




**IPS IN ILLINOIS**

**THE WONDERFUL  
WORLD OF WORK**

***TRANSFORMING LIVES  
THROUGH WORK***



# **USING THE IPS MODEL FOR THE IDD POPULATION**

- **Overview of Bridgeway and Our Corporate Culture**
  - **The IPS Model - 8 Principles - What Is Different?**
  - **Bridgeway Strategies and Best Practices**
  - **What IPS Offers VR, the Research and More**
  - **Success Stories**
  - **Questions**
- 



# **BRIDGEWAY**

**Mission: *Creating Solutions for Everyone***

**People Served Annually: 10,000**

**Population of Service Area: 1.5 million people**

**Square Miles Covered: 7,500 miles**

**Bridgeway locations: 7 primary cities**

**Budget: \$22 Million**


**Employees: 550**





# **BRIDGEWAY**


## **Behavioral Health Services**

- ❖ **Mental Health Outpatient**
  - ❖ **Community Housing and Supported Living**
  - ❖ **Community Support Services**
  - ❖ **Crisis Services for Adults and Youth**
  - ❖ **Substance Use Services**
  - ❖ **Community Employment Services**
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# **BRIDGEWAY**

## **Developmental & Intellectual Disabilities Services**

- ❖ **Community Housing and Supported Living**
  - ❖ **Community Day Services/Adult Learning**
  - ❖ **Home Based Support Services**
  - ❖ **Vocational Training**
  - ❖ **Community Employment Services**
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# **BRIDGEWAY'S DATA AND OUTCOMES IN 2018**

## **COMMUNITY EMPLOYMENT SERVICES**

### **Bridgeway - Total Persons Served**

**Galesburg/Monmouth: 138**

**Macomb: 37**

**Kewanee: 39**

**Pekin: 96**

**Bloomington - Normal: 102**

**Rockford: 143**

**Total Served in CES 2018: 555**

***Over the past 5 years, CES has annually served 500 or more persons***





# **BRIDGEWAY: TOTAL JOB PLACEMENTS IN 2018**

**Galesburg/Monmouth: 43**

**Macomb: 14**

**Kewanee: 10**

**Pekin: 54**

**Normal: 53**

**Rockford: 56**

**Total CES Placements/Job Starts = 230**

**Total DRS Placements = 153**

**Total DRS 90 Day Placements = 83**

**55% Job Sustainability Success Rate**





# **TYPES OF DISABILITIES – BRIDGEWAY COMMUNITY EMPLOYMENT SERVICES**

**Of the 555 individuals served in 2018:**

**Mental Illness - Primary: 75%**

**Intellectual Disability: 19%**

**Substance Abuse: 2%**

**Other Disabilities: 4%**





# **WHAT IS IPS?**

## **Individual Placement and Support**


**IPS is a model of supported employment backed by extensive research that helps people with serious mental illness and other disabilities work at regular jobs of their choosing within the community.**

**The International IPS Center has fostered and served as a guide for the ongoing IPS research studies throughout the world.**

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# THE RESEARCH – WHAT WE KNOW

- ✓ IPS is three times more effective than other vocational approaches in helping people with mental illness and other disabilities to work competitively.
  - ✓ Recent successful rehabilitation rates for Illinois DRS – VR IPS cases show that 68.7% of persons receiving IPS services are working.
  - ✓ Work improves long-term well being, increases income, and improves self-esteem and quality of life.
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# **IPS WORKS FOR ALL DISABILITIES**

**Bridgeway's experience demonstrates that IPS works for everyone we serve in our Community Employment Services.**

**Bridgeway believes that everyone deserves the best and IPS is the BEST Supported Employment Model!**

**Growing evidence for the effectiveness of IPS with other disability groups. (Gene Oulvey)**

**We implement the 8 Key Principles for ALL who enter Bridgeway's doors.**





# **#1: ELIGIBILITY IS BASED ON CONSUMER CHOICE – ZERO EXCLUSION**

**Clients are not excluded on the basis of:**

- **Readiness**
- **Diagnoses**
- **Symptoms**
- **Substance Use History**
- **Hospitalizations**
- **Level of Disability**
- **Legal System Involvement**

**LOOK AT THE DESIRE TO WORK!**






# DD-ID POPULATION - ZERO EXCLUSION

## ➤ **Readiness**

- The individual does not need to “prove” readiness by working in a vocational training program first.
- Important to have support from family and guardian.
- Look at the desire to work in the community!

