

# From fjords to fidelity – IPS in Norway



2025 International IPS Learning  
Community Annual Meeting,  
Nashville

**Kine Nan Lium**

The Norwegian Labour and Welfare Administration

*Photography: Christer Bukten Ravnaa and me*

# FACTS ABOUT NORWAY

- Norway has more than 400,000 moose – nearly one per 12 people!
- **Slow TV Phenomenon:** Norway is famous for its "slow TV" trend. This includes broadcasts of long, unedited events, like a seven-hour train journey or 18 hours of salmon fishing. It's surprisingly popular!



WHR 2025



Strong welfare state with universal access to health, education and work-related services.

Norway is often ranked among the world's happiest populations.

<https://worldhappiness.report/>

# High proportion of people receiving health-related benefits

- Mental disorders as a major contributing factor
- Young people who are outside of work, education, and training and receive health-related benefits are three times higher than the average in OECD countries

*(Riksrevisjonen, 2023 – 2024), (OECD Economic Surveys: Norway 2024)*



# Nav – a public agency

**Merged system combining employment,  
insurance, and social services**

## The Labour and Welfare administration

- Provide support and control with all **12 county administrations** who runs **387 Nav offices** located in all municipalities.

# Organization of IPS in Norway



Ministry of Labour and Inclusion



Ministry of Health and Care Service



Labour and Welfare Administration



Directorate of Health

Regional Health Authorities



NAV county

Specialized Health Services

IPS-services



NAV-offices



Municipality. – Mental health and substance abuse services



Mental Health



Substance abuse treatment





# HOW IPS IS FUNDED

- Started in the **directorates of health as a temporary grant program.**
- Employment specialists were **hired both in Nav and Health** service.
- Nav started to fund **permanent positions in 2017.**
- Employment specialists are now mostly hired by Nav.

# IPS in Norway

4.6 billion years BC → 2011



000



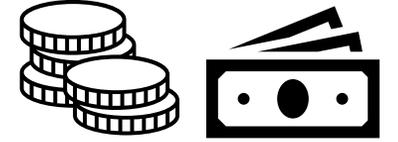
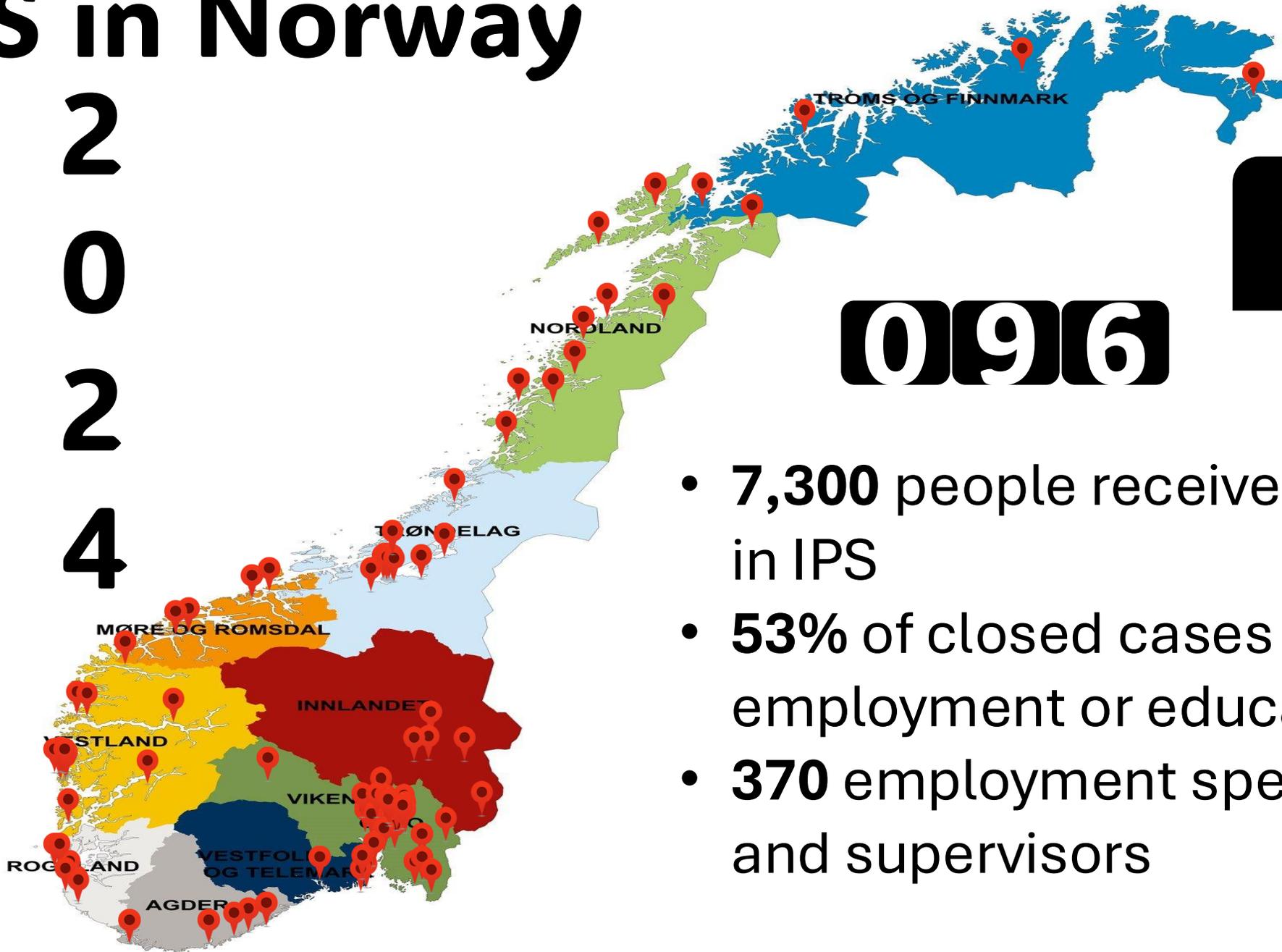
# IPS in Norway

