Section three: The Delivering Differently Approach

D. Background research on good practice and the national evidence base

The team read and researched numerous reports and academic articles on research relating to mental health and employability. A bibliography can be found at www.fva.org/employability

All of the above allowed the team to refine their understanding of the problem and to identify areas of good practice, 'building blocks' and opportunities which could be used to support the recommendations.

3.2.5 An action learning approach – 'start where you are and do what you can'¹⁹

From the outset Delivering Differently was structured to promote and inform change *through* the research process, producing key reports in its lifetime with recommendations for the Joint Oversight Board to approve and implement²⁰.

The **interview questions** were designed to help the team elicit stakeholder needs, engage potential champions and, sometimes, to challenge established thinking around how mental health in employability and employability in mental health is approached.

This, combined with **the joint workshops**, would help ensure that if the recommendations were implemented strategically they would be more likely to be successful with staff on the ground.

The **Phase One and Phase Two reports** contained a total of 36 recommendations for approval and implementation by the Joint Oversight Board. Only three have no action yet taken against them.

Finally DD committed a **Pilot Fund** of £130,000 to support short 'test of change' ideas.

The DD Pilot Fund criteria were informed by the joint staff and service-user workshops

A total of **21** bids were submitted and 9 were approved. A summary of the pilot projects and their outcomes is available at www.fva.org/employability.

Over the course of the programme the DD team directly engaged with over 440 people of which 17% had lived experience of mental health problems.

33 of the 36 recommendation in the reports have been progressed or actioned.

The 9 pilot funded projects worked with 244 individuals over 6 months. 3 projects are continuing and a further 4 are actively seeking funding to continue.

¹⁹ Thanks to John Carnochan, formerly of the Violence Reduction Unit in Glasgow for this phrase which became the project motto

²⁰ Reports were planned to coincide with key decision-making deadlines such as the revision of the OFP employability service commissioning document

Section Four: What DD learned and the actions taken

What DD learned and the actions taken

This section summarises the key findings of the DD research, building blocks for growth in Fife and the key actions that DD supported or implemented up to March 2019.

4.1 Understanding the problem

DD research identified that there are three areas to address in order to take a whole systems approach to improving employment outcomes for people with mental health problems in Fife.

Across all three strands the lack of the voice of lived experience was a core issue and thread.

1. Individual: low self-belief contributing to low aspiration

DD workshops identified that low self-belief is affected by real and perceived lack of skills and experience, other people's expectations including family and professionals, the impacts of medication, lack of confidence and skills to manage fluctuations in mental health and wellbeing, benefits concerns and negative societal messages about mental health.

2. Services: complex landscape of services and inconsistent systems

Until recently the important relationship between good employment and health outcomes has been undervalued across Scotland. Fife is no different and this is reflected in the balance and spread of services, the lack of data and the issues around service connectivity at the frontline.

Whilst specialist employment services for people with mental health problems or disabilities in Fife had good outcome rates (55%) spaces were very limited and had waiting lists of up to 5 months.

In addition, nearly a quarter of clients in other employability provision identified their mental health as a barrier to work, yet they only achieved a 22% job outcome rate (compared to 30-40% for those without a mental health barrier)²¹.

Many staff in both sectors acknowledged a lack of skills, confidence or knowledge when it came to mental health or employability.

3. Employers: lack of awareness of how to support mental wellbeing in the workplace

Whilst there is quite a lot of support for employers around mental health in the workplace in the form of free training, websites and support for staff, many struggle to navigate the information and find out what they need to do when staff are off sick, struggling at work or how to invest in creating a mentally healthy workplace. Others are reluctant to broach the topic for fear of 'getting it wrong' or making things worse.

See Figure 3 overleaf to see how this is captured in a problem tree model

²¹ DD Phase One Report, January 2018.

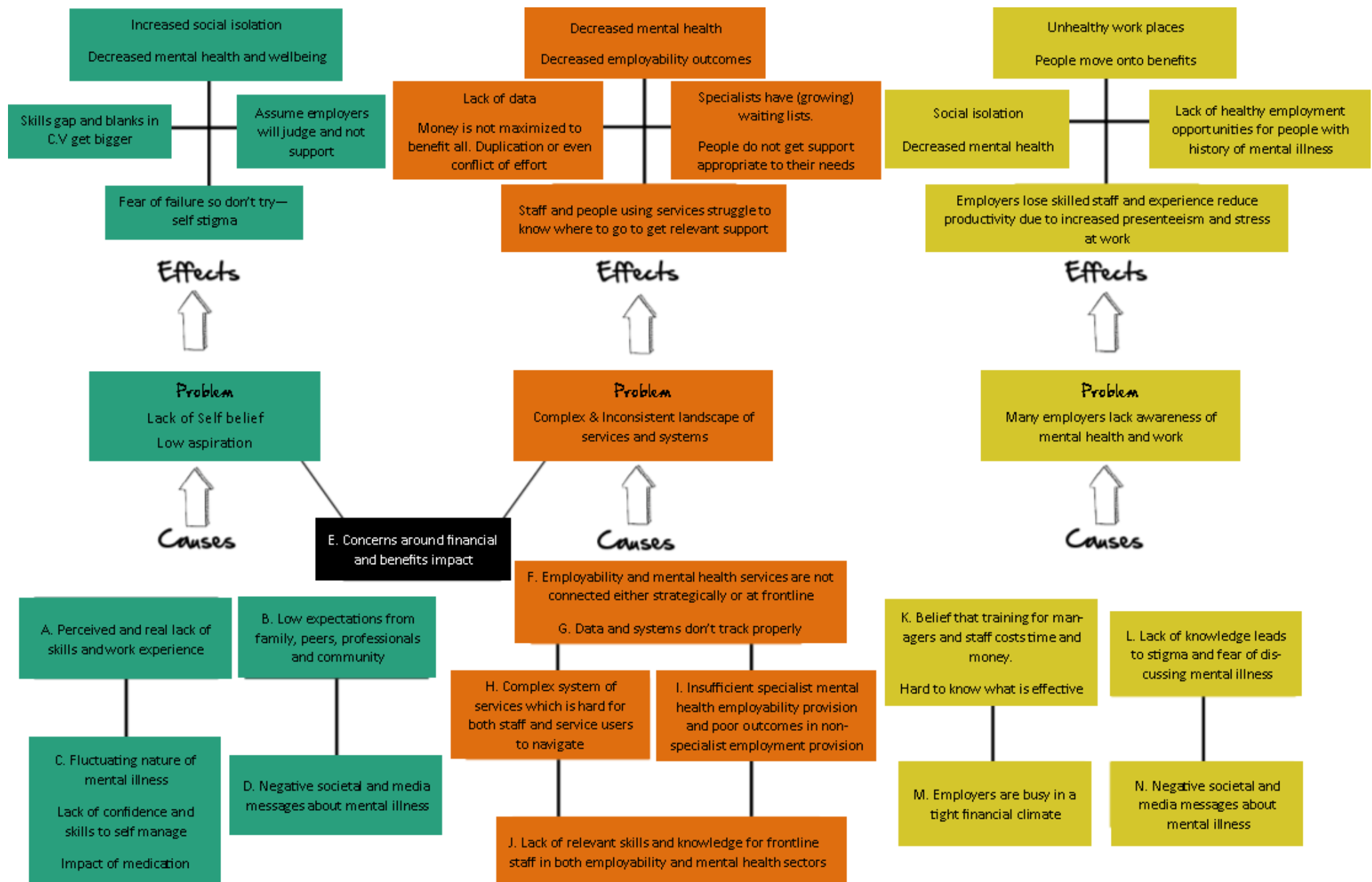


Figure 4: Problem Tree




Section four: What DD learned and the actions taken

4.2 Valuing and raising the voice and visibility of lived experience

Raising the voice and visibility of lived experience was identified as a key issue in the initial problem tree analysis and through the DD workshops.

