

Quality and Productivity Commission
28th Annual Productivity and Quality Awards Program
“Los Angeles County: Ahead of the Curve”

2014 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):
NAME OF PROJECT: EVIDENCE-BASED APPROACH TO INCREASING EMPLOYMENT

DATE OF IMPLEMENTATION/ADOPTION: JANUARY 2012
(Must have been implemented at least one year - on or before June 30, 2013)

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. Summarize the problem, solution, and benefits of the project in a clear and direct manner.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15

The Supported Employment Project (SEP) is a collaboration between the Departments of Mental Health (DMH) and Department of Public Social Services (DPSS). SEP was implemented to increase employment opportunities for California Work Opportunity and Responsibility to Kids (CalWORKs) Welfare-to-Work (WtW) mental health (MH) participants. DMH provides MH supportive services to CalWORKs participants in order to assist them in reducing their MH barriers to employment. A 2007 research evaluation revealed employment success rates at 18% for CalWORKs participants during their treatment and 23% in the six months following the termination of treatment. Based on these outcomes, Supported Employment Individualized Placement and Support (IPS), an evidence-based practice, was incorporated with MH treatment in order to provide better employment outcomes for participants. Since implementation in 2012, recent data revealed employment rates of 41% for participants who received IPS services. This data suggest that when IPS is integrated with MH services, it yields higher rates of employment when compared to the delivery of MH services without IPS.

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT <input checked="" type="checkbox"/>
ANNUAL = 12 MONTHS ONLY				

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Department of Public Social Services 12860 Crossroads Parkway South City of Industry, CA 91746	TELEPHONE NUMBER (562) 908-8600
--	---

PROGRAM MANAGER'S NAME Elizabeth Molinari	TELEPHONE NUMBER (562) 908-6780 EMAIL ElizabethMolinari@dpss.lacounty.gov
---	--

PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Nadia Mirzayans	DATE 7-14-14	TELEPHONE NUMBER (562) 908-6330 EMAIL NadiaMirzayans@dpss.lacounty.gov
--	------------------------	---

DEPARTMENT HEAD'S NAME AND SIGNATURE Sheryl L. Spiller	DATE 7/14/14	TELEPHONE NUMBER (562)-908-8383
--	------------------------	---

Quality and Productivity Commission
28th Annual Productivity and Quality Awards Program
“Los Angeles County: Ahead of the Curve”

2014 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: EVIDENCE-BASED APPROACH TO INCREASING EMPLOYMENT

1st FACT SHEET – LIMITED TO 3 PAGES ONLY: Describe the **Challenge, Solution, and Benefits** of the project.

Challenge

The WtW Program is designed to assist individuals who are receiving CalWORKs assistance to transition, as rapidly as possible, from dependency on public assistance into unsubsidized employment and self-sufficiency. DMH and DPSS work collaboratively to provide MH supportive services to CalWORKs participants to assist them in reducing MH barriers to employment. The objectives of the MH program are to help participants obtain and retain employment and transition to self-sufficiency.

The primary challenge came about when the California Institute of Mental Health’s (CIMH) 2007 evaluation on employment success rates for CalWORKs participants receiving MH services reflected low employment rates with only 18% of participants working during their MH treatment, and 23% working during the six months following termination of their treatment. Thus, we were further challenged to improve the employment outcomes for CalWORKs participants. With CIMH’s recommendation to include IPS into the treatment design of MH services and low employment outcomes, DMH took on the challenge to fully incorporate IPS into MH services in an effort to assist CalWORKs participants in becoming self-sufficient.

Another challenge DMH faced was related to insufficient funding to fully implement IPS. As a result, the Department was tasked with motivating staff to make changes in their delivery of MH treatment services to include IPS, while balancing clinical care and treatment needs of CalWORKs participants. With insufficient funding, a member of the treatment team was encouraged to take on additional duties associated with the functions of an Employment Specialist (ES). Additionally, numerous trainings were provided to the ES about their new role as well as the clinical team to improve their understanding of IPS and how the inclusion of IPS into a MH treatment team could be beneficial for everyone.

Solution

The IPS model of Supported Employment is an evidence-based practice that helps individuals with mental disorders find and keep competitive employment. This model emphasizes several characteristics that are vital towards increasing employment outcomes such as focusing on client’s strengths, using a multidisciplinary team approach, and including the individualized services of an ES.

Quality and Productivity Commission
28th Annual Productivity and Quality Awards Program
“Los Angeles County: Ahead of the Curve”

2014 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: EVIDENCE-BASED APPROACH TO INCREASING EMPLOYMENT

The ES relies on the model’s practice principles to deliver IPS services, which include the following: focus on competitive employment; eligibility that is based on client’s choice; integration of rehabilitation and MH services; attention to client’s preferences; personalized benefits counseling; rapid job search; systematic job development; an unlimited amount of time that a participant can receive IPS services and individualized support.

