

Integration of Employment and Clinical Services: *Translating Evidence-Based Practice into the Real World*

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Overview

- Who We Are
 - Person who conceived of and administered the Ways to Work Demonstration Project
 - Evaluator of the Ways to Work Demonstration
 - Administrator from one of the Ways to Work agencies
- What We Want to Cover Today
 - Discuss lessons learned from taking on the challenge of translating EBP into 5 diverse agencies
 - Highlight the features and characteristics of organizations and personnel that can be used to help implement EBPs
 - Help you take stock of your situation and think about how best to facilitate change

What is the Ways to Work Project?

- Demonstration Project
- Unique Role of Center for Rehabilitation and Recovery
- Research Project: Process and Outcome Evaluation
 - Learn from Staff
 - Administrators, Clinicians and Vocational Staff
 - Learn from Consumers
 - What seems to work
- A Bridge Between Research and Practice
 - Application of Lessons Learned
 - Increase Employment Goals
 - Support Organizational Change Process

Why Do Ways to Work?

- Trends in Mental Health Policy
 - Accountability and Outcomes (CDTPs)
 - Evidence-Based Practice
 - NYS OMH
 - President's Freedom Commission on MH
- Consumer Needs and Preferences
- Doing More than the Status Quo
 - Innovation
 - “Continuing Day Treatment Program”

Beginning Ways to Work

- Requests for Proposals
 - Specified Outcomes not Process
- Selection Process
- Informing Guidelines
 - **Core Evidence-Based Principles of SE and**
 - Competitive, Integrated, Minimum Wage
 - Integrated Rehabilitation and Mental Health
 - Choice and Preferences
 - Rapid Job Search
 - Ongoing Support
 - **Staffing**
 - Funds
 - Employment Staff
 - **Eligibility**
 - Expressed Desire
 - Minimum Exclusionary Criteria
 - **Outcomes**
 - Work-related Outcomes

The Ways to Work Programs

- 5 agencies
 - Brooklyn Bureau of Community Service
CDTP *Project Moving On*
 - Jewish Board of Family & Children's
Services CDTP *Coney Island CSS Program*
 - Riverdale Mental Health Association CDTP
 - Transitional Services, Inc CDTP
Jamaica Consultation Center
 - Postgraduate Center for Mental Health
CDTP & Clinic
Westside CDTP and Outpatient MH Clinic

Diversity of Agencies

- Location
 - 4 NYC Boroughs
 - Community location ranges from vibrant, resource-rich to isolated, more barren neighborhoods
- Size
 - From about 1,500 – 55,000 clients served/yr
- Emphasis/Expertise
 - Some with little employment/vocational experience
 - Others with extensive employment/vocational experience

