

## ***Sample Agency Training Plan***

### IPS Supported Employment Kickoff—2 hours

Goal: Generate enthusiasm for the evidence-based practice. Help people consider the value of employment for recovery.

Audience: Stakeholders including clients, families, funders, mental health practitioners, Vocational Rehabilitation counselors, IPS team members, agency administrators, and others.

Possible agenda items:

- o Introductory comments from the agency executive director.
- o Description of IPS by the IPS supervisor. (He or she might show the video “3Faces, 3Lives” from <http://sites.dartmouth.edu/ips>.)
- o Collaboration between IPS and Vocational Rehabilitation from a Vocational Rehabilitation counselor or supervisor.
- o Working people share their stories. Family members share stories.
- o Exercise to help audience members think about the value of work in their own lives.

Tools for the training (available at <http://www.ipsworks.org>, select “For Programs”):

- IPS brochures
- Video: 3Faces, 3Lives

### IPS Supported Employment Overview-3 hours

Goal: Help practitioners and supervisors understand the IPS approach.

Audience: Employment specialists, mental health practitioners and supervisors, Vocational Rehabilitation counselors and supervisor.

Possible agenda:

- o Brief review of research for IPS (PowerPoint presentation listed below)
- o IPS supported employment principles
- o Client vignette
- o Discussion about culturally aware services
  - o What are some of the different cultures served by the agency?
  - o How do practitioners learn about those cultures?
  - o How could you ensure that people of different cultures are comfortable accessing IPS services?

Tools for training (available at <http://sites.dartmouth.edu/ips>):

- IPS Practice Principles Handout (select “For Programs”)
- PowerPoint Presentation: Evidence for IPS (select “About IPS”)
- Video: Supported Employment Introduction (select “About IPS”)

Follow-up to training: Attend some vocational unit meetings and mental health treatment meetings to help practitioners plan services that are consistent with IPS practice principles.

#### Career Profile—2 hours

Goal: Help IPS team members think about strategies to develop relationships with each person on their caseload and understand their employment goals.

Audience: Employment specialists and IPS supervisor.

- o Discuss completing a form versus a series of conversations about the person's goals, experiences, etc.
- o Discuss engagement—what are strategies to engage people? What might lead to people not engaging with the program? What would it feel like to be a person meeting a new service provider for the first time?
- o Pairs of employment specialists practice interviewing each other about their work histories, (first using a form, then focusing on a discussion).
- o Talk about asking the person if s/he would like a family member involved. Do they do that? How do they follow up on that?
- o Ask the group if they currently ask people about their culture. Have the group brainstorm what different cultures are, for example, ethnicity, religion, economic group, age, sexual orientation, etc. Ask the group what would be the purpose of asking about culture.
- o Ask about resources to help people get good benefits information: How do you help people access benefits information? When? Do you ever help people report their earnings?
- o Ask the team if they ever refer back to the profile? What would be the purpose in doing that? Do they update the profile? What would be the advantage to updating the profile?

Tools for the training:

- Sample career profile form and updates (job start form, job end form and educational experience form).

Follow up to the training: Go with an employment specialist (and/or IPS supervisor) to meet with a new client and model part of the career profile. Let the practitioner also participate. Discuss with the practitioner (or supervisor afterwards).

#### Including Family Members in the Employment Plan—90 minutes

Goal: Encourage employment specialists to meet with family members, with client permission

Audience: Employment specialists, IPS supervisor. Invite Vocational Rehabilitation counselors and family members.

Possible agenda:

- Ask employment specialists to brainstorm a list of who can be “family members,” for example, parents, siblings, spouses, partners, good friends, clergy, AA sponsors...
- Make a pros and cons list about involving family members—how can they be helpful? What difficult situations might be encountered?
- Pre-arrange with a family member(s) to talk to the group about their perspective. What is it like to want to help your family member and not know what to do or not to be included? What might be family member concerns about someone going back to work? What do family members want to know about IPS?
- Have a group discussion about how to discuss the possibility of a family meeting rather than asking a single question about family involvement. Generate key points that will be made into a document and distributed to the group later. Examples are below:
  - Discuss the subject on more than one occasion
  - Let the person know that he can decide what information will be shared and what will be kept private
  - Discuss the possible advantages of involving family members. Also the possible disadvantages.
  - Share how you have worked with other family members in the past
- Discuss creating a simple agenda, with the person, prior to a family meeting. The dual purpose of the agenda is to ensure the person feels involved in running the meeting, and also to keep the meeting focused on employment. A sample agenda might include: 1) Description of IPS services, 2) Janette’s desire to work, 3) Ideas for good job matches for Janette
- Families and culture: what does the group know about the cultures of families served by the agency, for example, how should elders be addressed? How can the program learn about those cultures?
- Employment specialists pledge to arrange at least one family meeting in the coming month. IPS supervisor attends as many of those meetings as possible.