2

0

2

4



27,354,000 \$

096

- **7,300** people received follow-up in IPS
- **53%** of closed cases ended with employment or education
- **370** employment specialists and supervisors

# Challenges

A composite image with a dark, textured background. On the left, a wooden gavel rests on a stack of books, with US dollar bills visible underneath. A silhouette of a person's head and shoulders is positioned in the center, looking towards the right. To the right of the silhouette is a large, dark, metallic globe. Further to the right, a vertical white line separates the scene from a pile of broken, grey, angular glass shards on a white background.

- Challenges in anchoring IPS and building shared understanding of the model
- Law and legislation
- Challenging professionalism
- Integration of employment specialists in the mental health treatment team

# Health and welfare: *Two systems – one shared mission?*

- Two sectors with **different goals, languages, cultures**
- Responsibility areas that overlap
- Divided leadership and line of management in NAV and health
- Lack of collaborative structures



# Our «specialities»

- Selfassessment in fidelity reviews
- Developement and leadership program for supervisors
- Leadership anchoring
- Low-threshold services – inspired by Headspace
- IPS for pain and autism

# IPS for young adults - project

- Age group 16 – 30
- 1 320 participants at all time
- Using the IPS-Y fidelity scale
- 30 % have the main goal of starting or completing **education** or training

# Findings

- Majority of participants **satisfied** with the program (82%)
- **28% in education, 21% in employment**
- Most services have a satisfactory or **good fidelity**
- Some participants **call for better collaboration** with the health service
- **Time-consuming** to support young adults; build relationships and collaborate with other professions involved



---

## Quotes

*And the job specialist does quite a lot more than just help me get a job. [...] Facilitating, talking to my boss, doing so much that I feel safe when it comes to my work situation. If I'm in a bad period, I just contact the job specialist, and I'll get help to go on.*

*My quality of life has increased quite a bit, and I'm doing extremely well in life in general, now. And that's a lot thanks to her*

*She took my needs into account while encouraging me to take a few steps further, but always within reasonable limits.*

# WHAT MADE IT ALL POSSIBLE?

- ✓ Motivated leaders, willing to try out new, (evidence based) practice
  - ✓ Political will, across parties
- ✓ Funding over time, cooperating between ministries, labour + health
  - ✓ Motivated IPS workers nationally and locally
    - ✓ Faithfulness to fidelity
    - ✓ Anchoring in management
- ✓ Strong and motivational national leadership, with closeness to practice
  - ✓ A “new” approach in the psychiatric field



# Tools for implementing

- Centre of excellence – resource centres
- Transition from national to regional support structures
- Support from and collaboration with other countries
- IPS education for all professionals involved, organized nationally, training fidelity reviewers
- The importance of training for supervisors
- Creating a feeling of being a part of something bigger
- Implementing the trainer role
- Developing digital courses
- Recruitment – the right people
- Just do it!