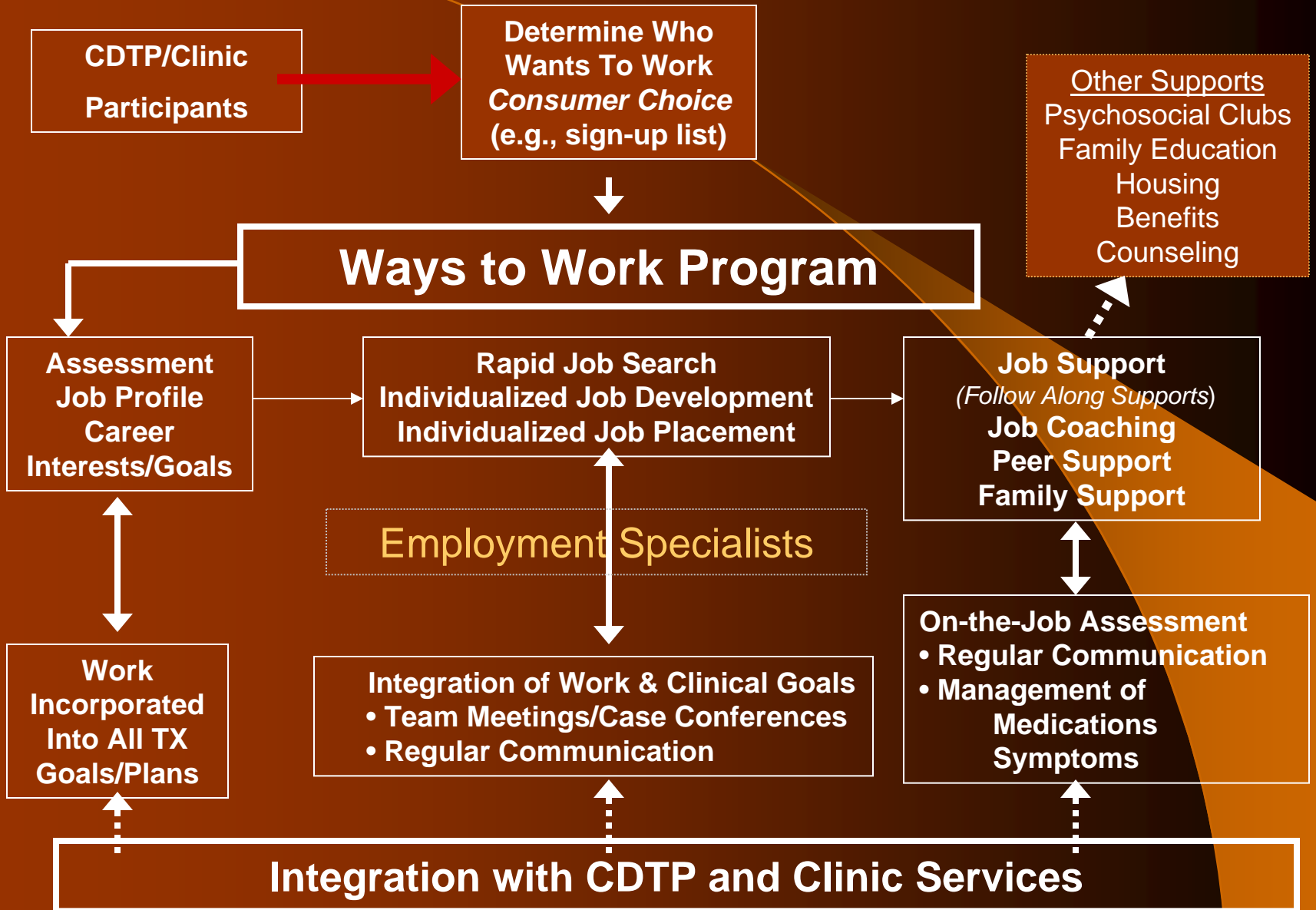
Ways to Work Clinical Settings

- Clinical Settings
 - 4 programs associated with CDTPs
 - 1 program associated with both CDTP and clinic
- Size of Clinical Settings
 - CDTPs: 50 – 100 participants
 - Clinic: approximately 250 participants

Ways to Work CDTP Populations

- Age (mostly adults, 18 – 55)
 - One program serves mostly older adults, 75% > 40
 - One program serves more younger adults
- Varied Housing
 - adult home residents
 - homeless individuals
 - agency-associated housing
- Gender
 - 3 programs majority of men, 2 a majority of women
- Race/Ethnicity
 - 3 programs majority white (50% - 55%)
 - 2 programs majority African American (52% - 76%)
 - Representation of Latinos/as similar (15% - 24%)

The Ways to Work Approach



Principles of Supported Employment (EBP)

Core of Ways to Work

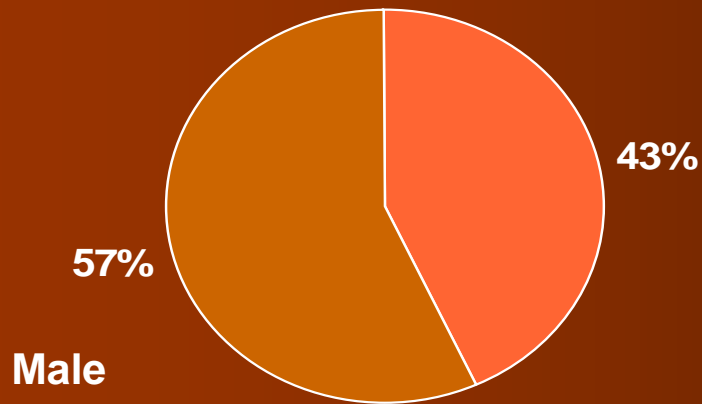
- The goal is to assist consumers in obtaining competitive and satisfying jobs in community
- The work pays at least minimum wage
- People are employed in a work setting that includes non-disabled co-workers
