

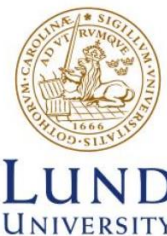


Psykiatrien i
Region Syddanmark
Syddansk Universitetshospital

Mental Health Literacy and Engagement with Employers

Sweden

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Employment Specialist is the key-
person in IPS



Service users say:

“Being at the centre of attention in a process that brings hope and meaning”

(Areberg, Björkman, Bejerholm, 2013)

- Employment Specialists see needs and preferences!
- I benefit from skills and competence of Employment Specialist!
- It is critical being “two instead of one”!
- I bring my own strengths into the process!
- I have motivation now (in life)!
- Others also believe in me!

• EMPLOYER IS SO IMPORTANT

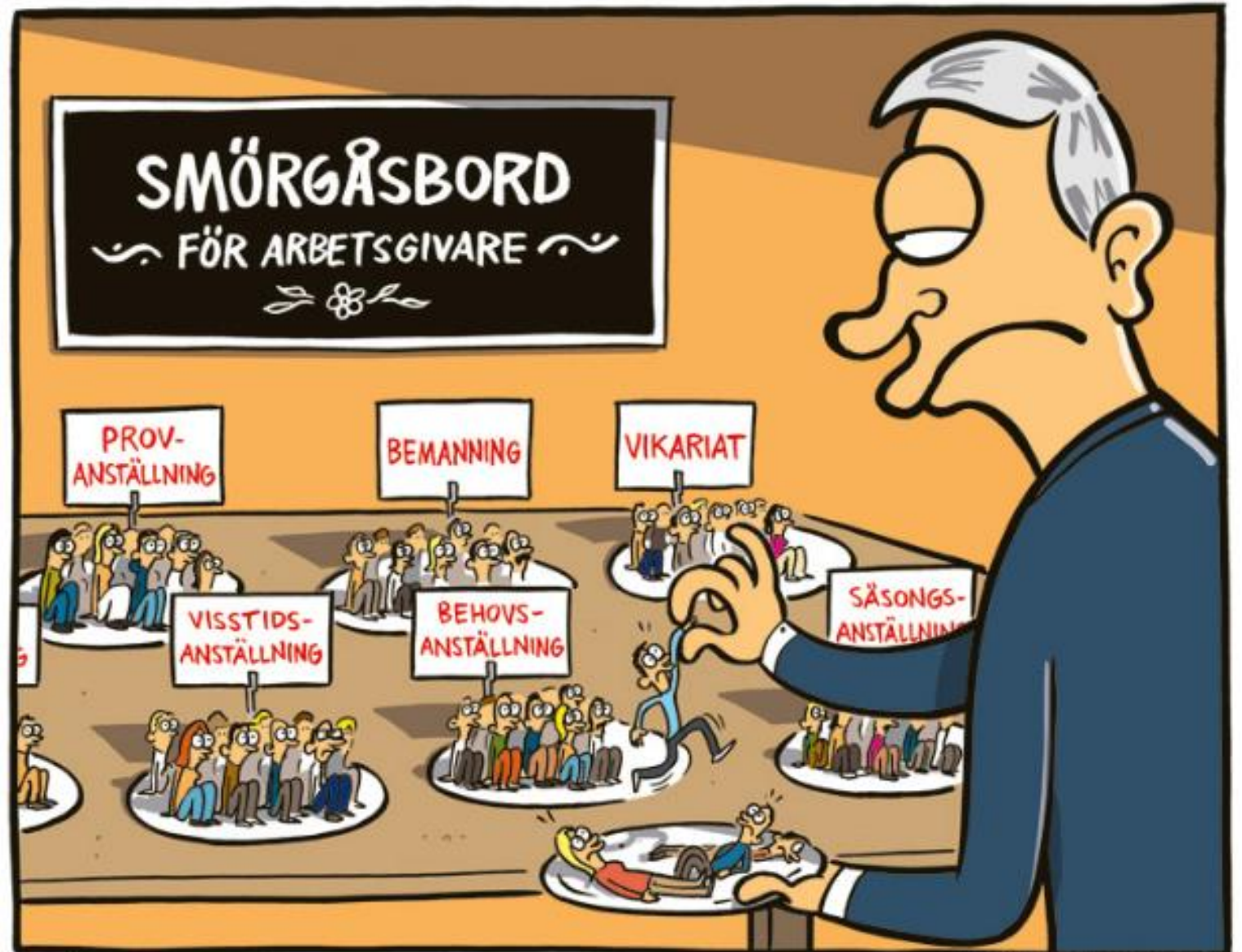


(Areberg, Björkman, Bejerholm, 2013)



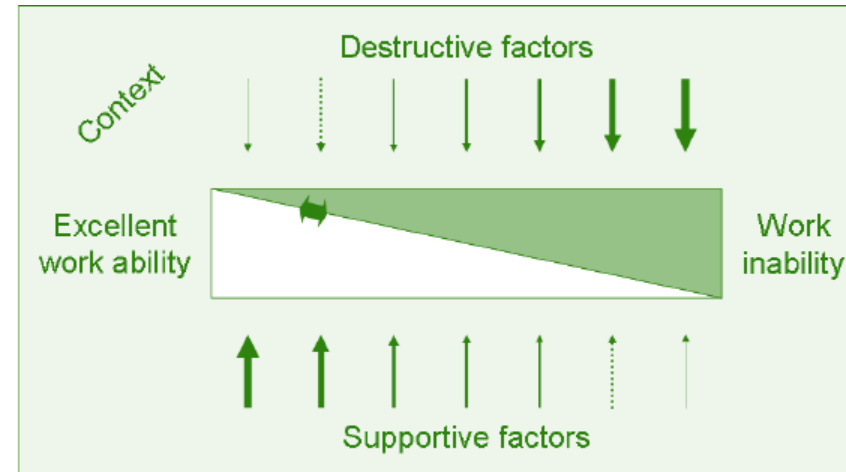
Employment Specialists spend more than 60% of the time in the community

With employers for example...