In research examining the effectiveness of IPS, the mean rate of competitive employment for individuals receiving IPS services was 58%. In the studies, those not receiving IPS services had significantly lower rates of competitive employment: 24%. It is important to note that this internationally-used model was developed for the seriously mentally ill population. It should also be noted that the lower rates of competitive employment was similar to that of CalWORKs participants at 18% and 23%.

SEP represents the first large scale application and study of IPS with the WtW population. Beginning in January of 2012, with the support of DPSS, DMH initiated training for its 54 MH clinics countywide. The training was delivered in three distinct cohorts and the IPS model is now being offered countywide. DPSS supported this project by allocating an increase in funding which allowed DMH to fund 6 contractors to hire ESs prior to full implementation.

Additionally, DPSS ensured that participants who were engaged in IPS services were provided access to funds for child care, transportation, and other work-related needs, such as clothing required for interviews and certification costs. DPSS also assisted by helping to ensure both Departments’ mutual participants received individualized benefits counseling which is a critical component of the IPS model due to many participants identifying fear of losing benefits as their primary reason for remaining unemployed. Research has found that some clients would like to relinquish benefits in favor of full-time employment and need information so that they can establish a plan to terminate from public assistance. As a result of a coordinated effort between DMH and DPSS, barriers were addressed by increasing participants’ access to accurate information about work incentives which allowed them to make informed decisions about employment.

Quality and Productivity Commission
28th Annual Productivity and Quality Awards Program
“Los Angeles County: Ahead of the Curve”

2014 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: EVIDENCE-BASED APPROACH TO INCREASING EMPLOYMENT

LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED FOR COUNTY DEPARTMENTS): GOAL 3. MAXIMIZE OPPORTUNITIES TO MEASURABLY IMPROVE CLIENT AND COMMUNITY OUTCOMES AND LEVERAGE RESOURCES THROUGH THE CONTINUOUS INTEGRATION OF HEALTH, COMMUNITY, AND PUBLIC SAFETY SERVICES.

SEP maximizes the opportunity of participants with MH services needs to obtain and retain employment, achieve self-sufficiency, and improve their quality of life. In order to provide specialized employment services in the context of MH treatment, SEP brings together experts in MH, ES staff and employers in the community. The MH and ES staff work as a team to utilize employment as a therapeutic intervention, and the ES staff establish contacts in the community to build a network of potential employers.

Benefits

Since the IPS model was fully integrated into traditional MH services, there has been an increase in the rates of competitive employment for CalWORKs participants. Data from 2014 revealed employment rates of 41% for participants who received IPS services in addition to MH treatment services; which is an increase from an employment rate of 32% in 2012 for participants receiving only MH treatment services. This data suggest that when IPS is integrated with MH services it yields higher rates of employment when compared to the delivery of MH services without IPS.

Fidelity Monitoring is a critical aspect of this evidence-based practice and is used to differentiate between programs that have fully implemented this model and those that have not achieved full implementation. As demonstrated through research, high-fidelity programs are expected to have greater effectiveness than low-fidelity programs. Findings suggest that over time successful implementation of IPS has resulted in consistent increases in the overall rates of employment as the providers have become more experienced in delivering this evidence-based practice.

Comments received:

Family member – “My husband’s self- esteem is much better.”

Client – “Can you expand this program to everyone?”

GAIN Services Worker – “My clients are much more motivated to work.”

Client – “I feel more supported. I didn’t think I could do it.”

Quality and Productivity Commission
28th Annual Productivity and Quality Awards Program
“Los Angeles County: Ahead of the Curve”

2014 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: EVIDENCE-BASED APPROACH TO INCREASING EMPLOYMENT

COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFIT): If you are claiming cost benefits, include a calculation on this page. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation.

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVING	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT \$	SERVICE ENHANCEMENT PROJECT <input checked="" type="checkbox"/>

ANNUAL= 12 MONTHS ONLY

Quality and Productivity Commission
28th Annual Productivity and Quality Awards Program
“Los Angeles County: Ahead of the Curve”

2014 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: EVIDENCE-BASED APPROACH TO INCREASING EMPLOYMENT

FOR COLLABORATING DEPARTMENTS ONLY

(For single department submissions, do not include this page)

DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS	
LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH 550 S. VERMONT AVE LOS ANGELES, CA 90020	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
KUMAR MENON	MARVIN J. SOUTHARD
DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE
DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS	
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE	DEPARTMENT HEAD'S NAME AND SIGNATURE