The lack of visibility of people who have experienced mental health problems in service planning and design, staff training and delivery has a crucial impact of services commissioned, staff skills and abilities, people's confidence and hope and most importantly in challenging mental health related stigma.

BUILDING BLOCKS:

-  Fife H&SCP Mental Health Focus Group²² which meets monthly and has representation on the Mental Health Strategic Implementation Group
-  Fife H&SCP Mental Health Engagement event (May 2018) and subsequent workshops brought together staff and people with lived experience of mental health problems to inform the draft Mental Health Strategy for Fife 2019-23
-  *The Confidence to Move Forward*: partnership peer-led research looking at the connection between unemployment and health inequalities in Fife²³.

The DD Project Team have delivered and supported a range of actions to build on this:

- ✓ Funded and supported the creation of Team Experience
- ✓ Organised 'Voice of Experience' and 'Finding Your Voice' workshops for Team Experience volunteers
- ✓ Hosted DD fact finding workshops bringing together service providers and people with lived experience as equal partners to inform recommendations for change
- ✓ Made input from people with lived experience in design, development and delivery a key assessment criterion for DD Pilot Funded projects
- ✓ Ensured that the voice of experience is present and evident in all DD training and advocated this as a core policy for other partners going forward
- ✓ Supported and encouraged service user input to consultation on the Fife Mental Health Strategy 2019-23



²² The MHFG is supported by Fife H&SCP and meets monthly in Glenrothes.

²³ This report can be found on www.fva.org/employability

Section four: What DD learned and the actions taken

Perhaps most importantly:

- ✓ The DD team have encouraged and supported the application of a human rights-based approach to commissioning of employability services in Fife through the OFP Commissioning Framework 2019-22²⁴

Participation, Accountability and Empowerment are key elements in the PANEL framework²⁵ which is used to apply human-rights based approaches in Scotland. To support this the DD team have hosted various events focused on ways of embedding PANEL in employability and improving participation.

It is hard to underestimate the value and impact that has come from this process of engagement.

The input from people with lived experience of mental health problems has been significant in influencing *all* the recommendations that Delivering Differently have put forward.

In particular it has:

- Shifted the focus to ensuring self-management, risk-taking, and early stepping stone provision is looked at
- Positively addressed stigma in multiple training sessions
- Informed the assessment criteria for the DD Pilot Fund
- Informed the design and content of an employer mental health toolkit
- Inspired employers at Your Workforce is Your Wealth Seminar
- Ensured that the negative impact of benefits issues are considered and addressed
- Raised the importance of peer support and role models
- Instigated investment in employment and equality law training for employability staff
- Informed the refresh of Fife's mental health strategy 2019-23
- Been the inspiration for and designed contents of a recovery-focussed information leaflet for people at point of diagnosis

At the outset of the project we knew it was important. I don't think any of us realised just how much difference the engagement with Team Experience and the joint workshops would make to our final outcomes

DD Strategic Coordinator

²⁴ www.fva.org/employability

²⁵ PANEL stands for: Participation, Accountability, Non-discrimination, Empowerment and Legality. Scottish Human Rights Commission, www.scottishhumanrights.com

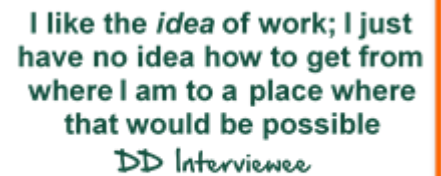
Section four: What DD learned and the actions taken

4.3 Individual: Raising self-belief and growing aspiration

DD workshops identified that, even when services work well together and Fife has sufficient specialist support, if people do not feel confident to pick up the phone or ask for a referral then the issue of low employment outcomes will still exist.

This requires action at several different levels:

- A. Addressing work experience, skills and education gaps**
- B. Raising expectations, challenging and growing peer role models**
- C. Improving ability to self-manage and address impact of medication**
- D. Generating positive media stories around mental health recovery**
- E. Addressing barriers created by the benefits system**



I like the *idea* of work; I just have no idea how to get from where I am to a place where that would be possible
DD Interviewee





A. Addressing work experience, skills and education gaps

DD research identified that many people have real and substantial gaps in their CVs following experience of mental health problems. These gaps act as both a psychological and real barrier to gaining employment.

Education transitions can often be triggers for people dropping out of school or college and early intervention at these points could mitigate problems becoming worse. The DD team need to work with partners to reduce the likelihood of people leaving education early.

For a small, but significant group of people, a supportive work environment; such as supported businesses, supported volunteering or other organisations with a positive social purpose, is a key stepping stone or significant end point in itself. Fife has some provision but would benefit from a greater diversity of opportunities.

BUILDING BLOCKS:

-  OFP employability service recommissioning for 2019-22
-  Small but effective portfolio of supportive businesses which specialise in health and disability placements
-  Fife Social Enterprise Network and national social enterprise support groups
-  Fife Voluntary Action Supported Volunteering

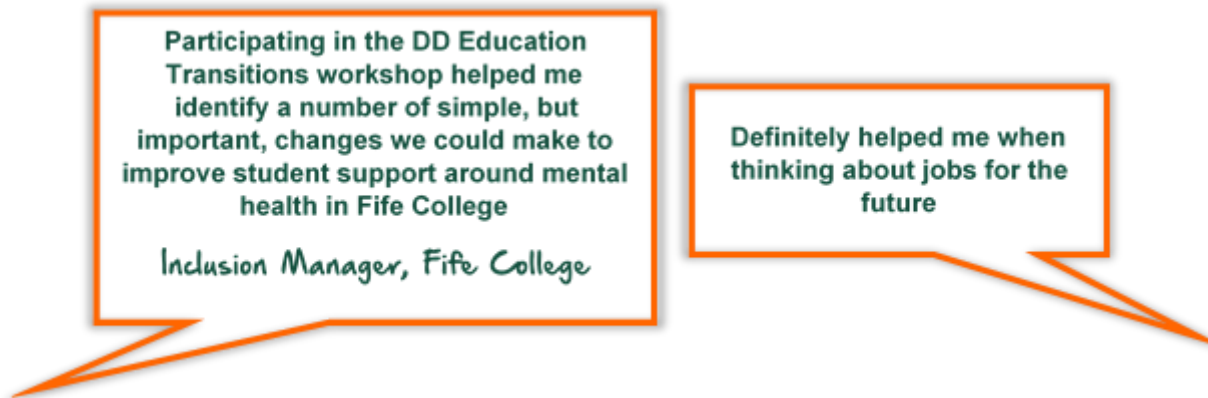
To build on this the DD Team have:

- ✓ Informed OFP employability service commissioning 2019-22 to include an increased focus on volunteering and work placements
- ✓ Pilot funded an early intervention partnership for young people in school, at risk but prior to engagement with mental health services
- ✓ Met with Fife Social Enterprise Network, Sencot and Social Firms Scotland to promote the need for more 'stepping stone' opportunities to help people grow confidence in supportive environments

Section four: What DD learned and the actions taken

4.3 Individual: Raising self-belief and growing aspiration (continued)

- ✓ Facilitated education transition workshops with relevant stakeholders to identify opportunities to improve education outcomes and reduce drop out



Looking forward the DD Team will:

- Work with Senscot to host a mental health and social enterprise themed learning event for Fife in June 2019
- Work with Fife Social Enterprise Network to develop a directory of relevant supported businesses in Fife
- Continue to host the DD education transitions workshop
- Work with FVA to promote the role of supported volunteering in Fife

Employ Your Mind

Clued Up and FEAT trialled an expansion of Employ Your Mind to provide an earlier intervention before young people in school actively engaged in mental health services. Clued Up identified participants and in total 10 young people completed one or more phases of the programme.