- Service agency provides ongoing support
- Intended for consumers with a desire to work
- Includes people with the most severe disabilities
- Eligibility for Supported Employment services is based on consumer choice
- Consumer preferences are important
- Supported employment is integrated with mental health treatment
- Competitive employment is the goal
- Job search process starts soon after a consumer expresses interest in working
- Follow-along supports are continuous for employed consumers

Evaluation of the Ways to Work Programs

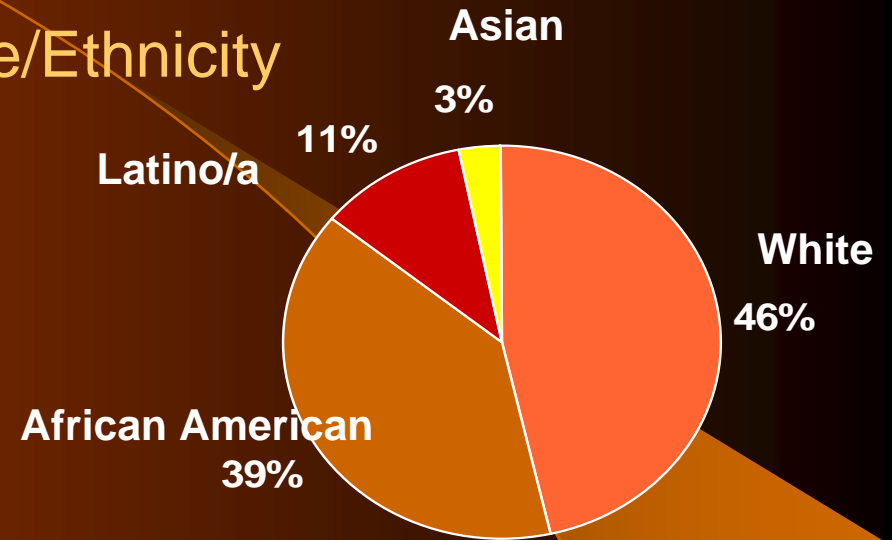
- Two major goals
 - To document the outcomes of integrating employment services with clinical services
 - Do the Ways to Work programs work?
 - To describe the process of implementing and sustaining the Ways to Work projects in order to be able to share that information with other providers seeking ways to most effectively promote competitive employment within clinical settings
 - How do the Ways to Work programs work?
 - What had to change? How was that change achieved?