## ➤ **Diagnosis – Level of Disability**

- Generally serve people in the Mild to Moderate ID range
  - Prefer the individual has unsupervised community access for safety reasons
  - Critical to educate the IDD staff about IPS, readiness, and Employment First
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## **#2: WORKER PREFERENCES ARE IMPORTANT**


**People with a disability generally have realistic ideas about what work they can do, how many hours a week they can work and what work environments are good or bad for them.**

**Services are based on a person's preferences, strengths, and work experiences, not on a pool of jobs that are available or on providers' judgments.**





## **DD-ID POPULATION - WORKER PREFERENCES**

- **Discovering the individual's work desires and preferences may take longer and they may not have realistic ideas about work.**
  - **During the Discovery/Assessment process expand the circle of resources to include family, guardian, staff – people who know the person and their passions.**
  - **Be willing to explore job duties with employers.**
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# **#3: RAPID JOB SEARCH**

**Most people prefer a rapid job search and this can help lower drop out rates.**


**The first employer contact occurs within a few weeks of entering the IPS program and no longer than 30 days.**

**Participation in extensive pre-vocational assessment, work adjustment and job skills training programs does NOT improve employment success.**






## **DD-ID POPULATION - RAPID JOB SEARCH**

- **Keeps consumers motivated!**
  - **The assessment process may take longer but Employment Specialists are beginning the job search within 30 days.**
  - **Job applications – may take longer to complete.**
  - **Explore disclosure with the consumer and guardian, if applicable...very important!**
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# **#4: A COMPETITIVE JOB IS THE GOAL**

**The job should pay at least minimum wage, be in the community and open to anyone, NOT just people with disabilities.**





# **DD-ID POPULATION - COMPETITIVE JOBS**

- **Unbundling of job descriptions**
- **Flexibility with employers – getting to know their Business and meeting THEIR needs**





# **#5 RELATIONSHIPS WITH EMPLOYERS ARE KEY TO SUCCESS**

**Employment Specialists provide systematic job development (Three Cups of Tea).**

**They develop relationships with employers based on client's work preferences, meeting face-to-face over multiple visits.**


**They learn about the work environment and the employers' work needs and hiring preferences.**

**Networking with employers is a major key to job placement success.**





# **DD-ID POPULATION – EMPLOYER RELATIONSHIPS**

- **Meet the business needs of the employer through flexible strategies**
  - **Share successes – Share other employers that have worked with us successfully**
  - **Provide lots of support to the consumer and the employer especially initially to ensure a thorough orientation to the job – often provide on site job coaching initially.**
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## **#6: DISABILITY SERVICES AND VOCATIONAL SERVICES NEED TO BE INTEGRATED**

**Community Based Service Providers are experts in Person Centered Planning.**

**Shared decision-making means that the team comes up with ideas that everyone can agree on (though the consumer makes the final call).**

**Employment specialists meet weekly with interdisciplinary team members to talk about shared cases.**





# **DD-ID POPULATION – INTEGRATED TEAMWORK**

- **“The Team” can be unique – perhaps the consumer, family, an external case manager and employment specialist OR the consumer, DRS counselor and employment specialist as not all consumers are connected with a human service agency.**
- **Weekly team meetings are the best practice but sometimes teams meet less frequently and we have had to adjust.**





## **#7: TIME UNLIMITED SUPPORT**


**The amount of support provided may increase or decrease over time, but support should be available from the interdisciplinary team for the duration of the job or at least for one year.**

**Follow along supports should be highly individualized based on personal choice.**






# **DD-ID POPULATION – TIME UNLIMITED SUPPORT**

- **Very important principle for the IDD population – long term supports may be needed.**
  - **Most individuals, however, can transition to natural on-site supports in the workplace.**
  - **Bridgeway used to have several job coaches for onsite job supports – now we have none.**
  - **Employment Specialists provide on site job coaching if needed for a limited time.**
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## **#8: PERSONALIZED BENEFITS PLANNING**

**Benefits counseling for people is critical. People do not want to lose their benefits! The State of Illinois has trained Benefits Counselors.**

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# **DD-ID POPULATION – BENEFITS PLANNING**