Section four: What DD learned and the actions taken

4.3 Individual: Raising self-belief and growing aspiration (continued)

B. Raising expectations, challenging and growing peer role models

The DD workshop report identified the importance for people of supported risk-taking, being appropriately challenged and seeing/engaging with peer role models that would inspire hope.

BUILDING BLOCKS:

-  In 2017 Fife hosted an event to promote and understand the value of Peer Support in mental health services
-  Scottish Recovery Network have established a Peer 2 Peer training programme
-  Fife H&SCP are piloting a Peer Support out of hours café
-  Our Minds Matter team also recognise the importance of peer support

To build on this this the DD Team have:

- ✓ Funded four pilot projects which specifically focus on these issues:

1. Peer 2 Peer

FEAT worked with Scottish Recovery Network to train people with lived experience using the Peer 2 Peer course. The project was conceived and delivered by a Team Experience volunteer. In total eight Peer 2 Peer trainees completed the course. One has already gained employment as a Peer Support Worker.

The team co-hosted with Our Minds Matter a Peer Support Networking event in February 2019. The findings from this event will inform further work on growing peer support in Fife.

The more I learned, the more passionately I felt about helping facilitate a service of this kind. I feel peer support is desperately needed to alleviate suffering that isn't covered by the medical model of treatment.

FIFE PEER 2 PEER GRADUATES CELEBRATE IN STYLE!

20th February 2019

Peers were rocking the Rothies Halls in Glenrothes earlier this month as they celebrated their achievements on completing the Peer 2 Peer course. Leslev Smith, SRN Network Officer (East) tells us more.

Fife Employment Action Trust (FEAT) piloted the course, thanks to funding from the Delivering Differently employability project and the tenacity of Catherine Grubb! Catherine has been keen to see peer support develop in Fife and as a member of Team Experience (Delivering



Section four: What DD learned and the actions taken

4.3 Individual: Raising self-belief and growing aspiration (continued)

2. Curnie Clubs

Curnie Clubs expanded its innovative member-led approach into Cowdenbeath – an area with an identified gap in drop-in provision. Over its short six months in the area the project worked with 27 people 5 entered employment, 1 was accepted to college and 3 entered volunteering.

I have attended Curnie Club since October 18... I have built my confidence... If I was not at Curnie I would be sitting looking at four walls and eating rubbish.



3. falling UP at Silverburn Park

Falling UP at Silverburn Park was a family-led project, supported by FEAT. Based on their experiences of supporting and dealing with mental health problems the father and son team used simple outdoor creative activities to provide informal therapeutic support to participants, who had varying experiences of poor mental health.

9 people took part in the courses and all built sculptures from natural materials found around the estate.

4. The Value of The Talking Café

This partnership project tested the concept that soft touch, low level informal interventions make a positive and valuable contribution to the mental health and wellbeing of people experiencing barriers to employability.

Across the three cafes, 37 people volunteered in the running of the Cafés and 49 were signposted or referred to further opportunities.

[The Value of the Talking Café] has helped me get out the house, socialise and talk to new people. It's helped me realise that other people are going through the same as me and has given me more confidence to talk about how I'm feeling.





Section four: What DD learned and the actions taken

4.3 Individual: Raising self-belief and growing aspiration (continued)

C. Improving ability to self-manage and address impact of medication

It is important that people are supported to develop the skills and knowledge to look after their own wellbeing in between appointments with clinical staff and as part of a rounded approach to their recovery. The ability to cope with the fluctuating nature of mental ill-health is essential to people feeling confident to even think about returning to work.

BUILDING BLOCKS:

-  piloting of Wellness Recovery Action Planning in Mental Health Occupational Therapy,
-  Fife Employment Access Trust is a Centre of Excellence for Cognitive Remediation Therapy²⁶,
-  providers (such as Curnie Clubs) encourage peer support and self-management skills,
-  H&SCP have launched the Access Therapies Fife website²⁷, promoted Steps on Stress, Moodcafe, link workers in GP surgeries and much much more.

To build on this the DD Team have:

- ✓ Funded 3 pilots that focussed on building self-management skills:

1. Wellness Recovery Action Plan (WRAP)

WRAP has been in use in Fife but currently it is mostly used in a clinical setting.

The Richmond Fellowship piloted delivering peer-led WRAP workshops in community group settings in different locations across Fife. 13 people participated.

WRAP has given me the structure and the tools to keep myself well and the discussion with the trainers that have their own WRAP has been helpful

The feedback from each group was that they felt understood by the trainer and they felt more confident sharing their own experience. They also fed back they found it refreshing to hear a worker be so honest and open which in turn gave them 'hope'.

2. Better For Work

This project supported 22 people with trauma-based mental health issues. The course was led and supported by people with lived experience.

Participants were supported to understand the neurological impact of adverse childhood experiences and helped to identify self-management strategies.

12 participants achieved the SCQF in preparing for employment, 7 went onto further training, 2 went to college and 2 started volunteering.

²⁶ Cognitive Remediation Therapy (CRT) is a low level psychological therapy requiring governance detailed in the Matrix.

²⁷ www.accesstherapiesfife.scot.nhs.uk

Section four: What DD learned and the actions taken

4.3 Individual: Raising self-belief and growing aspiration (continued)

3. Brief Solution Focused Coaching

FEAT developed and delivered a 1:1 coaching project drawing from Brief Solution Focused Therapy (BSFT) principles. Clients struggling to overcome mental health barriers in pursuit of employment were offered up to six 1:1 coaching sessions.

In total 9 participated and 2 moved into employment. The average self-reported improvement towards achieving their goal was 57%.

[My BSF Coach] acted as a functional/practical soundboard as I discussed the issues, I felt held me back in my pursuit of work. This challenged me to rationally question and justify my perceptions and the potential harm they cause. Ultimately, he helped me increase my self-awareness and feel as though I have become more empowered and in control of my own future.

In addition the Team have:

- ✓ Supported Team Experience to develop a recovery focused leaflet to promote and encourage access to non-clinical provision.

D. Generating positive media stories around mental health recovery

Stigma from peers, family, professionals and potential employers are all informed by the messages they hear and see in the media. The cultural dialogue on mental health is changing and Fife is well placed to support that.

