IPS Grow IPS key performance and outcomes framework

Introduction

This document has been developed in collaboration in collaboration with high fidelity UK IPS services. It is intended to provide high level guidance and recommended Key Performance Indicators and targets for new and mature services. Contract KPIs and targets set by commissioners may vary from these based on local need and variation.

The guidelines also include recommendations around measuring job retention outcomes, it should be noted that job retention outcomes are not included in the NHS England funding at this stage.

**This is a working document that will be regularly reviewed as more data becomes available.**

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Key performance indicators for people accessing IPS services who are unemployed at point of referral

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| Performance indicator | Definition and rationale | Recommended evidence |
| Number of referrals to the service | Date the referral is received | Referral recording system in place |
| Number of new referrals to the service during the financial year that become actively engaged with the service. | Recorded from the date the ES and client start working on a vocational profile and the client commits to engaging with IPS services | Recorded via the service data tool, and caseload summaries reviewed in supervision |
| No of active cases carried over from the previous financial year | Clients who were referred to the service in the previous financial year, but remain active and require support to either gain work or retain their employment | As above |
| Number of people on the active caseload at any one time | Once on programme an active client is defined as someone who has been in contact with the service in the last 4 weeks, and continues to be engaged in their Vocational Action Plan1,2 | As above |
| Number of people starting paid employment | Client completes at least 4 hours of work | Employer generated evidence e.g. job offer letter, time sheet or pay slips |
| Number of jobs for individuals achieving paid employment | Total number of jobs gained by individuals in the service. This could include second or third jobs, or multiple part-time jobs.  Multiple jobs are considered an important part of the employment journey, as people explore their vocational identity and choose the right job match. EG Report should say  200 job outcomes for 180 people. | Employer generated evidence e.g. job offer letter, time sheet or pay slips  (Often mandatory for PBR programmes) |
| Average number of hours worked by people who are starting paid employment | Average number of hours worked per week by the client.  For clients who are self-employed or working zero hours contracts take the average over the first month of work. Hours worked per week can be calculated and updated as the case progresses. | Employer generated evidence e.g. job offer letter, time sheet or pay slips |
| Number of people who sustain employment | Can be measured at the 13, 26 and  Sustained employment is measured regardless of whether this duration was accrued over the same job or multiple jobs. Breaks in employment for clients with multiple jobs must be less than 6 weeks. If a gap of more than 6 weeks occurs, the clock will reset and sustainments will be calculated from the start date of the subsequent job. Only one job sustainment outcome of each duration (13,26 weeks) will be counted for each person referred to the service. | Some services track clients after closure to measure sustainment. But this is not possible for all services |

Key performance indicators for people accessing IPS services who are employed at point of referral

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| Performance indicator | Definition and rationale | Recommended evidence |
| Measuring employment status at referral | For clients employed at the point of referral we suggest capturing their employment status, i.e. whether they are:   * Off work - on sick leave * At work - job at risk   For clients in employment we recommend completing a baseline assessment of job satisfaction | Recorded via the service data tool, and caseload summaries |
| Measuring employment status at case closure | The return to work outcome hierarchy is:   * Same job / same employer * Different job / same employer * Same job / different employer * Different job / different employer * Length of time sustained at point of closure * Closed not in work   For those off work sick the initial return to work date would be counted as an outcome, followed by capturing the sustainment period in line with IPS practice.  For those at work job at risk at point of referral , a successful outcome can only be claimed when all parties (ie client and employer) agree that the job retention support has resulted in a successful job sustainment.  In addition we suggest you conduct a repeat assessment of job satisfaction | Employer generated evidence e.g. job offer letter, time sheet or pay slips |
| Number of people who restart/sustain employment | For those clients who are not able to sustain their existing employment due to health or other issues and are supported into employment with a different employment. The job outcome and sustainment in line with standard IPS practice ie   * Job start date * Job sustainment at 13, 26 weeks |  |

