

**Quality and Productivity Commission**  
**31<sup>st</sup> Annual Productivity and Quality Awards Program**  
**“Celebrating Quality Service”**

**2017 APPLICATION**

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

**NAME OF PROJECT:** Work Therapy: IPS Implementation Project

**Date of Implementation/Adoption:** January 2012

(Must have been implemented at least one year - on or before July 1, 2016)

**PROJECT STATUS:** X Ongoing \_\_\_\_\_ One-time only

**HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT?** \_\_\_\_\_ Yes X No



**EXECUTIVE SUMMARY:** Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 Since 2012, the Los Angeles County Department of Mental Health (DMH) has partnered  
 2 with the Los Angeles County Department of Public Social Services (DPSS) to launch  
 3 and implement Individual Placement and Support (IPS) Supported Employment. IPS  
 4 Supported Employment is an evidence-based practice that helps individuals with mental  
 5 disorders find and keep competitive employment. After five years of implementation,  
 6 IPS Supported Employment has more than doubled employment outcomes among  
 7 California Work Opportunity and Responsibility to Kids (CalWORKs) mental health  
 8 participants. With such successful employment outcomes, the IPS Implementation  
 9 Project improves quality of services, while promoting the county’s commitment to  
 10 operational effectiveness and integrated service delivery.  
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 13  
 14  
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**BENEFITS TO THE COUNTY**

(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**

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> Los Angeles County Department of Mental Health 550 S. Vermont Ave., 12 <sup>th</sup> Floor, Los Angeles, CA 90020		<b>TELEPHONE NUMBER</b> (213) 738-2819
<b>PROGRAM MANAGER’S NAME</b>  Dolores Daniel, LCSW		<b>TELEPHONE NUMBER</b> (213) 251-6817  <b>EMAIL</b> <a href="mailto:DDaniel@dmh.lacounty.gov">DDaniel@dmh.lacounty.gov</a>
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b> <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER’S NAME)</small> Kumar Menon, MSPA 	<b>DATE</b> 7/7/2017	<b>TELEPHONE NUMBER</b> (213) 738-4258  <b>EMAIL</b> <a href="mailto:KMenon@dmh.lacounty.gov">KMenon@dmh.lacounty.gov</a>
<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b> Jonathan E. Sherin, M.D., PH.D. 	<b>DATE</b> 7/7/2017	<b>TELEPHONE NUMBER</b> (213) 738-4601

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**1<sup>st</sup> FACT SHEET – LIMITED UP TO 3 PAGES ONLY:** Describe the **challenge(s), solution(s), and benefit(s)** of the project. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success. Use Arial 12 point font.

**CHALLENGE:** In collaboration with DPSS, DMH provides mental health services to CalWORKs Welfare-to-Work (WtW) participants who are receiving public assistance. These mental health services are designed to reduce CalWORKs participants' mental health barriers to employment so that they can obtain and retain employment, and successfully transition off of CalWORKs assistance.

Prior to the implementation of IPS Supported Employment, DMH supported CalWORKs participants in reaching their employment goals through traditional mental health treatment; however, there was no specific intervention focused on obtaining employment. In 2007, the California Institute of Behavioral Health Solutions (CIBHS) evaluated employment rates for CalWORKs participants receiving traditional mental health services alone. The results revealed that only 18% of participants worked during the course of mental health treatment and only 23% worked during the six months following the termination of treatment. The results revealed that traditional mental health treatment alone was not sufficient to assist mentally ill CalWORKs participants to transition to employment.

**SOLUTION:** As a result of the CIBHS study, CalWORKs mental health supportive services incorporated IPS Supported Employment into its array of services in order to increase participants' employment outcomes. Historically, this internationally used model was utilized almost exclusively with the seriously and persistently mentally ill population. Thus, DMH's IPS Project represents the first large-scale application of the evidence-based model with a welfare population.

The IPS Supported Employment model was chosen to be incorporated into CalWORKs mental health programs for its overwhelmingly successful employment outcomes and comprehensive services. In 23 randomized control trials, the mean rate of competitive employment for seriously mentally ill individuals receiving IPS services was 56%, compared to 23% for those not receiving IPS services. IPS accomplishes these highly-favorable outcomes by empowering participants to draw from their own strengths, needs, interests, and preferences to guide the intervention; utilizing an integrated mental health and employment team approach, which include the individualized services of an Employment Specialist; systematically matching participants with an employer of their choice; and providing time-unlimited support to help the client maintain their job.

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In January of 2012, with the support of DPSS, DMH initiated the implementation of IPS in its 48 CalWORKs mental health programs countywide. To support the project, DPSS enhanced its services to IPS participants by increasing availability of child care, transportation and other job-seeking expenses, which had previously been identified as barriers to obtaining employment. Additionally, DPSS provides IPS participants with individualized information prior to working about how their CalWORKs benefits may change once they obtain a job. Fear of losing benefits entirely has consistently been reported by CalWORKs participants as a significant barrier to obtaining employment. As a result of a coordinated effort between DMH and DPSS, 48 of the 54 county mental health clinics offer IPS to their participants.

**BENEFITS:** The IPS Implementation Project exemplifies a groundbreaking endeavor to transform and fill a gap within the welfare system. Los Angeles County is home to 10 million residents, the most populous county, not just in California, but the nation. The IPS Implementation Project is not only the largest program implementing IPS in California, but it is the first program nationally to offer IPS to the Temporary Assistance for Needy Families (TANF) population on a large scale. (TANF is the federal block grant funding California’s CalWORKs Program).

