Promoting Housing Stability by Fostering a Culture of Employment

Nicole Clevenger
Steve Shober
Center for Evidence-Based Practices
CENTER FOR EVIDENCE-BASED PRACTICES

at Case Western Reserve University

A partnership between the Jack, Joseph and Morton Mandel School of Applied Social Sciences & Department of Psychiatry at the Case Western Reserve School of Medicine

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Service innovations for people with mental illness, substance use disorders

- **SAMI**: SubSTANCE ABUSE & MENTAL ILLNESS
  strategies for co-occurring disorders
- **IDDT**: INTEGRATED DUAL DISORDER TREATMENT
  the evidence-based practice
- **DDCAT**: DUAL DIAGNOSIS CAPABILITY IN ADDICTION TREATMENT
  an organizational assessment & planning tool
- **DDCMHT**: DUAL DIAGNOSIS CAPABILITY IN MENTAL-HEALTH TREATMENT
  an organizational assessment & planning tool
- **ACT**: ASSERTIVE COMMUNITY TREATMENT
  the evidence-based practice
- **SE/IPS**: SUPPORTED EMPLOYMENT/INDIVIDUAL PLACEMENT & SUPPORT
  the evidence-based practice
- **IPBH**: INTEGRATED PRIMARY & BEHAVIORAL HEALTHCARE
- **TRAC**: TOBACCO: RECOVERY ACROSS THE CONTINUUM
  a stage-based motivational model
- **MI**: MOTIVATIONAL INTERVIEWING
  relationships supporting recovery
- **$**: BENEFITS ADVOCACY & PLANNING
  relationships supporting recovery

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Outline:
1. Components of a ‘culture of work’
2. Best Practices in employment
3. Small group activity: Resident Profile
4. Facilitators and barriers for developing a culture of work
5. Action planning
Discussion:

What does a ‘culture of work’ look like?
Zero Exclusion

• Only requirement is a desire to work
• Belief that there is a job out there for everyone
• A person decides when they are ‘ready’
• Challenges are addressed in tandem with employment activities (they are not ignored)
Eligibility is based upon choice

- Diagnosis
- Substance Use
- Symptoms
- Age
- Hospitalization History
- Education
- Gender

Better Employment Outcomes
People are not excluded because:

- I forgot to ask if she wants to work.
- She’s gone through 7 jobs in 3 years!
- She won’t take a shower.
- He’ll just drink his check.
- One of my other clients lost her benefits.
- He misses appointments.
- Her thoughts are too disorganized.
- He’s too paranoid and he doesn’t take meds!
- If he works he won’t be able to attend group.

He isn’t ready for that much stress.
What about people with substance use disorders?

Successful programs use the following five strategies:

1. **Encourage employment**: changes (like employment) “help people develop hope, change their self image, and envision a different life”

2. **Explore substance use and document important factors**:
   - Stage of recovery
   - Time of day person uses
   - What substances?
   - What are triggers?
   - Acute and chronic effects of SA

3. **Find a job that supports recovery**
   - Avoid jobs where alcohol is served
   - Find jobs that avoid triggers
   - Think about industries with high SA (such as some construction)
What about people with substance use disorders?

Successful programs use the following five strategies (cont’d):

4. Develop an individualized plan to manage money
   • Payees
   • Direct deposit
   • Assistance on pay day
   • Savings plans

5. Use a team approach to integrate mental health, substance abuse and employment services
   • Allows for highly individualized services
   • Avoids miscommunications
   • Prevents people from getting lost in the system

Becker, Drake, Naughton (2005)
Zero Exclusion

• How could this concept be applied where you work?

• What could you do in your role?
Suggestions:

- Talk with everyone about employment
- Address barriers *while* starting employment activity
- Share *success stories*
- Ask *peers* who are working to share their experiences
- Help people build *hope and optimism*
  - Review *past successes*….ask:
    - “What have you done before that was really hard?”
    - “How did you manage to do that?”
  - Help people identify any potential connections between their *goals/values* and work
- Consider using *importance and confidence rulers*
Importance and Confidence Rulers
Ask these two questions....

1. “Why are you at a ___ and not at a zero?”

2. “What would it take (what do you need) to go from a ____ to a (next number) ?”

Listen for comments that are in favor of employment and reflect those back to the person.
Integration

• Employment is integrated with other services
• Service providers communicate and coordinate
  • Each role contributes
• Employment support becomes ‘business as usual’
Integration

• How could this concept be applied where you work?

