

# MANAGING IPS AND JOB RETENTION: CHALLENGES AND OPPORTUNITIES

REYKJAVIK SEPTEMBER 2021

Débora Koatz

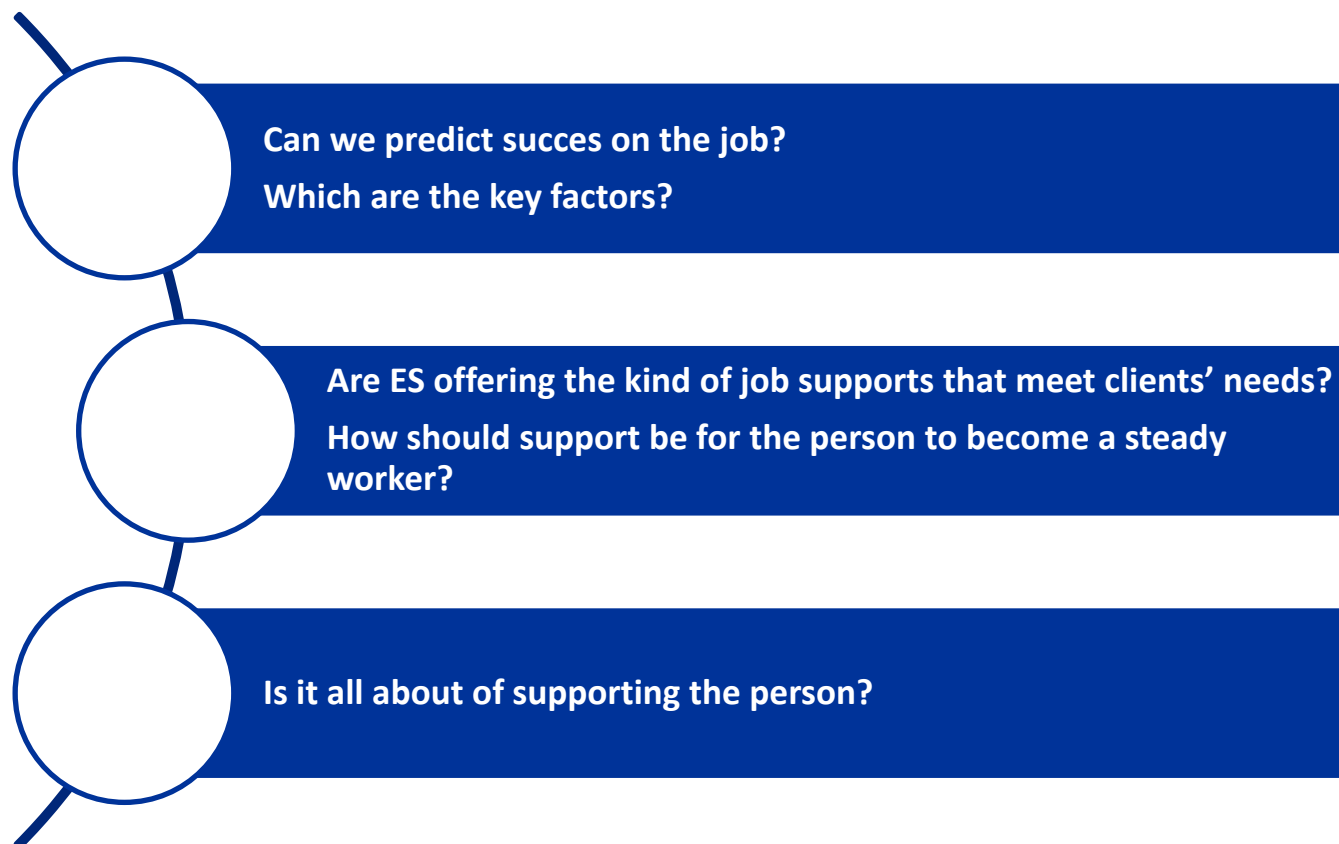
Avedis Donabedian Research Institute



## ► JOB RETENTION

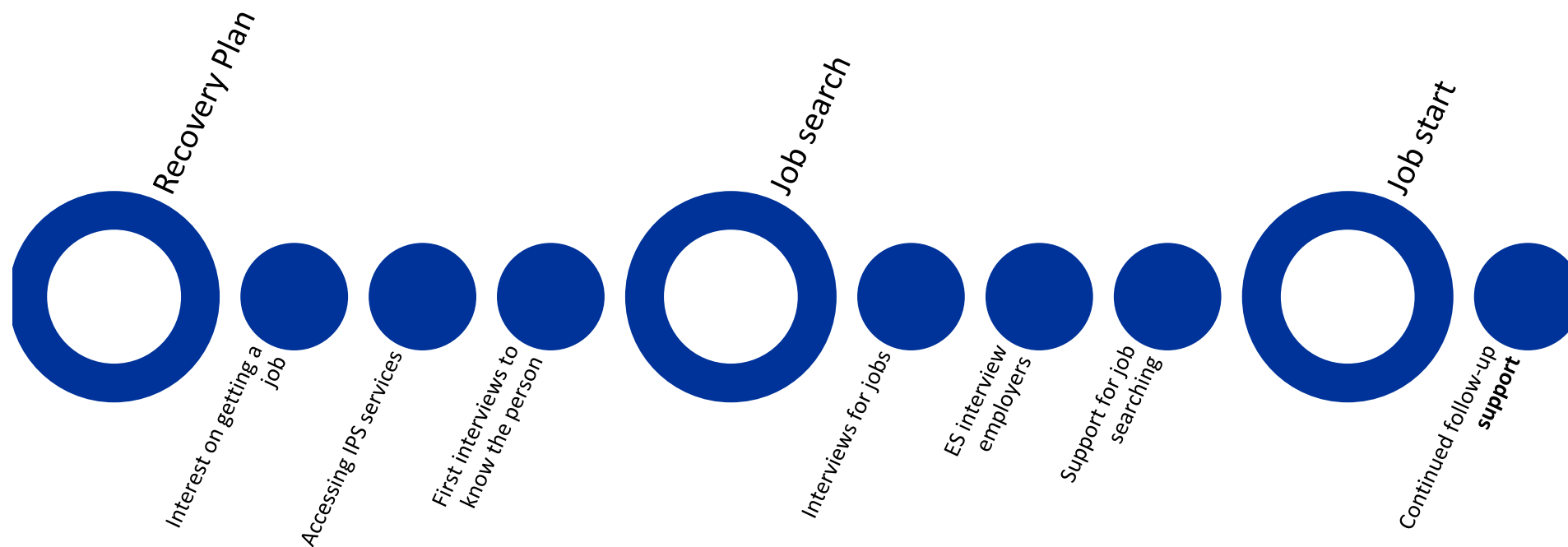
Challenges: The person got the job!!

And now, what?



## ► IPS MODEL

User's journey to work



## ► WHAT WE KNOW ABOUT JOB RETENTION

### IPS Clients Maintained Steady Employment Over the Long Term in 3 Studies

- Overall Findings for 28 RCTs: Job retention: IPS **25 weeks** Vs. Control (10 weeks)
- Long-term studies show that half of all clients enrolled in IPS become steady workers, maintaining employment for 10 years or longer.
- Job tenure for IPS was triple that for usual services (Hoffman study).

Study	Follow-up Period	Sample Size	IPS	Usual Services
Salyers (2004)	10 years	36	33%	
Becker (2007)	8-12 years	38	71%	
Hoffman (2014)	5 years	46/54	44%	11%
<b>Overall Rate</b>		<b>120/54</b>	<b>49%</b>	<b>11%</b>
Steady worker = Worked at least 50% of follow-up period				

Program	Sample	% working at least half follow-up period
<b>IPS</b>	120	49%
<b>Usual VR</b>	54	11%

Bond, G. R., & Kukla, M. (2011). Is job tenure brief in Individual Placement and Support (IPS) employment programs? *Psychiatric Services*, 62, 950-953.

Hoffmann, H., Jäckel, D., Glauser, S., Mueser, K. T., & Kupper, Z. (2014). Long-term effectiveness of supported employment: five-year follow-up of a randomized controlled trial. *American Journal of Psychiatry*, 171, 1183-1190.

