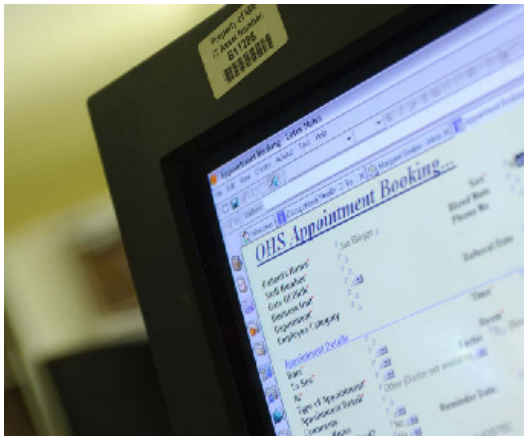




# Fit for Work Service Programme of Piloting

## Information Workshop



Edinburgh  
16<sup>th</sup> March 2009





# **Fit for Work Service: Programme of Piloting**

## **Policy Context**

**Roderick Duncan**

**CMO & Public Health Directorate, Health Improvement Strategy Division**

**Scottish Government**

# ***Welcome to Edinburgh***



## Our agenda for today

- **Plenary**
  - Policy context
  - Why Fit for Work Services
  - About the Programme of Piloting
  - How we will identify & appoint pilot sites
- **Breakout session**
  - Delivery of FFWS
- **Plenary**
  - Learning from the breakout session
  - Question & answer panel & next steps



Dame Carol Black's Review of the health of Britain's working age population

**Working for a healthier tomorrow**



**HEALTH WORK WELLBEING**

## ***At the heart of the recommendations of the Black Review***



- Prevention of illness and promotion of health and well-being
- Early intervention for those who develop a health condition
- An improvement in the health of those out of work, so that everyone with the potential to work has the support they need to do so



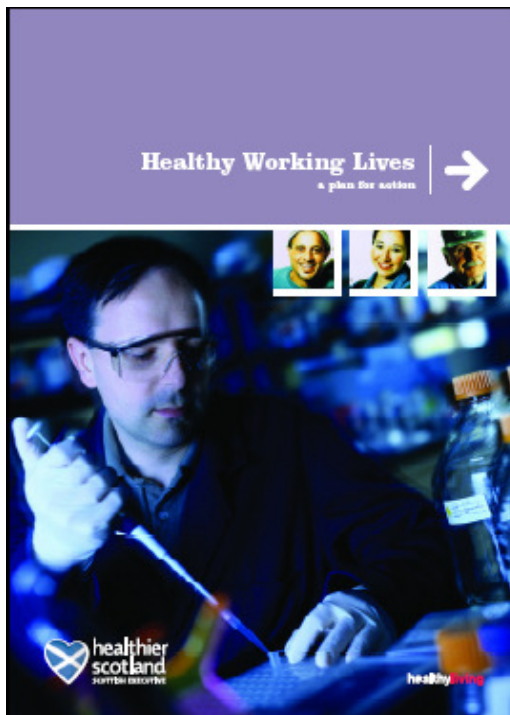


# Improving health and work: changing lives

The Government's Response to  
Dame Carol Black's Review of the health  
of Britain's working-age population



# Scottish Government



- Healthy Working Lives strategy launched – 2004
- Established Scottish Centre for Healthy Working Lives – 2005
- Early focus on workplace health
- Framework for Adult Rehabilitation – 2007
- Equally Well - 2008
- Response to Carol Black's review – October 2008

## *Healthy Working Lives*



- **Workplace** – Healthy Working Lives Awards, site visits for SMEs, advice line, website, mentally healthy workplace training
- **Early intervention** – Working Health Service: pilot vocational rehabilitation services (Dundee, Edinburgh, Borders)
- **Healthcare Academies** – Pre-employment training and job opportunities
- **Evidence** – Scottish Observatory for Work and Health
- **Partnership** – Wide range of partners