Follow up to the training:

- Two weeks after the training, phone the supervisor to talk about the family meetings that have occurred.
- One month after training, attend an IPS team meeting the family meetings and to encourage more family meetings.

#### Job Development for IPS Team—one full day

Goal: Help IPS team develop/refine skills for job development.

Audience: Employment specialists and IPS supervisor. Invite Vocational Rehabilitation counselors and supervisor.

Possible agenda:

- Discuss strategies for building relationships with employers: 1) visit to arrange a 20-minute appointment, 2) use appointment to learn about the business needs and

- hiring preferences of employers, and 3) return to either talk about a job seeker or focus on learning more about the employer.
- o Role-play introducing self to employers and explaining purpose of visit.
- o Brainstorm questions to help employment specialists learn about businesses.
- o View job development videos from Strategies that Work DVD.
- o Discuss handling difficult questions from employers.
- \*\*Lunch\*\*
- o Break into pairs and go out to practice employer contacts. Trainer and supervisor also go out with employment specialists.
- o Come back to the agency near the end of the day to share experiences and discuss plans for continuing relationships with employers who were contacted.
- o Discuss helping people who have criminal histories to find employment.

Tools for the training (<http://sites.dartmouth.edu/ips>, select “For Programs”):

- Worksheet titled, “No One Would Hire Me if They Knew”
- Video: Strategies that Work
- Employer Contact Logs

Follow up to the training: Plan a conference call or visit with the team during the following week to discuss meetings that team members had with employers after the training. Discuss the stage of the relationship with each employer and possible next steps. Continue meeting for a couple of months to talk about employer relationships. Gradually encourage the supervisor take the lead in these discussions. Also, go out monthly for a few months with one or more pairs of employment specialists (and the supervisor) so that the new practice does not lose momentum.

#### Helping People Think about Work—90 minutes

Goal: Help mental health practitioners engage people in conversations in work.

Audience: Mental health practitioners

Possible agenda:

- o Show video of people working (3Faces, 3Lives or Supported Employment Introductory video) or invite working people to talk about their jobs.
- o Ask practitioners if they have observed any advantages of employment for people on their caseload.
- o Ask practitioners what they think the barriers are for people who are returning to work.
- o Ask if they think people on their caseload are hopeful about working. What prevents people from feeling hopeful? What seems to help people feel more hopeful?
- o Have practitioners break into pairs and practice the worksheet “So you think you’re interested in a job?”
- o What message does it send when no one asks clients about work?
- o How can practitioners have conversations about work over time? Brainstorm a list of at least 25 ways to ask about work.

- Ask IPS supervisor to share information about local benefits planning and how to refer. Ask supervisor to share brochures and referral forms for IPS.

Tools for the training (<http://sites.dartmouth.edu/ips>, select “For Programs”):

Worksheet: So You Think You’re Interested in a Job?

Local information to hand out:

IPS program referral forms and brochures

Information about local benefits planning

Follow-up to the training: Trainer or IPS supervisor to type up brainstormed list of questions and distribute to the mental health practitioners.

### Client Interviewing Skills for IPS Team—2 hours

Goal: Help IPS team members acquire basic interviewing skills.

Audience: IPS team members.

Possible agenda:

- Open-ended questions: explain, role-play for the group, have pairs practice with each other.
- Simple reflections: explain, role-play for the group, have pairs practice with each other.
- Disclosure discussion: explain helping someone think through possible benefits and disadvantages to sharing information about his disability with an employer, discuss information to include and leave out, role play for the group, have pairs practice with each other.
- Discuss different cultures served by the IPS team. How have team members learned about those cultures and what type of communication style would be most comfortable for those groups? What plan could they put in place to learn more?

Handouts for participants (<http://sites.dartmouth.edu/ips>, select “For Programs”):

Sample disclosure worksheet

Follow up to the training:

- During vocational unit meetings, ask for examples of open-ended questions and reflections used by staff during the week. Discuss how they might refine their questions and reflections.
- Check in with IPS supervisor to ensure that the team has help learning about the cultures of the people they serve and how to communicate effectively with people of different cultures.

### Co-Occurring Disorders for the IPS Team—2 hours

Goal: Help practitioners think about specific strategies to help people with co-occurring disorders.

Audience: Mental health practitioners (especially an Integrated Dual Disorder Treatment, IDDT, team), IPS team, Vocational Rehabilitation counselors and supervisor.

