

Developing an Agency Culture for Employment

Missouri Department of Mental Health

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What Is the “Agency System” Doing Right Now?

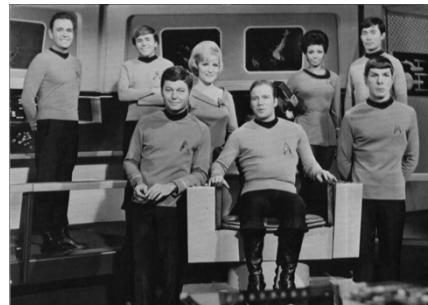
“Every system is
perfectly designed to
achieve the results it is
achieving”

--Paul Batalden

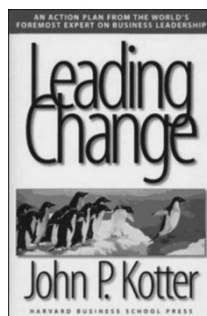
Lessons We Are Learning



Effective Leadership is Critical



Leading Change



Transformation Leadership

“Transformation requires sacrifice,
dedication, and creativity....”

Management versus Leadership

Management is a set of processes that keep a system running smoothly

Leadership is a set of processes that adapts agencies to significantly changing circumstances. Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen.

Leadership or Management?

- | | |
|---|---|
| <ul style="list-style-type: none"> • Planning & Budgeting • Organizing Staff • Controlling and Problem Solving | <ul style="list-style-type: none"> • Establishing Direction • Aligning People • Monitoring & Inspiring |
| ↓ | ↓ |
| <ul style="list-style-type: none"> • Produces Predictability & Order | <ul style="list-style-type: none"> • Produces Dramatic Change |

Successful Managers

- Keeping the organization under control
- Preserving the status quo
- Keep inward focus
- Sometimes over evaluate performance
- Use previously learned strategies

Transformation Leadership

“Creating a strong sense of urgency usually demands bold or even risky actions that we normally associate with good leadership.”

Transformation Leadership

“If everyone in senior management is a cautious manager committed to the status quo, a brave revolutionary down below will always fail.”

What Helps Implementation

Four Factors That Influence Fidelity

1. EBP Specific Features
2. State Factors
3. Leadership with the Site
4. Use of Fidelity Review

--Gary Bond (findings from National EBP Project)

What Helps SE Dissemination?

Factors That Influence EBSE Implementation

1. State Employment Champion
2. Availability of Good Technical Assistance
3. Regular Use of Fidelity Reviews
4. Collaboration with Vocational Rehabilitation & Mental Health Systems

--Drake, Lynde & Swanson (findings from J & J-- Dartmouth Project)

What Helps SE Dissemination?

Factors That Influence EBSE Implementation

5. Peer Supervision among SE Consultants
6. Multi-Media Training Materials
7. System Leaders
8. Incremental Learning
9. Early Adopter Sites & Expansion

--Drake, Lynde & Swanson (findings from J & J-- Dartmouth Project)

Effective Change Vision Communication

“Nothing undermines the communication of a change vision more than behavior on the part of the key players that seems inconsistent with the vision.”

Empowering People to Effect Change

- Communicate a sensible vision to staff
- Make structures support and not block the vision
- Provide the right training to the right staff
- Align information & personnel systems
- Confront supervisors who undercut the change vision

Newton's Laws

Non-Evidence Based employment practices that are funded tend to remain in practice unless an external force changes the funding.

Newton's Laws

The relationship between a system's resistance "R" to change, its funding "F" and its history "H" is $R = F H$

Newton's Laws

For every action to implement Evidence Based Supported Employment there is an equal and opposite reaction

Leading Transformation

- "A good rule of thumb in major change effort is: *Never underestimate the magnitude of forces that reinforce complacency and that help maintain the status quo.*"

The Need to Change

- "Major change is never successful unless the complacency level is low. A high urgency rate helps enormously in completing all the stages of a transformation process."

Things Have Been Very Good

- That's in the nature of things. I get really nervous if managers say that their units have been very good at something for some time and are working in exactly the same way today. It's a recipe for disaster.

McKinsey Quarterly, January 2007

The Need to Change

- "Keeping urgency up will require, first and foremost, performance information systems that are far superior to what we generally see today."

The Need to Change

- "The combination of valid data from a number of external sources, broad communication of that information inside an organization, and a willingness to deal honestly with the feedback will go a long way towards squashing complacency."