Salyers, M. P., Becker, D. R., Drake, R. E., Torrey, W. C., & Wyzik, P. F. (2004). Ten-year follow-up of clients in a supported employment program. *Psychiatric Services*, 55, 302-308. doi:10.1176/appi.ps.55.3.302

Becker, D. R., Whitley, R., Bailey, E. L., & Drake, R. E. (2007). Long-term employment outcomes of supported employment for people with severe mental illness. *Psychiatric Services*, 58, 922-928. doi:10.1176/ps.2007.58.7.922

## ► WHAT WE KNOW

### Key evidences to approaching job retention

- **Motivation** is one of the main **predictors of success** in the placement process (R. E. Drake & Bond, 2008; Grove & Membrey, 2005; Sainsbury Centre for Mental Health, 2009).
- Also, prior work experience (W. A. Anthony & Jansen, 1984; McGurk, Mueser, Harvey, La Puglia & Marder, 2003).
- In people **without previous work experience**, the IPS method **significantly increases the chances of getting regular employment**. (Leff et al. 2005).
- There is no reason to exclude people who **want to find a job** on the basis of their diagnosis, symptoms, hospital record, work experience or social functioning since **successfully finding and holding down a job** is not exclusively related to any of these factors **when employment supports are provided** (Grove & Membrey, 2005),
- When the employment specialist goes with the person to **a job interview**, the person was almost 4 times more likely to receive a job offer than those who go alone (Gervey & Kowal, 2005).
- **Job development** increases the chances of obtaining competitive employment for people with severe mental disorders (Leff et al., 2005).

## ► SEARCH AND JOB RETENTION

### Key Barriers and Facilitators

#### Barriers

- Amount of time **out of a job or lack of experience**
- **Stigma and discrimination**, as a social barriers hindering access to the job market
- **Low level of expectations on behalf of mental health professionals, regarding the ability of people** with mental health conditions to work, leading to a low level of expectations in the individual his/herself as regards his/her own possibilities and capabilities
- **Lack of adequate attention for people's individual needs**
- Lack of integration with the mental health network
- **Receiving welfare benefits** that are incompatible with employment. Some disability systems might reinforce persistent disability rather than recovery, which may discourage people with mental health conditions to return to work. (Metcalfe et al, 2018)

#### Facilitators

- Motivation to work
- Prior work experience
- Positive self-concept related to the worker role and “Self-belief”
- Disclosure
- Accomodations on the job
- **Successful working experiences reinforce** aspects such as **motivation, self-esteem and individual efficiency**, improving the individual's global functioning in different areas
- Work environment support and friendly culture

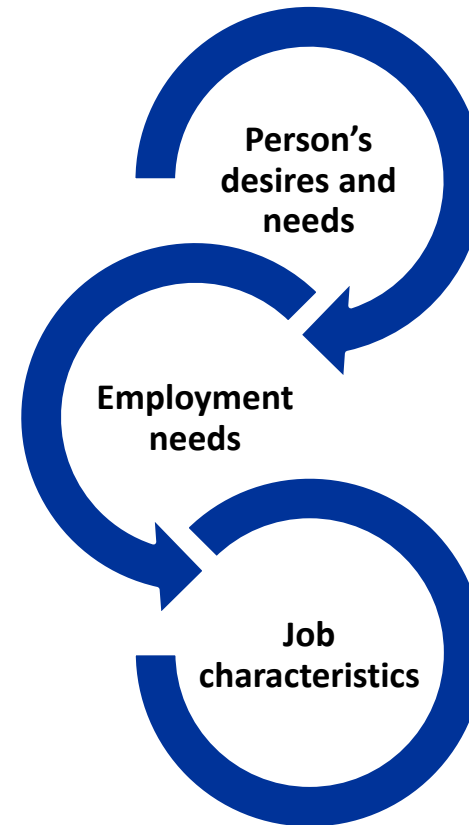
#### ■ Supports

## ► SUPPORTING JOB

### Starting point

- **Good Job Match based on the user's preferences**

- Enjoys and personal goals
- Experience
- Ability
- Strengths
- Symptomatology
- Working hours
- Timetable or shift
- Environment
- Type of tasks
- Responsibilities on the position
- Need of speed / pressure / deadlines...
- Promotion or career possibilities