- **Include the consumer, family and guardian in the benefits counseling to ensure clear understanding.**
  - **Ongoing support is generally needed especially after a job is obtained to monitor and report wages.**
  - **The vast majority of time, our consumers work part-time to avoid losing any benefits.**
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# ADDRESSING POTENTIAL BARRIERS


- ❖ **Lack of Work Experience**
- ❖ **Transportation Problems**
- ❖ **Challenges with Engagement**
- ❖ **Cognitive Problems**
- ❖ **Lack of Social Skills**
- ❖ **Behavioral Issues**
- ❖ **Lack of Family Support - Families not prioritizing work**
- ❖ **Appearance – Physical Presentation**

**Addressing barriers is critical!**





# STRATEGIES THAT WORK WELL

- ✓ Allow more meetings for assessment
  - ✓ Engage with the consumer AND the family/guardian and do outreach if needed
  - ✓ Unbundling of a job description
  - ✓ Set or established routine
  - ✓ Job task checklists and visual guides
  - ✓ Repeat directions and explanations
  - ✓ Interdisciplinary Team Work - Social Skills, Behavioral Issues
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# **BRIDGEWAY BEST PRACTICES**

## **Recognition and Retention of Staff**


- ❖ **Employment Specialist of the Month**
- ❖ **Quarterly Bonuses for 45 day and 90 day job retention**

## **Innovative Practices**

- ❖ **Next Up Curriculum (S.Ed.)**
  - ❖ **Virtual Reality Job Interviewing**
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## **IPS Provides Unique Opportunities for VR**

- IPS is uniquely well described among vocational models
  - This creates unique opportunities for clear definitions of VR roles, contributions, and responsibilities
  - The VR systems and VR professionals cross-disability expertise is a good fit with the growing evidence for the effectiveness of IPS with diverse disability populations
  - State VR's experience with IPS offers opportunities to develop practice guidelines
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# WHAT IPS OFFERS TO VR

- Evidence-based practice
- Team approach
- Well defined roles of community agency rehabilitation staff
- Predictive measurement tool
- International learning community (COVID-19 perspectives & resources)





# WHAT VR OFFERS TO IPS

- Expertise
- Consistency
- Accessibility
- Integration
- Resources





# QUOTES

## 2011 FOCUS GROUP STUDY

- **Expertise:** “(The VR counselor) helped... because he had all the inside track on really most of the businesses here... he probably saved a lot of time and effort... just knowing where to go, and where we might not be so successful.”
- **Accessibility:** “ The (VR counselor’s) door is always open. I could make an appointment with him and go talk to him and I know he would listen to me ... what’s going on with me so I can make a better employee... and not have mental blocks and insecurities.”






# QUOTES

- **Accessibility:** “I was able to take criticism from (the VR counselor) even when it was difficult to hear... because I knew he was on my side.”
- **Integration:** “I don’t think that consumers really notice a difference (between IPS team members and the VR counselor). I think that they see us as working together as a team... So when you say VR, they think it is us.”




# ILLINOIS GUIDELINES AND EXPANSION

## **IPS Chapter in VR Counselor Casework Manual**

- IPS services different from all other VR services
  - 10 days from referral to IPE
  - Monthly IPS team meeting attendance
  - Working at referral: Open a case up to 14 days post
  - Milestone payment system, 15-45-90 days
  - Post 90 day support, 120-150 days
  - Expands types of licensed diagnostic providers
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# IL EXPANSION OF IPS TEAMS AND SERVICES

- 2012 - 37 IPS teams
  - 2013 - 54 IPS teams
  - 2014 – 2016 77 IPS teams (BIP study)
  - BIP study: IPS services expanded to youth and adults with Developmental Disabilities – 7 teams
  - Focus on youth with mental illness – 11 teams
  - Focus on underserved racial, ethnic, immigrant communities
  - IPS team serving Deaf/MI
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# **BALANCING INCENTIVE PROGRAM & WORKFORCE INNOVATION AND OPPORTUNITY ACT**

- ❖ **WIOA: Students and transition age youth with disabilities are a priority for supported employment services**
- ❖ **BIP: Increase access to non-institutional long-term services and supports**
- ❖ **DRS: Developed 20 community IPS teams:**
  - Youth with mental illness (MI)
  - People with developmental/intellectual disabilities (DD/ID)
  - Underserved racial, ethnic, immigrant, refugee populations