Work ability-kontinuum

- Working ability is a dynamic concept
- Work capacity changes over time and can be altered
- Work ability can vary along our working life

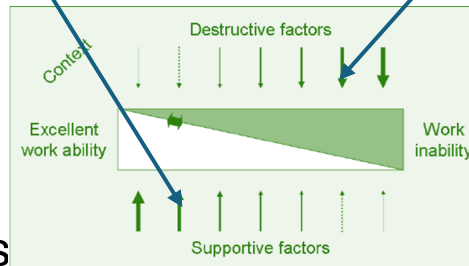


(Ur föreläsning, Bejerholm, 2013)

Work ability and IPS

• IPS-Work ability

- The ability to work in a specific workplace when the IPS-support network, work environment and tasks are adapted to empower user strength and capacity
- Assessment done in the workplace where user works
 - To be compared when the wheelchair is adjusted and work environment adapted for best access and productivity



• Work ability

- Ability to work in relation to diagnoses and in general. Ability can be assessed in percentages and be generalised to various kind of workplaces
- Assessment done in a different or any environment than where the person is supposed to work in
 - To be compared with the ability to drive the wheelchair without adjustments or adaptations to a new environment, no optimal productivity

Expectations

Low expectations of employment explain why persons with mental health problems is the group that is on long-term sick leave and dependent on benefits

Therefore, we have studied employers' knowledge and beliefs about mental health and work



(Perkins & Rinaldi, 2005; Porter, Lexén, Johanson, Bejerholm, 2017; Lövvik 2014)

Employers



Mental health literacy

- Knowledge and beliefs about mental health problems that affect the ability to detect and manage mental illness and prevent it
(Jorm et al 1997)
- Increased mental health literacy is linked to personal recovery and person-centred support (Jorm et al 1997), like IPS

Employer mental health literacy affects the return to work process

Comprehending mental health problems is complex

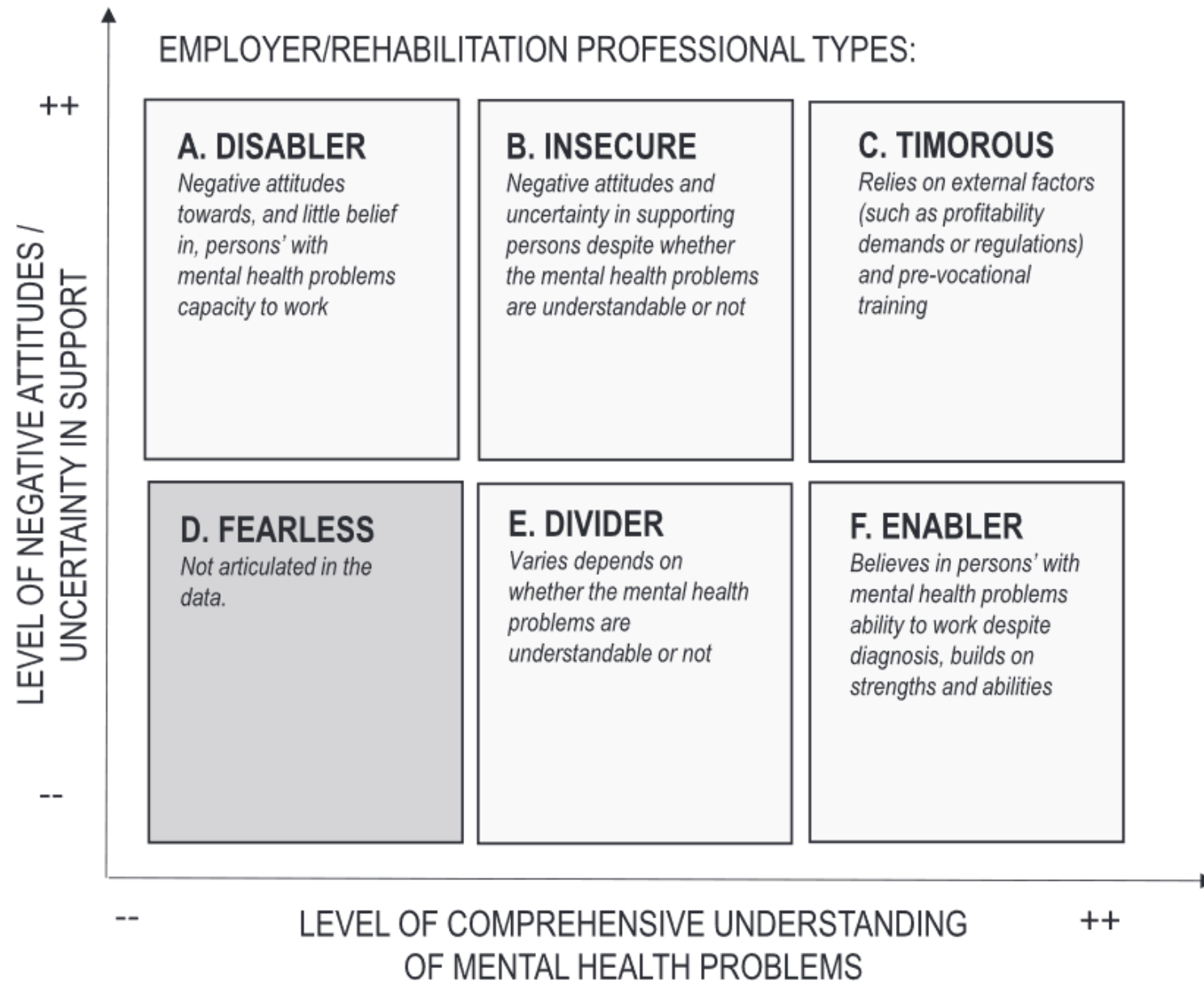
Being more or less familiar with different types and causes of mental health problems
Experiences of mental health problems affect beliefs in work ability
Disclosing leads to better understanding but risks stigmatization
Identifying own lack of knowledge and strategy gaps

Lacking established conditions to support work

Uncertainty regarding strategies and work accommodations required
Needing support and collaboration in the return to work process
Needing financial compensation to enable work