Priority fidelity Indicators to be tracked

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| Priority fiidelity Indictors to track | Definition and rationale | Recommended evidence |
| Caseload size at any one time | 20-25 active cases  Once on programme an active client is defined as someone who has been in contact with the service in the last 4 weeks, and continues to be engaged in their Vocational Action Plan | Data system  Caseload reviews |
| Average time from initial assessment to first face to face employer contact | High fidelity is defined as:  First face-to-face employer contact (which can be an informational interview by the client or ES about a competitive job) occurs within 30 days of starting the vocational profile | Recorded via the service data tool, and caseload summaries |
| New employment starts by time spent in IPS services from initial assessment to employment | % of clients finding employment within 6 months, 6-12 months and over 12 months | As above |
| Number of face to face meetings per week with employers | High fidelity would include 6 face to face meetings per week for a full-time ES | Tracking system in place |
| Number of people closed not in work | Identify the reason for disengagement  Eg   * Client no longer wants to work * Client has become unwell * Client would no longer like to work with the IPS service | Tracking system in place |
| Contract type | * Permanent employment * Temporary work with end date within 2 weeks * On-going casual work * Zero hours contract | Tracking system in place |

Recommended annual key performance indicators for 1.0 wte ES

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| Key Performance Indicator | Definition |
| No of active clients | New service Year 1 – at least 35 people  Year 2 – at least 45 people, with at least 25 new referrals in the new financial year |
| Number of paid employment outcomes | New service Year 1 – at least 17 paid employment outcomes (includes multiple jobs)  Year 2 – at least 22 paid employment outcomes (includes multiple jobs) |
| Number of sustained employment outcomes | At least 60% of clients sustain employment beyond 13 weeks  In addition services may wish to log the number of people closed in work prior to the 13 weeks due to discharge etc  Some services may choose to set targets for 26 weeks as well |
| Number of people receiving in work support who may have been referred in the previous financial year. | No target, this should be counted but not included in the target for the new financial year |
| Other items to track | Access to education  This is not an end outcome and is only captured if part of the journey to paid work. However, some EIP services will have an equal focus on supported education in line with the EIP IPS Fidelity Scale. |
| Fidelity Review scores | Services should be aiming for a minimum score of **100** in a fidelity review |

**Recommended Quality Indicators for IPS services to capture**

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| Quality indicator | Definition and rationale | Recommended evidence |
| Fidelity Reviews | External and internal fidelity reviews completed | Evidence of self and external reviews  Evidence of active Fidelity Action Plans |
| Service user satisfaction measures and co-production | Can be tracked via regular satisfaction surveys, feedback meetings, co-production4 | Results of surveys, meetings and co-production activities |
| Clinical team feedback | Collected via surveys, informal feedback, co-produced developments, joint meetings and Away Days | Recorded via the service data tool, and caseload summaries |
| Employer feedback | Annual and informal surveys | Results of surveys |
| Staff surveys | Evidence of staff engagement and involvement in service developments | Write ups from staff engagement strategies |

Employment outcome definitions

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| Quality indicator | Definition and rationale | Recommended evidence |
| Employment outcomes | Given the IPS emphasise on sustainable employment it will be important to monitor the number of temporary work outcomes, as opposed to on-going casual work.  Temporary work is defined as anything under 4 weeks with a definite end date and no option of extending.  On-going casual work which would include seasonal work over 4 weeks, zero contract hours; and permanent employment | Employer evidence pay slips, job offer etc |
| Use of job placement schemes eg kickstart | Job placement schemes will count as a job outcome. However, on-going follow-along support will be essential to ensure that the outcome is sustained with the existing employer or an alternative one. | As above |
| Self-employment | The client legally works for themselves instead of a company and is responsible for their own income tax:   * Registered with HMRC * Has a Business Plan, and the business has long-term prospects ie 6 months plus * Can identify average number of hours worked | Business plan |
| Education achieved as part of the journey to work | This is defined as being enrolled in a formal mainstream course of study. Access to the trust’s Recovery College courses will also be captured.   |  | | --- | | Level 1 - GCSE grades D to G | | Level 2 - GCSE grades A\* to C | | Level 3 – A levels / NVQ Level 3 | | Level 4 - Cert. of Higher Education | | Level 5 - HND / Foundation Degree | | Level 6 - Bach Degree | | Level 7 - Masters / Post Grad | | Level 8 – Doctorate | | Recovery College |   ***Mainstream:***  % Moving into **formal training**  **% Moving into FE Colleges**  **% Moving into University Courses** |  |