Characteristics of W2W Participants

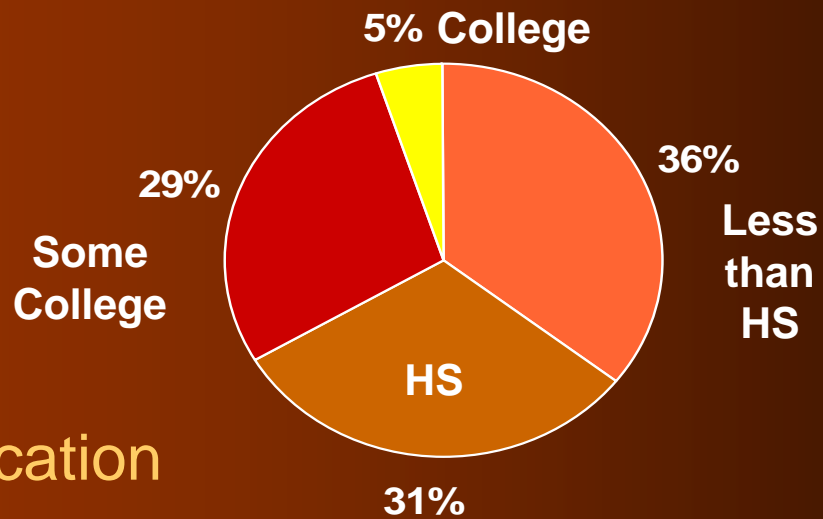
Gender



Race/Ethnicity

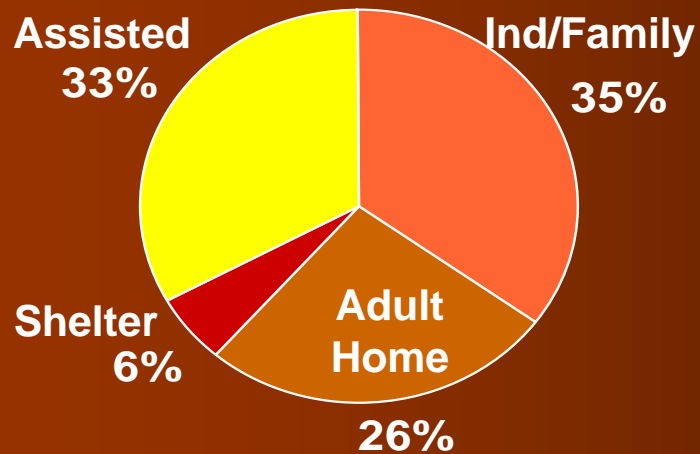


Education

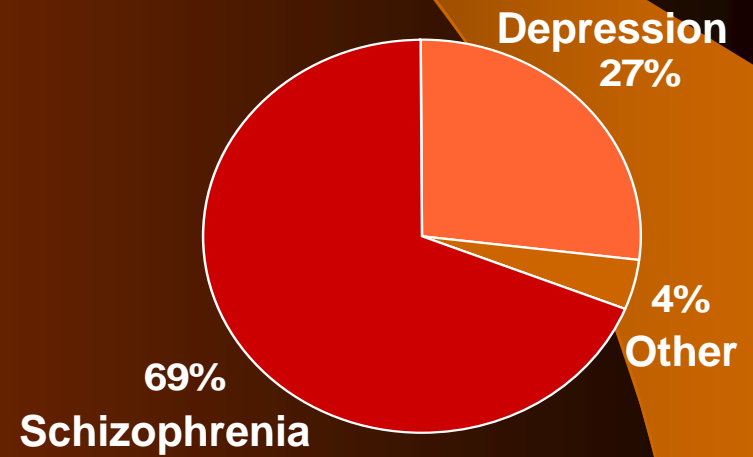


