



Importance of supportive structures in establishing IPS

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Structure of workshop

- Short introduction (10 mins)
- Interactive working with the participants. (40 mins)
- Closing (10 mins)

The three waves of IPS in Finland

- Background: The first IPS study was conducted in New Hampshire, USA (Drake et al. 1996)
 - 74 people were offered a novel service (N=143)
 - Since then, IPS has spread to most states in the United States and over 20 countries outside the United States
- The first EU-funded development projects in Finland at the turn of the 21st century
- From the 2000s onwards, IPS has had influence in the development of Public Employment and Social Insurance, and Social services. However, without adherence to high-fidelity standards
- National Development Program in the 2020s
- Finnish experiences show that achieving success in a pilot setting is possible; the real challenge lies in embedding the model into the service structure.

IPS research to support dissemination

- Three research phases
 1. Does the model work? → Effectiveness studies
 2. How to implementate it successfully? → Implementation research (esp. service integration)
 3. How to embed the model into the service system? → Policy research
- IPS-IS research project (University of Helsinki 2021-2023)
 - A scoping literature review
 - Two case studies based on documentary and interview data
 - The focus of the review is the transition from project setting to sustained services.

Structural conditions for sustainability

- Across different countries and contexts, similar institutional and organizational factors influence both the high-quality implementation of the model and its sustainability
 - National and regional level strategies
 - Legislation
 - Financing
 - External implementation support
- Project-driven information guidance may not produce a consistent or integrated decision-making chain from national to local governance

Sustainment Leadership

- With low-intensity governmental support, sustainability depends more heavily on organizational leadership. We identified three leadership approaches that support sustainability:

1. Visionary approach

- Recovery orientation as a strategic focus & shared vision
- Ensuring alignment of goals: Organizational goals ↔ IPS goals

2. Proactive approach

- Early sustainment planning & obstacle anticipation
- Utilizing IPS fidelity for quality improvement

