

Roadmap: Implementing IPS Supported Employment at the Local Level
Stages, Strategies, and Tools

Stage	Audience	Strategies	Tools and Actions for State Leaders
Assess readiness to implement	<ul style="list-style-type: none"> • Mental health agency leadership • Local VR office leadership 	<ul style="list-style-type: none"> • Determine whether leaders are knowledgeable about how IPS is different from other employment approaches. What are their reasons for considering IPS? What would be the value of IPS for each organization? What major changes in organizational structure, policies, or practices would each agency need to consider? • Ask leaders about possible barriers and facilitators to implementation. • Identify other programs that might compete with IPS implementation. For example, employment groups or other types of employment programs. • Determine who might lead implementation at each agency. • Discuss the value of collaboration between the agencies. How is collaboration now? How might it be strengthened? • Define terms for common language. 	<ul style="list-style-type: none"> • Sample questions for agency leaders (attached) • In-person meetings with presence from state leadership • Agency agreements for training. • Communications for state leadership. • Descriptions of the International IPS Learning Community from http://www.IPSworks.org

<p>Secure commitment from agency leaders to implement IPS</p>	<ul style="list-style-type: none"> • Mental health agency leadership • Local VR office leadership 	<ul style="list-style-type: none"> • Stress the critical role of leadership in program development for IPS. Provide examples of ways that leaders can help with implementation. • Secure commitments from leadership to attend training with their staff and to communicate the importance of change to their staff. • Secure commitment to develop and participate in a performance improvement team. • Determine whether the VR office can assign one or two liaisons to the IPS program, or if all VR counselors will use the IPS approach. • Talk about the current fee schedule for VR (if any). Does each service on the fee schedule support or conflict with IPS? 	<ul style="list-style-type: none"> • Winter 2011 IPS Newsletter • Sample job descriptions for employment specialists and IPS supervisor. • Brochure and video about IPS for VR counselors. • IPS Program Implementation Kit. • Supported Employment Fidelity Scale, 2008, and Fidelity Review Manual (2015).
<p>Build consensus with stakeholders</p>	<ul style="list-style-type: none"> • Mental health and VR leadership • Middle management from mental health and VR agencies • Mental health practitioners • VR Counselors • Employment specialists • Clients • Families 	<ul style="list-style-type: none"> • Convene multiple brief meetings to discuss the rationale for the new practice and to describe IPS. • Use the meetings to distribute educational materials for various stakeholder groups. • Ask groups for advice about how to inform all eligible clients about the new program and how they will be able to access IPS services. • Explain how stakeholders can be part of implementation through steering 	<ul style="list-style-type: none"> • Videos such as the Introductory Video or 3 Faces, 3 Lives • Introductory PowerPoint about IPS • Employment posters • IPS brochure (8-page brochure) • VR video and brochure for VR counselors

	<ul style="list-style-type: none"> • Others 	committees, participation in fidelity reviews, and so forth.	
Build the IPS team	<ul style="list-style-type: none"> • Mental health agency management 	<ul style="list-style-type: none"> • Help management identify effective characteristics for IPS staff, such as persistence, hopefulness, creative problem-solving, ability to work with employers, and so forth. • Suggest that staff already present in the agency may, or may not, be a good fit for the IPS program. • Ask management if they would consider asking VR for suggestions for local people to interview, or including the VR supervisor or assigned liaison in final interviews. • Assist management in setting job expectations for IPS positions. For example, minimum number of job starts. 	<ul style="list-style-type: none"> • Sample job descriptions for employment specialists and IPS supervisors • Sample interview questions for employment specialists • Offer to participate in interviews
Structure the IPS program	<ul style="list-style-type: none"> • Mental health agency management • IPS supervisor • VR supervisor or assigned counselor 	<ul style="list-style-type: none"> • Use multiple meetings with agency management and IPS supervisor to discuss frequency of vocational unit meetings, assignment of employment specialists to mental health teams, location of offices, integration of client records, outcomes to be monitored, and so forth. • Meet with VR and the IPS supervisor to discuss resources for benefits planning. • If needed, meet with VR office and mental health agency management to discuss needed changes in the fee 	<ul style="list-style-type: none"> • In-person meetings with state leadership and/or IPS trainer. • IPS trainer to begin attending vocational unit meetings twice a month to help team develop productive meetings. • IPS trainer to begin attending some mental health treatment team meetings each month to model how to integrate services and how to apply zero exclusion principle. Also to explain to team why

