

## **Employment Advice and Employment Support Co-ordination in IAPT Service Design Principles**

The following top line principles may aid commissioners in the design of EA IAPT services.

**Effective Co-ordination** of IAPT and EA services is central to fostering good relationships between IAPT therapists and employment advisers. The Employment Support Co-ordinator can play a key role in ensuring the services are sufficiently integrated.

**Early intervention:** The earlier an EA can see an individual who is at risk of losing their job due to mental ill-health, the more likely it is that a positive outcome – both in terms of that individual's mental health and their employment prospects – can be realised. A key function of the ESC role is to ensure services are well co-ordinated and adequately set up for referrals to come through to the EA as early as possible.

**Referrals** to EA services can come from GPs, IAPT therapists, other health professionals, Jobcentre Plus and other employment support providers as well as employers. Self-referral is now also common.

**Local Need:** Employment Advisers in IAPT work directly with individuals who are in employment (and may be on sickness absence), as well as people who are out of work and on health-related benefits. A key part of the ESC role is to scope out local need and support an EA service to ensure that this need is being met.

**Evaluation:** Employment outcomes will be one of the key measures in a payment by results (PBR) model for IAPT. A data set, which collects relevant employment outcomes in order to inform this process, is currently in development. Going forward, these items will provide a clear method with which to measure success of IAPT employment interventions. Until then, commissioners may be interested in a previously published data set (see Annex 5 of Realising the Benefits<sup>1</sup>) which is currently being used as a successful tool for collecting employment outcomes across London IAPT sites.

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<sup>1</sup> Realising the Benefits, Department of Health (2010) and relevant annex information can be downloaded here:  
[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_112982](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_112982)

**A digest of Service Delivery –  
Central and Eastern Cheshire IAPT Employment Adviser Pilot**

The North West Regional IAPT Employment Adviser pilot is delivered by a social enterprise (Pathways CIC). Employment Advisers work alongside IAPT therapists to achieve employment outcomes in tandem with clinical recovery. The EAs are not co-located with the IAPT team but are very well co-ordinated with the service. This has been achieved through adherence to the following principles:

- The Employment Adviser Team are honorary members of the IAPT Teams, attending therapy team meetings, and hot desking with IAPT Teams
- As part of the assessment for IAPT clients are asked if they are in work or off sick from work and feel they would benefit from employment support
- As part of IAPT therapy supervision, where supervisors feel clients would benefit from employment support, therapists are encouraged to discuss the service with clients, and arrange referrals to the service

The strengths of the model are:

- Close co-ordination with the IAPT services allows for early intervention. This is crucial for people who are in work but at risk of moving onto benefits as a consequence of a mental health condition.
- Seamless service for the client through case management process.

The model is adaptable to differing emerging priorities/themes for. For example, the employment adviser service can:

- support people with any condition to be retained in employment
- support staff who are impacted upon as a consequence of organisational downsizing
- support reduction of sickness absence
- support the collaborative care model
- encourage the belief that people with mental health problems do not have to be entirely free of symptoms to remain in or return to work successfully

Over the past 2 years, 211 people have moved back into employment and off sick pay back to work/been retained in employment without falling on to benefits.

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<p style="text-align: center;"><b>A digest of Service Delivery</b> <b>Lincolnshire Employment Adviser Service</b></p>
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Employment Advisers are delivered as part of the IAPT service provision and play a key role in contributing to multi-disciplinary delivery. Employment Advisers' co-location with clinical teams has been successfully exploited to advocate an early intervention approach to job retention support. This duality of approach has been key to the success of the pilot, as close working with IAPT colleagues in the Primary Care team ensures that service users have both their employment and their mental health needs met. Service users are therefore having both sets of needs supported at the same time and by the same team.

GPs refer directly to the EA service from a surgery in Boston and in Lincoln. Prior to referral to the Employment Adviser, GPs (in their surgery consultations) determine that 'Stress at Work' is the overriding concern of the service user, and that there is a mental health component to the presentation of the service user. The role of the IAPT Employment Advisers is to provide skills based interventions, information and practical support to help people who are suffering from work-related stress which is directly compounded by or attributable to mental health issues. Furthermore, the EA service can help GPs to identify appropriate, individually-focused work retention strategies to support the implementation of The Statement of Fitness for Work, or 'fit note'.

#### **IAPT Staff Feedback and Evaluation**

IAPT colleagues working with the EAs in the Boston and Lincoln teams were asked to provide comments via a qualitative feedback questionnaire. A synopsis of the information and feedback provided from staff is detailed below:-

- 100% of staff had referred a service user to the EA
- Outcomes for the service users following referral to the EA service were positive with the EAs providing support and expert advice, and enabling job retention
- Benefits of having an EA service available to refer to included the following themes:
  1. supplementing and being complementary to clinicians' interventions.
  2. EA expertise and experience reduces traditional demands on workload for clinicians and develops positive links/communications with employers
  3. assisting in the promotion of good mental health and linking this to employment.
  4. EAs' ability to offer specific expertise and advice which is specialised and not otherwise readily available

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<p style="text-align: center;"><b>A digest of Service Delivery</b> <b>Buckinghamshire PCT Employment Support Co-ordinator</b></p>
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The role is essentially strategic: its main aim is to enhance service provision both for people accessing IAPT who are in work, and those who are unemployed, by integrating employment within the IAPT service. The key objectives are:

- To embed employment issues within the clinical pathway, so that clinicians are aware of how employment can affect people's mental health, and can therefore make timely referrals for employment support.
- To improve communication between clinicians, Employment Advisers and service managers.
- To ensure that there is specialist support available for people experiencing different types of employment problems.
- To develop relationships and networks with other services, including Jobcentre Plus
- To assess the effectiveness of the employment advice service.

The ESC is co-located within the IAPT offices alongside the Employment Advisers. This promotes greater communication and strong working relationships between staff. For example, all new clinical and administrative staff receive a one-to-one induction about the employment service. Furthermore, the ESC designed an awareness raising programme for IAPT practitioners to build their knowledge of employment issues. The ESC attends monthly IAPT managers' meetings, and has developed a joint Communications and Involvement Plan with the IAPT team.

The ESC also develops relationships with stakeholders and partners. This involves monitoring service statistics, contributing to the IAPT Pathways Group and provider forums, and establishing close links with the District Jobcentre Plus Mental Health Co-ordinator.

Key successes for the ESC role have been:

- Facilitating the production of a DVD about IAPT for JobCentrePlus services and GP surgeries in the South Central and South East regions.
- Teaching trainee Psychological Well-being Practitioners (PWP) about the ESC function and job retention, as part of the PWP training module at Reading University.
- Facilitating a network of ESCs around London and South Central regions to share best practice and support each other.
- Working with Retain to develop feedback surveys and progress reports clarifying the work of employment advisers within the IAPT team.

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