THE MULTIPLE COMPONENTS OF SUPPORTED EMPLOYMENT

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LEARNING OBJECTIVES

• What is Supported Employment (SE)?

• Types of evidenced-based SE models

• In-depth look at benefits and work incentives

• Understanding state and federal resources and strategies for financial sustainability.

• Tracking SE Outcomes

Photo by Christina @ wocintechchat.com on Unsplash
ACKNOWLEDGMENT

Individual Placement and Support Employment Center, Westat (formerly part of The Dartmouth Psychiatric Research Center, Lebanon NH).

- D.R. Becker and R.E. Drake, Developers of SE/IPS over the past 30+ years
WHAT IS SUPPORTED EMPLOYMENT (SE)?

A BASIC UNDERSTANDING AND INTEGRATION IN THE SYSTEM OF CARE
SUPPORTED EMPLOYMENT IS A DIRECT MULTI-FACETED SERVICE THAT PROVIDES PEOPLE WITH SERIOUS MENTAL ILLNESS OR CO-OCCURRING DISORDERS SPECIALIZED ASSISTANCE IN CHOOSING, ACQUIRING, AND MAINTAINING COMPETITIVE EMPLOYMENT.
CHOOSING

Photo by Jon Tyson on Unsplash
ACQUIRING
MAINTAINING

- Managing recurrence of symptoms, including mental health, substance use, medical
- Pursuing opportunities for advancement
- Troubleshooting
- Developing natural supports

Photo by Tim Mossholder on Unsplash
Competitive Employment Rates in 27 Randomized Controlled Trials of Supported Employment

Frederick DE, VanderWeele TJ (2019), Bond (2020)
COMPARISONS OF COMPETITIVE EMPLOYMENT OUTCOMES AT 18 MONTHS

<table>
<thead>
<tr>
<th></th>
<th>SE (N=307)</th>
<th>Control (N=374)</th>
<th>Effect Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Acquisition</td>
<td>216 (70.4)</td>
<td>91 (23.3)</td>
<td>96</td>
</tr>
<tr>
<td>Total Weeks Worked</td>
<td>20.43 (24.56)</td>
<td>5.24 (13.94)</td>
<td>79</td>
</tr>
<tr>
<td>Job Tenure (wk.)</td>
<td>17.43 (18.53)</td>
<td>4.48 (12.65)</td>
<td>74</td>
</tr>
</tbody>
</table>

Campbell, Bond, Drake, (2011)
8 PRINCIPLES OF SUPPORTED EMPLOYMENT

1. Zero exclusion
2. Competitive employment is the goal
3. Eligibility is based on client choice and job finding is based on the individual’s preference
4. SE is integrated with mental health treatment
5. The search for a competitive job begins rapidly
6. Follow along supports are continuous
7. Benefit planning is offered
8. SE staff develop relationships with employers through multiple in-person visits to understand their business needs.

Becker, Drake, & Naughton (2005)
EIGHT PRINCIPLES OF SE

1. Zero exclusion criteria: Every interested person is eligible

Every person is encouraged to consider how work might affect their life.

Photo by Katie Maum on Unsplash
EIGHT PRINCIPLES OF SE

2. Competitive jobs are the goal

Regular jobs in the open labor market that pay competitive wages.

The jobs secured are open to all in the general public, not just those who have disabilities.

Photo by Obi Onyeador on Unsplash
EIGHT PRINCIPLES OF SE

3. Preferences are honored
   - type of job
   - work hours
   - job location
   - alone/public
   - physical/stationary

Photo by Nick Fewings on Unsplash
EIGHT PRINCIPLES OF SE

4. SE is integrated treatment and recovery support

SE professionals are part of the multidisciplinary team, serving the same people

The team meets regularly to review and plans and coordinate, recovery-oriented care.
EIGHT PRINCIPLES OF SE

5. The search for a competitive job begins rapidly

The employment specialist and/or job seeker meet face-to-face within a month of joining the SE program.