BUILDING BLOCKS:

- 🧩 Fife H&SCP anti-stigma working group which supports: See Me Walk a Mile, Pass the Badge, and an Annual Football match
- 🧩 Fife Cultural Trust Mental Health Arts Week
- 🧩 National conversation on mental health and employability



To build on this the DD Team have generated:

- ✓ Press articles from Your Workforce is Your Wealth seminar and multiple tweets,
- ✓ Press coverage for Delivering Differently workshops
- ✓ Promoting See Me in Work day and Mental Health Awareness Week
- ✓ Included raising media awareness as a key action in Opportunities Fife Partnership Health & Disability Delivery Group Action Plan 2018-19

The team are working with partners to coordinate a media campaign for 2019/20.

Section four: What DD learned and the actions taken





4.3 Individual: Raising self-belief and growing aspiration (continued)

E. Addressing barriers relating to the benefits system

Delivering Differently workshops and interviews have identified that issues with benefits are affecting people with mental health problems in 3 distinct areas:

1. Fear of engagement with benefit support leading to benefit issues
2. Benefits issues impacting on ability to engage in therapeutic work
3. Inaccurate and unclear advice on volunteering and employment while on benefits

BUILDING BLOCKS:

-  Fife has established successful working relationships between DWP, Fife Council and other employability partners
-  The Fife Council Welfare Fund Team provide a flexible approach to supporting those in need
-  Fife hosts a strategic Welfare Reform Action Group and has key priorities relating to income maximisation embedded in the Plan4Fife²⁸
-  Citizens Advice and Rights Fife (CARF) have an established reputation, are funded to deliver and experienced in providing benefits advice to people who experience issues with their health

To build on this the DD Team have:

- ✓ Hosted benefits and mental health workshops with DWP, H&SCP, Scottish Social Security, Team Experience and CARF to identify opportunities to reduce the negative impact of benefits on people's journey to wellness and work.
- ✓ DD have shared these findings with the Fife Welfare Reform Action Group to inform the current programme of work mapping and analysing gaps around income maximisation in Fife.

As a result of the meetings I met with colleagues in Social Security to look at a new service that will be of great help to the client group within secondary care mental health, as well as developing direct links to Disability Employment Advisors through DWP.

A positive experience that was personally illuminating and the information shared and discussed will have a real impact on the client group the CMHT works with.

Community Mental Health Team Lead

²⁸ The Plan4Fife is available here: www.fifedirect.org.uk/publications/

Section four: What DD learned and the actions taken

4.4 Services: simplifying the service landscape and improving consistency

DD has worked with partners across Fife to contribute to the *process of* simplifying the landscape of services and to assist with creating consistent systems across services.

One of the first steps was to map current provision in both the mental health and employability sectors (see pg. 32). For the purposes of keeping the project bounded the team limited the scope of this mapping to public and third sector services.

Whilst the mapping exercise evidenced the raft of available mental health related services and supports in Fife, it also reveals the complexity of the mental health and employability landscape across sectors.








As a result, both staff and people who access services face challenges in navigating the systems to find the 'right' pathways.

The DD team have identified that this requires effort and focus on:

- F. Connecting services and systems strategically and at the frontline
- G. Improving data and system connectivity
- H. Simplifying the landscape of services and making it easier to navigate
- I. Increasing specialist mental health employability provision and improving outcomes in non-specialist employability provision
- J. Improving skills and knowledge of mental health & employability frontline staff

Fife has an establishing cross-sectoral approach to addressing systemic issues such as poverty, deprivation and growing the economy. This has meant that Delivering Differently had a good platform from which to develop a shared conversation around mental health and employability.

BUILDING BLOCKS:

-  The Plan4Fife and the Community Planning Partnership structure
-  Prior H&SCP and OFP partnership working which lead to the Fife Economic Strategy 2017-27 commitment to 'more than double employment outcomes for people with mental health problems'
-  Fife H&SCP Mental Health Strategy Consultation 2019-23
-  Fife H&SCP review of third sector mental health services (current)
-  OFP recommissioning of employability services 2019-22
-  Our Minds Matter Framework for children and young people
-  FVA employability and health and social care networking events and forums

Section four: What DD learned and the actions taken

4.4 Services: simplifying the service landscape and improving consistency (cont)

F. Connecting services and systems strategically and at the frontline (continued)

To build on this platform the DD team have:

- ✓ Worked with partners to agree a shared definition of mental health which can be used in training, workshops, strategic planning and service commissioning

DD recommended partners use the World Health Organisation definition of good mental health and added a clarification relevant to the approach in Fife:

"A state of wellbeing in which every individual realises their own potential, can cope with the normal stresses of life, can work productively and fruitfully and is able to make a contribution to their community." Adapted from World Health Organisation 2014.

In Fife we believe that this state of wellbeing can occur in the presence or absence of a diagnosis of mental illness or a mental health condition.

Dual Axis model of mental health²⁹

This diagram shows the dual axis model of mental health where living with a mental illness does not necessarily equate to a life which is unhappy or unhealthy.

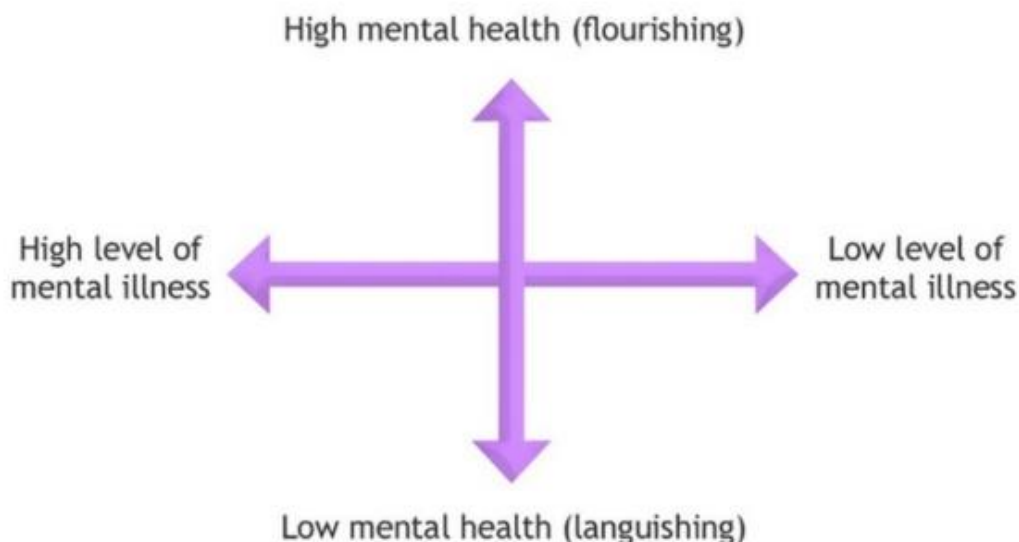


Figure 5 Dual Axis model of mental health

- ✓ Through interviews, workshops and training sessions DD have begun the journey of creating a common understanding that mental health is a concern for all employability services, and conversely employability is a concern for all mental health services

²⁹ Promoting mental health and preventing mental illness: the economic case for investment in Wales, Michael Parsonage, 2009, Available from: www.researchgate.net

Section four: What DD learned and the actions taken

4.4 Services: simplifying the service landscape and improving consistency (cont)

F. Connecting services and systems strategically and at the frontline (continued)

DD have adapted the model of Universal, Additional and Intensive, from Our Minds Matter³⁰ to frame thinking about good practice for employment in a mental health context and conversely good practice for mental health in an employment context:

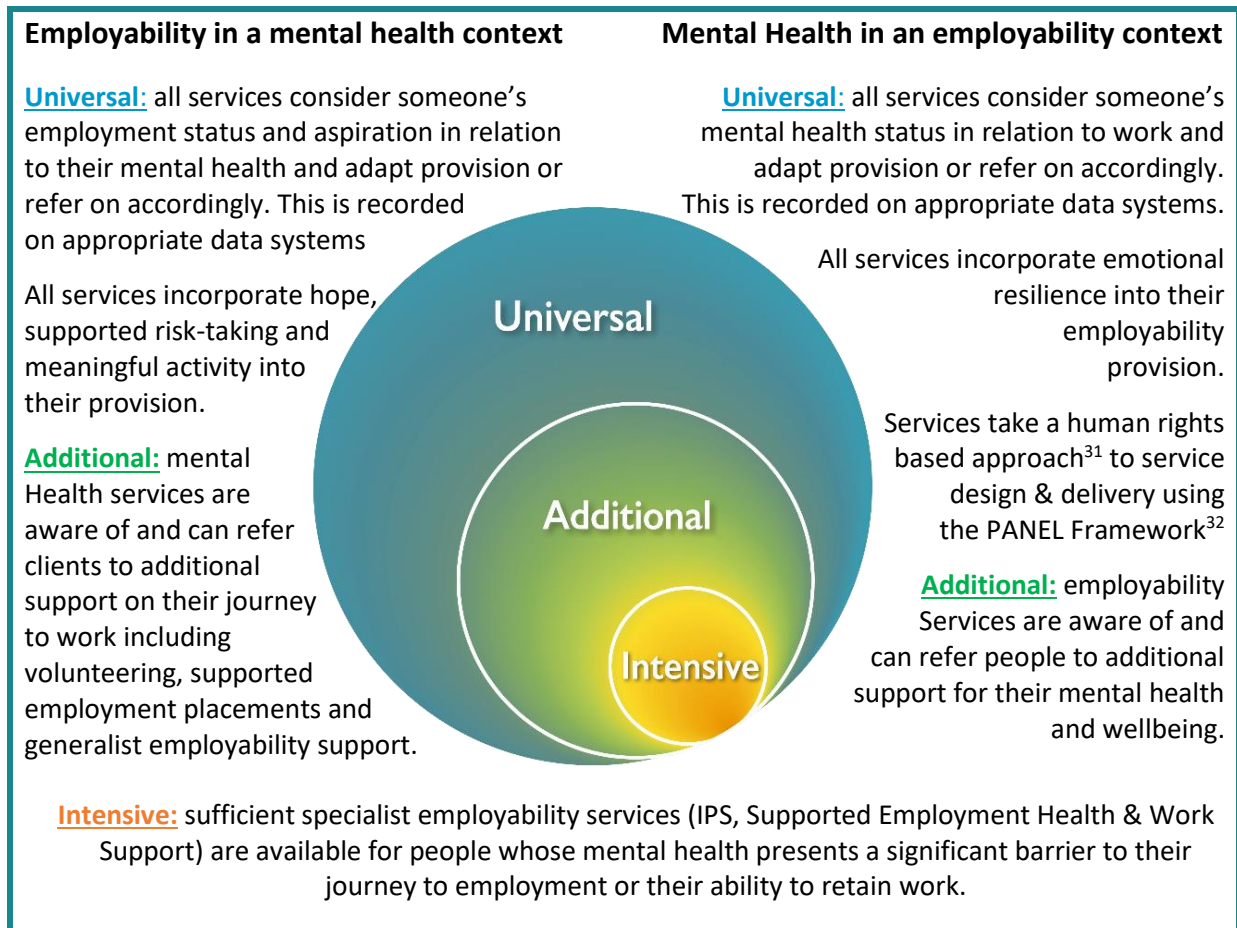


Figure 6 Universal, Additional & Intensive in employability and mental health service contexts

DD recognise that this is a service driven model, designed to help services think about what they need to be doing with all people who come through their doors. For a person-centred version of this approach please see Figure 12 the draft mental health employability pathway for Fife.

³⁰ Our Minds Matter Framework, Fife 2017

³¹ 'Taking a human rights based approach is about making sure that people's rights are put at the very centre of policies and practices' Scottish Human Rights Commission, www.scottishhumanrights.com

³² PANEL: Participation, Accountability, Non-discrimination, Empowerment, Legality

4.4 Services: simplifying the service landscape and improving consistency (cont)



32


Section four: What DD learned and the actions taken

4.4 Services: simplifying the service landscape and improving consistency (cont)

F. Connecting services and systems strategically and at the frontline (continued)

In addition the team have:

- ✓ Contributed to the revised Mental Health Strategy 2019-23 for Fife to include commitment to raising aspiration, meaningful activity and employment, and build the evidence for supporting self-management and growing the voice of lived experience³³
- ✓ Facilitated a workshop on employability and mental health to criminal justice social work staff
- ✓ Invited mental health staff and services to participate in Fife's annual employability networking event: Know Your Network 2018. Mental health was the theme of the keynote speaker from the Child and Adolescent Mental Health Service Early Intervention Team.



...’s presentation was massively inspiring. I found myself looking to further the conversation with him after the event.

³³ The DRAFT Fife Mental Health Strategy 2019-23 is currently out for consultation and includes these strands

Section four: What DD learned and the actions taken

4.4 Services: simplifying the service landscape and improving consistency (cont)

K. Improving Data and system connectivity

Having appropriate data is central to informing strategic planning, mapping people's journeys through services and understanding if the right outcomes are being achieved.

BUILDING BLOCKS

- Employability services data on FORT³⁴ was able to show client pathways, outcomes and basic data on mental health as a barrier to work. However it did not have the capacity to capture the *level* to which mental health impacts a client and services could not track their own performance relating to this client group.
- TRACKCARE, one of the shared data systems used by Health & Social Care Partnership services has the capacity to track employment status but this is currently un-used.

To address this the DD team have:

- ✓ Worked with Fife Mental Health Occupational Therapy and services users to design, pilot, review and refine a Mental Health & Work Indicator tool³⁵ for employability staff.
- ✓ Funded and coordinated training for over 70 employability staff in using the MHWI tool and basic mental health awareness
- ✓ OFP agreed to make it an expectation of grant that providers use the tool with all clients for whom it was appropriate. The majority of services embraced the challenge

Mental Health and Work Indicator
2019

delivering differently
wellbeing and work - Fife

Name:
Date:
Organisation:
Interviewer:

The Delivering Differently Mental Health and Work Indicator is designed to be used as part of an organisation's existing client interview/assessment process. Its purpose is to:

- Help frontline staff have an appropriate (and supportive) conversation with people about how much issues around their mental health might impact on their journey to work;
- Ensure people who have more complex mental health problems are identified as early as possible and get signposted to appropriate support; AND
- Inform data on the scale of which mental health problems affect people on the employability pathway in Fife.

The following questions are prompts – please use language and words which are more comfortable and appropriate to the conversation you are having.

Figure 8 shows that in 2018/19 more people have felt willing and able to identify if their mental health is impacting their journey to work than with just the traditional 'tick box' on the registration form. Previously this information might come out several months into someone accessing a service.

In addition, strategic planners can now see how significant that mental health barrier is and with which groups there is a need to invest in further support services.