Characteristics of W2W Participants

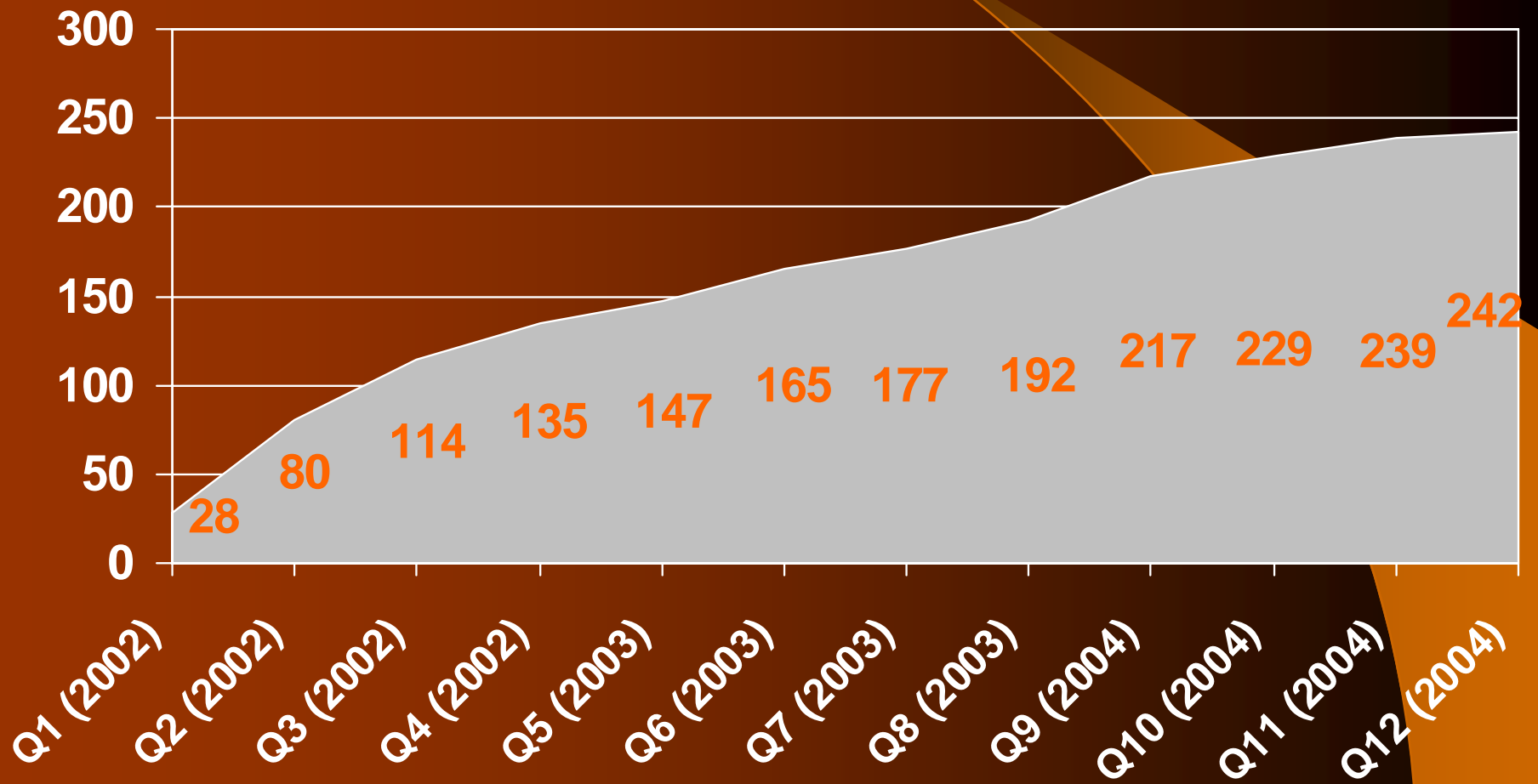
Housing Situation



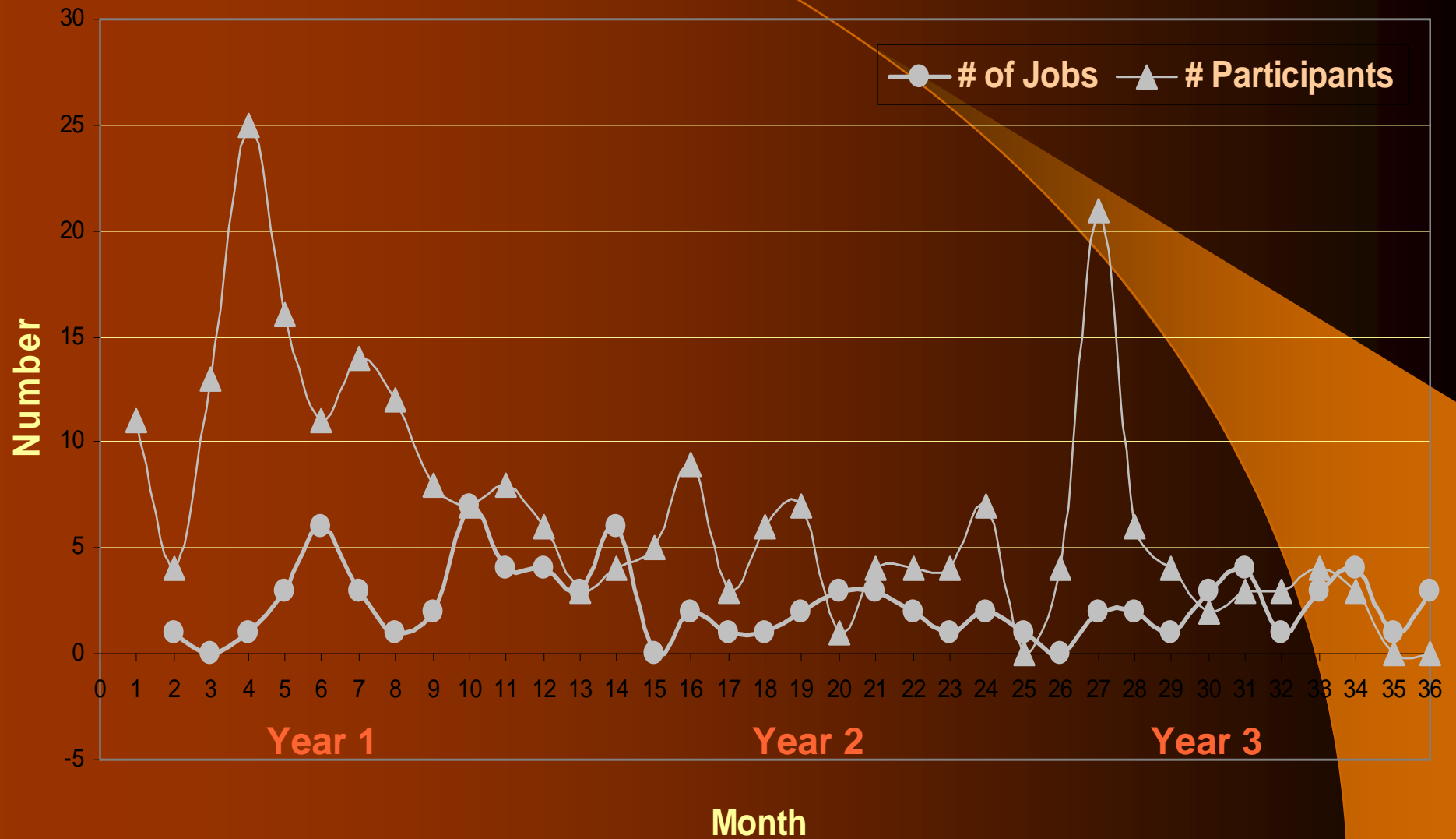
Primary Diagnosis



Total Number of W2W Participants (n=242)