The only requirement is a desire to work.
EIGHT PRINCIPLES OF SE

6. Job supports are continuous

- Provided for as long as needed and desired by the person.
- Individualized based on the person’s needs and what will promote a positive work environment.
- Look to future and address job changes, acquiring new skills, advancement opportunities.
7. Benefits Planning is Offered

People are offered an opportunity to meet with a trained benefits planner so they can make informed decisions and develop a plan of action.
8. Employment specialists develop relationships with employers through multiple in-person visits to understand their business needs.
TYPES OF EVIDENCED-BASED SE MODELS FOR INDIVIDUALS IN RECOVERY FROM MENTAL HEALTH AND/OR SUBSTANCE USE DISORDERS

• Hiring a diverse workforce
• Benefits to employers and the community
• How to successfully build and integrate a program
• Implementation barriers
MULTI-DIVERSE AND DIMENSIONAL TEAM

Integrated team with the one goal of helping the client gain and maintain employment:

- Employment Specialist
- Case Manager
- Family Member
- Certified Recovery Support Specialists
- Certified Peer Specialists
- Therapist
- Psychiatrist
- Nurse/Primary Care Physician
- Substance Abuse Counselor
- Housing Coordinator

Photo by Shane Rounce on Unsplash
BENEFITS TO EMPLOYER - VIDEO

https://www.youtube.com/watch?v=9dOAp6k7EZk
minute marker 2:01-3:21/22
### IMPLEMENTATION OF SE

#### INTEGRATED SE
- Permanent Supported Housing
- Assertive Community Treatment (FACT)
- Integrated Dual Disorders Treatment
- Center-Based Programming
- Wellness Recovery Action Plan (WRAP)

#### Stand Alone SE
- Stand Alone Program that serves the greater organization or community.
- Staff work with multiple teams and programs vs. being fully embedded with one team or program.
- One SE Agency that serves another Agency that has no SE.
IMPLEMENTATION BARRIERS

Practical Funding Barriers

• Rapid placement and Continuous Support - may take non-reimbursable staff service delivery.

• State funding and policy climates pressure staff to prioritize services for clients with less complex challenges (Frounfelker et al., 2011).
IMPLEMENTATION BARRIERS

Program and Practitioner Bias

• Practitioners may delay referrals because of competing priorities, such as finding housing, they question client readiness, or because they see it as a reward for succeeding in SUT (Frounfelker et al., 2010, Frounfelker, et al., 2011).

Ideological Differences with the Principles

• Zero Exclusion – Factors including criminal behavior, substance use, mental health, homelessness, etc. may lead clinicians to believe people aren’t ready for work.
POLL

DOES SOBRIETY LEAD TO A MORE SATISFYING LIFE OR DOES A MORE SATISFYING LIFE LEAD TO SOBRIETY?

<table>
<thead>
<tr>
<th>Sobriety comes first?</th>
<th>Employment comes first?</th>
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<tbody>
<tr>
<td>Tally</td>
<td>Tally</td>
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</tbody>
</table>
DOES SOBRIETY LEAD TO A MORE SATISFYING LIFE OR DOES A MORE SATISFYING LIFE LEAD TO SOBRIETY?

• Alverson et al., (2000) ethnography concludes that people with co-occurring disorders regularly relapse on substances as they work toward attaining sobriety.

• The attainment of sobriety can occur over months and years and is enhanced by successful engagement in the positive life factors.
POSITIVE LIFE FACTORS THAT PROMOTE RECOVERY

• A regular, enjoyable activity that provides structure to one’s day and provides a sober social network.

• Decent safe and stable housing from one’s perspective (this can change over time).

• A loving, caring relationship with someone sober, who accepts the person for who they are.

• A positive therapeutic relationship, including regular contacts with a mental health professional, substance use counselor, physician, nurse, etc.

Alverson et al., CMHJ (2000)
SAMHSA DEFINITION OF RECOVERY

Four major dimensions that support a life in recovery:

- **Purpose:** having meaningful daily activities, such as a job, school, volunteerism, family caretaking, or having the income and resources to participate in community activities.

- **Home:** having a stable and safe place to live.

- **Community:** having relationships and social networks that provide support, friendship, love, and hope.

- **Health:** accessing care for overcoming or managing one’s disease(s) or symptoms, including physical and behavioral health, and making informed, healthy choices that support physical and emotional wellbeing.