Total registrations indicating mental health as a barrier using ESIF registration form 18/19	Registrations using MHWI identifying low, medium or high barrier to work 18/19
537	Low – 385 Medium – 236 High – 72 TOTAL - 693

Figure 8: Comparison of OFP employability registrations indicating MH barrier v. MHWI barrier 2018/19

³⁴ FORT is the customer relationship management system used by the Opportunities Fife Partnership

³⁵ It is important to note that the MHWI tool is designed so that if relevant services can embed these questions in existing vocational profile or individual assessment tools. The tool used can be tracked on FORT.

Section four: What DD learned and the actions taken

4.4 Services: simplifying the service landscape and improving consistency (cont)

G. Improving Data and system connectivity (continued)

Feedback from clients who had used the Mental Health and Work Indicator suggested they valued being asked about their mental health and being given the opportunity to talk about how it is affecting them.

Staff feedback also suggests that service provision is being adjusted and, where necessary, people are being referred to additional specialist support as a result of these conversations. Data reports to evidence this are not available yet.


The DD Team also worked with FORT to ensure that employability providers were able to track their own performance for people whose mental health presented as a barrier to work.

Within mental health services DD research identified that employment status was often recorded on someone's individual file, however there is a significant absence of data on employment status, aspiration and outcomes at both management and service commissioning level.

Fife H&SCP services use a range of different shared data systems whilst third sector mental health services do not currently use any form of shared client management system. This makes it very difficult to monitor client journeys and outcomes both across and within mental health services.

The DD team have recommended that:

- Fife H&SCP commit to pilot capturing employment status, aspiration and outcome with at least one internal service in 2019
- Fife H&SCP third sector commissioned services pilot using a shared data management system to capture client pathways through services



I like being able to talk about my mental health to someone. Usually I don't talk about it




Section four: What DD learned and the actions taken

4.4 Services: simplifying the service landscape and improving consistency (cont)

H. Simplifying the landscape of services and making it easier to navigate

There are over 30 different third sector mental health support services in Fife and over 60 different employability projects³⁶, each covering different geographical areas and with different specialisms. It is very difficult for staff and service users to navigate this range of provision.

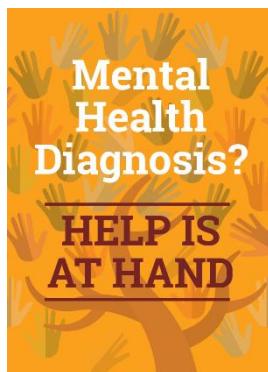
BUILDING BLOCKS:

-  OFP online and paper directory of employability services in Fife
-  Fife H&SCP On Your Doorstep: an online directory of community-based services in Fife
-  The pilot Health & Work Support service which provides a 'single gateway' to support relating to health problems in the workplace and includes specialist mental health staff.



To build on this the DD team have:

- ✓ Circulated the OFP Employability Services Directory to all 30 third sector mental health services and the newly developed Wells³⁷ across Fife
- ✓ Worked with Team Experience to create a service-user led recovery-focused information leaflet for early diagnosis³⁸



The 'Help is at Hand' leaflet was circulated to our team and comments were all very positive. The information was very good and covers most areas. We would be happy to give this to clients.
FC Social Work

Figure 9: The cover of the service-user led recovery-focused information leaflet

The Team continue to work with Fife H&SCP to:

- Inform updates of service provision for On Your Doorstep and MoodCafe and ensure they have direct links to the online OFP employability service directory
- Create a mental health employability pathway for Fife - see Section 5 'what good looks like'
- Inform the review of H&SCP third sector service level agreements

³⁶ OFP Employability Services Directory 2018

³⁷ The Well is a venue where you can drop in and find out information and receive general advice to help you stay well and independent within your local community to find out more visit <https://www.fifehealthandsocialcare.org/the-well/>

³⁸ For a digital copy of the leaflet visit www.fva.org/employability

Section four: What DD learned and the actions taken

4.4 Services: simplifying the service landscape and improving consistency (cont)





I. Increasing specialist mental health employability provision and improving outcomes in non-specialist provision

DD Phase One research identified that specialist employability provision for people with health problems or disabilities in Fife has good outcomes (44-55%) but very limited spaces and waiting lists of up to five months.

Meanwhile 24% of participants in non-specialist provision identify as having issues with their mental health, but these people are only achieving a 22% job outcome rate.

Individual Placement and Support is internationally recognised as the most effective approach to supporting people with 'severe and enduring' mental health problems into work³⁹.

BUILDING BLOCKS:

-  Fife has an established Individual Placement and Support Service.⁴⁰ It was assessed as 'excellent' through the IPS fidelity rating 2018
-  Fife also benefits from an established Supported Employment Service run Fife Council
-  OFP service recommissioning for European funded services 2019-22
-  Fife Employability Forum and Know Your Network

³⁹ *Individual Placement and Support – Economic Impact Assessment*, Deloitte October 2017

⁴⁰ In Fife IPS is run as a partnership between Fife H&SCP and FEAT

Section four: What DD learned and the actions taken

4.4 Services: simplifying the service landscape and improving consistency (cont)

The DD team have worked with others to:

- ✓ Inform the OFP commitment for a significant increase in specialist MH employability provision for 2019-22.

This has now been commissioned and started delivery on 01 April 2019.

Project Name	Project Description	Total registrations for 2019/20	% with mental health problems	Total emp't outcome 19/20	% with mental health problems
Fife-ETC – employability service	Provision for clients with multiple barriers in areas of high deprivation	1100	35% (low to medium MH barrier)	475	30%
Opportunities for All	Partnership provision for young people including specialism for those displaying characteristics associated with mental health issues	360	based on performance in 2018/19	60	based on performance in 2018/19
Making it Work for lone parents	Specialist employability provision targeted at support for lone parents in key localities	125	based on performance in 2018/19	18	based on performance in 2018/19
Fife Council- Positive Pathways	Pan disability supported employment service	330	25-30% (low to medium MH)	140	No target
FEAT – Journey to Work	Specialist mental health employability services including early intervention and Individual Placement and Support ⁴¹	335	100% (medium to high MH barrier)	49	100%
Fife-ETC – in work support	Provision to help beneficiaries gain an improved labour market (ILM) situation.	98	No target	ILM 20	No target

Figure 10 OFP newly commissioned ESIF pathway provision for 2019/20

This represents a significant increase on specialist mental health provision in the OFP pathway for 2015/17 which was mainly provided through IPS, Supported Employment and Working Well 1 and 2 and totalled an average of 85 places a year⁴².

⁴¹ The IPS element of Journey to Work will report separately and has a target of roughly 100 participants/year

⁴² DD Phase One Report.

Section four: What DD learned and the actions taken

4.4 Services: simplifying the service landscape and improving consistency (cont)

I. Increasing specialist mental health employability provision and improving outcomes in non-specialist provision

The DD team worked with the OFP to secure a commitment from service providers to improve both registrations and outcomes for people with mental health problems from the 2015/17 baseline, and to do this within existing budgets.