Possible agenda:

- o Discuss strategies such as gathering information about each individual's substance use for the career profile, working closely with the mental health team, finding jobs that support recovery, and offering to help the person with budgeting.
- o Harry vignette and video (Strategies That Work).
- o Discuss people on the team with co-occurring disorders. Use group discussions to brainstorm strategies to help those people who are having problems reaching their employment goals.

Tools for the training (<http://sites.dartmouth.edu/ips>, select "For Programs"):

- Fact sheet: "Myths and Facts About Substance Use Disorders"
- Newsletter about Co-Occurring Disorders
- Video: Strategies that Work

Follow-up to the training: While attending vocational unit meetings and mental health treatment team meetings, help the team think of strategies that are consistent with this approach. Ask to meet a few people the team is worried about (go out with an employment specialist during a scheduled appointment). Help the team identify the person's strengths and possible job matches.

Job Supports for the IPS Team—2 hours

Goal: Promote individualized job supports.

Audience: IPS team. Invite Vocational Rehabilitation counselors.

- o Discuss planning job supports rather than waiting to see if worker has a problem. Think about the person's work history, current adjustment, strengths, supports, and the person's new job.
- o Brainstorm a list of all of the different types of job supports the team can think of—tell them they must come up with at least 25.
- o Suggest including families in development of the job support plan. What would be the possible advantages? Disadvantages? How could they include the family? (Suggest that they should not put family in position of nagging about work.)
- o Share a client vignette with the team (person who just got a job). Have the team develop a follow-along plan for that person.

Follow-up to the training: Help the team devise job support plans during vocational unit meetings. Also go to mental health team meetings to model asking practitioners for their ideas about job supports. Encourage practitioners to gather ideas from family members (with client permission).

## **Consultation Activities**

### Vocational Unit Meetings

- o Attend weekly or every other week team meetings, (at least once a month in person).
- o Participate as a team member, rather than leading the meeting.
- o Meet with supervisor after each meeting to discuss how IPS is being implemented, strengths of employment specialists, as well as skills that need development. Talk to supervisor about a zero tolerance policy for disrespectful or negative language.

### Mental Health Treatment Team Meetings

- o Attend once a month for the first three months. Ask the IPS supervisor to attend with you.
- o Help integrate the services by asking mental health practitioners for their ideas regarding good job matches and good job supports. Ask mental health practitioners to share what they know about each person's strengths and her work history.
- o Remind team members to ask everyone about employment.

### Vocational Rehabilitation Collaboration

- o Offer to have a discussion about IPS at Vocational Rehabilitation office if counselors were unable to attend training at agency
- o Assist with efforts to improve collaboration between the IPS program and Vocational Rehabilitation. For example, if there will be monthly meetings to discuss shared cases, attend the first meetings. Ask what Vocational Rehabilitation counselors think about attending an occasional vocational unit meeting or mental health treatment team meeting (discuss this with the mental health agency in advance).

### Job Development

- o Go with IPS supervisor and employment specialists to contact employers in person. Repeat this at least once a month for the first few months or until outcomes improve. Help employment specialists plan for each contact. Process as a group afterwards.

### Outcomes Review

- o Meet quarterly with the IPS supervisor to review program outcomes. What areas are cause for celebration? What areas would the supervisor like to improve? Discuss goals and strategies for the coming quarter. Help supervisor develop a written plan for improvement. Ask about goals for individual employment specialists. How will the supervisor help each person on the team develop skills and obtain better outcomes?

### Steering Committees

- o Help the agency understand the purpose of steering committees. Think about

- stakeholders to invite. Help them think about some early agendas
- o Attend steering committees as a participant.

Tools: Supported Employment Steering Committees document and sample agendas from <http://sites.dartmouth.edu/ips>, select “For Programs.”

#### IPS Supported Employment Fidelity Review

- o Help IPS supervisor to schedule an IPS fidelity review 6 months after program start up.
- o Help IPS supervisor and others at the agency make changes to obtain a better fidelity score.

Tools: Supported Employment Fidelity Scale, 2008 and Evidence-Based Supported Employment Fidelity Review Manual. <http://sites.dartmouth.edu/ips>, select “For Trainers.”

#### IPS Supervisor Groups

- o Quarterly forums for supervisors to share ideas, work on common goals, continue learning about IPS supported employment. Supervisors are more likely to develop good working relationships if these meetings are in person.

#### Relationship Building with Advocacy Groups

- o Offer to speak annually at family organizations about IPS supported employment.
- o Connect with consumer advocacy organizations. Offer information about IPS.