**IPS Program Continuous Quality Improvement Report**

This quality improvement report is not a fidelity report. It can be used between fidelity reviews when annual reviews are not possible. The intent is to provide a roadmap that will help IPS programs provide effective services and to provide a snapshot of current practices.

Agency:       Date:       IPS Trainer:

1. **IPS Specialists Carry Low Caseload Sizes**

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|  | IPS | Caseload sizes = 20 or fewer, on average for a 40-hour worker. |
|  |  | Caseload sizes = 21 to 25, on average |
|  |  | Caseload sizes = 26 to 30, on average |
|  | Not IPS | Caseload sizes = 31 or more, on average |

Recommendations:

No recommendations.

Reduce caseload sizes to 20 or fewer.

Alert agency leaders about the need to hire another IPS specialist based on the number of people wanting IPS services.

Other:

1. **IPS Specialists Provide IPS Services Only**

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| --- | --- | --- |
|  | IPS | IPS specialists spend no more than two hours per week providing non-employment/education services. *Examples include helping with housing, parental rights, transporting individuals to health/social service appointments, and grocery shopping.* |
|  |  | IPS specialists spend no more than four hours per week providing non-employment /education services. |
|  |  | IPS specialists spend no more than one day per week providing non-employment/education services. |
|  | Not IPS | IPS specialists spend more than one day per week providing non-employment/education services. |

Recommendations:

No recommendations.

Develop job descriptions for IPS specialists that allow them to spend almost all of their time focused on providing IPS services.

IPS Supervisor: Talk to IPS specialists about tasks that could be performed by case managers or others.

IPS Supervisor: Attend meetings with partitioners who make referrals to the IPS program to explain why IPS specialists spend all of their time on employment (because assisting with housing and other needs can be time consuming and reduce time to work on employment).

Agency administrators: Make arrangements for people in IPS to have access to case management services so that IPS specialists do not need to provide that service.

Use time dedicated to IPS on IPS services.

Other:

1. **The IPS Supervisor Demonstrates New Skills and Coaches IPS Specialists In Situ**

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| --- | --- | --- |
|  | IPS | The IPS supervisor provides monthly field mentoring, for employer contacts & job seeker/worker meetings, with *each* IPS specialist |
|  |  | The IPS supervisor provides monthly field mentoring for employer contacts & job seeker/worker meetings, with *more than half* of the IPS specialists. |
|  |  | The IPS supervisor provides monthly field mentoring, for employer contacts and job seeker/worker meetings, with *less than half* of the IPS specialists. OR if an IPS supervisor is unavailable, the IPS specialist is coached by another more experienced IPS specialist. |
|  | Not IPS | No field mentoring in the past three months. |

Recommendations:

No recommendations.

Provide field mentoring monthly to all IPS specialists, regardless of their level of experience.

Provide assistance for employer relationships and client services to ensure that specialists do not drift from good practices, and so that you can learn from skilled specialists.

Provide coaching in the community and not primarily when job seekers and working people come into the office.

Share what you learn from field mentoring with others on the team.

Consider adding another supervisor and split the IPS specialists into two teams so that the supervisor has time for field mentoring OR reduce non-employment responsibilities for the supervisor.

ACT Teams: If there is an IPS program in the agency, ask the IPS specialist to report to that supervisor. The IPS specialist should still be assigned to the ACT team but will have teammates to help with employment issues.

Other:

1. **IPS Team Meetings Focus on Helping Job Seekers, Students, and Workers**

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| --- | --- | --- |
|  | IPS | Weekly IPS team meetings focus on job seeker/worker situations and employer relationships |
|  |  | Twice monthly IPS team meetings that focus on job seeker/worker situations and employer relationships |
|  |  | IPS team meetings that focus on administrative situations |
|  | Not IPS | No IPS team meetings OR monthly IPS team meetings |

Recommendations:

No recommendations.

Create weekly meetings for all of the IPS specialists who report to the same supervisor.

Use IPS team meetings to discuss employer relationships, share job leads, and problem solve strategies to help individuals achieve their goals.

Refrain from using more than a few minutes on administrative issues.