*A **satisfactory fit between** user job preferences and obtained work may make employment both more **meaningful and more enjoyable**, increasing motivation to remain on the **job** and to deal with any conflicts and obstacles that may arise. (Mueser et al, 2001)*

## ► SUPPORT

### First days

- **Supporting people on the first month is key to job tenure. It means adapting to the new role of worker, new context and responsibilities, etc.**
- **Time-unlimited follow-along supports:**
  - Employment specialist has face-to-face contact within 1 week before starting a job,
  - within 3 days after starting a job,
  - weekly for the first month,
  - and at least monthly for a year or more, on average, after working steadily and desired by clients...
- **Support will try to anticipate situations, prevent or reduce risks of absenteeism, relapses, and at last prevent from job loss.**



## ► SUPPORT

### To become a regular worker

Once the work situation is not novelty anymore, and a certain degree of adaptation has been attained, **retaining the job** and the **stability and satisfaction** in the position depend on the individual's **ability to control the demands of work, and manage worries about successful performance and fear of the negative consequences of potential failure.**

Some “stressful situations” to manage:

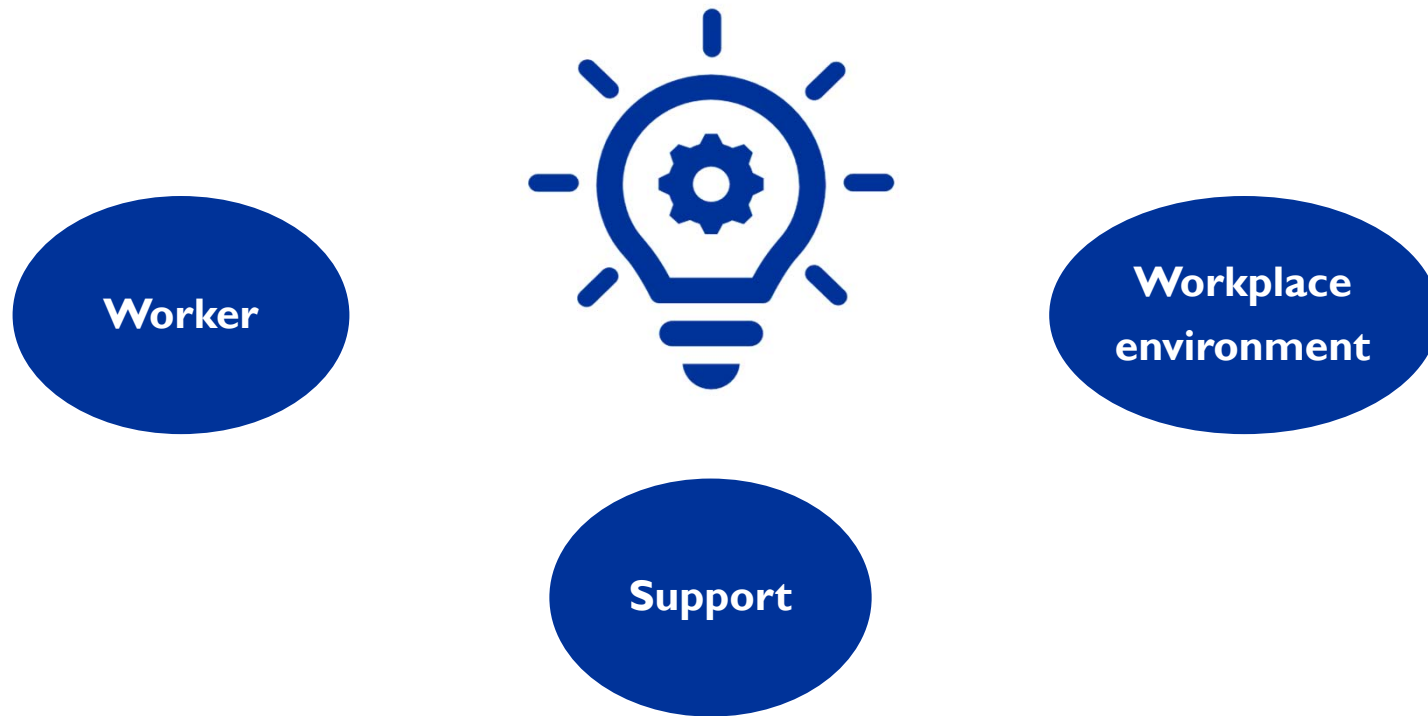
- The need to make work compatible with family and personal life.
- The emergence of conflicts in relationships in the work context.
- Inflexible environments.
- Tasks that present new difficulties or difficulties that have not yet been solved.
- Insufficient or inadequate forms of supports.
- Difficulty in relationships with superiors or with observing rules.
- Effects of medication or symptoms on performing the activity
- ...