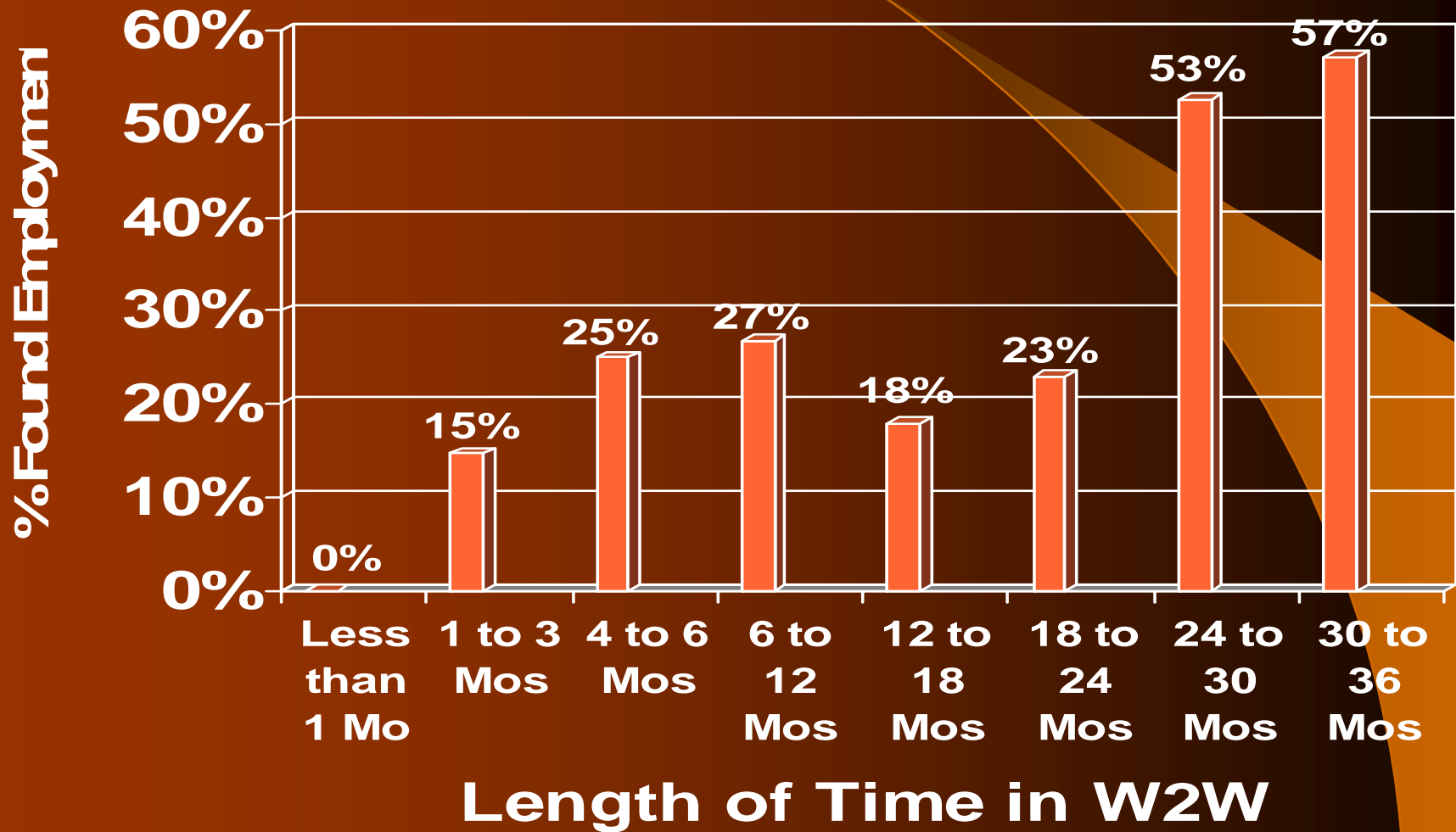
Participants and Jobs Over Time



Employment Outcomes

Program	# Participants	# Employed	% Employed	Avg Job Tenure (mos)
1	58	19	33%	3.0
2	26	12	46%	9.9
3	30	4	13%	8.1
4	68	16	24%	5.4
5	60	16	27%	5.3
TOTAL	242	67	27%	5.7

Employment Rate by Length of Time in Ways to Work



Predictors of Employment

- Non-Predictors

- Age
- Race/Ethnicity
- Gender
- Education
- Mental Health Diagnosis
- Housing Situation

- Single Significant Predictor

- Recent Job (Past 5 Years)
 - 24% of those without a recent job got a job
 - 34% of those with a recent job got a job

Characteristics of Jobs

- **Types of Jobs**

- **Security Guard**
- **Newspaper Salesperson**
- **Retail**
- **Messenger**
- **Maintenance**
- **Tutor**
- **Administrative Assistant**
- **Telemarketer**
- **Construction Worker**
- **Child Care Worker**

- **Wages**

- **\$6.75/hr**
- **\$5.75 - \$15.00**

- **# Hours**

- **23 hrs/week**
- **6 – 40 hrs/wk**

SE Program Fidelity

STAFFING	ORGANIZATION	SERVICES
Small caseloads	ES are members of treatment team	On-going, work-based assessment
Voc'l staff provide only voc'l services	No eligibility requirements for participants	Rapid job search
ES does all phases		Individualized job search
		Diverse jobs
		Permanent jobs
		Jobs as transitions
		Follow-along supports
		Assertive engagement

Rated on Scale from 1 to 5

Program Fidelity and Outcomes

Program	Employment Rate	Fidelity Score*
3	13%	41
4	24%	48
5	27%	57
1	33%	66
2	46%	54

***62-70 Good 51-60 Fair 0-50 Not SE**

What Did the Ways to Work Programs DO to Help 27% of Participants Get Jobs? (1)

- **Changed agency structure**
 - Integrated employment and clinical services
 - **Employment Specialist attends all team meetings**
 - Re-allocated resources
 - **1-on-1 individualized sessions, small caseload**
 - Changed the intake process
 - **Asked all consumers about career goals**
 - **Eliminated entry criteria**