**IPS and Racial Equality**

It will be important for IPS services to work with their host clinical team(s) and Trust Equalities lead to focus on the following:

* Build a clear understanding of the local population demographics to take into account any localised cultural issues for ‘hard to reach’ groups that may require specific focus. Including becoming aware of any local work already in place.
* Identify the demographics for clinical teams that ES are integrated into to ensure that IPS access and paid outcomes reflect the clinical team population demographics.
* Report on the above in performance reports
* Include culturally focused questions in annual service user satisfaction surveys (Refer to Appendix C)
* Ensure staff receive the right training and support in enabling them to respond appropriately and effectively to patients’ cultural backgrounds, identities and concerns.

**Carrying caseloads over between quarter and between years**

Please note that data reports will need to include clients carried over between quarters, and financial years rather than reporting on the activity in a specific reporting period only.

When carrying over caseloads from one financial year to the next it will be important to review which cases need to be closed at the end of financial year. In addition set a minimum target for new active cases in the next financial year ie at least 25 new active cases.

**Appendix A – Defining an active client**

**Active caseload and fidelity:** To score 5 on the fidelity scale ES need to have a caseload of 20. However, it should be noted that many high performing IPS services suggest a caseload of 20-25, given some cases may be in transition, so by maintaining 20-25 it is more likely that there will be 20 active cases at any one time.

**An active client is defined as:** Someone who has been in contact with the service in the last 4 weeks, and continues to be engaged with an active Action Plan.

**Indicators of level of engagement for active clients:**

* Has met with their employment specialist and has agreed to engage in the IPS service to find paid employment
* Has an active Vocational Plan which is reviewed regularly. This should include agreement around what the individual will do, ES and clinical team
* Is someone who wants to gain employment
* Is proactively engaging with their Employment Specialists to gain employment
* Has face to face employment focussed meetings with their employment specialist every 2 weeks (depending on the stage of their employment journey)
* Has remote employment focussed contact and communication with their Employment specialist at least fortnightly
* Requires support with both their Mental health and wellbeing and employability
* Has recently started new employment and is receiving intensive in work support
* Client will remain active whilst you attempt assertive engagement activities.
* There is evidence of active employer engagement

NB: please note there are some exceptions to the above and this is meant as guide for what could be considered normal working practice. Individual choices and preferences must be considered when deciding if a client is active. It is recommended that you take a team approach when deciding a clients “status”

Indicators for an in-active client

* Clients who are on Hold for more than 4 weeks will be consider inactive
  + *If you know the client will reengage with 3 months they can remain on the top of the waiting list until they are able to reengage*
  + *If you do not know they are likely to reengage then close the referral and encourage the client to re-refer at a time in which they can engage with the service*
* Clients who are receiving support and not proactively looking for work are not considered active clients on the employment specialists case load.
* If clients are receiving either in work and or retention support whilst seeking paid employment; they are considered “active clients”.
* An open referral does not mean someone is active
* Clients on the waiting list are not consider active ( even if they are engaging in vocational clinics

**Appendix B – Examples of client satisfaction surveys from Southdowns IPS Service and CNWL**

***Measuring Service User Satisfaction***

***Service user satisfaction surveys***

All services should aim to measure service user satisfaction on a regular basis. Outlined below are 2 surveys utilised by experienced UK IPS Services.