# INDIVIDUAL PLACEMENT AND SUPPORT (IPS) & CUSTOMIZED EMPLOYMENT CHARACTERISTICS

Characteristics	IPS	Customized Employment
Key model components	Rapid job search <ul style="list-style-type: none"><li>• Zero-exclusion</li><li>• Integration with MH</li><li>• Follow along support</li></ul>	<ul style="list-style-type: none"><li>• Discovery</li><li>• Portfolio</li></ul>
Evidenced-based model	Yes	No
People served	Mental Illness	Developmental/Intellectual Disability
Employment type	Competitive	Job Carving



# PROPOSAL

## Evaluation of the implementation of the BIP funded IPS program

- ❖ Assess adherence to the principles of IPS
  - ❖ Customer barriers to gaining and maintaining employment
  - ❖ Challenges and facilitators to implementation
  - ❖ Quality Assurance Plans
  - ❖ Employment Outcomes
  - ❖ Use of electronic data to inform practice
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# BIP SITES

**15 AGENCIES (9 in Chicago Area)**

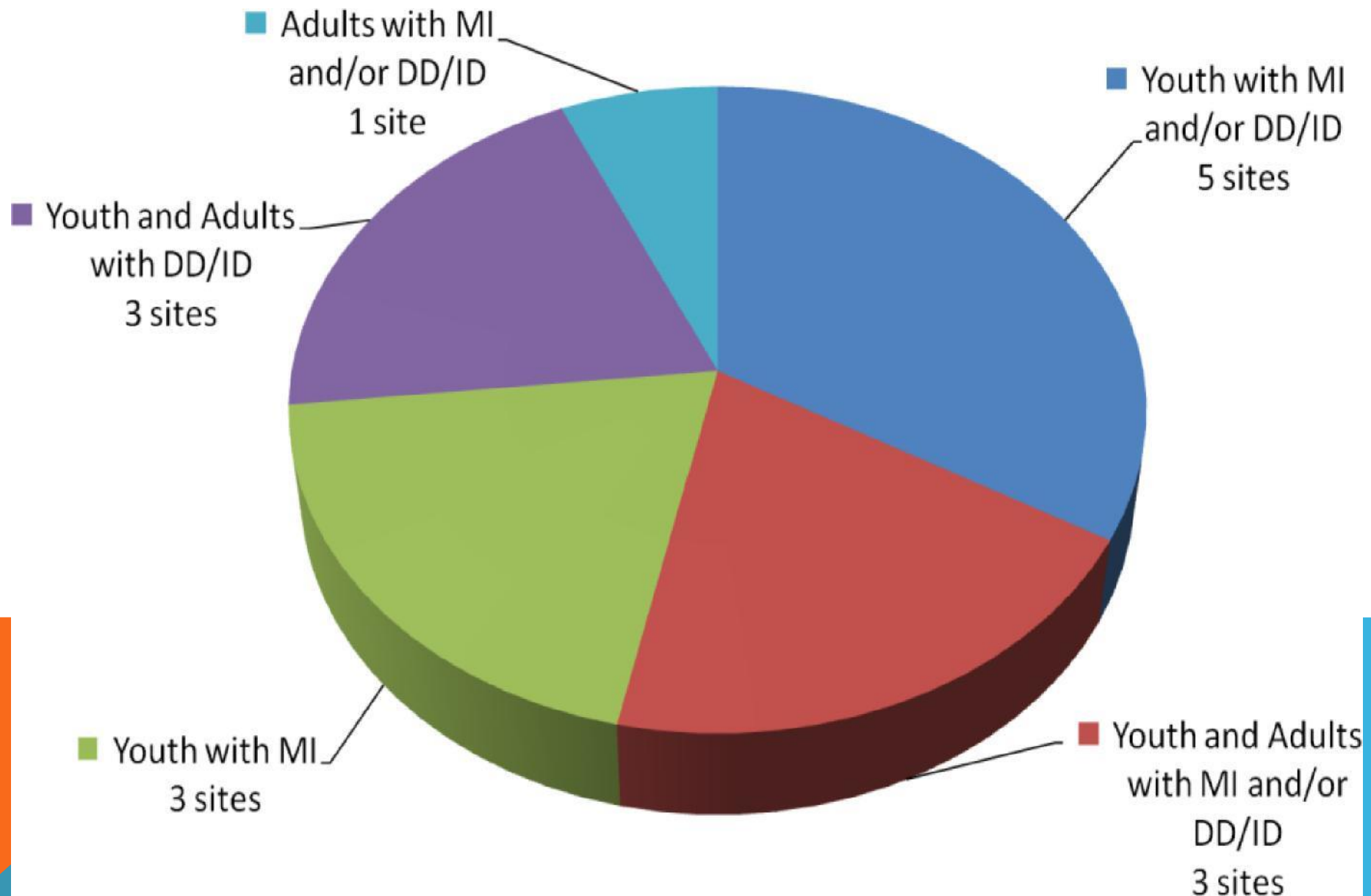
**3 SITES TARGETED MINORITY POPULTIONS**