A Guiding Coalition

- **Position Power**
 - key managers on board to prevent others from blocking the process
- **Expertise**
 - variety of perspectives
- **Credibility**
 - good internal reputation
- **Leadership**
 - includes proven leaders

A Guiding Coalition

- **Select the Right People**
- **Develop Trust with the Coalition**
- **Develop a Shared Vision**

Effective Change Vision Communication

- **Simple Message**
- **Example**
- **Multiple Forums**
- **Repetition**
- **Leadership by Example**
- **Explain Inconsistencies**
- **Two-way Communication**

Aligning Systems to Support the Change Vision

- **Performance Evaluations for staff incorporate the change vision**
- **Compensation is based on useful changes not just not making mistakes**
- **Promotion Decisions are related to the change vision**
- **Recruiting & Hiring support the change vision**

Short Term Wins

“Nothing breeds success like success”

Short Term Wins

- **Provide evidence that sacrifices are worth it**
- **Reward change efforts & evidence**
- **Fine tune the vision**
- **Undermine change cynics**
- **Keep supervisors & managers on board**
- **Build momentum**

Resistance: Always Waiting

"I'm confident of one cardinal rule:
Whenever you let up before the job is done, critical momentum can be lost and regression may follow."

"Until changed practices attain a new equilibrium and have been driven into the culture they can be very fragile."

Successful Major Changes

- More change, not less
- More help with change
- Leadership from senior management
- Project management from below
- Reduction of unnecessary interdependencies

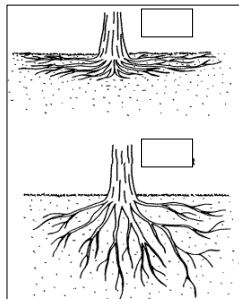
When New Practices Replace the Old Culture

- Evidence for new practice is clear
- Old culture served well for its time
- Early retirements or re-assignments
- New hires screened for new, not old culture
- No promotions for those not supporting the new culture
- New CEOs support new culture

Anchoring the New Culture

"...little if any effort was made to help the new practices grow deep roots, ones that sank down into the core culture or were strong enough to replace it. Shallow roots require constant watering."

How Do You Want to Anchor Your Change?



Anchoring the New Culture

- Norms & Values change at the end of the transformation not the beginning
- Results are Important
- Requires a lot of Communication
- Sometimes the only way to change a culture is Turnover
- Promotion & Recognition matches the new not the old culture

**Recovery & Implementing
Evidence Based Supported
Employment**

“It requires a the belief that change is possible, the support to make changes, and the ability to create changes on many levels while sustained by hope and a committed vision that things will be better”

**Evidence-Based Supported
Employment Fidelity Scale
IPS-25 (2008)**

**Importance for
Recovery & Outcomes**

Staffing: Caseload size:

Employment specialists have individual employment caseloads. The maximum caseload for any full-time employment specialist is 20 or fewer clients

**Staffing: Employment services
staff:**

Employment specialists provide only employment services

**Staffing: Vocational
Generalists:**

Each employment specialist carries out all phases of employment service, including intake, engagement, assessment, job placement, job coaching, and follow-along supports before step down to less intensive employment support from another mental health practitioner

**Organization: Integration of
Employment Services with
mental health treatment thru
team assignment:**

Employment Specialists are part of up to 2 mental health treatment teams from which at least 90% of the employment specialist's caseload is comprised

Organization: Integration of Employment Services with mental health treatment thru frequent team member contact:

Employment specialists actively participate in weekly mental health treatment team meetings (not administrative meetings) that discuss individual clients and their employment goals with shared decision-making. Employment specialists' offices are in close proximity with their mental health treatment team members. Documentation of mental health treatment and employment services are integrated in a single chart. Employment specialists help the team think about employment for people who have not yet been referred to employment services.

Organization: Collaboration between employment specialists and Vocational Rehabilitation counselors:

The employment specialists and Vocational Rehabilitation counselors have frequent contact for the purpose of discussing shared clients and identifying potential referrals.

Organization: Vocational Unit:

At least 2 full time employment specialists comprise the employment unit. They have weekly client-based team supervision following the supported employment model in which strategies are identified and job leads are shared. They provide coverage for each other's caseload when needed.

Supervision and EBPs

"The training and support of supervisors in implementing an Evidence-Based Practice is often the most crucial and most overlooked area"

Charlie Rapp

Organization: Role of employment supervisor:

Supported employment unit is led by a supported employment team leader. Employment specialists' skills are developed and improved through outcome-based supervision. All five key roles of the employment supervisor are present.

Organization: Zero exclusion criteria:

All clients interested in working have access to supported employment services regardless of job readiness factors, substance abuse, symptoms, history of violent behavior, cognitive impairments, treatment non-adherence, and personal presentation.

This applies during the course of supported employment services too.

Organization: Zero exclusion criteria:

Employment specialists offer to help with another job when one has ended, regardless of the reason that the job ended or number of jobs held. If Vocational Rehabilitation has screening criteria, the mental health agency does not use them to exclude anyone. Clients are not screened out formally or informally.