Retrieved - [https://www.samhsa.gov/find-help/recovery](https://www.samhsa.gov/find-help/recovery)
THE CASE OF “MR. X”

- Divorced man in early 40s
- Schizoaffective disorder and rock cocaine use disorder for 20+ yrs with periods of stability
- Homeless for the past several years
- Assigned to ACT team. Secured housing in SRO hotel, physical and mental health, SSI, Medicaid
- Disheveled appearance, talked to self/spoke thoughts out loud to himself
SE WORKER MEETS “MR. X”

- ACT Team didn’t refer to SE Worker.
- Mr. X approached SE Worker and asked for a job who found out he had been part of a faith community and had a leadership role
- Wanted to do physical work in the afternoon, outdoors, and by himself
- No criminal background
- Where would you start looking or recommend the SE worker start? Enter responses.
**POLL**

**WHERE DO YOU THINK MR X SECURED HIS JOB?**

<table>
<thead>
<tr>
<th>Public Works</th>
<th>Park District</th>
<th>Cable TV Network</th>
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<tr>
<td>Tally</td>
<td>Tally</td>
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</table>
SECURED A JOB POWER WASHING TRUCKS FOR PUBLIC WORKS

• He worked on his own
• He worked outside; P.M. hours
• No change to physical or mental presentation required
• Employer loved his work
• The job led to him initiating long-term recovery. He secured stable housing, reunified with adult children, bought a car and visited their homes, and accessed medical care when needed.

Photo by Robert V. Ruggiero on Unsplash
IMPLEMENTATION BARRIERS

HESITANCY FROM PERSON SERVED

- Clients with co-occurring substance use disorders may doubt their ability to secure employment and delay participation for fear of failure and self-stigma (Laudet, et al., 2002).
ENHANCING MOTIVATION IN THOSE WHO LACK SELF-EFFICACY

• Explore value

• Explore goals

• Set a plan and commit to step-by-step, 6 – 6 – 6 (i.e., identify steps to be achieves over the next 6 days, 6 weeks, 6 mos.)
EXPLORING VALUES

Understanding values and goals may promote:

- **Engagement** and a foundation for a working alliance
- **Focusing** - What is most important?
- **Evoking** - What motivations does this person have for change?
- **Planning** - What paths toward change would be most compatible with this person’s values?

Miller & Rollnick, 2013, p. 75
HIGH PRIORITY GOALS

Focus on high priority areas that have high potential for developing discrepancy with continued substance use:

• “What are some of the changes you would like to make? Why?”

• “In what ways will your life be different if you make these changes?”

• “What are some steps you can take to get started?”
CHECK CREDITS EARNED WITH SSI !!

- As of Jan 2020, one can earn one credit for each $1,410 of earnings, up to the maximum of four credits per year.

<table>
<thead>
<tr>
<th>Age</th>
<th>Credits</th>
<th>Years</th>
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<tr>
<td>&lt; 24</td>
<td>6 credits</td>
<td>1.5</td>
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<tr>
<td>24-30</td>
<td>Need credit for half the time between age 21 and disability date</td>
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<td>31-43</td>
<td>10</td>
<td>5</td>
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<td>50</td>
<td>28</td>
<td>7</td>
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<tr>
<td>56</td>
<td>34</td>
<td>8.5</td>
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<tr>
<td>62 &gt;</td>
<td>40</td>
<td>10</td>
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STEP-BY-STEP APPROACH TO GOAL DEVELOPMENT

Photo by Elena Koycheva on Unsplash
**SUPPORTED EMPLOYMENT**

- Encourage people with mental illness, substance use disorders, and co-occurring mental illness and substance use disorders to pursue work.
- Convey hope and optimism about employment outcomes.
- Consider interests, work history and skills, coping skills, strengths and substance use/severity of symptoms in overall assessment.
- Pursue jobs that support recovery (e.g., no substance use on the job, level of supervision, structure).
- Money management (if an issue)

Becker et al., 2005
IMPORTANT FACTORS TO FACILITATE IMPLEMENTATION AT THE ORGANIZATIONAL LEVEL

- Build consensus
- Maximize financing
- Examine agency philosophy
- Decide organizational structure to support SE
- Provide ongoing training/technical assistance
- Make time commitment
- Track process and outcomes

IMPLEMENTING SUPPORTED EMPLOYMENT AT THE TEAM LEVEL

Example of integrated team meeting where all providers discuss care – supported employment, comprehensive mental health and substance use, medical care, and permanent supported housing.