Southdowns use their survey on a regular basis, CNWL as clients to complete it at case closeure.

***Other feedback mechanisms***

* Focus groups, interviews, telephone surveys and service user forums
* Feedback in quality assurance fidelity reviews
* In addition, it will be important to explore ways the service can provide feedback to stakeholders on what the service has done as a result of the feedback from service users.

***Examples of co-produced developments***

Building co-production into the implementation and development of IPS services is crucial. Examples of co-produced developments from across UK IPS services include:

* Development of strategic service user committees who meet regularly and are then involved in co-producing service developments and policies
* Employing service users who co-produce training, presentations and attend IPS team meetings
* Co-producing recruitment assessment centres
* Facilitation of recruitment assessment centres and interview panels
* Away Days to co-produce new developments
* Identifying clients with a specific skill set relevant to the service development eg communications background etc
* Branding, service values and websites
* Service improvement projects
* Co-producing service forms and processes
* Co-producing employment recovery stories
* Co-production of employment recovery college courses and IPS presentations

1. **Southdown Employment Service Feedback Questionnaire**

Southdown’s Employment Services welcome your feedback and comments to ensure we are providing appropriate and effective support to individuals across Sussex.

We would like to thank you for taking the time to complete this survey, we are interested to hear about your experience and ideas for how we can develop the service for other people who will be using it in the future.

**\* 1. Name (Optional)**



**\* 2. Which service have you accessed?**

Brighton and Hove Employment Service

East Sussex Employment Service

West Sussex Employment Service

East Sussex Drug & Alcohol Service

**\* 3. How long have you been using the Service?**

0-3 Months

4-7 Months

8-10 Months

11–12 Months

13 Months Plus

**\* 4. How far on your journey to achieving your employment goal are you?**

Initial Stages and goal setting

Job searching activities

Receiving In Work Retention Support

Recently secured a Job or returned to Work within the last 8 weeks.

Been in Employment for 8 weeks or more

**\* 5. When did you last see your Employment Specialists?**

This week

Within the last 2 weeks

Within the last month

Within the last 2 months

**6. Have you achieved your personal employment goals?**

Yes

No

Some

**7. How much input did your Employment Specialists have in you achieving your employment goals?**

70% - 100% - Full involvement

31% - 69% - Partial Support

1-30% - limited support

0% - No Support

**8. Since using the service has your quality of life, self-esteem or confidence been affected?**

Increased

Slight improvement

Same

Reduced

**9. Do you feel your opinions are valued and respected by your Employment Specialist?**

Yes

No

**10. Have you received or been offered advice on employment related benefits?**

Yes

No

**11. Have you been offered the opportunity to become involved with the planning of development of the service?**

Yes

No

**12. On a scale of 1 – 10 (10 being the highest), how confident would you feel seeking employment again in the future independently?**

1

2

3

4

5

6

7

8

9

10

**13. How would you rate your overall experience of the service?**

Excellent

Good

Satisfactory

Poor

**14. Would you to recommend the service to other people?**

Yes

No

Please explain why

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**15. Please provide any additional feedback including both positive and constructive comments on the service you have received.**

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If you wish to provide any additional information relating to the questions you have been asked, please complete the comments section.

1. **CNWL IPS Service User Satisfaction Survey**

**1. Which borough are you from?**

* Brent
* Harrow
* Hillingdon
* Kensington & Chelsea
* Westminster

**2. Which service have you accessed?**

* CMHT (Community Mental Health Team)
* EIS (Early Intervention Service)
* PCMHS (Primary Care Mental Health Service)

**3. What is the name of your Employment Specialist?** (Tick all that apply)

* Employment Specialist 1
* Employment Specialist 2
* Employment Specialist 3
* Employment Specialist 4
* Etc.