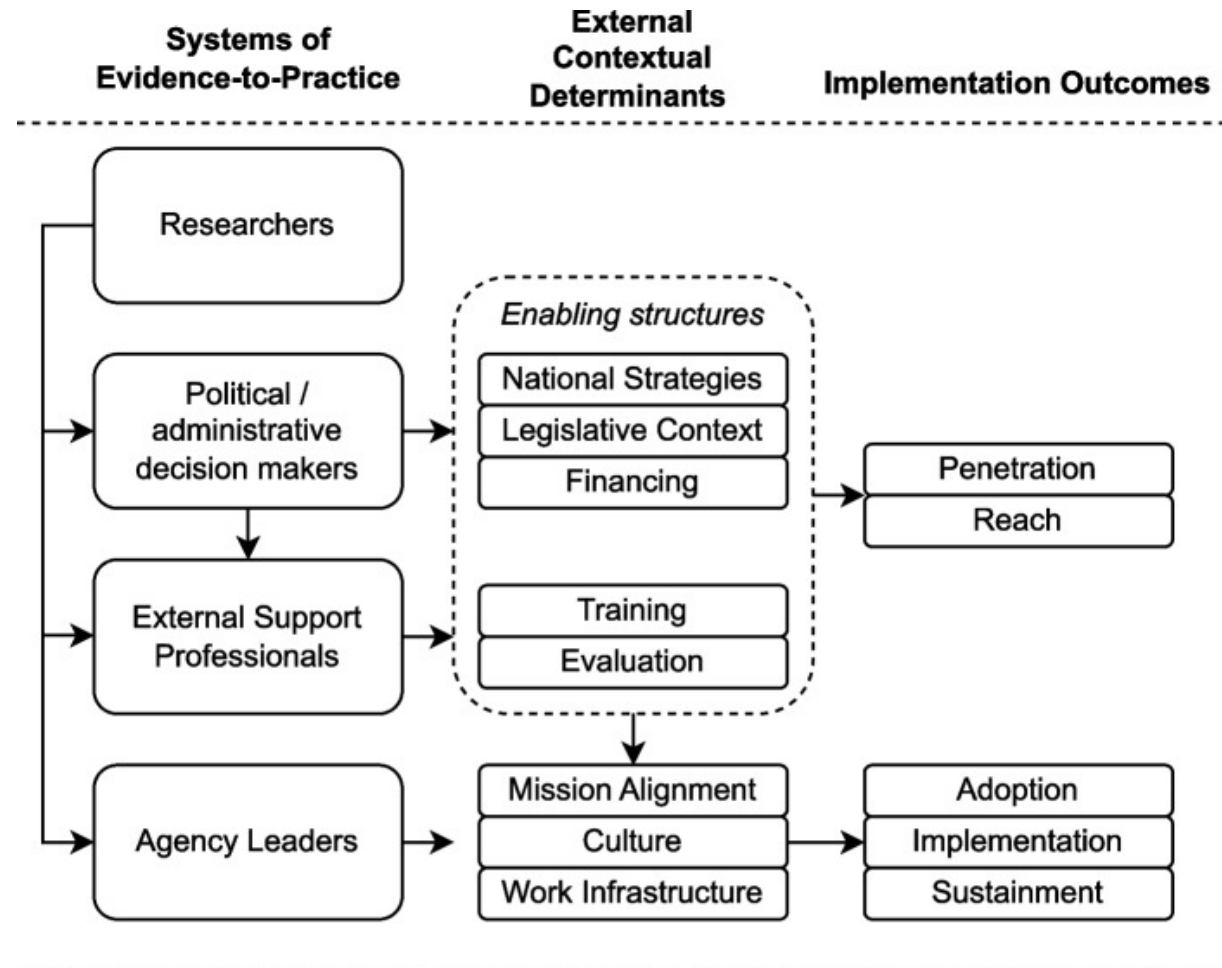
3. Collaborative approach

- Collaboration between organizational levels and stakeholders
- Multi-level leadership: embedding IPS into funding & governance practices

Dot Voting & Prioritization

- Our aim is to identify key ideas on supportive structures in establishing IPS, emphasizing those that are actionable
- Participants write down ideas on sticky notes individually (c. 5 min)
- Similar ideas are clustered together
- Each participant votes on the most important ideas (c. 5 min)
- The most voted ideas are discussed further (c. 30 min)

External contextual determinants, and implementation outcomes: a conceptual model



References

Harkko J, Sipilä N, Nordquist H, Lallukka T, Appelqvist-Schmidlechner K, Donnelly M, Kouvonen A. External Context in Individual Placement and Support Implementation : A Scoping Review with Abductive Thematic Analysis. *Implementation Sci* . 2023 Nov 9;18(1):61

Harkko J, Nordquist H, Kouvonen A. (2024). Decision-chain Integrity and sustainment of the individual placement and support model : An Embedded single case study in Finland. *Social Policy & Administration* , 1-16. <https://doi.org/10.1111/spol.13056>

Harkko, J., Nordquist, H. & Kouvonen, A. Leadership in sustainment of Individual Placement and Support model: a comparative case study in Finland. *BMC Health Serv Res* **25** , 334 (2025).

Outcomes of the workshop: Key ideas on supportive structures in establishing IPS

1. Legislation & Politicians

- Develop strategies to move beyond policy guidelines and secure concrete, long-term funding commitments.
- Advocate for integrated services: ensure resources are backed by political and administrative buy-in.
- Call for stronger joint leadership at the political level to drive cross-sector collaboration and accountability.

2. Implementation & training

- Promote sustained trainer/support network (e.g. Danish regional "ambassadors" & local collaboration)
- Ensure training of IPS specialists

3. Collaboration and co-operation

- Build a shared culture through adequate funding, sufficient time, and promoting mutual trust.
- Strengthen collaboration across different administrative levels
- Create a regular forum for dialogue to address potential tensions and finding solutions

4. Leadership

- Encourage leadership engagement
- Foster coherence between leaders, practitioners, and decision-makers.
- Promote cross-sectoral leadership with shared goals and joint accountability.
 - Recovery approach
 - Ensure local prioritization