## ► SUPPORT

### To become a regular worker

- **People can develop certain skills to overcome stressful situations and their impact on their work performance.**
- Employment specialists use **countless strategies** to help people to cope with their limitations as part of the **support** proposed by the employment service.
- The **intensity of support** depends on the degree of difficulty that an individual experiences
  
- **Individualized follow-along supports -Type of support:**
  - Based on support preferences, work history, needs...
  - Provided by a variety of people (MH team members, family, friends, employer...)
  - In company / outside
  - **Natural supports**
  - Maximizing user's strength
  - Anticipating potential problems (lessons learned from other experiences)
  - With flexibility and creativity
  - Disclosure or not

► KEY FACTORS  
Approaching job retention



## ► WHAT WE KNOW

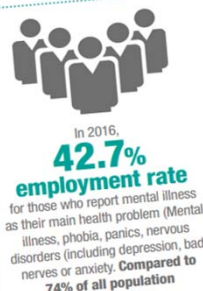
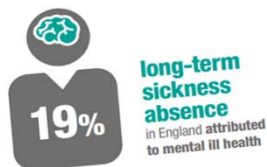
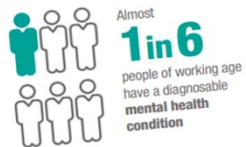
### Mental health in workplace environments

- Mental health problems, including depression, anxiety and schizophrenia, are the **main cause of disability and early retirement** in many countries and a major burden to economies (cost in terms of absenteeism, loss of productivity and healthcare)
- Certain situations can cause **work stress** and, as a consequence, can have as **significant impact** as work **accidents or occupational illnesses**, and may increase health complaints, and give rise to symptoms that in the **medium to long term can cause some kind of mental health condition** (of varying intensity) in individuals who up until that moment had not shown any symptoms.

## WORK AFFECTS MENTAL HEALTH



# Health and Work Spotlight on Mental Health

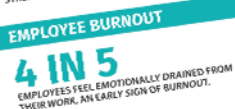


## Mental Illness in the Workplace

### MIND THE WORKPLACE 2021

Mental Health America's (MHA) *Mind the Workplace 2021 Report* provides an opportunity to better understand the mental health challenges that employees across company size and industry are experiencing during the COVID-19 pandemic.

MHA's Work Health Survey findings show that that pandemic has amplified preexisting issues for employees, including, increased risk for workplace stress and burnout, degradation of employee mental health and well-being, and inadequate access to affordable healthcare.



#### WORK ENVIRONMENT



#### FINANCIAL INSECURITY



To learn more about the current national state of workplace mental health, download the full *Mind the Workplace 2021 Report* at [mhanational.org/2021mindtheworkplace](http://mhanational.org/2021mindtheworkplace).



Globally, mental health disorders cost **\$2.5 trillion** annually—that's roughly equivalent to the combined cost of cardiovascular diseases and diabetes **doubled**.



## Mental Health & Wellness IN THE WORKPLACE

Mental Health Association in New York State, Inc. (MHANYS) is offering mental health awareness training for schools, community groups, organizations, clubs and businesses. Our goal is to increase basic knowledge of mental health to help reduce stigma, promote wellness and support recovery in workplaces across New York State.