Other:

1. **The Treatment/Social Work Team and IPS Specialists Collaborate Weekly**

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|  | IPS | IPS specialists participate, like other members of the referring team, in a weekly meeting with treatment providers and/or social workers/housing specialists for *at least 90%* of the people they serve. Meetings focus on finding solutions to help individuals achieve their goals, including employment goals.  **Number of IPS specialists on the team who meet this criteria:** **1 of 4** |
|  |  | IPS specialists participate, like other members, in a weekly meeting with treatment providers and/or social workers/housing specialists for 75-90% of the people they serve. Meetings focus on finding solutions to help individuals achieve their goals, including employment goals. OR IPS specialists do not participate in weekly meetings but communicate with some treatment providers/social workers several times weekly by phone, dropping by their offices, etc.  **Number of IPS specialists on the team who meet this criteria: 2 of 4** |
|  |  | IPS specialists communicate at least monthly with others who provide services to 70% or more of job seekers/workers to coordinate services.  **Number of IPS specialists on the team who meet this criteria: 1 of 4.** |
|  | Not IPS | IPS specialists communicate monthly with others who provide services to job seekers/workers for fewer than 70% of their individuals on their caseload.  **Number of IPS specialists on the team who meet this criteria: 0 of 4.** |

Recommendations:

No recommendations.

Develop weekly meetings for mental health treatment staff, social workers, and other professional support people that IPS specialists attend.

Invite the IPS specialists to attend the entire meeting so that they can suggest employment for people who are not employed.

Discuss job seeker/worker situations including housing issues, treatment successes, employment status, etc. Work together to identify possible solutions to problems, using a strengths-based perspective.

When IPS specialists are assigned to more than one treatment/social work team, attend each meeting weekly.

Individual treatment providers and IPS specialists should communicate regularly to coordinate services.

Other:

1. **The IPS Team Works with Other Systems, as Needed**

**Not applicable because there is not another services system that affects the working lives of individuals in IPS services in the country.**

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| --- | --- | --- |
|  | IPS | The IPS team has monthly, in-person communication with other systems that affect the working lives of the individuals they serve. The purpose is to coordinate employment services for individuals served by both systems. That may be a department of labor, office of unemployment, state Vocational Rehabilitation (VR), or another entity. |
|  |  | The IPS team has monthly communication with other systems that affect the working lives of the individuals they serve. That may be a department of labor, office of unemployment, state Vocational Rehabilitation or another entity. |
|  |  | The IPS team has had minimal (e.g. quarterly or less frequent) communication with other systems that affect the working lives of individuals served. |
|  | Not IPS | The IPS team has not had communication with other systems that affect the working lives of the individuals they serve. |

Recommendations:

No recommendations.

Convene a leadership meeting to discuss what systems outside of the agency may affect the working lives of people in IPS.

Request a meeting with another system to talk about how both systems can support people who want to work.

Schedule regular meetings between the IPS program and another identified system to coordinate care for individual participants.

Request monthly, in-person meetings with VR counselors to coordinate services for people who use both VR and IPS services.

Other:

1. **Agency Leaders Help the IPS Program Sustain, Expand, and/or Improve Services**

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| --- | --- | --- |
|  | IPS | The agency executive director is currently helping the IPS program sustain, expand, or improve services. When two agencies collaborate on IPS, a treatment/social work agency and an employment agency, either one or both executive directors has helped the IPS program based on the issue that needed to be resolved. |
|  |  | The agency executive director and other agency leaders have helped the IPS program with sustaining, expanding or improving IPS services within the past year. When two agencies collaborate on IPS, a treatment/social work agency and an employment agency, either one or both executive directors has helped the IPS program based on the issue that needed to be resolved. |
|  |  | At least one member of the agency’s leaders is knowledgeable about the IPS program’s employment/education outcomes and efforts to improve services. When two agencies collaborate on IPS, a treatment/social work agency and an employment agency, both executive directors are knowledgeable about the IPS program outcomes and efforts to improve services. |
|  | Not IPS | Agency leaders are not knowledgeable about employment outcomes for IPS or informed about efforts to sustain or improve IPS services. |

Recommendations:

No recommendations.