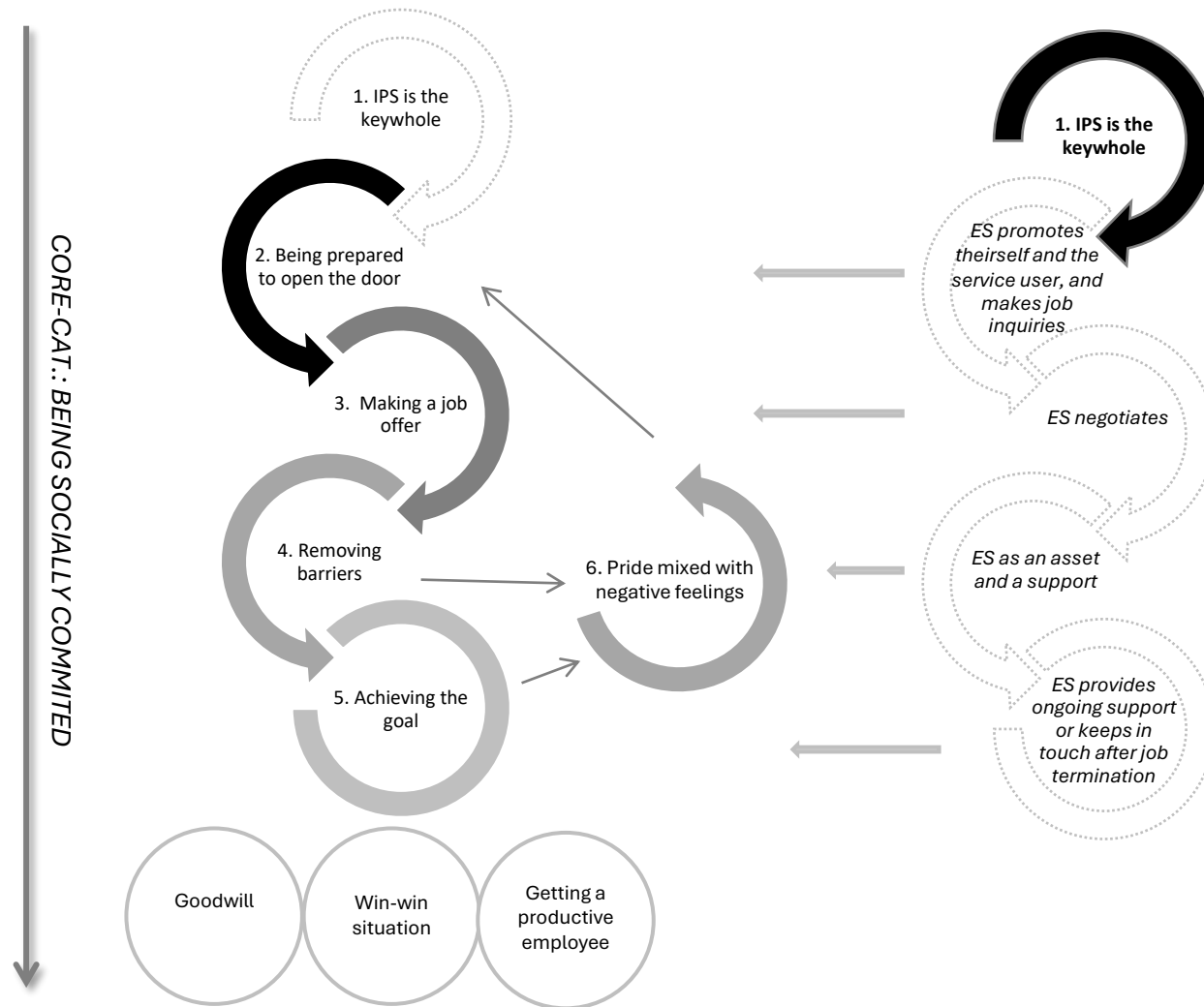
Employers usually lack mental health literacy

(Porter, Lexén, Bejerholm, 2019)



(Lexén, Emmelin, Hansson, Bejerholm, 2019)

IPS increase mental
health literacy and fills
service and knowledge
gap



Lexén, Emmelin, Bejerholm (2016). IPS is the keyhole – Employer experiences of supporting persons with mental illness.

1) IPS is the keywhole

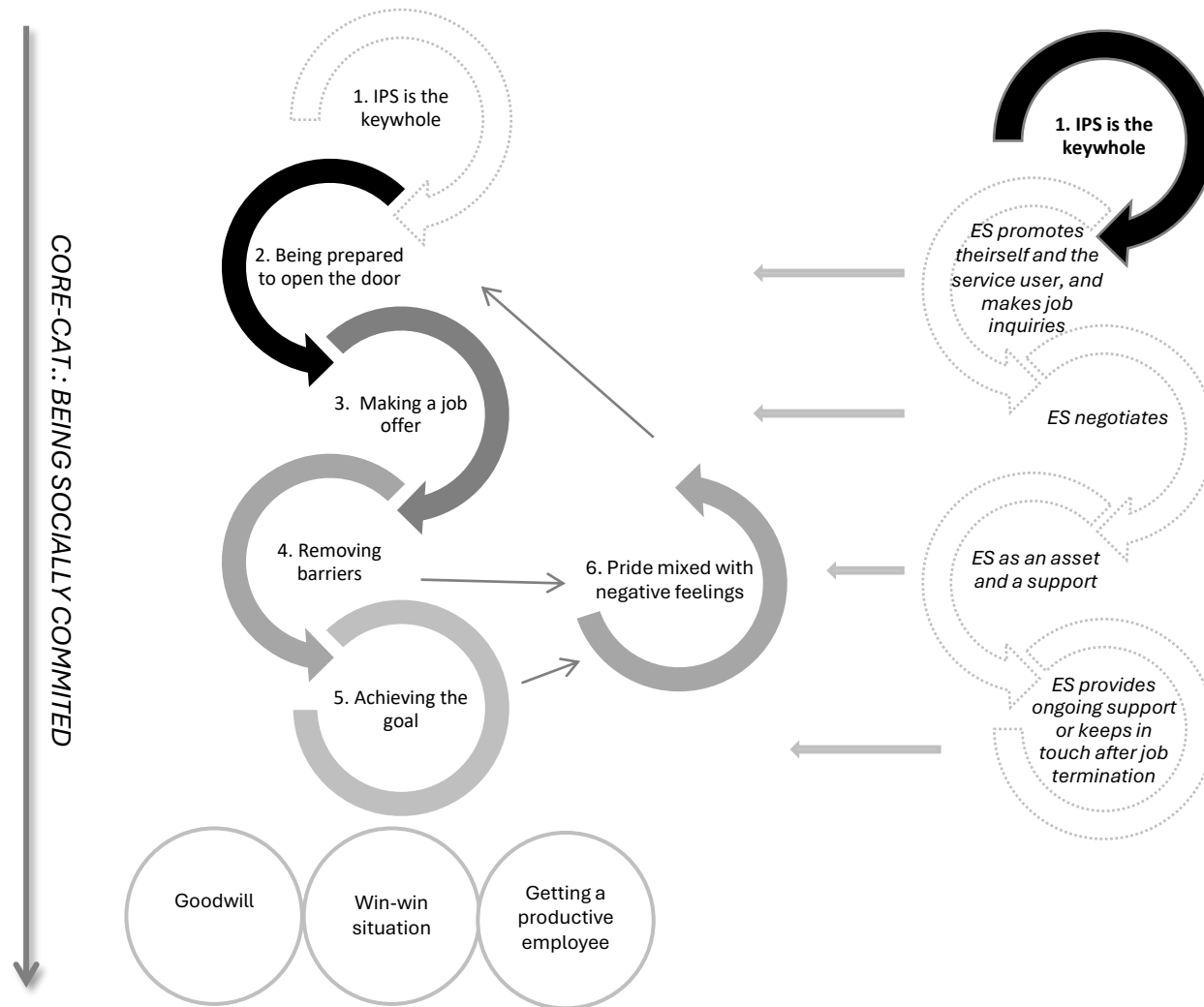
- IPS enables participants to enter and maintain employment in the open labour market!
- Personal support from the Employment Specialists are much appreciated!
- Crucial that Employment Specialist are reliable and professional when marketing themselves and the participant, when developing the job opportunity and negotiating!
- Super important with information that support is available, tailored and unlimited
- Have faith in Employment Specialist's strength, security, being a problem solver



1) IPS is the keywhole...

- Employment Specialists involvement in the workplace is everything!
- Great support for participant, employer and colleagues
 - Provides information about strengths and abilities and reasonable adjustments, opens-up for dialogue and realistic expectations
 - Supports participant in dialogue with employer and colleagues
 - Practical on-worksite support to the participant
- Keeps in touch with the employer afterwards





Lexén, Emmelin, Bejerholm (2016). IPS is the keyhole – Employer experiences of supporting persons with mental illness.

- 2) Being prepared to open up the door
- 3) Making a job offer

Previous experiences:

- All had previous experience of employees, relatives, friends with mental illness, or meeting vulnerable people (youth, homeless, etc.)
- Previous experience of receiving insufficient support from professionals made them **NOW OPEN THE DOOR FOR GREAT SUPPORT**



- 2) Being prepared to open up the door
- 3) Making a job offer

Personal qualities:

- Open, socially engaged och socially conscious
- Courageous and innovative, with a positive mindset

*“I am a person who always sees the glass as half full
instead of half empty”*

*“I always have a positive view of people
and their resources”*



2) Being prepared to open up the door

3) Making a job offer

Personal views:

- Work is crucial and unemployment/sick leave devastating
 - Creates a sense of belonging and participation in society
 - Gives the individual dignity and opportunity for personal development and self-esteem
 - Sick leave causes mental illness and loneliness
- IPS-participants can work
- The Swedish welfare system is insufficient
 - "There is a need to find new ways to include people with mental illness in the workforce"
- Internships can be a win-win situation if you have not worked for a while
 - Participants can further develop their abilities and strengths and get good references
 - Employers get an extra pair of hands
- Employers are part of society and need to take social responsibility
- "Goodwill" is a must when the company is doing well
- Diversity is educational and positive in the workplace

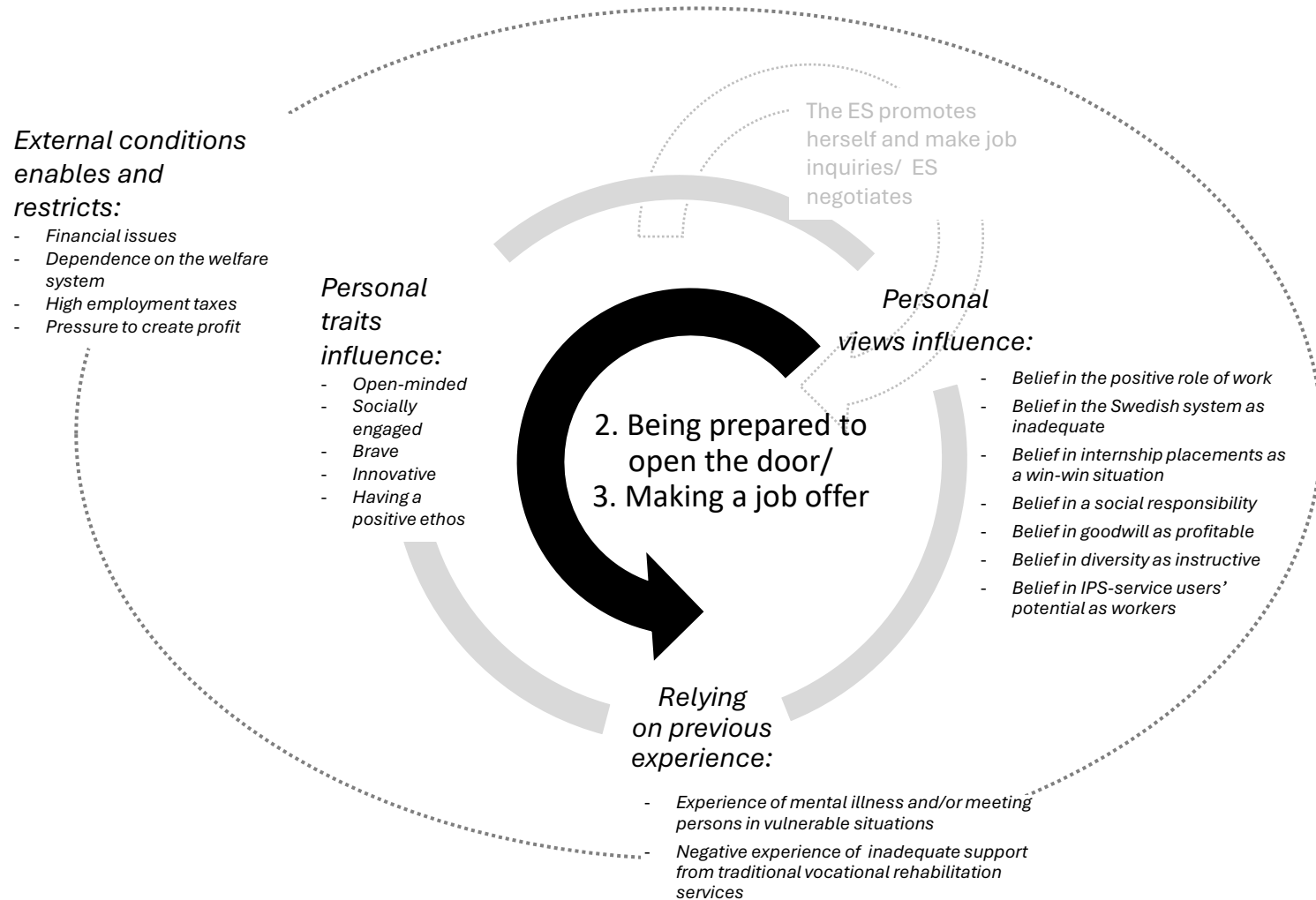


- 2) Being prepared to open up the door
- 3) Making a job offer

External facilitators or barriers:

- Size and resources of the business
- Dependency of the welfare system
- High employer tax
 - Seeks cheaper labour
- Production pressures





Lexén, Emmelin, Bejerholm (2016). IPS is the keyhole – Employer experiences of supporting persons with mental illness .