# **Fit for Work Service: Programme of Piloting**

## **What Government sees in Fit for Work Services**

**Graeme Henderson**

**Head of Health and Work Team, Department of Health**

## ***The Health, Work and Wellbeing (HWWB) Programme***



- Government-led initiative to improve the health and wellbeing of working age people
  - Founded on a growing evidence base that working is good for health
  - Focus on helping more people with health conditions to find and stay in employment
- Work being led by five Government partners:
  - Department for Work and Pensions
  - Department of Health
  - Health and Safety Executive
  - Scottish Government
  - Welsh Assembly Government
- Guided by cross-Government Steering Board
  - Also involving HMT, CO, DCLG, DCSF, DIUS and BERR
- With input from a National Stakeholder Council

## *Government support*



- Government is investing in a comprehensive package of measures to provide support for businesses
- Important to cut the £100 billion cost of working-age ill health
- The Response sets out how, in partnership, Government can work towards:
  - Creating new perspectives on health and work
  - Improving work and workplaces
  - **Supporting people to work**
  - Measuring progress
- £45m investment in HWWB programme over 3 years

## ***Importance of the FFWS Programme***



- Strong support from Secretaries of State – DWP & DH
- One of the flagship health and work programmes
- The principal focus of every FFWS Pilot will be job retention
  - Support to those in work who develop health conditions to continue to work – to prevent considerable challenges in getting back into work
  - Significant focus on SMEs since they face particular challenges
- We are looking to run pilots across Great Britain

## ***Supporting people to work: Fit for Work Service Pilots***



- Government has committed £13m to the FFWS Programme
- Seeking to pilot FFWS that:
  - Have a principal focus on supporting off sick from work to return to sustained work more quickly than they otherwise would
  - Join up appropriate local services – existing &/or new – to form an integrated health and work service providing holistic support
  - Ensure that people at risk of long-term sickness absence receive timely, co-ordinated back-to-work interventions focused on preventing them from losing their employment
- We are running an open competition to identify up to 10 locally developed models with the greatest potential for success
- Robust evaluation is key to informing further developments

## *Tackling health inequalities*



- Fundamental link between health and other socioeconomic indicators
- Link between health and wealth can run in both directions
  - Having a higher income is likely to improve a person's health status
  - Being in good health increases a person's earning potential
- A recent study by the HSE found a clear link between health status, employment status and earnings
- We are keen to pilot this service in less well-off areas where there is the most significant potential to prevent worklessness arising from ill health



## *Innovative and informed approach*

- Patchy evidence base
- No one-size-fits all model
- Need for an innovative approach
- We want to work with local partners that have developed FFWS models around local needs
- Seeking to test a range of different delivery models with greatest potential for success
- A lot to be learned from the existing evidence – what can work and what has not, and why
- Applicants should, wherever possible, evidence their model on these learnings



## ***NHS role – ‘usual care’***

- Most common causes of long-term sickness absence from work:
  - Common mental health problems, musculoskeletal disorders, a range of other conditions
- Support for these conditions is already being provided under NHS arrangements as ‘usual care’
- The NHS can help to reduce risks to long-term health if it offers sufficiently early intervention
- The NHS Next Stage Review
  - Highlights the importance of delivering integrated services, and the contribution primary & community care services can make
  - Recognises the potential of FFWS’s - supports the pilot programme
- Particular focus on vocational rehabilitation in FFWS Pilots

## ***An holistic, integrated health & work service***



- Integrated health and work services rarely limited to healthcare support
- FFWS Pilots will be models that effectively combine support for health conditions with a wider set of employment-related services – a biopsychosocial model
- Employment-related services might include any one or more of e.g.:
  - Employer liaison
  - Case co-ordination, to facilitate timely intervention
  - Employment advice
  - Wider social support such as debt or housing advice
  - Learning and skills advice
  - Conciliation to overcome escalated disputes between employees and employers

## *Partnership working*



- Applications must evidence effective partnership working
  - coming together in order to develop a FFWS model
  - established partnership developing a FFWS model
  - established partnership already running what would qualify as a FFWS
- Many established partnerships already working on the health and work agenda e.g.
  - National Advisory & Advocacy Group and a number of local Workforce Plus partnerships in Scotland
  - Local Strategic Partnerships in England
  - Health, Social Care and Well being Partnerships in Wales
  - City Strategy Areas (GB-wide)