Explain to upper managers that IPS is an evidence-based practice based on 8 practice principles (describe the principles).

Provide a quarterly report for upper managers that includes employment outcomes for the past four quarters, goals/efforts to improve adherence to the IPS practice principles, and a brief story about a working person.

Ask upper managers, including the executive director, to assist with program implementation, expansion, and sustainment, as needed.

Other:

1. **People Who Wish to be Employed are Eligible for IPS Services**

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| --- | --- | --- |
|  | IPS | All individuals receive IPS based upon their stated interest in working a job, regardless of any perceived barriers to employment. |
|  |  | At least 75% of individuals receive IPS based upon their stated interest in working a job, regardless of any perceived barriers to employment. |
|  |  | At least 50% of individuals are encouraged to complete pre-vocational programs goals (e.g., situational assessments/job tryouts, work readiness groups, work-ordered days, transitional jobs, volunteer jobs) or to achieve treatment goals (e.g., attendance at treatment appointments, sobriety, engagement in substance use treatment, medication compliance) before receiving IPS services. |
|  | Not IPS | More than 50% of the people receiving IPS services were encouraged to complete pre-vocational programs (e.g., situational assessments/job tryouts, work readiness groups, work-ordered days, transitional jobs, volunteer jobs) or to achieve treatment goals (e.g., attending treatment appointments, sobriety, engagement in substance use treatment, medication compliance) before receiving IPS services. |

Recommendations:

No recommendations.

Place written information about how individuals can refer themselves to IPS in public areas of the building.

Supervisors of the referral service for IPS (for example, a mental health treatment team or housing team): Ask about individuals who are unemployed. Why has the person not been referred to IPS? Does the person want to work? Have they been encouraged to consider their strengths related to employment? Would benefits counseling help them consider employment or education?

Ask working people and students to share their stories with mental health practitioners or other treatment/service providers.

Recognize mental health practitioners or other treatment/service providers who assist people with their employment goals.

Other:

1. **IPS Specialists Make Extra Effort to Engage Individuals**

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| --- | --- | --- |
|  | IPS | Referral sources meet with the job seeker and IPS specialist for the first time. When individuals stop attending appointments, IPS specialists use at least three strategies other than letters, text messages, and phone calls to reconnect to people. *Examples can include home/community visits, attending an appointment scheduled by a mental health practitioner, outreach to a family member (with prior permission), plan to meet person in the waiting room when they have an appointment scheduled, visiting person to drop off bus passes or another needed item, …* |
|  |  | When individuals stop attending appointments, IPS specialists use at least two strategies other than letters, text messages, and phone calls to reconnect to people. |
|  |  | When individuals stop attending appointments, IPS specialists attempt to call, text or write them for at least several months. |
|  | Not IPS | When individuals stop attending appointments, IPS specialists make minimal efforts to re-engage them before closing their cases. |

Recommendations:

No recommendations.

Use several strategies when attempting to re-engage individuals, other than phone calls, texts, and letters. Examples may

include home/community visits, attending an appointment scheduled by a mental health practitioner, outreach to a

family member (with prior permission), visiting person to drop off bus passes or another needed item.

Refrain from bringing up missed appointments with job seekers. Instead, express pleasure at seeing the person again.

Attempt to learn what has gotten in the way of the person attending appointments before closing their cases.

Other:

1. **Competitive, Integrated Employment is the Goal**

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| --- | --- | --- |
|  | IPS | IPS specialists encourage and help all people to attain competitive, integrated jobs (not those set aside for people who have disabilities or that pay less than other non-disabled colleagues) all of the time. |
|  |  | IPS specialists encourage and help people to attain competitive, integrated jobs (not those set aside for people who have disabilities or that pay less than other non-disabled colleagues) most of the time. |
|  |  | IPS specialists help people attain competitive, integrated jobs (not those set aside for people who have disabilities or those that pay less than other non-disabled colleagues) about half of the time. |
|  | Not IPS | IPS specialists help people attain competitive, integrated jobs (not those set aside for people who have disabilities or pay less than other non-disabled colleagues) less than half of the time. |

Recommendations:

No recommendations.