Since IPS was fully integrated into CalWORKs mental health services, there has been an increase in the rates of competitive employment for CalWORKs participants. CIBHS recently found that 51% of IPS participants worked during their time in mental health treatment or at discharge. This is a monumental improvement from the 2007 study that found that only 18% of CalWORKs participants obtained employment throughout treatment. This data proves that when IPS is integrated with mental health services, it yields higher employment rates when compared to the delivery of mental health services alone.

The IPS Implementation Project also promotes intergovernmental cooperation and coordination. DMH and DPSS successfully collaborated in identifying a need within the welfare system, developing a solution to address a shared problem, and strategically administering IPS Supported Employment to strengthen employment outcomes. While DMH and DPSS received ongoing support from IPS’s originators at Dartmouth College, DMH’s CalWORKs Program Administration successfully led the process to identify the most efficient strategies to implement IPS for such an expansive population. Since its implementation, CalWORKs Program Administration has received requests from counties in Washington, Illinois, Ohio and California asking for guidance on how to implement IPS on such a large scale. Additionally, DMH’s Transition Age Youth and Wellness Programs have contacted CalWORKs Program Administration regarding their interest in replicating IPS for their own unique populations.

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Additionally, the IPS Implementation Project enhances the mental health services provided to CalWORKs participants. IPS Supported Employment has had a significant impact on CalWORKs participants and the delivery of services. One client has shared that, with the support of IPS, he was able to cope with the death of his brother, manage his bi-polar diagnosis, and obtain and maintain a steady job at Costco, stating: “I don’t know where I would be without this program.” Furthermore, CalWORKs therapists have explained that the quality of their services has improved because the integration of employment services has enabled them to have a more comprehensive understanding of participants’ strengths and limitations, which allows them to create a more targeted mental health intervention.

Finally, while the Project is still too new to accurately calculate cost savings, it is expected that savings will be realized through the increase in employment rates for CalWORKs participants, resulting in a decrease in CalWORKs’ distribution of resources to its participants. According to previous studies, researchers found an average annual savings of over \$16,000 per client in mental health treatment costs for steady workers. It has been projected that if IPS were available nationally, Medicaid, Social Security and other federal and state programs could save \$368 million annually. When data from the IPS Implementation Project becomes available, it can be expected that LA County will see similar savings.

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**Linkage to the County Strategic Plan – 1 page only.** Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

The IPS Implementation Project plays a direct role in advancing the County of Los Angeles’ efforts in accomplishing its three Strategic Plan goals: make investments that transform lives, foster vibrant and resilient communities, and realize tomorrow’s government today.

The IPS Supported Employment model, which is made possible by DMH’s and DPSS’s collaborative efforts, transforms lives by providing comprehensive mental health treatment with an emphasis on obtaining employment. Working is vital to building a healthy environment and promoting individuals’ overall wellness. As active contributors to the workforce, CalWORKs participants have access to critical resources (e.g. money, and access to healthcare and housing), a social safety net, and personal growth (e.g. improved self-esteem and a sense of community). These benefits not only promote the participants’ recovery, but also build a foundation that helps prevent society’s most complex problems.

The IPS Implementation Project also fosters vibrant and resilient communities by strengthening the county’s workforce, which is evidenced by the Project’s successful employment outcomes. With CalWORKs Program Administration representing the hub, a network of CalWORKs mental health agencies work with various stakeholders to support wellness through employment services countywide. The IPS Supported Employment model encourages partnerships with the Department of Rehabilitation, local businesses, Work Source Centers, and the Chamber of Commerce. As previously mentioned, employment promotes wellness by offering participants with access to critical resources, a social safety net and personal growth, which in turn, helps to prevent complex problems. Moreover, these benefits provide participants with the ability to contribute their own strengths to the health of the community.

Furthermore, the IPS Implementation Project helps to build a stronger and more effective government for the future through ongoing monitoring practices. CalWORKs Program Administration regularly administers Fidelity Reviews to evaluate agencies’ fidelity to the IPS Supported Employment model. The Fidelity Reviews allow CalWORKs Program Administration to engage and gather feedback from agency staff, partners (such as the Department of Rehabilitation), and CalWORKs participants. The results provide CalWORKs Program Administration with qualitative and quantitative data that inform trainings for CalWORKs mental health providers and help identify opportunities for improvement in the administration of IPS Supported Employment. CalWORKs Program Administration’s ability to be flexible to the needs of its providers and participants helps ensure participants’ needs are met while continuing to develop the community’s workforce.

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**COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY):** If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. 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. Use Arial 12 point font

**Cost Avoidance:** Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

**Cost Savings:** A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

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

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<b>NAME OF PROJECT:</b> IPS Supported Employment Implementation Project	

**FOR COLLABORATING DEPARTMENTS ONLY**

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

<b>DEPARTMENT NO. 2 NAME AND COMPLETE ADDRESS</b>	
DEPARTMENT OF PUBLIC SOCIAL SERVICES – 12860 CROSSROADS PARKWAY SOUTH, CITY OF INDUSTRY, CA 91746	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
KIMBERLY WHITE  EMAIL: <a href="mailto:KimberlyWhite@dpss.lacounty.gov">KimberlyWhite@dpss.lacounty.gov</a>	SHERYL L. SPILLER  EMAIL: <a href="mailto:SherylSpiller@dpss.lacounty.gov">SherylSpiller@dpss.lacounty.gov</a>
<b>DEPARTMENT NO. 3 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 4 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 5 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 6 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT NO. 7 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____