4) Removing barriers

Direct strategies

- Develop tasks that match
- Adjust working hours, modify tasks
- Use a personal and flexible approach, BUT set limits, remind and "nudge"
- Sometimes practical support

Indirect strategies

- Collaborate with Employment Specialist
- View "IPS as the keyhole"



4) Removing barriers

Previous experiences

- Motivates and guides
- Life experiences give the employer self-knowledge and self-confidence



4) Removing barriers

Personal qualities

- Committed, empathetic, tolerant and solution-focused
 - Tries to understand the participant
- Self-aware

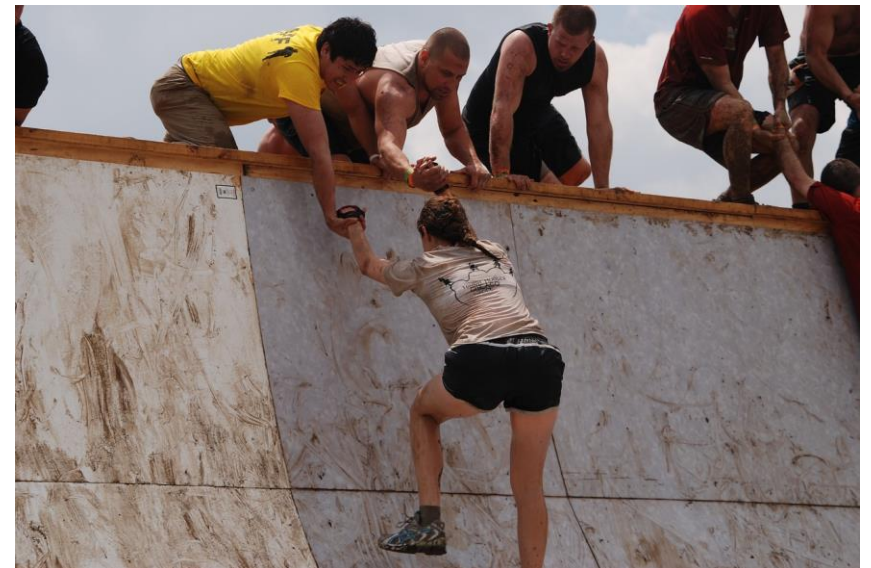
Personal views

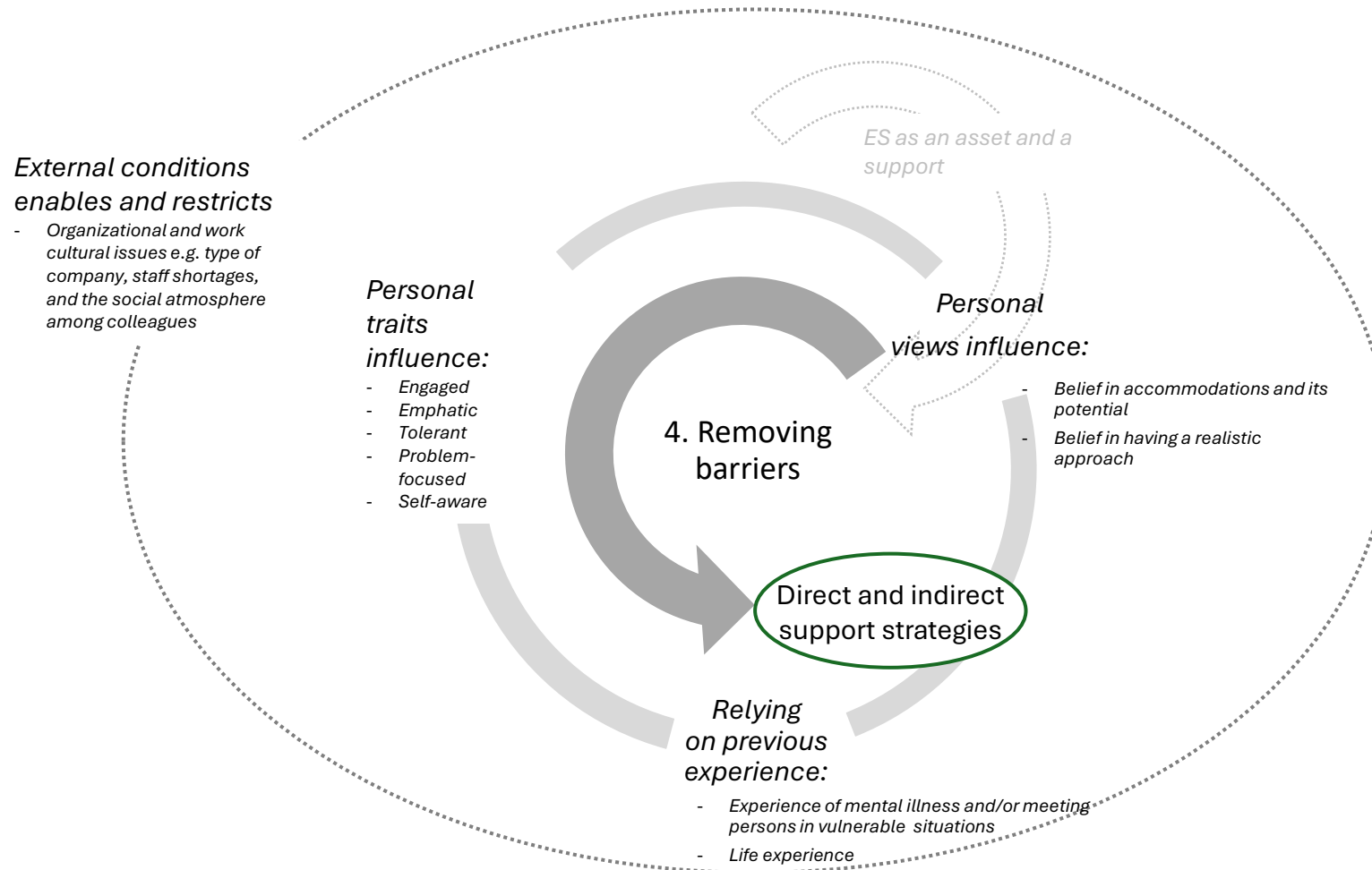
- Adaptations has potentials
- Adaptations are not a problem
- Important to have a realistic approach