## ***City Strategy Partnerships***



- The City Strategy was announced in January 2006 (Welfare Reform Green Paper)
- The strategy is based on 3 principles :-
  - Innovation, improved partnership & alignment of funds
- No longer focused solely on support for the jobless
- Some City Strategy Partnerships have sought Multi-Area Agreement (MAA) status, and others are currently seeking to achieve it
- There are 15 City Strategy Partnerships:
  - Three Scotland – Dundee, Edinburgh & Glasgow
  - In England, 10 City Strategy Partnerships correspond geographically with 51 of the 152 Primary Care Trusts
  - Two in Wales – Rhyl & Heads of the Valley

## *In summary*



- HWWB programme has wide cross-Government and external support
- Recognised that health and work agenda significant contribution to make towards economic recovery
- Job retention schemes key to helping to preventing people losing employment through ill health
- FFWS Programme one of the flagship health and work programmes



# **Fit for Work Service: Programme of Piloting**

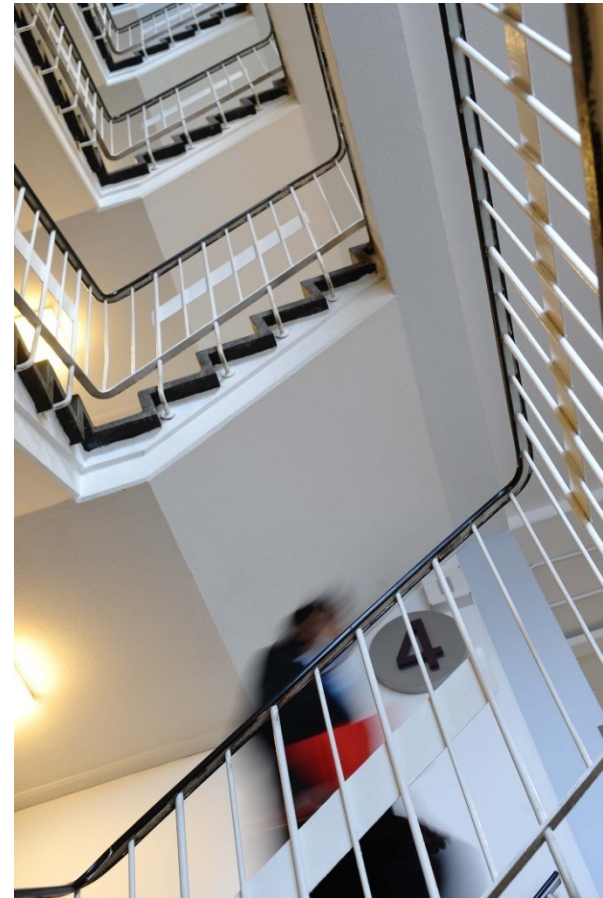
## **About the Programme**

**Clayre La Trobe**  
**Programme Director, FFWS Delivery Team**

## *About the FFWS Programme of Piloting*



- Objectives for the FFWS Programme of Piloting
- Funding available
- Evaluation of the FFWS Pilots
- Key principles
- Who is eligible to apply to become a FFWS Pilot
- Provision of services



## *The objectives*

- Principal focus of every FFWS Pilot - sickness absentees
- Personalised back-to-work support
- To return to sustained work sooner
- To reduce the flow on to welfare benefits
- Pilots, selected across GB, to run until at least 2011
- To robustly evaluate the programme



## *Funding – FFWS development fund*



- The £13m is to cover all costs
  - Evaluation
  - Other central costs
  - Distribution to FFWS Pilots
- Looking to support sustainable models
- Funding to ‘pump prime’ local activity
- Cannot pre-determine £ / pilot site

## ***FFWS Evaluation***

- Pilots will run and be evaluated until at least 2011
- Evaluation will include:
  - Examination user profiles
  - Time taken for users to return to sustained work
  - Consultation with stakeholders
  - Inform future models of working / Fit for Work Services



## *Key principles*



- Appropriate to local needs
- Person-centred, responsive to individuals' needs
  - Opening hours
  - Access needs
- Free of charge to FFWS Users
- Must contribute to tackling health inequalities

## ***Key principles***

- Must meet local needs
- Integrate local health- and employment- related services
  - In place already
  - May currently be some gaps to fill
- Innovative, informed approach
- Wider than just healthcare support
- Focus on vocational rehabilitation