- ✓ Providers improved registration rates for people with mental health barriers from 25% to 34% and the employment outcome rate from 26% to 34% across the OFP employability pathway

2015-17 (baseline)				2018-19			
Number (2yrs)		%		MHWI assessment		Number (1yr)	%
Registrations with mh barrier	1488	Registration rate	25% of total ⁴³	Registrations by MHWI assessment	Low	385	19%
					Med	236	11%
					High	72	3%
					Total	693	34% ⁴⁴
Employment outcomes with mh barrier	391	Outcome rate	26%	Empl't outcomes by MHWI assessment	Low	149	38%
					Med	50	21%
					High	15	20%
					Total	214	30%
				Additional empl't outcomes for those registered with MH barrier in 2017/18 ⁴⁵		84	N/A
				TOTAL empl't outcomes		298	

Figure 11 Improvement in OFP pathway registrations and employment outcomes for people with mental health as a barrier to employment⁴⁶

As Figure 11 shows the MHWI tool allows us to track how much mental health is impacting on a person accessing the pathway. This is in addition to a range of distance travelled tools which are now in use by different services but which do not allow cross-comparison.

The OFP Board can now see if the Fife Employability Pathway is improving employment outcomes for everyone across the full spectrum of mental health barriers not just the easiest to help.

For example in 2018/19 MHWI data shows that people with a low mental health barrier form a much larger part of the pathway (as would be expected) and are much more likely to move into work within 12 months with an employment outcome rate of 38%.

At first it appears that those with a medium or high mental health barrier are achieving a lower employment outcome rate (21% and 20% and respectively) however this does not take into account the longer timeframe (around 2 years) usually required to support this client group. Over a longer timeframe the team would expect the employment outcome rate to go up.

- In addition the DD Phase One Report included a recommendation that the Fife Job Contract⁴⁷ ringfence 22 places for people with a mental health barrier to work in 2018/19. In total the team supported 31 Fife Job Contract starts over that timeframe.

⁴³ Total registrations for 2 years (2015-17) were 5867

⁴⁴ Total registrations for 1 year (2018-19) were 2038

⁴⁵ These are clients who registered on the pathway before April 2018 and so do not have a MHWI assessment.

⁴⁶ Data extracted from FORT on 18 April 2019

⁴⁷ Fife Job Contract is a recruitment incentive managed by Fife Council designed to encourage employers to take on people with barriers to work

Section four: What DD learned and the actions taken





4.4 Services: simplifying the service landscape and improving consistency (cont)

J. Improving skills and knowledge of mental health & employability frontline staff

Whilst staff are well grounded in the knowledge of their sector, DD research found a general lack of confidence about services in different sectors.

The DD workshops and *The Confidence to Move Forward*⁴⁸ also identified that confusing advice on disclosure, employment and equalities law was creating a barrier to people applying for jobs.

BUILDING BLOCKS:

-  Fife H&SCP Health Promotions have a programme of mental health-related training which is accessible to anyone working in Fife.
-  Fife H&SCP have been rolling out a programme of personal outcomes training: Good Conversations which picks up on many of the issues identified on raising aspiration and building confidence
-  DWP have invested in mental health awareness training for all frontline staff
-  OFP, H&SCP and Scottish Government pilot funded NIDMAR⁴⁹ training for around 50 staff across health and employability sectors in Fife since 2015

To build on this the DD Team have:

- ✓ Funded training for over 70 employability staff in basic mental health awareness and the new Mental Health and Work Indicator
- ✓ Commissioned delivery of training on equalities and employment law for over 48 frontline employability staff. 100% of participants rated their change in knowledge and confidence after the session as good or excellent

the knowledge of the trainer was invaluable
Employment and Equality Law training attendee

93% of participants in the MHWI training rated their confidence in knowing when to use the tool as seven or above following the training

- ✓ Promoted existing Health Promotions Mental Health training to employability services
- ✓ Presented to the Community Mental Health Nurse all-staff meeting on the value of hope, meaningful activity and employment
- ✓ Worked with partners to devise a training programme for employability & mental health staff in Fife to be delivered in 2019/20

The voice of lived experience will be embedded throughout this training programme supported by Team Experience volunteers

Core elements include:

- Emotional resilience training for employability staff
- Mental Health & Work Indicator Refresher
- Good Conversations training for staff in both sectors

⁴⁸ *The confidence to move forward: unemployment, employability support and health inequalities in Fife*, 2018







⁴⁹ National Institute of Disability Management and Job Retention training is internationally recognised as the gold standard in employability support for people with health problems and disabilities.

Section four: What DD learned and the actions taken

4.5 Employers: promoting awareness of mental health at work

Following meetings with employers, employer engagement staff and employer representation organisations the DD team identified several building blocks to support employers in Fife to create mentally healthy workplaces.

BUILDING BLOCKS:

-  OFP Employer Engagement Delivery Group brings together key partners quarterly
-  Fife H&SCP Health Promotions Workplace Team have an excellent reputation with employers and an established programme of support
-  DWP Disability Confident initiative and Access to Work grants
-  Pilot Health & Work Support Service offering a single gateway to support to employees and employers
-  Existing specialist supported employment brokers: Individual Placement & Support (IPS) and Fife Council Supported Employment Service;
-  Employer champions including Balfour Beatty

To build on this the DD Team have:

- ✓ Organised training for 15 employer engagement staff on employer supports for creating healthy workplaces in Fife including Health & Work Support
- ✓ Created and launched the first Workforce Wellbeing Action Plan for Fife 2019-20
- ✓ Funded the design and launch of Just Ask, Listen Talk toolkit for small to medium size enterprises
- ✓ Worked with Balfour Beatty to host a Your Workforce is Your Wealth Seminar for 70 participants, launching both j:ALT and the Workforce Wellbeing Action Plan. Most importantly, with presentation from someone with lived experience, the event inspired participants to think differently about how they tackle mental health in the workplace.

Today was an outstanding, informative, poignant and very real event

Your Workforce is Your Wealth
Seminar participant

[after attending the Workforce is Your Wealth seminar]

100% of participants felt more confident in supporting staff with mental health conditions

Wellness in Work

DD funded the Fife Council Supported Employment Service to work with H&SCP Health Promotion Workplace Team, employers and people with lived experience of mental health problems to create the just ASK, LISTEN, TALK (j:ALT) toolkit.

The toolkit provides advice to employers on three levels:

1. Supporting people who are struggling at work due to mental health issues
2. Helping people back to work
3. Creating and sustaining a mentally healthy workplace



Section five: What good looks like – the vision for Fife

What good looks like – the vision for Fife

5.1 Following on from the work that has been undertaken here in Fife

1. People feel confident to aspire in life and work

- Fife has the stepping stone provision it needs to help people build confidence, work experience
- Fife education providers offer sufficient and appropriate support to help people remain in education or have successful transitions
- Peer role models and peer support are evident and embedded in the most appropriate form in both mental health and employability service delivery
- Fife has easy to access support to grow self-management and address the impact of medication
- People are given accurate and timely advice and support with regard to benefits issues which may impact their health or their journey to work

2. Employers know how to create mentally healthy workplaces and feel confident to support staff who experience mental health problems

- Fife Work and Wellbeing Strategy is refreshed and updated annually with a programme of awareness raising activities and events
- Employers in Fife are fully aware of the range of support services available including; H&SCP Health Promotion Workplace Team, Health & Work Support and the just: Ask, Listen Talk Toolkit
- More people who experience issues with their mental health are supported to stay in, or move into, employment in Fife

3. The voice of lived experience is evidenced at all levels

- There are clear structures and ways for people who use services to input to their commissioning, design and delivery
- All training relating to mental health incorporates the voice of lived experience in the most appropriate manner
- Fife benefits from a pool of volunteers (Team Experience) to support this

4. The mental health and employability service landscape is simplified, connected and easy to navigate

- Mental health and employability strategies, partnership working and service commissioning in Fife reflect the interconnection of the two agendas of mental health and employability (and other connected services too such as criminal justice and housing)
- Strategic planners have the data they need to assess outcomes relating to employment for people with mental health problems and mental health for people accessing employability services
- Fife has an appropriate and easy to navigate pathway of services from intensive clinical provision through stepping stone services to employment to in-work support
- Staff are given the skills and knowledge they need to navigate the different sectors in Fife relevant to their client
- Sufficient resource is invested in refining, updating and promoting centralised information sources such as On Your Doorstep, Access Therapies Fife, Moodcafe and the Fife Employability Services Directory

Section five: What good looks like – the vision for Fife

This diagram shows an idealised pathway from initial mental health services into employment. It is important to acknowledge that for many this journey will not be linear, and indeed for some Stage 2, 3 or 4 may be as far as they go.