- **African American Community**
- **Hispanic and Latino Community**
- **East Asian Community**



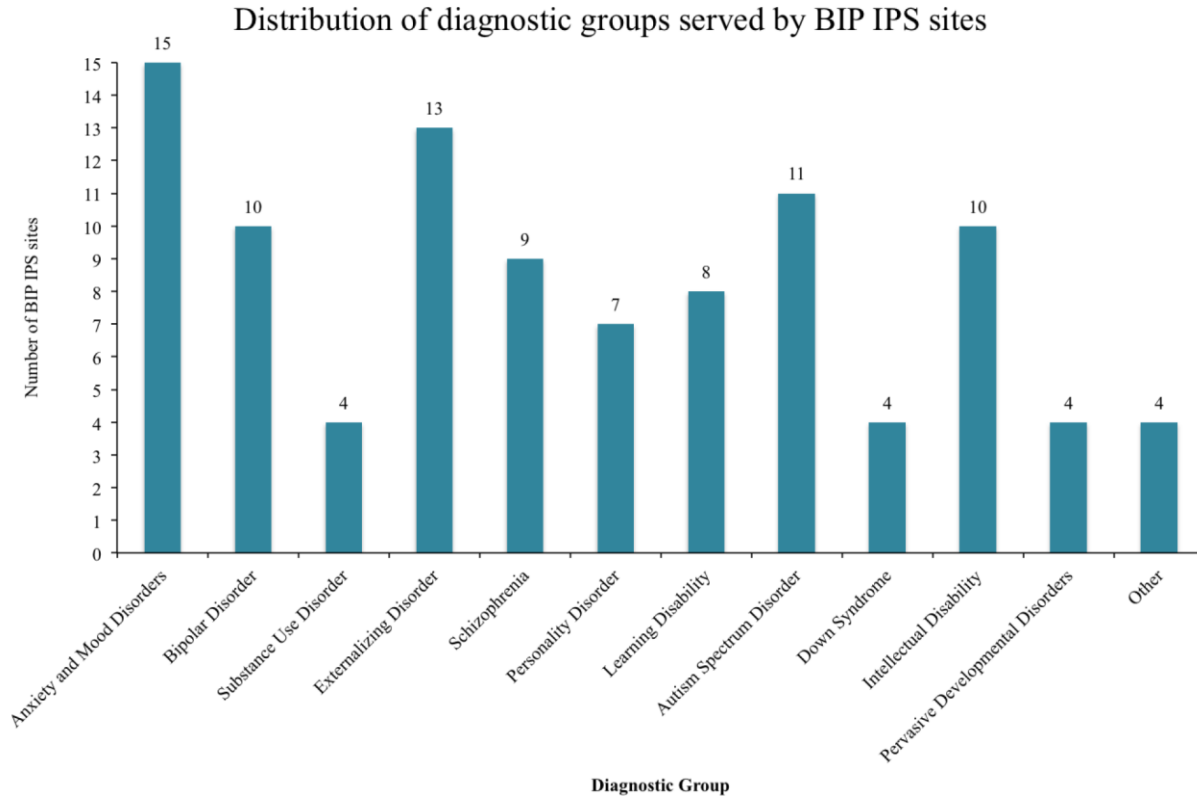


# POPULATIONS SERVED





# DISTRIBUTION OF DIAGNOSTIC GROUPS ACROSS 15 SITES





# MEASURES

- ❖ **FIDELITY**
  - ❖ **COMPETITIVE EMPLOYMENT RATE**
  - ❖ **CUSTOMER BARRIERS TO EMPLOYMENT**
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# **FIDELITY**

## **IPS 25**

**25 items, 5 point scale**

**1= lack of adherence, 5 = close adherence**

**Total scores: 25 – 125**

- **115 – 125: Exemplary fidelity**
  - **100 – 114: Good fidelity**
  - **74 – 99: Fair fidelity**
  - **< 73: Program not implementing IPS**
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# CUSTOMER BARRIERS TO EMPLOYMENT

## 21 BARRIERS TO EMPLOYMENT


### • TOP THREE BARRIERS TO EMPLOYMENT FOR EACH CUSTOMER

C33				
	A	B	C	D
5		EXAMPLE		
6	***DELETE THE BLUE ROW BEFORE EMAILING***	V. Noel		
7	Barriers	Customer X	Customer 1	Customer 2
8	Failure to Engage in Vocational Services	0		
9	Disengagement from Vocational Services	0		
10	Trauma/Abuse Background	0		
11	Physical Health Problems Not Well Controlled	0		
12	Substance Abuse/Dependence Not Well Controlled	0		
13	Symptoms of Mental Illness Not Well Controlled	0		
14	Cognitive Problems (including Literacy)	0		
15	Failure to Engage in Clinical Services	0		
16	Medication Compliance	0		
17	Family Pressure on Customer	3		
18	Family Interference in Program	0		
19	Gap in Services (e.g., Case Management)	0		
20	Transportation	0		
21	Lack of Work Experience	0		
22	Lack of Pre-requisites for Work	1		
23	Lack of Social Skills	0		
24	Criminal Justice System Problems	0		
25	Housing Problems	0		
26	Behavior Problems	2		
27	Benefits	0		
28	Fear of Losing Social Network at Agency	0		
29	Don't Know	0		



# **METHOD – FIDELITY REVIEW/PHONE INTERVIEW**

## **Semi-Structured Interview**

- ❖ Population Specific Barriers**
  - ❖ Facilitators**
  - ❖ Challenges**
  - ❖ Quality Assurance**
  - ❖ Collection/Use of electronic data**
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# **FIDELITY AND QUARTERLY EMPLOYMENT RATE**

## **RESEARCH RESULTS**

**Mean Fidelity Score for the 15 sites was 99.5**

**Mean Employment Rate = 39%**






# IPS FIDELITY MODEL

- ❖ Integration of rehabilitation with mental health treatment through team assignment
  - ❖ Integration of rehabilitation with mental health treatment through frequent team assignment
- 50% of sites with fidelity review scored 1 or 2 on both items**
- ❖ Assertive engagement and outreach by integrated treatment team



# CORE CHALLENGES TO IMPLEMENTATION

- **Competing Priorities**
  - **Collaboration Across a Fragmented System**
  - **Stigma**
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# COMPETING PRIORITIES

## EDUCATION VS EMPLOYMENT

### FAMILIES

- Generations of Unemployment
- Parent's Goals for Youth vs Youth's Goals

## SHELTERED WORKSHOPS VS COMPETITIVE EMPLOYMENT





# COMPETITIVE EMPLOYMENT

- Supervision provided by personnel of the business
- Job available to any qualified person
- Pays at least minimum wage

$$\text{Competitive Employment Rate} = \frac{\text{\# customers employed for at least 1 day during a specified 3-month period}}{\text{Total \# customers on the active caseload}}$$



# COLLABORATION ACROSS FRAGMENTED SYSTEM

SCHOOLS	LOCAL DRS	PARENTS	MENTAL HEALTH
Secondary Transitional Experience Program (STEP)	Some Refused to Work with the IPS Team	Parents discouraged employment – fear of losing benefits	Agencies without MH program
Hindered Access and Referrals			DD/ID with co-occurring mental illness lack access



# STIGMA

STAFF	COMMUNITY	INTERNAL
Zero Exclusion - Clinical Teams	Well known agencies serving people with mental illness	Embarrassment
Zero Exclusion with DD/ID		Disclosure



# PRIMARY EMPLOYMENT BARRIERS

## Youth and Adults with DD- ID (N =84)

Lack of work experience	28.6%
Cognitive problems	41.7%
Transportation	23.8%
Behavioral problems	28.6%
Family interference	31%
Lack of social skills	42.9%



# PRIMARY EMPLOYMENT BARRIERS

## Youth with Mental Illness (N =83)

Cognitive problems	21.7%
Transportation	20.5%
Poor Control of MI Symptoms	21..7%
Trauma/Abuse Background	20.5%



# PRIMARY EMPLOYMENT BARRIERS

## Youth with MI and DD- ID (N =148)

Lack of work experience	49.3%%
Transportation	51.4%
Failure to Engage in Program	20.9%
Disengage from Program	27%



# PRIMARY EMPLOYMENT BARRIERS

## Youth and Adults with MI and DD- ID (N =162)

<b>Lack of work experience</b>	<b>31.5%</b>
<b>Cognitive</b>	<b>27.2%</b>
<b>Failure to Engage in Program</b>	<b>25.9%</b>



# PRIMARY EMPLOYMENT BARRIERS

Adults with MI and DD- ID (N = 65)

<b>Lack of work experience</b>	<b>23.1%</b>
<b>Disengage from Program</b>	<b>29.2%</b>
<b>Poor Control of MI Symptoms</b>	<b>21.5%</b>
<b>Trauma Abuse Background</b>	<b>26.2%</b>
<b>Criminal Justice Problems</b>	<b>29.2%</b>
<b>Housing Problems</b>	<b>21.5%</b>




# POPULATION CHARACTERISTICS

## YOUTH

- Changing interests
- School schedule
- Lack of driver's license
- Naïve to employment
- Prefer texting
- Limited life skills

## PEOPLE WITH DD-IDD

- Fear of losing social network from sheltered workshop
  - May require more job coaching
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# QUALITY ASSURANCE

## **7 OF 15 SITES WITH FORMAL QUALITY ASSURANCE PLAN**

- Using fidelity scale
- Mock fidelity reviews
- Quarterly fidelity checklist
- Review fidelity items during weekly supervision

## **TOTAL LINK 2 COMMUNITY**

- Developing CE fidelity Scale





# DATA COLLECTION AND USE

## ❖ 5 Sites use Internet based Tool

- Accessible when out in community
- Outlook, Google drive, agency network drive, Human Services Management System, SharePoint

## ❖ Data collected in spreadsheets

## ❖ Customer level analysis for goal setting

## ❖ No aggregation of data for weekly meetings





# ELECTRONIC DATA COLLECTION


## LEARN

- ✓ What data are useful to collect
- ✓ How to organize and manage data

## NEED

- ✓ Electronic tool that automatically aggregates data, produces tables, charts, and graphs
- ✓ Streamline collection within agency and transfer of data to DRS

## UTILITY

- ✓ More useful as number of customers served increases
  - ✓ Standardized widespread use of electronic data
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# **MINORITY GROUPS**

Diversity across and within ethnic/racial groups

## **African American and African immigrant Communities**

- **Outreach through local churches (first point of contact for people)**

## **East Asian Community**

- **Low support seeking – outreach familiarity with the East Asian Culture (e.g. bilingual staff)**


## **Latinx Community**

- **Target outreach to family members – family heavily influences youth's engagement in the program**





# LIMITATIONS

- **Referral Rates**
  - **Number referred vs. number served**
  - **Sampling Method**
  - **Quality of Job Matching**
  - **Assessing Job Satisfaction**
  - **Defining Supported Education Outcome**
  - **Observed 1 of 3 sites serving primarily minority population**
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# RECOMMENDATIONS

## ❖ **Establish State Level and Local Steering Committees**

- DRS leadership
- School system leadership
- Family members
- IPS leadership and staff
- Agency leadership (executive director, clinical director)

## ❖ **IPS Learning Community**


- Kick Off Conference
- Annual Meeting

## ❖ **On –Site Technical Assistance**





# RECOMMENDATIONS

- ❖ **Involve Family-Adult Mentor in the Process**
  - ❖ **Establish Social Groups for people with DD – ID**
  - ❖ **Benefits Counseling for Parents**
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# RECOMMENDATIONS

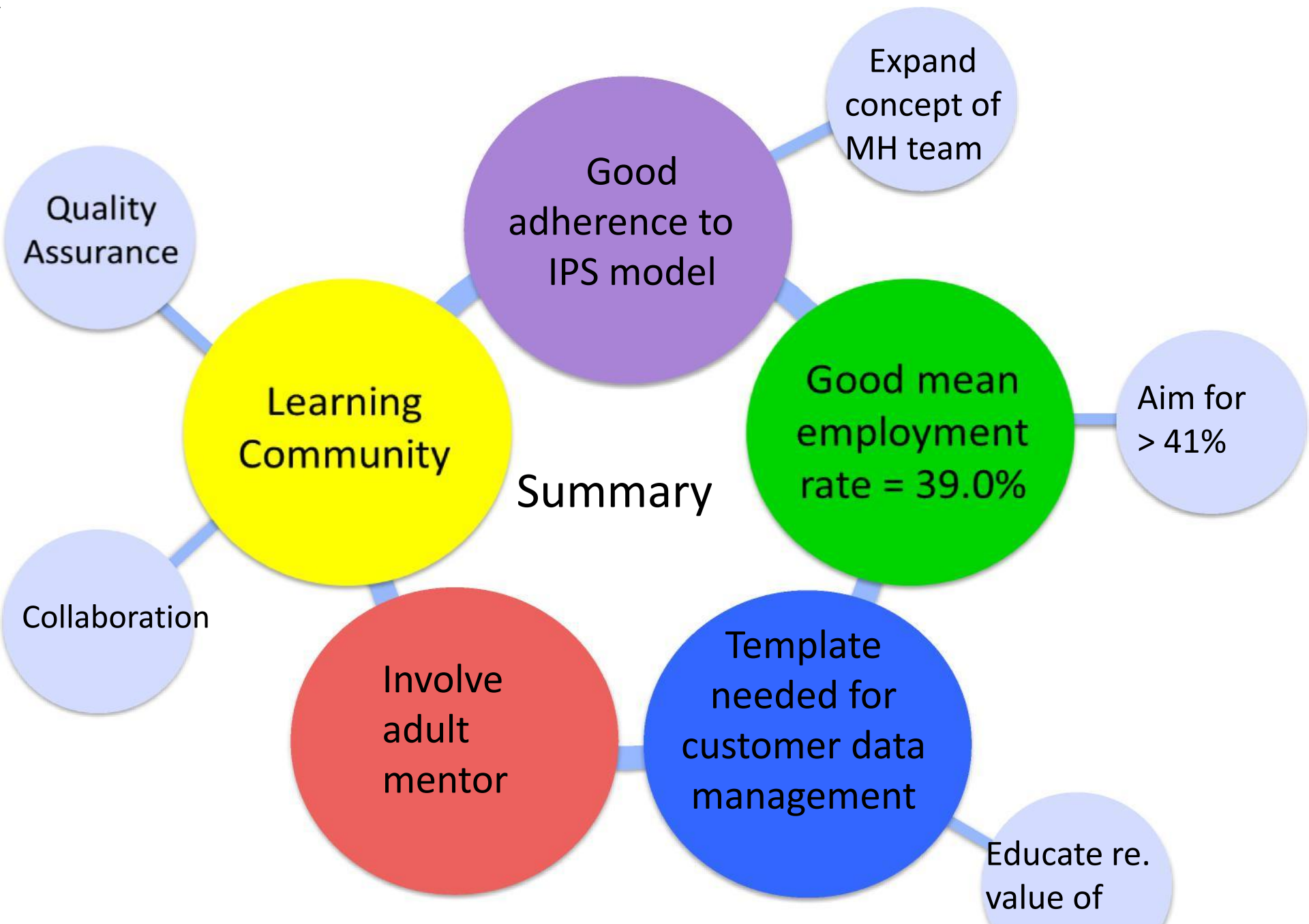
- ❖ **Establish multiple referral sources to access youth**

Caveat – More sources leads to more MH teams to integrate

- ❖ **Organize Treatment Teams to Include case managers for people with DD/ID**









# **FINAL WORDS**

**“If people are treated as capable,  
they often surprise everyone and  
live up to expectations.”**

**Ken Steele, Author**





# SUCCESS STORIES

Johnny





# SUCCESS STORIES

## TYLER





# SUCCESS STORIES

## MARSHALL





**QUESTIONS?**





# CONTACT INFORMATION

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