• What could you do in your role?
Suggestions:

1. Get to know other providers in your area such as:
   - Clinical Services
   - Vocational services
   - Benefits planners
   - Evidence-based Supported Employment Services

2. Communicate with other providers to integrate employment and housing can

3. Weave employment discussions in other activities at your facility:
   - For example, community meetings

4. Assist with job search and job retention to the extent possible
   - Will be described in more detail
Individualized Job Search

- Based on the concept of **job matching**
- Takes into consideration the person’s **preferences, strengths, needs, and abilities**
- Also considers the type of help the person desires
- The job search itself is tailored
- The type of job sought has specific qualities
Job Selection is **HIGHLY** individualized

- Symptoms and coping skills
- Location
- Interests and values
- Daily schedule/sleep schedule
- Health
- Hours
- Comfort with others
- Cognitive skills
- Work experience, education, talents
- Benefits -- preferences
Preferences for work:

What do you do if someone says “I will do anything”? 

What do you do if someone has an unrealistic job preference...like “I want to be a superhero”?
Disclosure

- Help residents *weigh the pros and cons* of sharing select information with employers
  - May help explain gaps in work history
  - Needed to arrange for accommodations
- Discuss *specific information* that might be shared and *why*
- **Practice** how challenging information will be shared
  - Example: Legal background issues
- Discuss *timing* of disclosure (job search, interview, post-hire/before job start, anytime after job start as needed)
- Honor the fact that *some people do not want ANY* disclosure
  - and assist with problem-solving as needed
Personalized Benefits Planning

- People need information about how earned income will or will not impact benefits in order to make informed choices about work
- Is NOT used to tell a person how much they can work
- Should be available as needed (before job search, while actively seeking work, and once employed.)
Individualized Job Search

• How could this concept be applied where you work?

• What could you do in your role?
Suggestions:

1. Help people identify preferences, strengths, skills, needs and abilities
2. Help people learn job seeking skills
3. Gather information about work history for job applications
4. Process likes/dislikes from past jobs to help person identify qualities of a good job match
5. Discuss disclosure and accommodations
6. Identify and check out local community resources
7. Help people connect to services as needed
   - Vocational services
   - Benefits planning
8. Assist with job preparation
   - Transportation planning
   - Alarm clocks….lunches
   - Interview practice
   - Clothing
Ongoing Job Retention Supports
Ongoing job retention supports

- Supports are provided to help people maintain employment

- If a job ends, the person is offered assistance with a new job

- Career development is important to many
Ongoing Job Retention Supports

• How could this concept be applied where you work?

• What could you do in your role?
Suggestions:

1. Provide wake-up calls and other reminders
2. Help people keep a calendar for scheduled work hours
3. Assist with developing a simple system for gathering and storing employment-related documentation
   - Paystubs
   - W-2s
   - Letters from benefits providers
   - Receipts from reporting income to benefits providers
4. Budgeting and banking
5. Help people think about and (with permission) negotiate workplace accommodations
6. Facilitation of development of natural supports
How can you build a culture of work within your organization?
Suggestions:

- Ask people about interest in employment as they enter the agency
- Ask about interest in employment over time, such as during treatment/service planning
- Display information (brochures, posters, bulletin boards) promoting work within the agency
- Actively provide ways for individuals to share their experiences with other clients and staff
- Share the rate of competitive employment on a regular basis with agency leadership and staff
- Build relationships with employment providers in your area
ACTIVITY:

Resident Profile
ACTIVITY:

Facilitators and Barriers to employment
ACTION PLANNING EXERCISE
Join Our Mailing List

create account | sign in

Get connected to ...
- Training events
- Educational resources
- Consulting resources
- Evaluation resources (fidelity & outcomes)
- Professional peer-networks

- Stories
- Booklets
- Posters
- Audio
- Manuals
- Fidelity scales
- More

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Stories

- News about us and our collaborators.
- Recovery stories told by consumers, family members, service providers, employers.
- Conversations with people who implement service innovations.
Contact Us

Nicole Clevenger, MSSA
Steve Shober, BS, LSW
SE/IPS Consultant & Trainer

Center for Evidence-Based Practices (CEBP)
Case Western Reserve University
10900 Euclid Avenue
Cleveland, Ohio 44106-7169
216-368-0808
nicole.clevenger@case.edu
Steve.shober@case.edu