<p>Structure the IPS program (continued)</p>		<p>schedule. For example, if fee schedule includes situational assessments, how will that change and when?</p> <ul style="list-style-type: none"> • Meet with IPS supervisor, mental health middle management and local VR office to discuss current efforts to collaborate and to develop steps for improved collaboration. Will the VR counselor attend vocational unit meetings or will the IPS staff come to the VR office? How often? Will VR staff ever attend mental health treatment team meetings? How will the agencies manage HIPAA compliance? How will referrals be managed between the two agencies? • Meet with IPS supervisor and mental health management to talk about how the IPS program can improve cultural competence. Are there groups of people who use agency services who might need extra outreach to consider the program? How will employment specialists know if a person would like services to be provided in a way that is congruent with his culture? • Meet with IPS supervisor to discuss record keeping for IPS specialists. How will they document client services? How will they update the career profile? How will they track employer contacts? 	<p>the employment specialist cannot help with case management.</p> <ul style="list-style-type: none"> • Sample program forms on Dartmouth PRC website.
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<p>Build support for the IPS program through a performance improvement team (sometimes called a steering committee or leadership committee)</p>	<p>All members of the performance improvement team, for example, representatives from the mental health agency, IPS supervisor, VR counselors, family members, clients. The team might also add an employer or representative from local education institution over time.</p>	<ul style="list-style-type: none"> • Provide basic education about IPS. For example, the eight practice principles. • Asking a working person to talk about his or her return to work and the value that work has in her life. • Provide basic information about the IPS Fidelity Scale. (Over time the team will review fidelity reports and help with fidelity action plans.) • Facilitate the team in setting up a regular meeting schedule. • Help the team develop agendas for the first few meetings. 	<ul style="list-style-type: none"> • IPS Employment Center videos. • Handout about the eight practice principles • IPS brochure • Information about program benchmarks (Becker, Bond, 2012) • Handout about steering committees • Supported Employment Fidelity Scale, 2008 • Attendance at performance team by state implementation team and/or state trainers
<p>Provide skills training (and develop skills in the field)</p>	<ul style="list-style-type: none"> • IPS Supervisor • Employment specialists • VR supervisor and counselor • Mental health practitioners 	<ul style="list-style-type: none"> • Provide training to the IPS team regarding the IPS approach, conducting the career profile and engaging people, individualized job search, building employer relationships, job supports and education supports, shared decision making, and Motivational Interviewing skills. Provide a mixture of didactic training and training in the field. For example, talk about job development and then go out with employment specialists to meet with employers. Repeat field training until practitioners demonstrate mastery. • Invite VR counselors to attend the above trainings, as their schedule permits. 	<ul style="list-style-type: none"> • IPS supported employment PowerPoint • Sample Training Plan • Videos • Booklet for developing relationships with employers • IPS workbook • Other materials on website • Attendance in team meetings to help practitioners plan services that are congruent with IPS principles.

Provide skills training (continued)		<ul style="list-style-type: none"> • Meet with VR counselors at their office to talk about their goals and/or concerns about the new approach. Provide information about IPS. • Provide training to mental health practitioners about how to engage people in thinking about employment and zero exclusion. Include strategies for working with people who have co-occurring disorders. 	
Implementation monitoring	<ul style="list-style-type: none"> • Mental health agency leadership and management • VR leadership and management • IPS performance improvement team • IPS supervisor 	<ul style="list-style-type: none"> • Completion of IPS fidelity review • Presentation of findings to IPS performance improvement team and management. • Development of action plan to improve fidelity and outcomes. Includes assignments for individuals to complete tasks. For example, the agency IT department might set up a system to track who is employed. The IPS trainer might be responsible for additional job development training. • Agency QA process begins to fold IPS into indicators. 	<ul style="list-style-type: none"> • IPS Fidelity Manual • IPS report written by reviewers for the agency • Sample fidelity action plans • Agency outcomes for the IPS team • Agency data regarding the number/percent of people in the agency who are employed • Provide fidelity reviews every six months until good fidelity is achieved and annually afterwards

<p>Consultation to leadership and management during program implementation</p>	<ul style="list-style-type: none"> • Mental health agency leadership and management • VR leadership and management 	<ul style="list-style-type: none"> • Request regular meetings to discuss progress. • Provide multiple methods for leaders and managers to contact state trainers and state implementation team members. • Ask how leaders would like to be updated about when ongoing training and consultation will be taking place at the agency. • Discuss agency goals for IPS. • Discuss ongoing issues regarding potential challenges in IPS. Also celebrate successes with leaders and managers. • Ask how you can be helpful to the agencies. 	<ul style="list-style-type: none"> • IPS trainer and/or state implementers to request meetings during implementation process
<p>Focus on building supervisor expertise in order to enhance agency autonomy over time.</p>	<ul style="list-style-type: none"> • IPS supervisor 	<ul style="list-style-type: none"> • State-wide quarterly supervisor meetings. • Meetings with supervisor to review program outcomes and discuss plans for improved outcomes. Also, to talk about how to help individual practitioners improve performance. • Model field training for supervisor (see skills training above). • Provide feedback to supervisor after team meetings. 	<ul style="list-style-type: none"> • Supervision tools at http://www.IPSworks.org • Facilitation of statewide supervisor meetings • IPS Learning Community outcomes and graphs • Field mentoring logs

Sample Questions for Agency Leaders

1. What do you know about how IPS is different than other employment programs, or what would you like to know?
2. Why are you considering IPS for your agencies?
3. What major changes in organizational structure, policies, or practices would each agency need to consider? What are the barriers and facilitators to IPS implementation?
4. How many people with severe mental illness at the mental health agency are employed? How many people with severe mental illness are served by VR?
5. Are there other local programs that could compete with IPS? For example, does the agency have a janitorial work crew that operates as a training program?
6. What has the mental health agency done to promote recovery?
7. How would clients be involved in implementation?
8. How would leaders help with implementation? Who will be responsible for implementation?
9. Will agency leaders participate in training?
10. How does employment fit with the mission of the agency? What are the most important goals of the agency?
11. Does the agency have a vendor relationship with VR?
12. How does the mental health agency currently collaborate with VR? What works about the relationship? What doesn't? How do leaders think it could be improved?