Depression and anxiety is the leading cause of lost productivity, costing the global economy an estimated

**\$1 Trillion Annually**

Depression is estimated to cause **200 Million** lost workdays each year



Mental illness does not discriminate against whom it affects; every



Mental health disorders are the single most expensive category of health cost for many employers, across all industries and sizes

More workers are absent from work due to stress and anxiety than physical illness or injury



Education and early intervention promotes workplace wellness

For more information or to schedule a training, please visit [mhanys.org/products](http://mhanys.org/products) or call 518-434-0439

## ► WHAT WE KNOW

### Mental health in workplace environments

- **68% of people with a mental health condition** already working **have less responsibility, work fewer hours and are paid less than before being diagnosed with a mental illness**
- They face **difficulties re-entering the job market after a sick leave, and achieving career promotions**. In fact, 55% of people with mental health problems make unsuccessful attempts to return to work.
- They have **limited support**: among 2-4% of people who need employment support have access to effective employment services.
- The Mental Health Atlas of European Region reported that **only 7% of the functioning promotion and prevention programs were related to workplace mental health promotion**.

Health at Glance 2019: OECD

WHO. (2018). Fact sheets on sustainable development goals: health targets: Mental Health. World Health Organization Regional Office for Europe. Denmark.

WHO. (2015). The European Mental Health Action Plan 2013–2020. WHO World Health Organization Regional Office for Europe, Denmark.

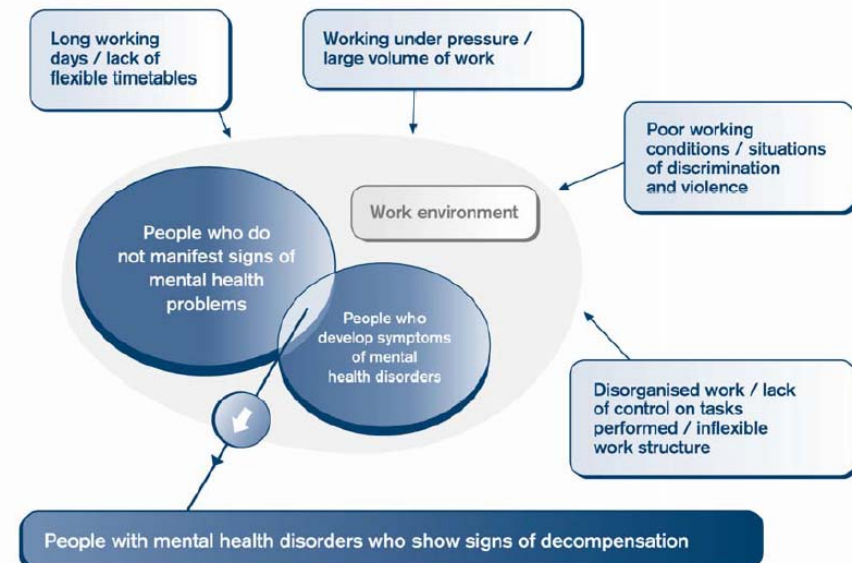
Livemore, G. A., & Bardos, M. 2017.; Leka S, Jain A. 2017.; Twamley, E., et al. 2013; Kortrijk, H., et al. 2018; Van Weeghel, J., et al 2019; Bruns, E. J., et al. 2016; Harnois & Gabriel, 2000, Gray, 2000; Knifton et al., 2011