- [Video](http://www.youtube.com/watch?v=QKZiDPK-sV0&feature=autoplay&list=PLFBCDC9B8FD6C0434&lf=results_main&playnext=4)
- [Minute makers](#) 10:44 to 16:11
VIDEO RECAP AND QUESTIONS

What do you think of the team meeting....

• What worked?

• What didn’t work?

• How could it have gone better?
BENEFITS AND WORK INCENTIVES
IN-DEPTH LOOK AT BENEFITS AND WORK INCENTIVES

WORK INCENTIVES PLANNING AND ASSISTANCE [WIPA] RESOURCES

- MEDICAID
  - ENHANCED RATE FOR HIGH SE FIDELTY
  - VOCATIONAL CODES (IF IN STATE PLAN)
- MEDICARE PART D
- SSI/SSDI
- TICKET TO WORK
TICKET TO WORK

Goals

Work Incentives

- Trial Work Period
- Expedited Reinstatements
- Protection from Medical Continuing Disability
- Continuing Disability Reviews (CDR) for SSI and SSDI recipients

https://choosework.ssa.gov/about/work-incentives/index.html
UNDERSTANDING STATE AND FEDERAL RESOURCES AND STRATEGIES FOR FINANCIAL SUSTAINABILITY

Braided Funding
  • Billing Medicaid for “medical necessity”
  • Vocational Rehabilitation Funding

WAIVERS
  • 1115 Waiver
  • 1915B

Managed Care Organizations

Federal Grant Opportunities

Private Grants
WAGE REPORTING TO SSI/SSDI

One can report the monthly wage information to SSI by:

• Sending a fax with the gross wage amount and applicable month;

• Mailing a brief letter with the gross wage amount and applicable month;

• Telephoning your local field office; or

• Going to the local field office to give the report in person.

Sign up for a WAGE REPORTING REMINDER at

https://www.ssa.gov/ssiwagereporting/
HOW DO WE KNOW OUR EFFORTS ARE EFFECTIVE?

Photo by Clark Tibbs on Unsplash
TRACKING SE OUTCOMES

• Best practices for collecting high quality data
• Evaluating performance
• Using SE fidelity reviews to improve program performance
BEST PRACTICES FOR COLLECTING HIGH QUALITY DATA

Make data collection and compiling easy

Seek to understand trends

- Collect SE Data Points (see next slide)
- Pay attention to 30, 60, and 90-day intervals
- Seek to understand the factors that contribute to people not making it 30, 60, 90 days.
# BEST PRACTICES FOR COLLECTING HIGH QUALITY DATA

## Keep it Simple

<table>
<thead>
<tr>
<th>Name</th>
<th>Open to SE/IPS</th>
<th>Open to VRS</th>
<th>Hire Date</th>
<th>End Date</th>
<th>Wages</th>
<th>Strengths/Barriers</th>
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BEST PRACTICES FOR UNDERSTANDING AND EVALUATING DATA

Look for trends and make it useful

- Types of jobs are being secured?
- Who is getting them?
- Reasons for terminations, with emphasis on how preferences being met and evolving over time?
- 30 Days? 60 Days? 90 Days?
SUPPORTED EMPLOYMENT FIDELITY SCALE

- STAFFING
- ORGANIZATION
- SERVICES

Retrieve from
https://store.samhsa.gov/product/Supported-Employment-Evidence-Based-Practices-EBP-Kit/SMA08-4364
LESSONS LEARNED FROM CONDUCTING FIDELITY ASSESSMENTS

Photo by Melinda Derksen on Unsplash
QUESTIONS AND COMMENTS

Photo by Camylla Battani on Unsplash
You got this.
RESOURCES

• The Individual Placement and Support Center. Retrieve at www.IPSworks.org
• Motivational Interviewing Network of Trainers. Retrieve at https://motivationalinterviewing.org/
• Addiction Technology Transfer Center Network (ATTC) - Recovery Oriented System of Care. Retrieve at https://attcnetwork.org/centers/global-attc/recovery-oriented-systems-care-rosc

• Social Security Administration
  • Ticket to Work. Retrieve at https://choosework.ssa.gov/about/how-it-works/index.html
  • Work Incentive Planning and Assistance (WIPA). Retrieve at https://www.ssa.gov/work/WIPA.html
REFERENCES


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