4) Removing barriers

External facilitators or barriers

- Organisation and workculture matters
- Private or public business/company
- Staffing
- Size of the company
- Suitable tasks
- Social atmosphere at work



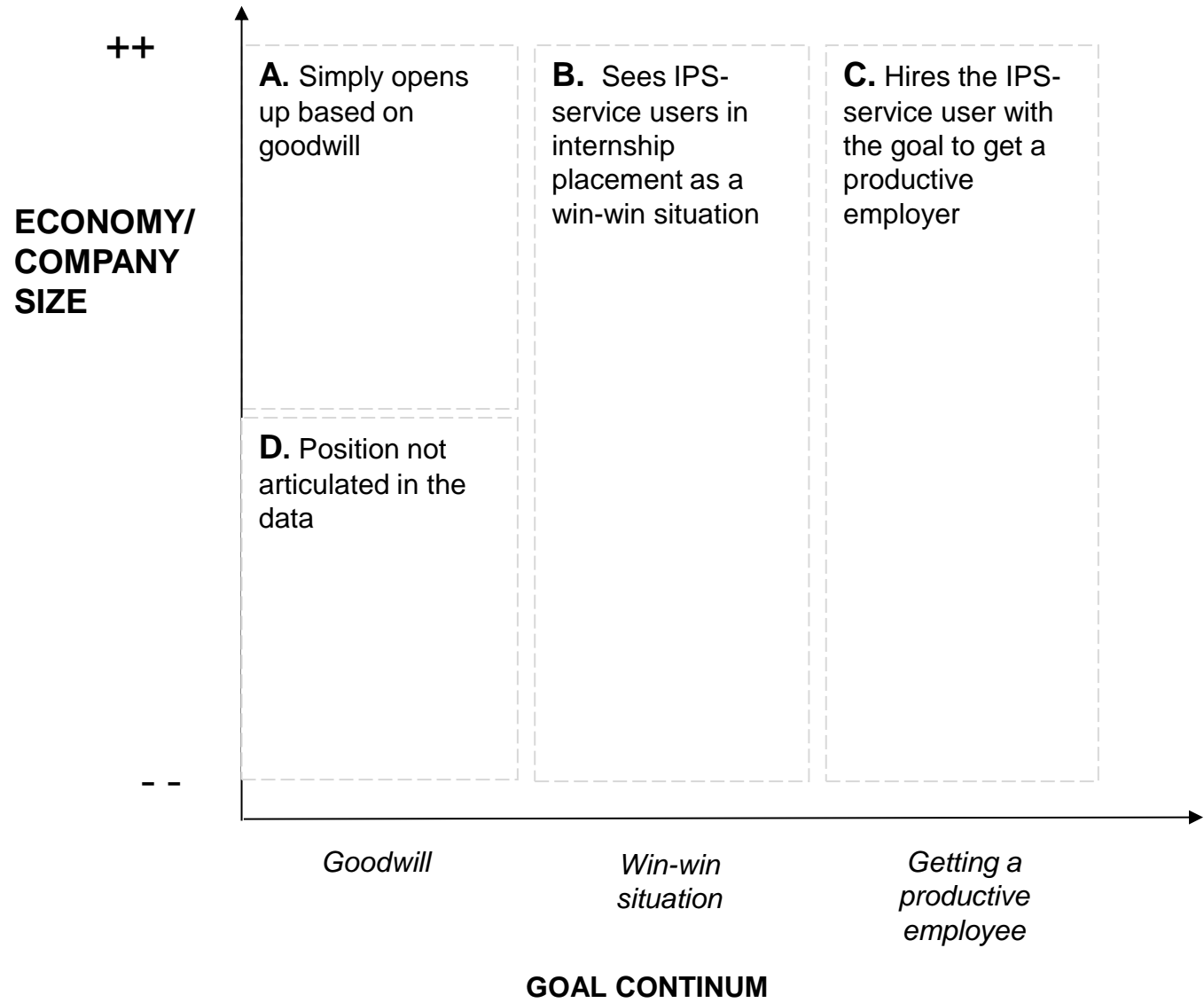


Lexén, Emmelin, Bejerholm (2016). IPS is the keyhole – Employer experiences of supporting persons with mental illness .

5) Achieving the goal

- Good-will
 - Is part of company with diversity
- Win-Win
 - Subsidize available
- Get a productive employee
 - Like anyone else