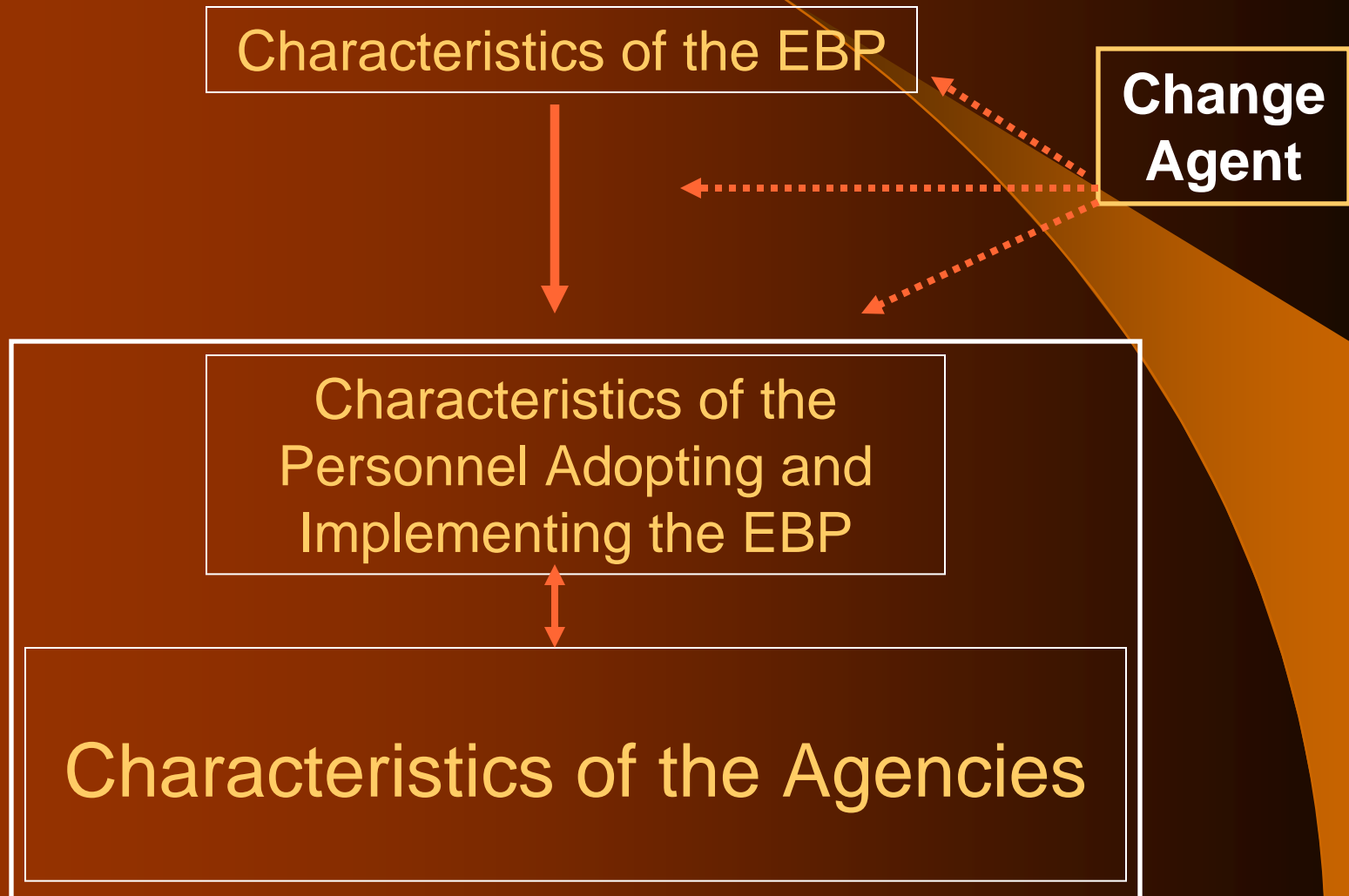
What Did the Ways to Work Programs DO to Help 27% of Participants Get Jobs? (2)

- **Changed service delivery**
 - **Not group-based**
 - **Job search begins immediately, no “readiness” work**
- **Changed How Jobs Were Developed**
 - **Developed specific jobs for specific people**
 - **Individualized**
 - **Explored full range of consumers’ employment-related goals to identify job matches**
 - **Used local resources**
 - **Went out into community with consumers**
 - **Encouraged staff to allow consumers to get feedback from the real world on what was realistic**

What Did the Ways to Work Programs DO to Help 27% of Participants Get Jobs? (3)

- Changed attitudes
 - Clinicians' beliefs about consumers' ability to work
 - Provided staff with latest evidence on what works
 - Advertised unexpected successes
 - Shared information about consumers' abilities outside of CDTP
 - Consumers' expectations about what was possible
 - Provided role models and encouraged peer support
 - Responded immediately to consumers' job interests
 - Helped families support employment goals
 - Provided education about benefits and working
 - Encouraged consumers and staff to view jobs as transitions
 - Failures are instructive
 - Failures are expected and unavoidable

What Helped Ways to Work Agencies Make These Changes?



Factors that Promote Adoption of Innovation

- Borrowed liberally from review article (Greenhalgh et al, 2004):
 - Diffusion of Innovations in Service Organizations: Systematic Review and Recommendations
- Beyond fidelity – Changes allow fidelity
- Characteristics that help service organizations adopt and implement innovations (EBPs)
 - Characteristics of the EBP
 - Characteristics of Change Agent
 - Characteristics of Individuals
 - Characteristics of Organizations
- Overlapping, recursive, not conceptually distinct
 - Broad framework for considering how (and why) organization and staff will respond to EBP/innovation

Characteristics of the EBP 1

- Relative advantage
 - \$ (Doing What We Wanted to be Doing, Starting to Do)
 - OMH Policy and Expectations
 - Not Being Left Behind; Prestige
 - Developing New Expertise
- Compatibility
 - Focus on helping consumers recover, promoting choice
- Understandability
 - Knowledge needed to use/do EBP
 - External: Toolkits, Trainings, etc
 - Internal: In-Service Trainings
 - Promoted ownership
 - Work through doubt