**4. How long have you been using the Employment Support service?**

* 3-7 months
* 8-10 months
* 11-12 months
* 13 months plus

**5. How far on your journey to achieving your employment goal are you?**

* Initial stages and goal setting
* Job searching activities
* In employment receiving In Work Support
* No longer accessing Employment Services

**6. How often did you see the Employment Specialist?**

* Weekly
* Fortnightly
* Monthly
* Bi-monthly

**7. If you have started paid employment, were you satisfied with the support you received to choose the right job option?**

* Yes
* Not applicable
* No (if so, please explain why)

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**8. Did you receive a copy of your Employment Action Plan on a regular basis?**

* Yes
* No

**9. To what extent have you achieved your employment goals (on a scale of 1 to 5; 1 being not at all and 5 being fully achieved)?**

* 5
* 4
* 3
* 2
* 1 - if you want to give more details, please do so in the box below, or else type "N/A"

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**10. How much input did your Employment Specialist have in you achieving your employment goals to date?**

* Full involvement
* Partial support
* Limited support
* No support - if you want to give more details, please do so in the box below, or else type "N/A"

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**11. Since using the Employment Support service, how has your quality of life been affected?**

* Substantially improved
* Slight improvement
* Same
* Reduced - if you want to give more details, please do so in the box below, or else type N/A

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**12. Since using the Employment Support service, how has your self-esteem been affected?**

* Substantially improved
* Slight improvement
* Same
* Reduced - if you want to give more details, please do so in the box below, or else type N/A

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**13. Since using the Employment Support service, how has your confidence been affected?**

* Substantially improved
* Slight improvement
* Same
* Reduced - if you want to give more details, please do so in the box below, or else type N/A

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**14. Has accessing employment expanded your social networks?**

* Yes
* No
* Not applicable

**15. On a scale of 1-5 (5 being the highest), to what extent do you feel your opinions are valued and respected by your Employment Specialist?**

* 5
* 4
* 3
* 2
* 1 - if you want to give more details, please do so in the box below or else type N/A

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**16. Have you received or been offered advice on employment related benefits?**

* Yes
* No

**17. On a scale of 1-5 (5 being the highest), how confident would you feel seeking employment again in the future independently?**

* 5
* 4
* 3
* 2
* 1 - if you want to give more details, please do so in the box below, or else type N/A

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**18. How would you rate your overall experience of the service?**

* Excellent
* Good
* Satisfactory
* Poor - if you want to give more details, please do so in the box below, or else type N/A

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**19. To what extent do you feel that your mental health has improved since using the service?**

* Substantially improved
* Slight improvement
* Same
* Reduced - if you want to give more details, please do so in the box below, or else type N/A

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**20. Would you recommend the service to other people?**

* Yes
* No - if you want to give more details, please do so in the box below, or else type N/A

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**21. Have you been satisfied with the level of encouragement and support you have received from your care team to return to employment?**

* Very satisfied
* Quite satisfied
* Not very satisfied
* Not satisfied at all - if you want to give more details, please do so in the box below, or else type N/A

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**22. If you have started paid employment, were you satisfied with the support you received from your Employment Specialist to stay in employment?**

* Very satisfied
* Quite satisfied
* Not very satisfied
* Not applicable
* Not satisfied at all - if you want to give more details, please do so in the box below, or else type N/A

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**23. Were you made aware of the Recovery & Wellbeing courses, and how they can complement your return to work?**

* Yes
* No

**24. Please provide any additional feedback, including both positive and constructive comments on the service you have received.**

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**Appendix C – Adding questions to client satisfaction surveys in relation to cultural competence**

Cultural competence is defined as the capacity of practitioners and health services to respond appropriately and effectively to patients’ cultural backgrounds, identities and concerns.

The questions below can be added to service user satisfaction surveys, and/or focus groups and evaluation interviews.