Refrain from using short-term jobs to entice employers to hire workers and do not count these positions as competitive jobs.

Do not use jobs created for individuals with disabilities, even when they are in regular, community workplaces.

Do not suggest volunteer jobs as steppingstones to competitive jobs.

Other:

1. **Benefits Planning is Offered to Everyone Who Receives Entitlements**

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| --- | --- | --- |
|  | IPS | IPS specialists offer to help all individuals who receive entitlements to meet with knowledgeable benefits planners who provides personalized information about how their disability or other benefits/entitlements will be affected by earned income or changes in income. |
|  |  | IPS specialists refer most individuals who receive entitlements to knowledgeable benefits planners who provide personalized information about how their disability or other benefits/entitlements will be affected by earned income or changes in income. |
|  |  | IPS specialists refer approximately half of individuals who receive entitlements to knowledgeable benefits planners who provide personalized information about how their disability or other benefits/entitlements will be affected by earned income or changes in income. |
|  | Not IPS | IPS specialists refer less than half of individuals who receive entitlements to knowledgeable benefits planners who provide personalized information about how their disability or other benefits/entitlements will be affected by earned income or changes in income. |

Recommendations:

No recommendations.

When individuals miss appointments for benefits planning, offer to help them reschedule and attend the appointment with them, or (with permission) arrange for a family member to attend the appointment with them.

Help people access information about their personal situation and what their monthly income will be under different earnings scenarios.

When providing information about benefits, include all sources of benefits including housing subsidies, food benefits, childcare subsidies, etc.

Explain to job seekers/workers the advantages of meeting with someone who can explain rules for entitlements.

Practitioners who are not experts in benefits planning should refer clients to a knowledgeable benefits planner.

Other:

1. **Job Seekers are Helped to Make Contact with Hiring Managers Soon After Starting IPS Services**

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| --- | --- | --- |
|  | IPS | The median number of days from first appointment with IPS specialists to first in-person contact with employers (by the IPS specialists and/or job seekers) is 30 or less. |
|  |  | The median number of days from first appointment with IPS specialists to first in-person contact with employers (by the IPS specialists and/or job seekers) is between 31 and 60. |
|  |  | The median number of days from first appointment with IPS specialists to first in-person contact with employers (by the IPS specialists and/or job seekers) is between 61 and 150. |
|  | Not IPS | The median number of days from first appointment with IPS specialists to first in-person contact with employers (by the IPS specialists and/or job seekers) more than 150 days. |

Recommendations:

No recommendations.

Assist job seekers to meet with employers to apply for jobs or learn about careers, soon after entering the IPS program.

When individuals are unsure about employment, or what they would like to do, arrange meetings with employers to learn about different jobs and careers within 30 days of them entering the IPS program.

See recommendations for IPS Supervision (#3) which may help IPS specialists feel more comfortable when talking to employers.

IPS supervisor: Collect data on the number of days to first employer contact and review trends with the team.

Other:

1. **Job Searches are Individualized, Taking into Account Multiple Factors**

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| --- | --- | --- |
|  | IPS | Positions sought relate to job seekers’ preferences, life situations, symptoms (if any), work history, substance use (if any), strengths and other issues. IPS specialists encourage individuals to learn about “better” jobs and careers they may not know about. |
|  |  | Positions sought relate to job seekers’ preferences, life situation, symptoms (if any), and substance use (if any). |
|  |  | Positions sought relate to job seekers’ preferences for job type. |
|  | Not IPS | Positions sought relate to jobs that are easily available. |

Recommendations:

No recommendations.

Talk with the mental health or service team to learn how prior jobs have gone and their recommendations for jobs the person would enjoy.

With job seeker permission, ask family members what job supports they think could be a good match.

Help individuals consider positions they may not know about and offer to provide help visiting businesses to learn about different positions.

Consider what is important to the job seeker—what do they enjoy, what are their values, what is their dream job?