Characteristics of the EBP 2

- Flexibility

- Adaptability

- RFP permitted adaptation within general model

- Ability to try out, refine over time

- Significant start-up period
- Periods of stagnation and re-invention
- EBPs have clear “principles”
 - But fidelity to principles not program
 - On-the-ground variations in implementing principles

- Riskiness

- \$ protected from risk

- Medicaid billing

- Risk of failure

- Willingness to fail repeatedly, try new approach

Characteristics of the Change Agent: Center for Rehabilitation & Recovery

- Augmentation/Support Associated with EBP
 - Customization, training, help
 - Supported Employment – Toolkit, Fidelity Scale
 - Center for Rehabilitation and Recovery
 - Trainings
 - Site Visits
 - Meetings and Group Discussions
 - Individual Support and Problem-Solving
- Dissemination Programs
 - Tailor strategies to needs of adopters/implementers
 - Flexibility in Designing Ways to Work Programs
 - Site visits: Specific issues identified (Action Steps) for each site
 - Demonstration project
 - Learning Process
 - Funding

Characteristics of the Change Agent 2

- Quality and Nature of Linkages between Change Agent and Adopter Organizations
 - Positive and supportive human relations
 - Common language, meanings, value systems
 - Enable and facilitate network and collaboration
 - Joint evaluation of consequences/results of adoption
- Capacity and Capability

Characteristics of the People Adopting and Implementing the EBP

- Willingness to Try New Things

- Change as constant
- Tolerance of ambiguity
 - Fear around skills

- Motivation and Values

- Why change?
- MH vs Rehab?

- Meaning Attach to EBP

- Match across stakeholders
 - Management, service users, frontline staff
- How decision to adopt made and communicated?

Executive Directors
Administrators
Supervisors/Managers
Clinicians
Vocational Staff
Consumers

ES → Change Agents

Characteristics of the People Adopting and Implementing the EBP

- Knowledge and Skill Level
 - Employment Specialists
 - Generalists
 - Boundary Spanners
 - Clinicians: Vocational?
 - Vocational: Mental Health?
 - Experience with Integration/Collaboration
- Degree of Support Experienced
 - Protected from risk, but clear expectations and feedback
 - Feeling listened to, respected
 - Encourages self-assessment, open-ness to input
 - Given time, space, resources to develop new skills and try out new approaches
 - Encouraged to take on challenges, grow within agency

Characteristics of the Organization

- Organizational Structure
- Leadership and Management
- Human Resources
- Culture
- Receptive Context for Change
- Experience with Change

Characteristics of the Organization 2

● Organizational Structure

- Size, Age, \$
 - Slack resources (size and \$)
 - Mature (stable)
 - Physical integration of units/departments
 - clinical settings and vocational units
- Flexibility and Adaptability
 - Functional differentiation
 - Divided into semi-autonomous departments/units
- Decentralized and Devolved Decision-Making
 - Strategic decision-making devolved to departments
 - Operational decision-making devolved to teams on ground

Characteristics of the Organization 3

- **Leadership and Management**
 - Opinion Leaders and Champions
 - Exert influence through authority and status
 - Types
 - Organizational maverick
 - Transformational leader
 - Organizational buffer
 - Network facilitator
 - Multiple levels (top and middle management)

Characteristics of the Organization 4

- **Human Resources**

- **Boundary Spanners**
 - People with significant ties both inside and outside the organization - connect those ties
 - **Organizational Level**
 - Department-spanning roles
 - Translation and perspective-taking
- **Support for Staff**
 - Trust
 - Positive Relationships
- **Opportunities for Growth**
 - Supervision
 - Staff turnover
 - Willingness to change

Characteristics of the Organization 5

- **Culture**

- Learning Culture

- Willingness to take on new projects
- Quality improvement cycles (try, evaluate, refine)
- Willingness and ability to self-assess
- Strategic planning exercises
- Willingness to make major changes
 - Program, procedures, hiring
 - Collaborating in planning and trying change

- Pre-Existing Technology/Abilities

- Broad range of modalities
- Willingness and ability to share expertise
- Leadership seeks to share knowledge

Characteristics of the Organization 6

- **Receptive Context for Change**

- Ability to Monitor Performance

- Effective data capture systems
- Ability/Willingness to use data to drive services/approaches
- Sharing of success

- Communicating Expectations

- Intra- and inter-departmental communication
- Sharing of resources and information
- Building on success, creating synergy

Characteristics of the Organization 7

- **Organizational Readiness to Change**
 - Organizational Efficacy
 - Belief in Ability to Change
 - to Innovate, to Adopt EBPs
 - Positive Experiences
 - Belief that “It’s the Right Thing to Do”

Conclusions

- Take stock of your organization and staff
 - Identify strengths to build upon
 - Identify weaknesses or gaps that may hinder adoption or implementation of innovation
- Analyze the EBP
 - Consider compatibility
 - Determine flexibility
- Plan strategically
- Make use of or find change agents