## *Key principles*

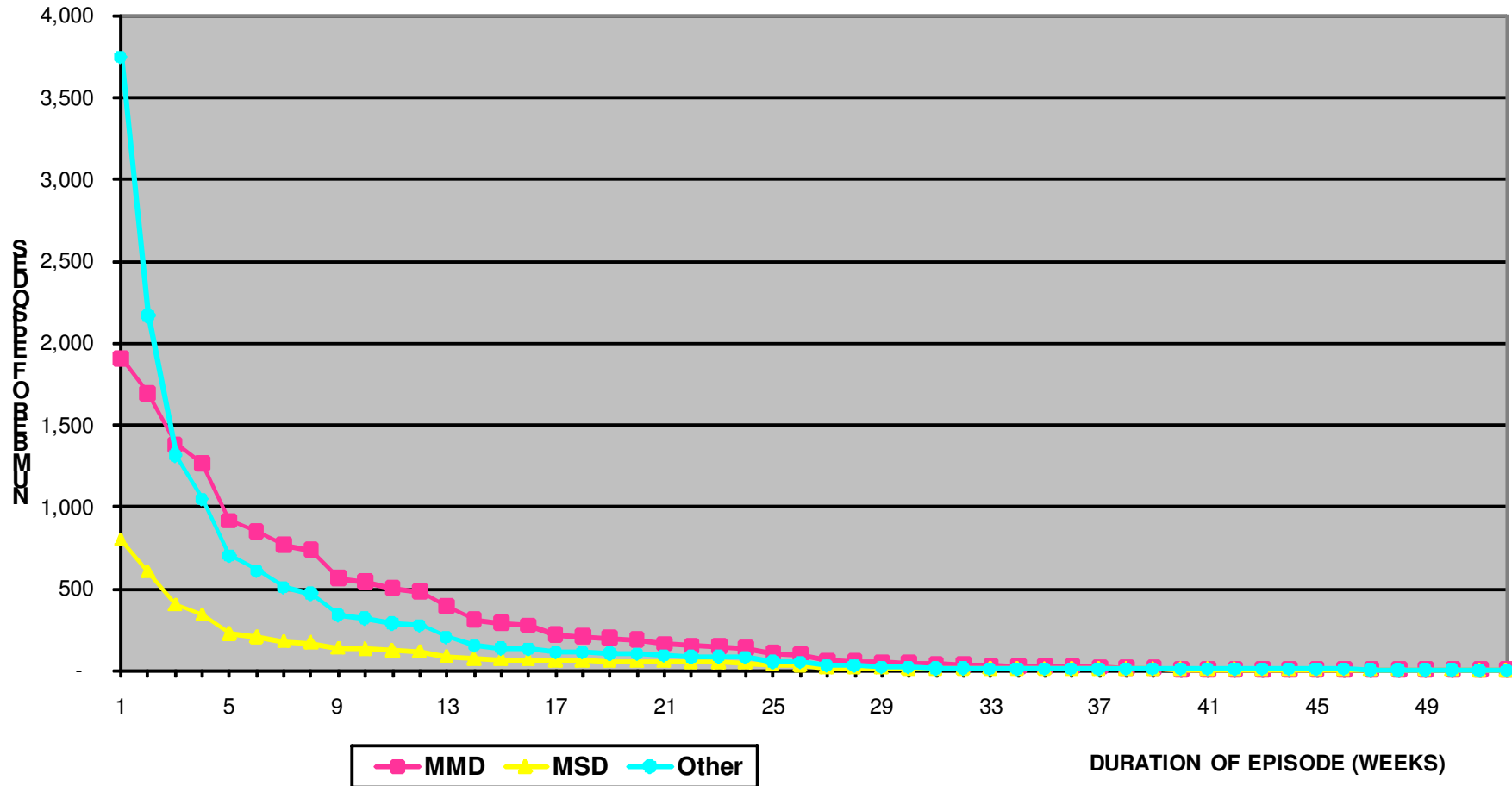
- Personalised, timely interventions - not too late
- Co-ordinated approach at two levels:
  1. Seamless service delivering tailored plan of action
  2. Key stakeholders
    - Employees
    - Employers
    - Healthcare workers, especially GPs
- When should the FFWS should intervene?



# Gabbay Shiels data - numbers



NUMBERS OF EPISODES OF CERTIFIED ABSENCE BY CONDITION, BY CONDITION  
(population 80,384; working age population 54,661)

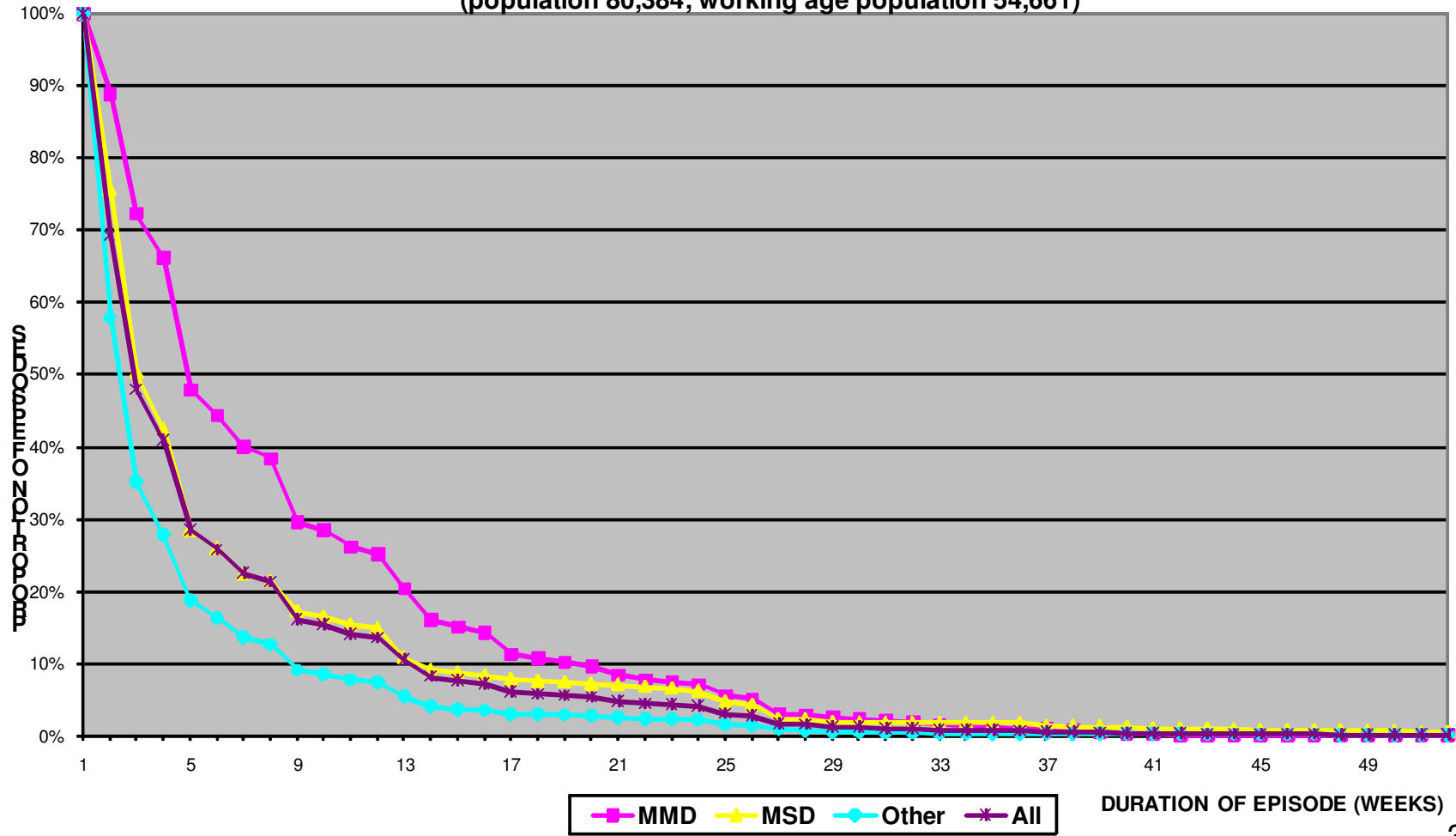


# Gabbay Shiels data - proportions



PROPORTION OF ALL EPISODES OF CERTIFIED ABSENCE OF DURATION OF  $\lambda$  WEEKS,  
BY CONDITION

(population 80,384; working age population 54,661)



## *Key principles*

- Sufficient capacity to deliver timely interventions
- Offer value for money
- Potential to be cost beneficial
- Meet relevant standards



# Eligible Partnerships



## Eligible Partnerships vary by Administration:

### • **Local Commissioner Partnerships:**

- PCTs; &
- Local authorities; &
- Any other relevant public sector commissioning organisations

England



### • **Health & Employability Partnerships**

- Territorial or NHS Boards or Community Health (and care) Partnerships; &
- Local authorities; &
- Any other relevant public sector organisations

Scotland



### • **Health & Employability Partnerships:**

- Local Health Boards & NHS Trusts; &
- Local authorities; &
- Any other relevant public sector organisations

Wales



**Partners must 'formalise' their Eligible Partnership before submitting any Selection Questionnaire Part 2 application to become a FFWS Pilot.**

## ***Eligible Partnerships – state of readiness***



- Partnerships may be
  - coming together in order to develop a FFWS model; or
  - an established partnership developing a FFWS model; or
  - an established partnership already running what would qualify as a FFWS
- Eligible Partnerships may already be in place e.g.
  - National Advisory & Advocacy Group and a number of local Workforce Plus partnerships in Scotland
  - City Strategy Partnerships;
  - Local Strategic Partnerships; or
  - Health, Social Care and Well-being Partnerships in Wales
- All such Eligible Partnerships can apply
- We will be seeking evidence of strong partnership-working

## *Types of services*

- Support for
  - Common mental health problems
  - Musculoskeletal disorders
  - Range of other conditions
- Healthcare support
- Must provide a wider set of employment-related services
- A biopsychosocial model
- Focus on vocational rehabilitation

- **Healthcare support:**
  - **NHS 'usual care' &/or**
  - **Supplementary service**
- **Employment-related services might include:**
  - **Employer liaison**
  - **Case co-ordination, to facilitate timely intervention**
  - **Employment advice**
  - **Wider social support such as debt or housing advice**
  - **Learning and skills advice**
  - **Conciliation to overcome escalated disputes between employees and employers**

## ***Providers***

- Opportunity for wide range of providers to engage in FFWS Programme
- Those that do not qualify to be part of an Eligible Partnership need to
  - Link with Eligible Partnerships
  - Motivate them to apply





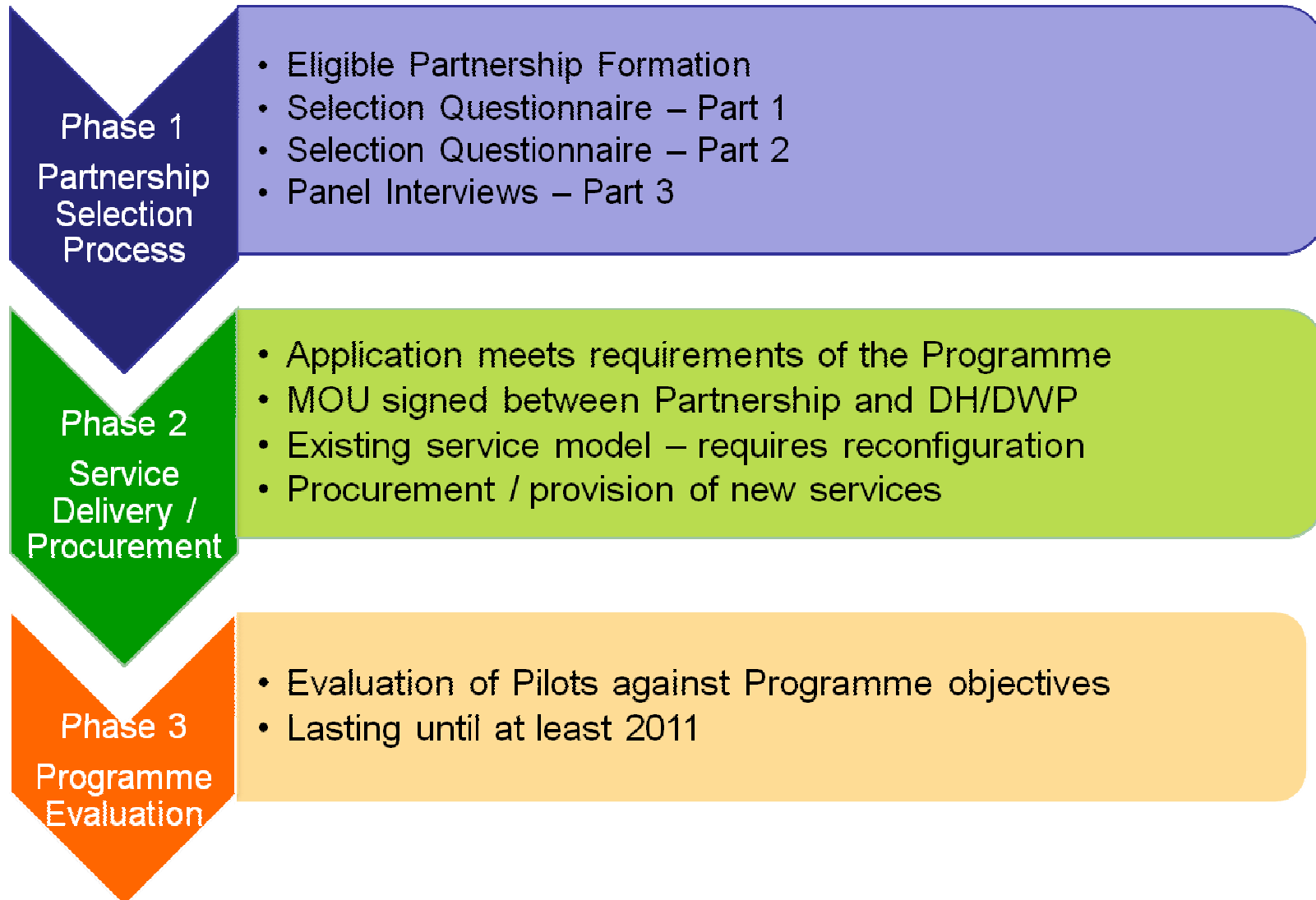
# **Fit for Work Service: Programme of Piloting**

## **Process Overview**

**James Gold**  
**FFWS Delivery Team**

# Process Overview – FFWS Programme

## Three Phases



# Phase 1: Process Overview: Partnership Selection Process



1. Partnership Selection Questionnaire – Part 1, including:

Eligible Partnership

Proposals in-line with FFWS objectives

**Pass or Fail**

2. Partnership Selection Questionnaire – Part 2, including:

Formal Partnership

Service Model

Funding Arrangements

**Shortlisting**

3. Panel Interviews – Part 3, including:

Specific Panel

Service Proposals

**Fit for Work Service Pilot**

# ***Phase 1 - Partnership Selection: Selection Questionnaire Part 1***



- **When?**
  - Questionnaire to be released on the FFWS Webpage shortly after this workshop
  - To be completed and returned by 20<sup>th</sup> April 2009
- **Who?**
  - Any Eligible Partnership (see MOI) from across Great Britain
- **What?**
  - Adequately formed partnerships – varies by Administration
  - Understanding of service needs / Local needs assessment, (including local requirements Equality Impact Assessment and Impact Assessment)
  - Outline Service Proposal
  - Target users / service location
  - Consultation with key local stakeholders
  - Outline funding proposals (Partnership commitments and Sponsor requirements)
  - Commitment to participate in formal and robust Evaluation of Programme

# ***Phase 1 - Partnership Selection: Selection Questionnaire Part 2***



- **When?**
  - Questionnaire & draft MOU to be issued 11<sup>th</sup> May 2009
  - Completed Selection Questionnaire Part 2 responses to be returned by: 8<sup>th</sup> June 2009
- **Who?**
  - Eligible Partners successful at Selection Questionnaire Part 1 Stage ('Partnership Applicants')
- **What?**
  - Formal partnership arrangements in place
  - Detailed proposals for service delivery (scope of services, target users, addressing local need and standards)
  - Detailed funding proposals and formal commitment by Partners (Partnership and Sponsors)
  - Timescale for delivery
  - Ensuring contribution to the FFWS Evaluation
- **Next Steps?**
  - Shortlist of successful responses to Selection Questionnaire Part 2 - to proceed to Panel Interviews

# ***Phase 1 - Partnership Selection: Panel Interview Part 3***



- **When?**
  - Following assessment of Selection Questionnaire Part 2 and shortlisting of applicants
  - June / July 2009 – dates to be confirmed
- **Who?**
  - Applicants successfully shortlisted at Selection Questionnaire Part 2 Stage
- **What?**
  - Greater understanding of service proposals
  - Panel questions on applicants proposals
  - Willingness to confirm commitments in MoU
- **Next Steps?**
  - Applicants successful at the Panel Interview stage will be invited to enter into a Memorandum of Understanding (MOU) with the Sponsor
  - The MOU will set out each party's respective responsibilities and detail funding arrangements – including agreed funding allocations from the central development fund

## ***Phase 2: Service Commencement***



- Selected Fit for Work Service Pilots will be in one of the following positions:
  - FFWS are already being delivered
  - Individual service elements are already in place but need to be reconfigured to form a FFWS Service
  - New services need to be provided / procured
- Where services are in place, service commencement for the FFWS Pilots is planned from Summer 2009
- Where services require reconfiguration, from Autumn 2009
- Where new services are to be put in place, service commencement for the FFWS Pilots from January 2010

## ***Phase 3***

### ***FFWS Evaluation***



- The FFWS Pilots will run and be evaluated until at least 2011
- The FFWS Evaluation will:
  - Examine user profiles
  - Evaluate time taken for users to return to sustained work
  - Include consultation with stakeholders
  - Inform future models of working / Fit for Work Services

# Timetable: FFWS Programme Overview



		April	May	June	July	August
<b>Phase 1</b>	Selection Questionnaire Part 1	█				
	Selection Questionnaire Part 2		█			
	Panel Interviews Part 3				█	
	Memorandum of Understanding				█	
<b>Phase 2</b>	Service Commencement				█ All by Jan 2010	
<b>Phase 3</b>	Evaluation				█ Until 2011 →	



## ***Next Steps for interested parties***

- **Eligible Partnerships:**
  - Identify partners and formalise partnerships - ensuring compliance with 'Eligible Partnership' rules
  - Conduct/refresh a joint needs assessment of local area/population needs
  - Develop proposals for Fit for Work Service
  - Where appropriate, engage with wider 'provider market' to identify best practice and innovative service models
  - Participate in FFWS Programme of Piloting Selection Process
  
- **Providers:**
  - Work with and encourage Eligible Partnerships to apply to become a FFWS Pilot
  - Share knowledge and best practice with Eligible Partnerships (including at this workshop)

## ***After lunch Breakout session***



- Following lunch we will split into two groups, to
  - Take into account the different Administration requirements
  - Allow a more practical approach to the breakout session
- It is important to share the feedback from the breakout sessions so we will all join here again at 3pm for a feedback session.
- Lunch is available in the Canongate Room
- Please return to the appropriate room by 1pm for a prompt start to the afternoon session

***After lunch***  
***Breakout session***

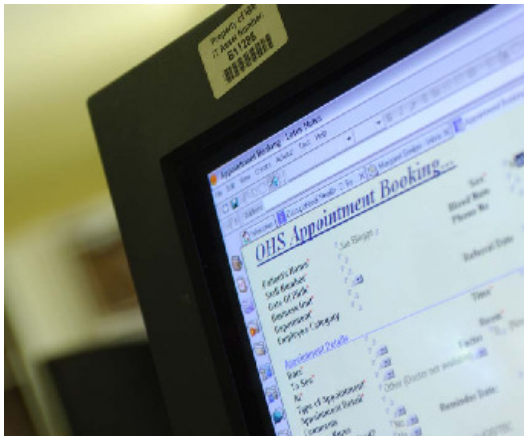


- The breakout session will be split out as follows:
  - Delegates interested in FFWS delivery in Scotland stay in this room
  - Delegates interested in FFWS elsewhere go to the breakout room
- If in doubt, ask a member of the workshop team which room you should go to



# Fit for Work Service Programme of Piloting

## Information Workshop



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