Organization: Agency focuses on competitive employment:

Agency promotes competitive employment through multiple strategies.

Agency intake includes questions about interest in employment.

Organization: Agency focuses on competitive employment:

Agency displays written postings (e.g. brochures, bulletin boards, posters) about employment and supported employment services. The focus should be with the agency programs that provide services to adults with severe mental illness.

Organization: Agency focuses on competitive employment:

Agency supports ways for clients to share work stories with other clients and staff.

Agency measures the rate of competitive employment and shares this information with the agency leadership and staff.

Organization: Executive Team Support for SE:

Agency executive team members (e.g. CEO, Chief Operating Officer, Quality Assurance Director, CFO, Clinical Director, Medical Director, HR Director) assist with supported employment implementation and sustainability. All five key components of executive team support are present.

Services: Work Incentive Planning:

All clients are offered assistance in obtaining comprehensive, individualized work incentives planning before starting a new job and assistance accessing work incentives planning thereafter when making decisions about changes in work hours and pay.

Services: Work Incentive Planning:

Work incentives' planning includes SSA benefits, medical benefits, medication subsidies, housing subsidies, food stamps, spouse and dependent children benefits, past job retirement benefits and any other source of income. Clients are provided information and assistance about reporting earnings to SSA, housing programs, VA programs, etc., depending on the person's benefits.

Services: Disclosure:

Employment specialists provide clients with accurate information and assist with evaluating their choices to make an informed decision regarding what is revealed to the employer about having a disability.

Services: Ongoing, work-based vocational assessment:

Vocational profile/assessment occurs over 2-3 sessions and is updated with information from work experiences in competitive jobs.

A vocational profile form that includes information about preferences, experiences, skills, current adjustment, strengths, personal contacts, etc., is updated with each new job experience. Aims at problem solving using environmental assessments and consideration of reasonable accommodations.

Services: Rapid job search for competitive job:

Initial employment assessment and face-to-face employer contact by the client or the employment specialist about a competitive job occurs within 30 days after program entry.

Services: Individualized job search:

Employment specialists make employer contacts aimed at making a good job match based on clients' preferences and needs rather than the job market (i.e. those jobs that are readily available). An individualized job search plan is developed and updated with information from the vocational assessment/profile form and new job/educational experiences.

Services: Job development - Frequent employer contact:

Each employment specialist makes at least six (6) face-to-face employer contacts per week on behalf of clients looking for work. An employer contact is counted even when an employment specialist meets with the same employer more than one time in a week, and when the client is present or not. Client-specific and generic contacts are included. Employment specialists use a weekly tracking form to document employer contacts.

**Services: Job development
- Quality of employer
contact:**

Employment specialists build relationships with employers through multiple visits in person that are planned to learn the needs of the employer, convey what the SE program offers to the employer, describe client strengths that are a good match for the employer.

**Services: Diversity of job
types:**

Employment specialists assist clients in obtaining different types of jobs

**Services: Diversity of
employers:**

Employment specialists assist clients in obtaining jobs with different employers.

**Services: Competitive
jobs:**

Employment specialists provide competitive job options that have permanent status rather than temporary or time-limited status (e.g. transitional employment slots). Competitive jobs pay at least minimum wage, are jobs that anyone can apply for, and are not set aside for people with disabilities.

**Services: Individualized follow-
along supports:**

Clients receive different types of support for working a job that are based on the job, client preferences, work history, needs, etc.

Supports are provided by a variety of people, including treatment team members (e.g. medication changes, social skills training, encouragement), family, friends, co-workers (i.e. natural supports) and employment specialists. Employment specialist also provides employer supports (e.g. educational information, job accommodations) at client's request.

**Services: Individualized follow-
along supports:**

Employment specialists offer help with career development (i.e. assistance with education, a more desirable job, or more preferred job duties).

Services: Time-unlimited follow along supports:

Employment specialists have face-to-face contact within one (1) week before starting a job, within three (3) days after starting a job, weekly for the first month and at least monthly for a year or more on average, after working steadily and desired by clients. Clients are transitioned to step down job supports from a mental health treatment team member following steady employment. Employment specialists contact clients within three (3) days of learning about the job loss.

Services: Community-based services:

Employment services such as engagement, job finding and follow along supports are provided in the client's natural community settings by all employment specialists.

Services: Assertive engagement and outreach by integrated treatment team:

Service termination is not based on missed appointments or fixed time limits. Systematic documentation of outreach attempts occurs. Engagement and outreach attempts are made by multiple team members.

Services: Assertive engagement and outreach by integrated treatment team:

Multiple home or community outreach visits are provided, including coordinated visits by employment specialist with integrated mental health treatment team members. Connections are made with family members when applicable. Once it is clear that the client no longer wants to work or continue SE services, then the team stops outreach.