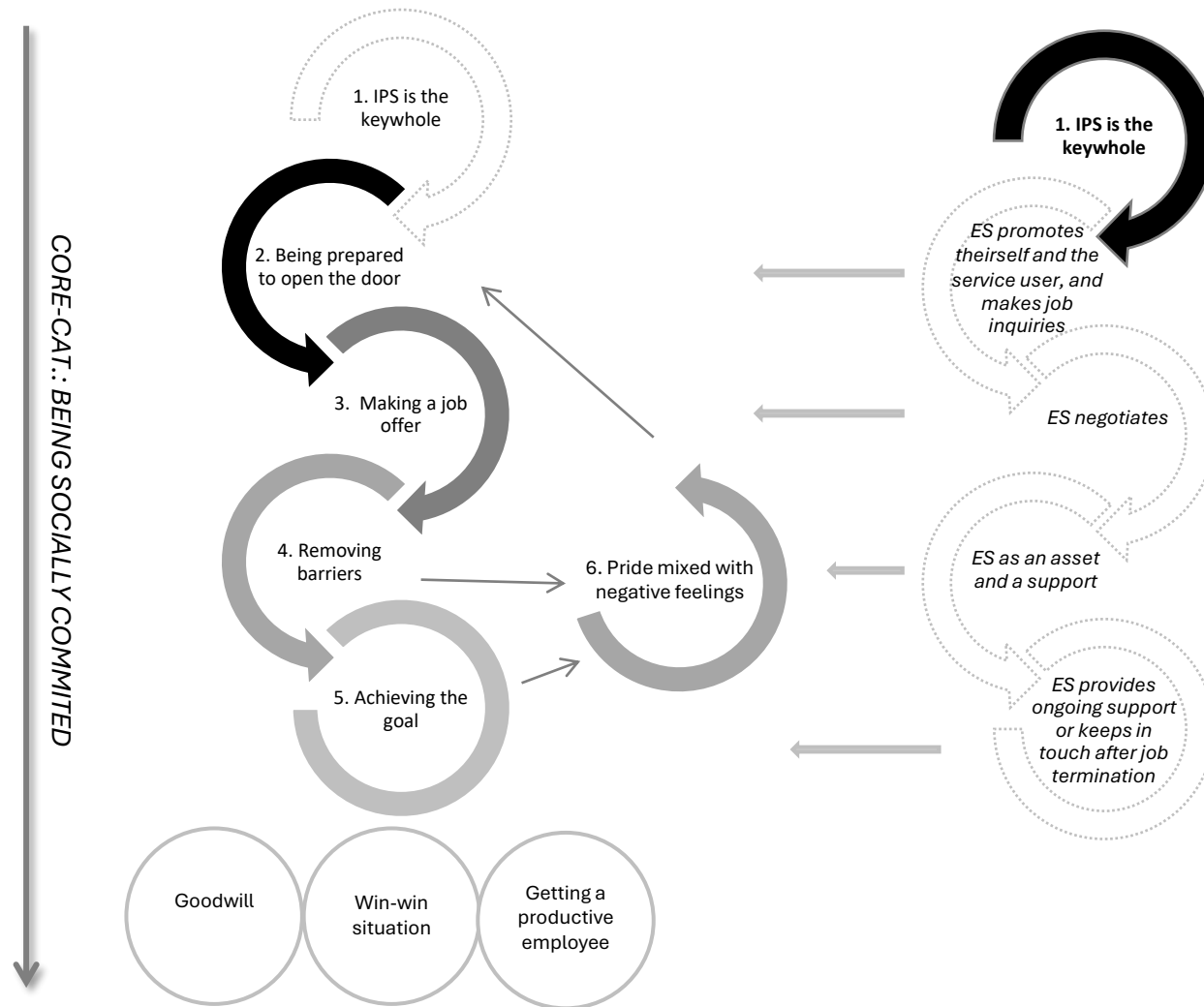
6) Pride mixed with negative feelings

Proud to contribute to another persons achievements!

Some negative feelings

- Adds to workload
- Dissapointing when it does not work
- If focusing on diagnosis, makes it difficult to put pressure
- Imbalance between employee and other colleagues
- Be flexible enough with sick leave during periods





Lexén, Emmelin, Bejerholm (2016). IPS is the keyhole – Employer experiences of supporting persons with mental illness.

”IPS is unique compared to other services”

- Employers see a significant difference in the quality of support provided in the workplace with the IPS method, compared to other services
- IPS means a present and easily accessible support for both employers and clients. In other vocational services, this is not the case IPS provides a unique process
- Neither employers or clients are "left to their own devices" which gives employers security in the commitment and good conditions for clients to succeed
- Employment specialists “are there” and as long as needed, which provides sustainability of work. When things waver, both clients and employers benefit

(Lexén, Emmelin, Bejerholm, 2016. IPS is the keyhole – Employer experiences of supporting persons with mental illness)



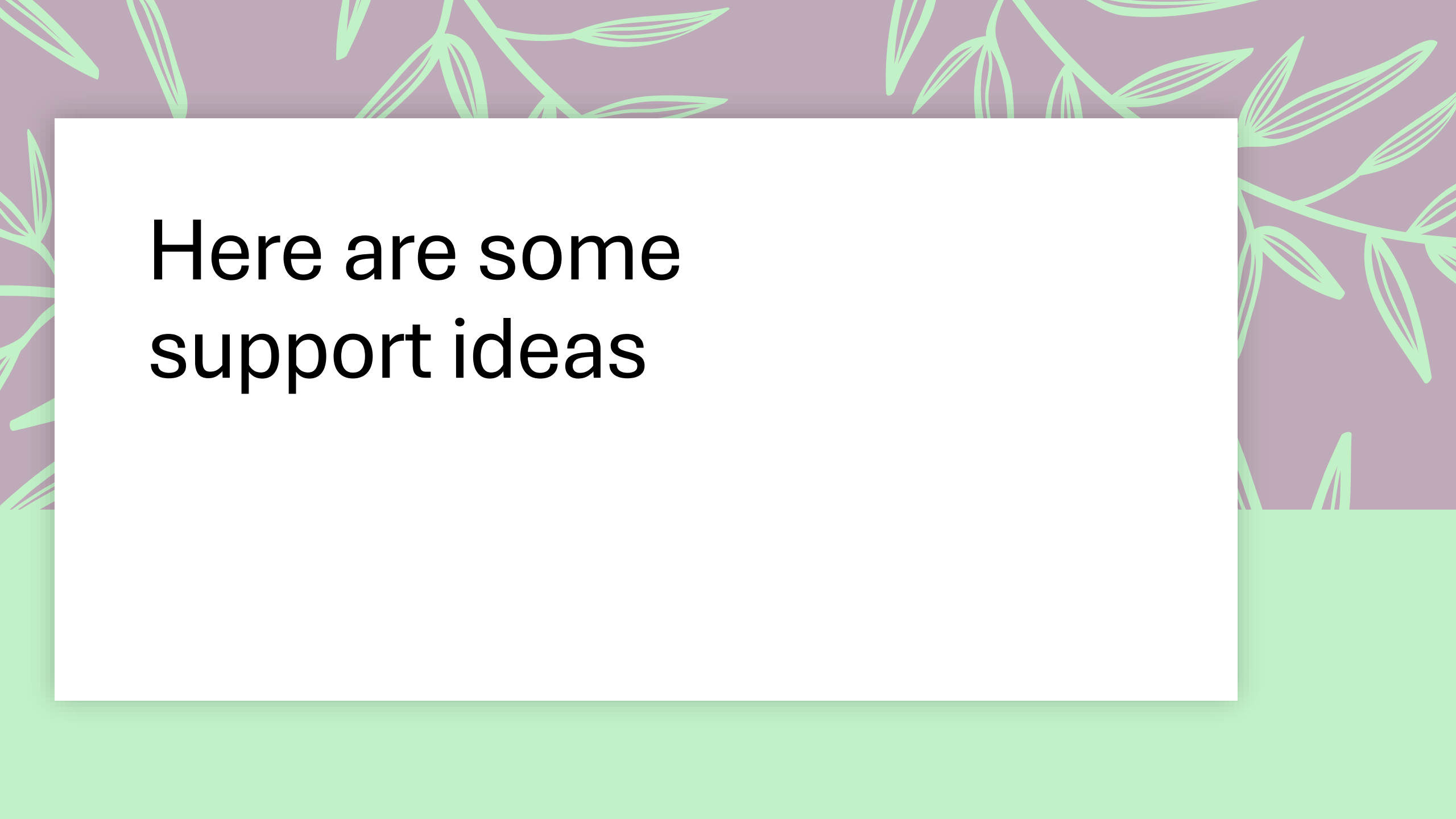
Employers who have their own experience of mental health problems are mature, straightforward and honest in their leadership role. They see solutions instead of problems, don't stigmatize people, but instead believe they can work and also get a productive employee

(Jansson 2015; Lexén, Emmelin, Bejerholm, 2016, Porter, Lexén, Bejerholm, 2019)

A social
innovation

Job opportunity
is created in the
dialogue and
relationship with
employers





**Here are some
support ideas**

Get to know the employer beforehand

- Read up on and get to know the company/business
 - Create a company profile: What services does the company need? Focus on the company's employment needs instead of selling the job seeker!
 - Do a workplace analysis: What does a working day look like at the workplace? How is the workplace climate?
- Employers are primarily interested in how a job seeker can contribute to the business
- Employers are most satisfied when the needs of the business are met

(Bejerholm, uppdragsutbildning i IPS; Gustafsson mfl, 2013; Henry mfl, 2014; Lueckling, 2008; Smith mfl 2014)



Initial support to employers

Convey	Convey professionalism and trust
Provide	Provide support to the employer by solving problems
Recommend	Recommend qualified job seeker client
Respect	Respect the employer's time and interest
Commit	Commit to the next step, meeting the client
Be	Be reliable: that the employment specialist does what they says they will do

Communication

01

Use the same approach with employers as with clients

- Listen with empathy, emphasize self-determination
- Confirm the employer's situation

02

Explore employer's experience of mental health problems

03

Inform about IPS and that employment and mental health is possible

- Ask for permission and...
- I know several employers that have benefitted from IPS and hiring someone with experience with mental health problems...do you want me to tell you?


04

Explore employer's reflections about what is being talked about

05

Respond to resistance and negative attitudes

- Make a reflection of what employer said and normalise the situation

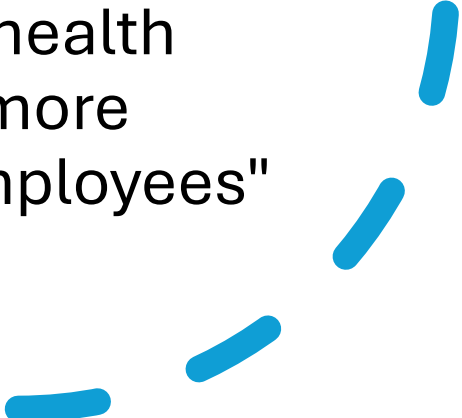


"It is a natural part of life to have inner pain. Usually, it is a normal psychological reaction to an abnormal situation"

"Most people usually have some experience of mental health problems. This makes this kind of problems the most common reason for sick leave"

"Many people with experience of mental health problems manage their work well without support or adaptations"

"People with experience of mental health problems do not necessarily have more difficulties/problems than other employees"



Convey



CRUCIAL TO GET AN EMPLOYER TO
THINK ABOUT RESOURCES AND
STRENGTHS INSTEAD OF
PROBLEMS



THAT PERSONS IN THE TARGET
GROUP ARE COMPETENT,
PERHAPS ABOVE AVERAGE



EMPLOYER MUST NOT TAKE CARE
OF ANYTHING OR BE RESPONSIBLE
FOR THE IPS-SUPPORT



CLIENTS ARE MOTIVATED TO
PERFORM WORK FOR THE
COMPANY AND FOR THEMSELVES

Highlight clients' strengths & resources

- Put the person, not the diagnosis, in focus to limit the beliefs that it entails
 - When the employer is being told that the client has a diagnosis it increases the risk that they will focus on what the person cannot do instead of what the person can do!!
(Lueckling, 2008)
- Employers are primarily interested in how clients can contribute to their business (Lueckling, 2008)
 - Match the needs of the business with the skills, motivation, and needs of the job seeker

There must always be a mutual win!



Create opportunities for employer to meet the client

- Mental health stigma decreases and doors are opened
- Enable employer to see beyond the diagnosis and see the productive employee

(Hanisch mfl, 2016; Kosyluk, 2013)

Closing up

Try to evoke something concrete that the employer can implement

- What are your thoughts right now?
- How would you like to proceed?
- What will be the next step you take?
- What does your need of support look like?



IPS-support after hiring

- The first month is critical for remaining at work, when most of the adaption is done
- Long term follow-up
 - Face-to-face within the first week (3 days)
 - Every week the first month
 - Every month the first year

(Statistics of IPS service delivery in Swedish research context)

Create an individualized support network and provide on-site support

Inject security into the situation after the job seeker starts working-many employers:

- Do not know and feel unsure about how to support an employee with mental health problems (Porter, Lexén, Bejerholm, 2018)
- Requests advice and support as well as confirmation of whether they are doing right or wrong (Gustafsson, 2013; Lexén, Emmelin, Bejerholm, 2016)



Convey that the employer is not alone

To meet the employer's support needs, create an individual support network: Names, phone numbers and email addresses of people the employer can turn to for advice and support on various issues:



- ES (you)
- Employment Services (if applicable)
- Medical and Social Insurance (if applicable)
- Mental Health Services
- HR
- Occupational Medicine department
- Etc.

Bottom-up

- Follow up and revise as needed
- Anchoring with IPS-network
- ES, employee and employer draw up a dialogue and workplan
- ES, employee and employer assesses support needs
- Employee identifies strengths and resources in relation to tasks
- ES, employee and employer list tasks



Summary for you!

- Employment Specialist listens to the employer and is interested in their business
- Job opportunities are created through a mutual dialogue between the employer and the Employer Specialist
- Employment Specialist offers his/her expertise as well as the participant's, which makes the employer more interested in opening the door
- Employment Specialist offers support and help to adapt the work and removes any obstacles needed for the participant to work
- Employment Specialist is present (on site) and available to both the employer and the participant
- Employment Specialist provides support over time and maintains contact
- Employment Specialist gets to know the employer and knows the business well



Well done!!





Discussions

Thank you!

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