## ► WORKPLACE ENVIRONMENTS

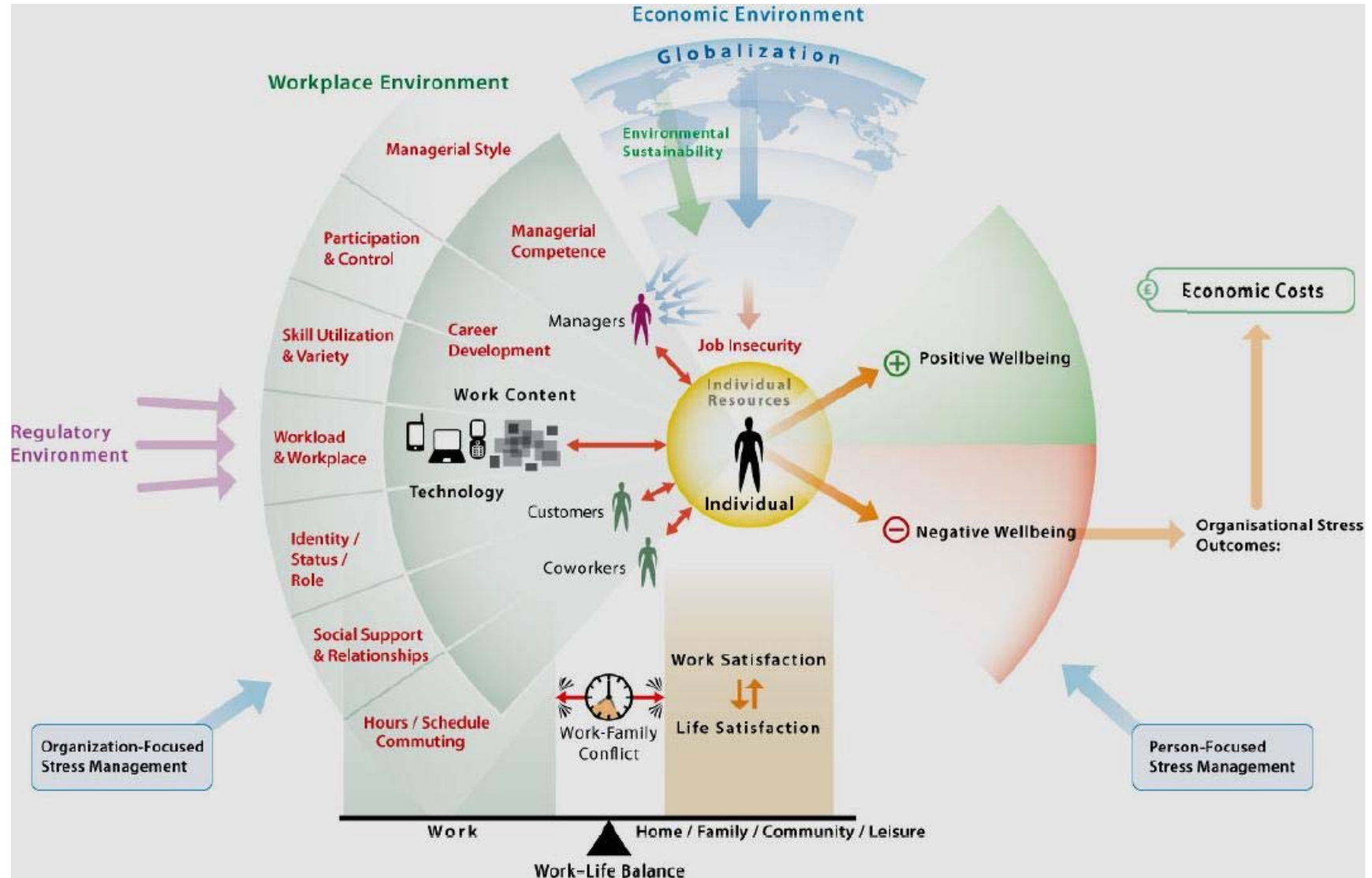
### Factors that affect mental health in work environments

- Long working days and/or limited timetable flexibility.
- Work under pressure or high volume of work.
- Poor working conditions.
- Situations of discrimination and violence (i.e, sexual or gender-based harassment, mobbing, etc.).
- Disorganisation of the work process.
- Little control over the tasks performed.
- Inflexibility in the structure of work.
- Alterations in communication in the work environment.
- Lack of interpersonal support.
- Underestimating capabilities and the position performed.
- Unsatisfied with the work content



## ► WORKPLACE ENVIRONMENTS

### Mental health and wellbeing





## ► WORKING ENVIRONMENTS

### Interventions at different levels

#### Prevention and promotion of health and positive environments:

- **Addressing stigma in the workplace:** Anti-stigma interventions at the workplace can lead to improved employee knowledge and supportive behaviour towards people with mental-health problems.
- Boosting **protective factors** and seek for measures to prevent or reduce risk factors' appearance (stressors).
- Supportive and inclusive working environment

#### User's timely response:

- **Job retention services:** Detecting early **signs of relapse** in time can allow quick and efficient measures to be taken to retain the job:
  - Enhance the individual's ability to handle the illness.
  - Reduce the incidence and impact of relapses.
  - Take on a more active role in treatment.
- Developing effective coping strategies suited to each situation.
- Applying accommodations
- **Return to work strategies after a sick leave due to mental health problems** (i.e: part-time sick leave interventions, absenteeism prevention, and accommodations at work, personalised approach to return-to-work support). The possibility of a return to work can be considered even if the symptoms have not completely remitted.