1. **Does your ES respond appropriately and effectively to what is important to you, including your cultural background, habits, interests and concerns?**

*Scale: 1 being not at all appropriately and re and 7 being extremely appropriately*

1. **If not, can you explain what you would like your ES and/or clinical team to do differently?**

**Appendix D - Involving clinical teams in the implementation and development of IPS and gaining their feedback**

Wherever possible it will be important to involve clinical teams in the planning and implementation of IPS, and gaining their feedback in order to support continuous improvement

***Examples would include***

* IPS Steering committees with senior managers and clinical team representatives
* Establishing Vocational champions roles in clinical teams eg OTs
* Involving the clinical team in recruitment of ES, quarterly joint supervision between the IPS supervisor and clinical supervisor
* Clinical teams involved in Away Days
* Presentations at clinical team and health professional meetings
* Informal feedback to the ES and Team Leader
* IPS Providers meeting with CMHT Managers, Consultants etc on a regular basis to gain feedback / address concerns and plan developments
* Team Leaders presenting to the clinical team on a quarterly basis to review feedback
* Joint meetings between the IPS Supervisor and clinical team IPS supervisor.

***In addition:***

* Gathering quotes from clinical teams for performance and annual reports
* Involving clinical staff in external visits
* Including a summary of the clinical team role when gathering recovery stories

***Annual surveys of clinical teams***

See below an example of a confidential annual survey that can be done with clinical teams to get their feedback.

**Clinicians’ feedback on the Employment Services Team**

**UEP User Survey 2016-17**

**Which clinical team are you based in?**

**What clinical team are you part of?**

CMHT (Community Mental Health Team)

EIS (Early Intervention Service)

PCMHT (Primary Care Mental Health Team)

Inpatient Rehabilitation Services

**Please specify the Employment Specialist(s) you have liaised with:**

Name:

**What is your level of understanding of the eligibility criteria for referral to Employment Services?**

None

Some

Good

High

**When was the last time you referred a patient to Employment Services?**

0-3 months ago

4-7 months ago

8-10 months ago

11-12 months ago

Over 13 months ago

Not referred

**Are you satisfied with the swiftness of response provided by Employment Services to your referral?**

Very satisfied

Quite satisfied

Not very satisfied

Not satisfied at all

Not applicable

**Do you know about how the Individual Placement Support (IPS) model works?**

Yes

No

**Are you satisfied with the information available about Individual Placement Support (IPS)?**

Very satisfied

Quite satisfied

Not very satisfied

Not satisfied at all

Not applicable

**Are you satisfied with the level of communication provided by Employment Services?**

Very satisfied

Quite satisfied

Not very satisfied

Not satisfied at all

**Are you satisfied with the response of Employment Services to any questions you had?**

Very satisfied

Quite satisfied

Not very satisfied

Not satisfied at all

**Are you satisfied that Employment Services took into account any concerns you had?**

Very satisfied

Quite satisfied

Not very satisfied

Not satisfied at all

**Are you satisfied with how closely Employment Services worked with you to ensure that the best possible outcomes were achieved for service users?**

Very satisfied

Quite satisfied

Not very satisfied

Not satisfied at all

**Have you experienced any barriers to referring clients to Employment Services?**

Yes – please provide more details below

No

**How would you rate your overall experience of liaising with Employment Services?**

Excellent

Good

Satisfactory

Poor

**Has having an Employment Specialist in the team raised expectations with regard to the ability of service users to get back to work?**

Yes

No – please provide more details below

**Is there anything more Employment Services could do to raise the profile of employment in the team?**

Yes – please provide more details below

No

**Has the service had an impact on the team’s approach to supporting service users to return to work?**

**If so what?**

**What sort of feedback have you had from service users about the service and its impact?**

**Please provide any additional feedback, including suggested improvements to the programme.**

**References**

|  |  |
| --- | --- |
|  | Browne et al, International Journal of Therapy and Rehabilitation, September 2009, Vol 16, No 9. Developing high performing employment services for people with mental illness. |
| 3. | Drake, Bond, Becker, Individual Placement and Support: An evidenced based approach to supported employment. Evidenced based practice Series, Oxford university Press 2009 |