1	2	3	4	5
Initial contact with a health service about mental health	Sustained relationship with mental health services	Building confidence, meaningful activity and routine	Looking for work	In Work - ongoing support
<p>Someone asks me if I am in work, or when I was last in work: I am referred to the most appropriate service</p> <p>I am <i>supported</i> to access the nearest, most relevant, third sector support prior to requiring clinical intervention</p> <p>Someone asks me if I want to return to work as part of my get well journey</p>	<p>I am encouraged to try new things and learn from this</p> <p>I am able to grow and gain confidence <i>within MH services</i></p> <p>I can see and work with others who have been unwell.</p> <p>I am seen as interdependent.</p> <p>I am supported to explore my own community networks, strengths, interests and joy.</p> <p>I am supported to manage my own health and wellbeing.</p> <p>Benefits issues are resolved swiftly.</p>	<p>I have opportunities to rebuild and develop my cognitive abilities</p> <p>I am given accurate advice about my benefits in relation to volunteering and work</p> <p>I am supported to access the range of stepping stone opportunities available in Fife to build my confidence: whether specialist or non-specialist depending on my need and interests.</p>	<p>I am referred to the appropriate employability provision, <i>when I think I am ready to try take the step</i>, whether specialist or non-specialist depending on my mental health barriers.</p> <p>I am able to work with the Job Centre to ensure my benefits are safe.</p> <p>I know how to disclose my illness and what my rights are in work.</p>	<p>I am in a healthy workplace</p> <p>I have a Keep Well in Work plan</p> <p>I know where to get support if things go wrong</p> <p>I have a rapid referral system to clinical support in place if appropriate</p>
aLL H&SCP and third sector MH services, AHPS, wells, local area coordinators, GPs etc..	Support tools: Good Conversations, Asset-based approaches WRAPS, WELLS Community-based support activities JC+ and Social Security	FEAT services incl. Cognitive Remediation Therapy FVA Supported Volunteering SAMH Castle Furniture Furniture Plus Link Living Fife Gingerbread, CARF And many many more	Fife Council Supported Employment Service, Individual Placement & Support, FEAT, Fair Start Scotland JC+ And other generalist provision	Health & Work Support IPS – rapid referral for support Supported Employment Service Workplace Team, Health Promotion

Figure 12 Draft Mental Health Employability Pathway for Fife

Section six: What is going to happen next?

What is going to happen next?

6.1 Delivering Differently will...

...work with See Me to continue to grow the DD seeds of activity.

The focus of the teams work will shift to 'improving personal outcomes for people who experience mental health problems'. The key programme of activity is as follows:

1. Improve Personal Outcomes

- design and support a training programme for employability and mental health staff supported by Team Experience volunteers which will have an anti-stigma message embedded throughout.
- coordinate benefits and education transitions workshops *with* team experience, improving outcomes and tackling stigma
- work with H&SCP and Team Experience to establish a mental health employability pathway for Fife
- promote learning from DD and pilot funded projects locally and nationally, with a particular emphasis on the impact of raising the voice of lived experience in strategic planning, service design and service delivery

2. Challenge Stigma in the Workplace

- support implementation of Fife Workforce Wellbeing Action Plan and promote just: Ask, Listen, Talk (j:ALT) toolkit
- embed voice of lived experience in employer-training and, where appropriate, promote workplace champions
- work with Fife Council & H&SCP to improve their workplace mental health programmes, applying the learning from See Me in Work and the Workplace Equality Fund

3. Grow the Voice of Lived Experience in Fife

- invest in expansion and skills set of Team Experience to empower people with lived experience to influence change, to inform policy and practice and to be active in improving personal outcomes in Fife
- create a Team Experience volunteer programme to support training, policy development and service reviews
- pilot lived experience 'self-management' leaflet for people with new diagnosis
- generate lived experience media activity to raise awareness and address stigma
- help create a peer support network in Fife

H&SCP will:

- Take into account Delivering Differently findings around employability, self-management, peer support and raising the voice of experience as added evidence to these elements in the Fife Mental Health Strategy 2019-23
- Pilot capture of employment status, aspiration and outcomes with one core service in 2019
- Work in partnership to establish a mental health employability pathway for Fife

Section six: What is going to happen next?

- take account of the findings of the DD project in its review of the balance of third sector mental health provision in Fife will and continue to ensure it has recovery at its heart.
- Promote the creation of mentally healthy workplaces through Health & Work Support and the Health Promotions Workplace Team and training programme
- Promote the Team Experience developed 'self management' leaflet and share across mental health services in Fife

OFP will:

- Be accountable for registrations, outcomes and sustainment of outcomes for people with mental health problems across all OFP funded employability services through the Health & Disabilities Delivery Group and OFP Board
- Work with partners to promote the learning from Delivering Differently and encourage it to be embedded in wider employability pathway provision
- Work with providers to promote understanding and awareness of how to support mental health for clients and customers
- Monitor the Workforce Wellbeing Action Plan through the Employer Engagement Delivery Group

Together they will:

- Attend and inform one another's partnership planning meetings
- Continue to provide a Joint Oversight Board for the next phase of Delivering Differently

Delivering Differently has made a difference. The approach taken has been as important as the outcomes achieved. This work will continue in Fife and can provide useful model for future cross-sectoral approaches to systems change in Scotland and beyond.

Glossary

Abbreviation	Full Title
CARF	Citizen Advice and Rights Fife
DD	Delivering Differently
DWP	Department for Work & Pensions
FEAT	Fife Employment Access Trust
Fife-ETC	Fife Employment & Training Consortium
FORT	Fife Online Referrals Tracking System – shared data management system used by OFP and Fife Council employability services
FVA	Fife Voluntary Action – third sector interface for Fife and host of Delivering Differently
H&SCP	Fife Health & Social Care Partnership
IPS	Individual Placement and Support service – accredited employment support for people with complex mental health problems
J:ALT	Just: Ask, Listen, Talk – mental health toolkit for employers
JC+	JobCentre Plus
MH	Mental Health
MH-SIG	Mental Health Strategic Implementation Group
MHFG	Mental Health Focus Group – service user group for mental health services
MHWI	Mental Health & Work Indicator – tool to assess mental health as a barrier to work
OFP	Opportunities Fife Partnership
SAMH	Scottish Association for Mental Health
TRACKCARE	A data management system used by a number of Fife Health & Social Care services
WELLS	Community-based information points for clinical and community health services
WRAP	Wellness Recovery Action Plan – an accredited tool for supporting people to plan their mental health support needs



delivering differently
wellbeing and work - Fife

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