Hanisch, S.E., et al. 2016; Høgelund J., et al. 2012; Andrén D. 2014; Lagerveld S.E., et al. (2012); Boston University, 2010; Perkins et al., 2009; Swanson & Becker, 2011; Seymour, 2010; Seymour & Grove, 2005; Gray, 2000; Knifton et al., 2009<sup>a</sup>, O'Sullivan & Gilbert, 2003

WHO. (2004). Prevention of Mental Disorders. *Effective Interventions and Policy Options* (Vol. Summary Report, p. 21-23). Geneva: World Health Organization

## ► HOW IS IPS APPROACHING WORKING ENVIRONMENTS?

### Discussion

- Due to covid pandemic, many workers have mental health problems and can lose their jobs. Can IPS provide job retention services?
- Are your countries implementing IPS for workers who are already working to prevent them from losing their jobs?
- How to approach disclosure in those cases?
- Who are the key partners? Employers? Social Security System? Mental Health Agencies? Others?
- How can IPS engage employers to improve their work environment for all workers? Do we have to do that?

## ► JOB RETENTION

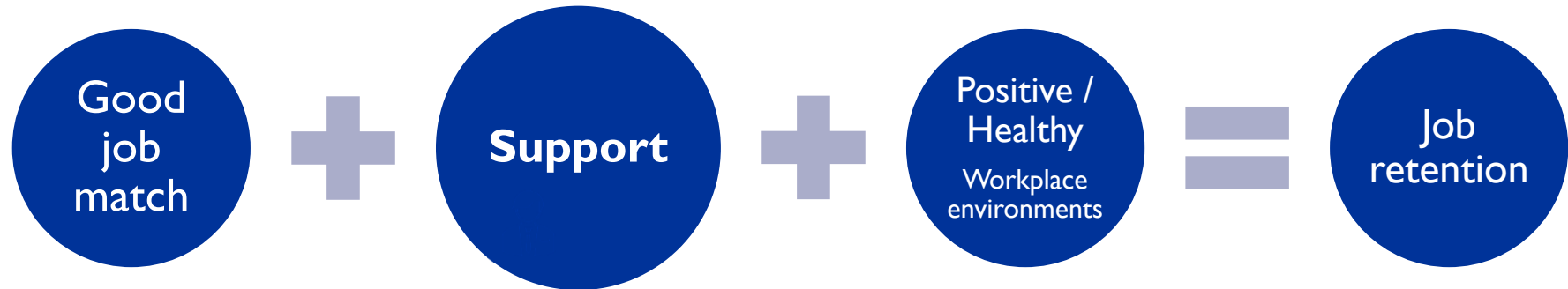
### Summary

[Main reflections on job retention opportunities](https://www.menti.com)

<https://www.menti.com>

Number: **2968 0301**

**Add country at the end of the comment**



*“Employment is a critical mental health intervention.”*

*Drake and Wallach (2020)*

To follow the discussion: <https://www.mentimeter.com/s/f6f767b830841cfa3db25e066f97f307/6c95c14412e5>



# THANK YOU!



Fundación Avedis Donabedian



Instituto Universitario Avedis Donabedian



@Inst\_Donabedian

× × × × ×  
× × × × ×  
× × × × ×  
× × × × ×  
× × × × ×  
**AVEDIS  
DONABEDIAN**  
INSTITUT UNIVERSITARI-UAB

## **BARCELONA**

C/ Provença, 293, pral.  
08037 Barcelona  
Tel: +34 932 076 608

## **MADRID**

Paseo de la Castellana, 141  
(Edificio Cuzco IV)  
28046 Madrid  
Tel: +34 917 498 046

## **BOGOTÁ (COLOMBIA)**

Carrera 7A 123-24, Of.503  
Bogotá - Colombia  
Tel: +57 1 744.99.76  
FAX: +57 1 755.00.31  
[fad@fadq.org](mailto:fad@fadq.org)    [www.fadq.org](http://www.fadq.org)