Other:

1. **IPS Specialists Develop Relationships with Employers Through Multiple Contacts**

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| --- | --- | --- |
|  | IPS | On a weekly basis, IPS specialists build relationships with multiple employers through by 1) Introducing themselves in person and asking for an appointment, 2) Learning about the business and the employer’s hiring preferences, and 3) Returning to discuss a job seeker or to further the relationship. |
|  |  | On weekly basis, IPS specialists build relationships with multiple employers by following the steps above, but rarely return to employers who are not hiring. |
|  |  | On a weekly basis, IPS specialists speak with hiring managers, but attempt to learn about the business without asking to schedule an appointment. |
|  | Not IPS | IPS specialists meet employers in person to introduce themselves and ask about job openings OR they do not meet face-to-face with employers. |

Recommendations:

No recommendations.

IPS supervisor: Provide at least monthly field mentoring to demonstrate a stepwise approach to developing employer relationships.

IPS supervisor: Discuss employer relationships with individual specialists and help them plan next steps to take.

Refrain from asking about job openings until a relationship is well established.

Explain to employers that you would like to be a resource to them by helping them find employees who have the qualities they need.

Other: What an improvement! Congratulations to the team for developing excellent skills in this area.

1. **Job Supports are Individualized for Each Worker**

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| --- | --- | --- |
|  | IPS | IPS specialists document individualized job supports that change based upon job performance. Supports take into consideration worker preferences, work history, symptoms or substance use (if any), and life situation. *Examples could include weekly in-person meetings to talk about the job, meetings with the worker and supervisor, meetings with the worker and family members, transportation to work, help learning public transportation to work, assistance with clothing or tools for work, help with hiring paperwork, assistance learning job tasks, asking for accommodations, etc.* |
|  |  | IPS specialists provide individualized job supports that take into consideration worker preferences, work history, symptoms or substance use (if any), and life situation. Job supports do not necessarily change based upon worker’s needs. |
|  |  | IPS specialists provide individualized job supports that are based on a narrow range of activities AND/OR the length of time that supports are offered is based on funding rather than workers’ needs and preferences. |
|  | Not IPS | IPS specialists provide few in-person supports AND/OR the length of time that supports are offered is based on funding rather than workers’ needs and preferences. |

Recommendations:

No recommendations.

Consider a person’s work history, preferences, and current situation when offering job supports.

Offer in-person contacts to individuals who have new jobs.

Make job supports convenient—especially for individuals who are not sure that they want support. For example, offer a ride to work once a week or visit the working person at his home.

Offer job supports to workers for as long as a worker wants or needs them.

Develop supports based upon the person’s current work performance, for example, wake-up calls for someone who is having trouble waking up on time for work.

Document job supports, at least briefly, and at least monthly (a summary).

Follow each person’s preferences for whether you will visit them at work or have contact with their employer. Do not attempt to persuade people to accept workplace visits.

Other.

1. **Most IPS Services are Provided Away from the Agency**

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| --- | --- | --- |
|  | IPS | IPS specialists spend an average of 65% or more of their workdays away from their agency. *For example, IPS specialists meet clients at their homes, in workplaces, at coffee shops, in parks, and other places that are convenient or comfortable for individuals. They also spend time visiting employers each week to learn about their businesses.* |
|  |  | IPS specialists spend an average of 50% to 64% of their workdays away from their agency. |
|  |  | IPS specialists spend an average of 30% to 49% or less of their workdays away from their agency. |
|  | Not IPS | IPS specialists spend an average of 29% or less of their working hours away from their agency. |

Recommendations:

No recommendations.

Increase time in the community to at least 65% scheduled working hours. (That is a little over 5 hours per day for those who work 40 hours per week.)

IPS supervisor: Demonstrate providing time in the community by providing field mentoring at least monthly (see IPS Supervision and Coaching).

Offer to meet individuals in community locations including libraries, potential workplaces to follow up on job applications, potential workplaces to explore job options, community colleges, coffee shops, individual’s homes or their family homes, shopping malls, walks to look at different businesses, etc.

Other:

Comments:

Program Strengths:

Other information:

Next Steps: