

IPS Employment Support Fidelity Report

Date: 30 January 2019

To: Waitematā District Health Board
Workwise

From: Sandy Reese, IPS Employment Centre at Rockville Institute

Purpose:

The Ministry of Social Development (MSD) is in the process of evaluating Individual Placement and Support (IPS) initiatives. There is a roadmap for staged evaluation of initiatives, including fidelity reviews to determine the design of the impact evaluation.

The IPS initiatives are prototypes and pre-tested by Providers. This report relates to the Waitematā District Health Board (DHB) and Workwise Employment Agency.

Waitematā DHB provides hospital and community services from North Shore Hospital, Waitakere Hospital and over 30 sites throughout the district. The Waitematā DHB Provider Arm delivers Specialist Mental Health and Addictions (SMH&A) services across the age spectrum to the population of their district, which comprises both inpatient and community services.

Workwise is a national IPS Employment Support Provider, with two employment consultants allocated to this prototype. Waitematā DHB contracts with Workwise to provide employment support services. The IPS programme at Waitematā DHB is located at their Waimarino site.

The evaluation aims to understand the impact of IPS and employment support when delivered in a New Zealand setting to different cohorts of people with mental health conditions. It is intended to provide good quality information to determine whether the initiatives should be expanded further and to capture lessons that can be used for future initiatives.

Fidelity reviews are an integral part of the Individual Placement Support, evidence-based approach to employment support. They provide an assessment of the current level of implementation of the IPS principles by independent reviewers, highlighting successes and identifying any areas for refinement and improvement.

This fidelity review focuses purely on exploring current practices implemented by Waitematā DHB in partnership with Workwise around employment support and alignment to the IPS evidence base.

It is the aim of this review to establish a baseline assessment, followed by the development of a partnership improvement plan that reflects achievable goals for the Waitematā DHB prototype to achieve at least 80% adherence to IPS practices (i.e. 100 or more on the IPS-25 fidelity scale). Fidelity scores are grouped as Not IPS Employment Support, Fair Fidelity, Good Fidelity and Exemplary Fidelity.

115 - 125	Exemplary Fidelity
100 - 114	Good Fidelity
74 - 99	Fair Fidelity
73 and below	Not IPS Employment Support

This report has been written by Sandy Reese from the IPS Employment Centre, Rockville Institute in America and checked only, for New Zealand context and language by Adel Stephenson from Work Counts.

Method:

Sandy Reese from The IPS Employment Centre at The Rockville Institute conducted the fidelity review in Auckland on the 8th, 9th and 16th of November 2018. Adel Stephenson attended the review as an observer. Activities included:

- Interview with the two employment consultants (EC)
- Interview with the one Workwise Service Relationship Manager (SRM), also fulfilling the role of IPS Supervisor
- Interviews with three clients joining the reviewer for lunch and one client by phone
- Leadership interviews with the Lead investigator IPS Prototype, Psychiatrist Service Clinical Director, Workwise CE, Workwise Service Development Manager (SDM), three Team Leaders/Clinical Coordinator and a phone interview with Director, Specialist Mental Health and Addictions Services, Waitematā DHB
- Interviews with two psychiatrists, four nurses
- Interviews with two Occupational Therapists
- Interview with Moko Cultural Advisor
- Interview with Work and Income service centre manager, Westgate

During the visit, the reviewer spent time on site. The reviewer:

- Participated in a Pōwhiri
- Observed a multidisciplinary team meeting, West Services (Green Team)
- Observed a Waitematā IPS employment team meeting
- Reviewed employer logs and job outcome spreadsheets
- Observed two employment consultants conducting job development
- Reviewed the employment consultants' schedule, employer contact logs and client list.
- Ten electronic records were reviewed

The information collected was appraised against the criterion in the IPS-25 fidelity scale.

Summary:

The reviewer would like to commend Waitematā DHB for their strong commitment to providing recovery services including evidence-based employment support and providing clients with increased access to competitive jobs.

The combined efforts of the mental health clinicians and the employment team, along with the collaborative team approach established with Work and Income to implement IPS practices in Auckland was evident. All practitioners interviewed during the review mentioned the cultural shift that has occurred since the employment consultants started attending weekly mental health team meetings. Clinicians also mentioned benefits.

Waitematā DHB IPS Employment Support programme has been successful in implementing many elements of IPS in a short period of time. Waitematā DHB prototype scored a 97 out of a possible 125 on their 2018 baseline fidelity review. It is common for IPS partnerships to receive scores in the “Fair” range at a baseline assessment.

Reviewers recommend the programme focus on the following over the coming twelve months:

1. **Agency focus on competitive employment:** Scored one – Develop reminders for mental health practitioners to discuss employment by including questions about interest in work in the agency intake process and on treatment plans. Hearing people speak about their jobs is an effective method to change practitioner values and to inspire potential workers. Ask working people to speak at team meetings, peer support groups, DHB-wide events and/or treatment groups.
2. **Zero exclusion:** Scored three – Remember that mental health practitioners are in a position to either provide a hopeful message about work, or to discourage certain people from thinking about work. Educate practitioners about zero exclusion criteria and encourage them to discuss employment with all clients.
3. **Time-unlimited follow-along supports:** Scored three - Offer face-to-face support just before a job start and then weekly for the first month of employment. In some cases, offer even more intensive job supports such as daily supports for a new worker. Plan job supports, rather than waiting to see if the person has problems on the job. Base job support plans on the person’s work history, preferences for job supports, current symptoms, strengths, etc. Try to anticipate possible problems and design supports to avoid those problems.
4. **Community based services:** Scored one - IPS supervisor review daily schedules of the employment consultants to ensure that they are spending at least 65% of their entire work week in the community meeting with employers and supporting consumers in their work lives.

It is recommended that the programme partners follow through (after considering the report) with:

- A creative session with service partners and an IPS expert to examine the current design and structural supports. The current design does not allow all people within Moko services and the West team to access employment support, who has expressed a genuine interest in working.
- following the above session, creating an IPS implementation plan to build on the work done to date, to which all the parties involved in the Prototype commit to.
- consider adding technical assistance and implementation support to assist staff to implement the strategies outlined in the plan.

I would like to thank you for the time spent making arrangements for this fidelity review. I realise that fidelity reviews interrupt some of the day-to-day services at the DHB. I hope the summary of the three-day visit will provide you with useful quality improvement information.

IPS SUPPORTED EMPLOYMENT FIDELITY REPORT

Staffing

1. Caseload size

Employment specialists have individual employment caseloads. The maximum caseload for any full-time employment specialist is 20 or fewer clients.	Rating: 5
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Sources of Information: Employment consultant interviews, IPS programme data, IPS supervisor interviews

Rationale for this item: Research has demonstrated that caseload size is directly related to good employment outcomes. In order for employment consultants to have regular contact with clients, visit employers each week, provide individualized job supports, and provide services in the community, they require caseloads of 20 or fewer people.

Comments: The service design had clear age criteria (18-35) for eligibility. Moko service staff reported it challenging to find people within the above age range who wanted to participate in the programme. Both clinical teams reported that they had many people outside of the age criteria who showed interest in working but was unable to refer them. People were referred to other employment programmes.

Caseload sizes were: (Employment consultant 'A') 21 and (employment consultant 'B') 12. The average caseload size was: 16. Each employment consultant also had a pending list, but these were individuals that had been referred but not enrolled on their caseloads.

Recommendation:

- Increase EC caseload to 20 to maximise access for people
- Ensure that caseload sizes do not exceed 20 per employment consultant. If necessary, begin a waiting list for IPS services but also explore all funding options to determine whether it is feasible to expand the programme.

2. Employment services staff

Employment specialists provide only employment services.	Rating: 5
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Sources of Information: Employment consultant interviews, Client interviews, Client record reviews, Mental health practitioner interviews, Observation of vocational unit meetings

Rationale for this item: Practitioners who have broad roles often focus on all the person's needs and do not have time to build relationships with employers or focus on other IPS activities. In IPS, employment consultants occasionally help the mental health treatment team, for example, by delivering medications while visiting a client. But a full-time consultant does not spend more than one to two hours per week on non-employment related activities.

Comments: Interviews with the IPS staff including the supervisor, key clinical worker and record reviews indicate that the employment consultants spend 96% or more of their time providing employment services.

Recommendation:

- Continue to ensure that employment consultants provide only employment services.

3. 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 MH practitioner. (Note: It is not expected that each employment specialist will provide benefits counselling to their clients. Referrals to a highly trained benefits counsellor are in keeping with high fidelity, see Item # 1 in “Services”.)	Rating: 5
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Sources of Information: Employment consultant interviews, Client interviews, Client record reviews, Observation of vocational unit meetings, IPS supervisor interview

Rationale for this item: During research studies, people were most likely to drop out of services when asked to transfer from one employment consultant to another, for example when different people provided different parts of the employment service. Many clients value the relationship that they form with the employment consultant and do not want to transition to new team members. It is preferable for employment consultants to directly meet with people from the start and deliver all phases of the employment journey.

Comments: Each employment consultant provides the full range of employment services including intake, engagement, career profile, job search, job coaching and other job supports.

Recommendation:

- Offer education supports when education is related to a person’s career goal. Help people explore education and training programmes that are used by all community members, not just those who have disabilities. Provide help learning about programmes and degrees, financial aid and possible accommodations. Offer education supports to those who choose to pursue training. The duration of time people receive educational supports is individualised. Some people may only need assistance for a short time in order to receive a certificate, others will need longer term supports. If a person chooses a longer educational path such as a four year degree the employment consultant would support them until they became a steady student at which time they would be transitioned out of IPS with an invitation to return at any time.

Organisation

1. Integration of rehabilitation with mental health through team assignment

Each employment specialist is attached to one or two mental health treatment teams from which at least 90% of the specialist’s caseload is comprised.	Rating: 5
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Sources of Information: Employment consultant interviews, IPS programme data, Mental health practitioner interviews, IPS supported employment supervisor interview, DHB administrator interviews

Rationale for this item: Employment consultants are asked to coordinate services with mental health clinicians, Work and Income team members, and families (with client permission). Coordination of

services can become overly cumbersome if employment consultants are asked to work with more than one to two mental health treatment teams.

Comments: The employment consultants are assigned to one team each, employment consultant ‘B’ is assigned to Moko Cultural Mental Health Services and employment consultant ‘A’ is assigned to the Mental Health West team from which 90-100% of their caseloads are comprised.

Each employment consultant is assigned to one mental health team and receives all referrals from the assigned team.

2. Integration of rehabilitation with mental health through frequent team member contact

<p>Employment specialists actively participate in weekly mental health treatment team meetings (not replaced by administrative meetings) that discuss individual clients and their employment goals with shared decision-making. Employment specialist’s office is in close proximity to (or shared with) their mental health treatment team members. Documentation of mental health treatment and employment services are integrated in a single client chart. Employment specialists help the team think about employment for people who have not yet been referred to supported employment services.</p>	<p>Rating: 4</p>
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Sources of Information: Employment consultant interviews, Client record reviews, Mental health practitioner interviews, IPS supervisor interview, DHB administrator interviews, Mental health supervisor interview, Observation of mental health treatment team meeting.

Key:

- Checked boxes indicates criteria met*
- Unchecked boxes indicated criteria not yet met*

- Employment consultant attends weekly mental health treatment team meetings.
- Employment consultant participates actively in treatment team meetings with shared decision-making.
- Employment services documentation (i.e., vocational assessment/profile, employment plan, progress notes) is integrated into client’s mental health treatment record.
- Employment consultant’s office is in close proximity to (or shared with) their mental health treatment team members.
- Employment consultant helps the team think about employment for people who haven’t yet been referred to supported employment services.

Rationale for this item: Frequent contact between providers ensures that all team members work together to help people with their employment and education goals. When good integration of services exists, people do not receive conflicting messages from different practitioners. Examples of good integration include case managers sharing information about a person's coping strategies, employment consultants sharing information about a person's new job. Mental health clinicians and employment consultants celebrate successes together.

Comments: The reviewer observed a West Multi-Disciplinary team meeting (MDT) in which the Clinical Coordinator, psychiatrist, nurses, social workers, occupational therapist, employment consultant and dual diagnoses counsellor worked together to share information about clients and generate solutions to employment-related barriers. The employment consultants and the clinical staff communicated and collaborated well regarding clients’ issues, progress and needs during the meeting. The team displayed mutual respect and collaboration for the different roles of team

members. In addition, the reviewer heard the employment consultant suggest employment during the team meeting for someone who had not yet been referred to IPS. The MDT is a very large team meeting comprising of over twenty practitioners and needed to be divided in half during the fidelity review. Through interviews with Moko psychiatrist, team lead, occupational therapists, cultural advisor and nurses it was apparent the employment consultant was attending weekly mental health team meetings on Tuesdays.

The employment consultant’s office space is co-located with their assigned mental health teams. Integrating employment services documentation into the client’s mental health treatment record appeared to be in the early stage. One of the employment consultants was able to locate some employment documents in the clinical records although they were difficult to find. The other employment consultant was not able to find any of their documents in the clinical record and mentioned that they have been emailing them to the key worker.

Recommendation:

- Continue to work on integrating and organising employment documents into the clinical record so that they can be easily located. Minimally, include the Return to Work assessment (with updates), employment progress notes and employment plans.

3. Collaboration between employment specialists and Work and Income staff

The employment specialists and Work and Income staff have frequent contact to discuss shared clients and identifying potential referrals.	Rating: 5
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Sources of Information: Employment consultant interviews, IPS supervisor interview, Work and Income supervisor interview

Rationale for this item: Improved collaboration between Work and Income and IPS programs results in better outcomes. Clients benefit from the wider range of services and expertise available when they have access to both systems.

Comments: The IPS Programme at Waitematā has a collaborative relationship with Work and Income at Westgate Centre. The service centre manager has been actively involved in the design and monitoring of the prototype and has a positive relationship with Waitematā programme coordinator/ IPS supervisor. A team of two Work and Income programme coordinators, service centre manager, a work broker, the IPS coordinator/supervisor and two employment consultants make up the team at Waitematā.

The intent and purpose of the collaboration is to support client’s wellbeing, incremental progress and movement towards achieving employment/education goals. Connection is by phone, email and in person. Urgent needs are discussed by the employment consultant and mental health clinician, advice sought and/or appointments made to support each person to attend Work and Income appointments.

The service centre manager stated that the Work and Income case managers routinely receive client information from the employment consultant noting whether someone obtained employment, an interview, missed an appointment or something significant happened. She reported that Work and Income and the employment team keeping close communication assured better coordination of services for shared clients. In addition to strategizing how to help clients move forward with their employment and education goals, the intent of this meeting is to monitor referrals, address prototype design challenges, discuss progress and track barriers.

The team has access to the Work and Income team resources and expertise, as well as special needs grants. This fund can be used to support wellbeing, work or education interventions. The service centre manager reported, that some of these funds used for purposes such as purchasing a cell phone can be accessed without the client needing to come into the Work and Income office if approved by the Case Manager.

Recommendation:

- Consider inviting Work and Income case managers to participate in mental health treatment team meetings, or IPS unit meetings, on a monthly basis.

4. Vocational unit

<p>At least 2 full-time employment specialists and a team leader comprise the employment unit. They have weekly client-based group 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.</p>	<p>Rating: 5</p>
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Sources of Information: Employment consultant interviews, IPS supervisor interviews, Observation of vocational unit meetings

Rationale for this fidelity item: A unit of people who perform the same work has the advantage of sharing ideas and resources with each other. In contrast, a single employment consultant has no one to help him learn skills such as job development. Further, an employment consultant who does not have access to peers for support and problem solving is more likely to revert to the provision of case management services.

Comments: The IPS team at Waitemata is comprised of two employment consultants, one part-time IPS supervisor and receives back-up support from Workwise administrative business support staff. The team meets weekly and follows the recommended group supervision agenda. The meeting that the reviewer observed included; review of employment consultant’s caseloads, new referrals, exits or decline to the programme, status on which clients were in job search, new employer contacts, outcomes, attempts to re-engage clients and brainstorming solutions to remove barriers to employment. In addition, the IPS supervisor provided the reviewer with minutes from previous team meetings which clearly indicated that he had provided coverage for the employment consultants during their absences.

5. 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.	Rating: 4
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Sources of Information: Employment consultant interviews, IPS supervisor interview, Administration interviews

Key:

Checked boxes indicates criteria met

Unchecked boxes indicated criteria not yet met

- One full-time equivalent (FTE) supervisor is responsible for no more than 10 employment consultants. The supervisor does not have other supervisory responsibilities. (Program leaders supervising fewer than ten employment consultants may spend a percentage of time on other supervisory activities on a prorated basis. For example, an employment supervisor responsible for four employment consultants may be devoted to SE supervision half time.)
- Supervisor conducts weekly supported employment supervision designed to review client situations and identify new strategies and ideas to help clients in their work lives.
- Supervisor communicates with mental health treatment team leaders to ensure that services are integrated, to problem solve programmatic issues (such as referral process, or transfer of follow-along to mental health workers) and to be a champion for the value of work. Attends a meeting for each mental health treatment team on a quarterly basis. Not applicable
- Supervisor accompanies employment consultants, who are new or having difficulty with job development, in the field monthly to improve skills by observing, modelling, and giving feedback on skills, e.g., meeting employers for job development.
- Supervisor reviews current client outcomes with Employment consultants and sets goals to improve program performance at least quarterly.

Rationale for this item: Effective supervisors are essential for successful programmes. Supervisors must have time to work alongside employment consultants to help them develop needed skills. Supervisors act as liaisons with mental health teams, Work and Income service centre managers and others. They attempt to know most people served by the employment team. Supervisors also set the tone for the team (e.g., hopeful, respectful) and provide ongoing quality improvement.

Comments: The IPS supervisor directly supervises three employees which includes one Workwise team leader and the two Waitematā Employment Consultants. The IPS supervisor is also the Workwise service relationship manager, which requires a large percentage of his time. As mentioned above, the IPS supervisor conducts weekly team-based supervision in addition to meeting individually with each employment consultant weekly. The supervisor communicates with treatment team leaders to ensure that services are integrated, and problem solve programmatic issues, as well as attending treatment team meetings on a monthly basis. The supervisor has gone out twice in the past five months to accompany the employment consultants to provide field mentoring for job development. The supervisor and both employment consultants were able to identify that they had Key Performance Indicators (KPI) that establish client outcome goals of two job placements per month.

Recommendations:

- Provide monthly field mentoring to all consultants who have not yet refined their skills in developing relationships with employers
- Document field mentoring for job development. Include which skills were the focus of the mentoring and who took the lead with employers. An example of a supervisor’s field mentoring document can be found on the IPS Works website www.ipsworks.org.
- IPS supervisor: Review employment outcomes with the team quarterly, for example, number of people in the programme, number of people who hold competitive jobs, number of job starts each quarter and number of people who have been working 90 days or longer. Share data for four quarters so the team members can identify trends. Ask team members why they think changes occur. Strategize with the team members about ways to improve outcomes.

6. Zero exclusion criteria

<p>All clients interested in working have access to supported employment services regardless of job readiness factors, substance abuse, symptoms, history of violent behaviour, cognition impairments, treatment non-adherence, and personal presentation. These apply during supported employment services too. 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 Work and Income has screening criteria, the mental health agency does not use them to exclude anybody. Clients are not screened out formally or informally.</p>	Rating: 3
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Sources of Information: Employment consultant interviews, Client interviews, Client record reviews, Mental health practitioner interviews, Observation of vocational unit meetings, Work and Income interview(s), Observation of mental health treatment team meeting

Rationale for this item: Practitioners cannot accurately predict who will be successful at work. Interest in work has been shown to be a predictor of success. Furthermore, some people will change the behaviours that cause them problems (such as substance abuse) as they begin to see how those behaviours interfere with their goals.

Comments: The nature of a Prototype means it is a “test” programme and a group sample chosen to work with. Therefore, the programme design had the exclusion criteria of only serving clients between the ages 18 to 35. The prototype has design criteria and exclusions, reviewers do not penalise the programme for this. Employment consultants said that they would work with any person who was interested in employment, regardless of diagnosis, symptoms, substance use disorder, personal presentation, decisions about mental health treatment or other issues.

However, practitioner’s views on when to refer clients for employment services was mixed. It is also worth noting that most practitioners interviewed mentioned how disappointing it was that they couldn’t refer their clients age 36 and older to the IPS program. Most practitioners stated that they were having to refer those individuals older than 35 to other employment programs.

Recommendations:

- Talk to the mental health practitioners about the importance of work for recovery. Explain that it is not necessary to wait for someone to recover or become stable before going to work because working helps people recover
- Educate practitioners about zero exclusion. Ask practitioners to share stories during team meetings about people who work in spite of symptoms, substance use disorders or other issues

7. Agency focus on competitive employment

<p>Agency promotes competitive work through multiple strategies. Agency intake includes questions about interest in 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. Agency supports ways for clients to share work stories with other clients and staff. Agency measures rate of competitive employment and shares this information with agency leadership and staff.</p>	<p>Rating: 1</p>
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Sources of Information: Employment consultant interviews, Client interviews, Mental health practitioner interviews, Agency leadership interviews

Key:

Checked boxes indicates criteria met

Unchecked boxes indicated criteria not yet met

- Agency intake includes questions about interest in employment.
- Agency includes questions about interest in employment on all annual (or semi-annual) assessment or treatment plan reviews.
- Agency displays written postings (e.g., brochures, bulletin boards, posters) about working and supported employment services, in lobby and other waiting areas.
- Agency supports ways for clients to share work stories with other clients and staff (e.g., agency-wide employment recognition events, in-service training, peer support groups, agency newsletter articles, invited speakers at client treatment groups, etc.) at least twice a year.
- Agency measures rate of competitive employment on at least a quarterly basis and shares outcomes with agency leadership and staff.

Rationale for this item: People who have not worked recently may not feel confident about their ability to find and keep satisfying jobs. Others may need assistance to consider how employment could be a part of their lives. Not every person will choose work, but the purpose of this item is to ensure that each person has opportunities to consider employment.

Comments: Waitemata DHB's intake does not require treatment team members to ask questions about employment aspirations at entry or while developing the treatment plan. Treatment team members are prompted to ask about what goals the individual has and if employment is brought up a collaborative recovery plan is developed with the clinician, employment consultant and client all meeting together. The reviewer observed information about employment services in areas of the building that clients visit. At the time of the fidelity review Waitemata DHB had not yet had the opportunity for clients to share their back-to-work stories with other clients and staff or measure the rate of competitive employment for all adults receiving mental health services at the organisation. The prototype was established in June 2018, so still early on in establishment and service delivery. Therefore, some of the above anchors cannot be scored.

Recommendations:

- Revise the agency intake process to include questions about interest in employment. Questions could include, "Are you interested in work? Would you like to know how working would affect

your benefits? Would you like to learn more about our employment services?” Document these conversations in the client record

- Ensure that all clients with serious mental illness are asked about their interest in employment on at least an annual basis. Include questions about interest in employment on a form that is used at least once each year (for example, the treatment plan review or mental health assessment)
- Develop a plan to help clients share their work stories with other clients and practitioners at least twice a year. Clients could visit mental health treatment team meetings to share stories with practitioners or visit treatment groups to share stories with other clients. Written work stories could be placed in waiting areas and in newsletters
- Measure the rate of competitive employment for all adults with serious mental illnesses on a quarterly basis and share that information with agency practitioners and leaders.

8. Executive team support for SE

<p>Agency executive team members (e.g., CEO/Executive Director, Chief Operating Officer, QA Director, Chief Financial Officer, Clinical Director, Medical Director, Human Resource Director) assist with supported employment implementation and sustainability. All five key components of executive team support are present.</p>	<p>Rating: 4</p>
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Sources of Information: IPS supervisor interviews, Executive team member interview, QA report reviews

Key:

- Checked boxes indicates criteria met*
- Unchecked boxes indicated criteria not yet met*

- Executive Director and Clinical Director demonstrate knowledge regarding the principles of evidence-based supported employment.
- Agency Quality Assurance (QA) process includes an explicit review of the SE program, or components of the program, at least every six months through the use of the Supported Employment Fidelity Scale or until achieving high fidelity, and at least yearly thereafter. Agency QA process uses the results of the fidelity assessment to improve SE implementation and sustainability.
- At least one member of the executive team actively participates at SE leadership team meetings (steering committee meetings) that occur at least every six months for high fidelity programs and at least quarterly for programs that have not yet achieved high fidelity. Steering committee is defined as a diverse group of stakeholders charged with reviewing fidelity, program implementation, and the service delivery system. Committee develops written action plans aimed at developing or sustaining high fidelity services.
- The agency CEO/Executive Director communicates how SE services support the mission of the agency and articulates clear and specific goals for SE and/or competitive employment to all agency staff during the first six months and at least annually (i.e., SE kick-off, all-agency meetings, agency newsletters, etc.). This item is not delegated to another administrator.
- SE program leader shares information about Evidence Based Practice (EBP) barriers and facilitators with the executive team (including the CEO) at least twice each year. The executive team helps the program leader identify and implement solutions to barriers.

Rationale for this item: It has been demonstrated that agency executive leadership is necessary to successfully implement evidence-based practices. IPS programs that had strong support from upper management were more successful implementing IPS than other programs.

Comments: Waitemātā DHB contracted with Workwise to be the employment service provider for the IPS prototype. It was evident from interviews with leadership from both organisations that they are knowledgeable of the IPS approach and committed to implementing high quality evidence-based services that promote recovery for individuals with mental health conditions. In their description of the IPS programme, they spoke of the importance of having an employment consultant attending integrated treatment team meetings and the employment consultant being co-located with the treatment team. They also mentioned how important providing job supports was so that working people were better able to maintain their jobs.

Leadership from Waitemātā DHB and Workwise have worked closely to monitor progress and operational delivery, making changes along the way to refine the programme to support access for clients. The two organisations collaborate on collecting data which includes; referrals received by month, West adult services referrals declined by reason, Moko services referrals declined by reason, jobs secured, programme capacity and employment gained by ethnicity. This data is shared monthly at the steering committee meeting which is chaired by the Principal Investigator and attended by executive leaders and a diverse group of stakeholders. Everyone interviewed could recollect hearing agency leaders communicate how IPS services support the mission of the agency and the importance of offering employment services to their clients. Team members also reported attending trainings provided by Workwise leadership describing the IPS programme and practice principles. In addition, the IPS supervisor has regular contact with the Workwise CE and at least monthly contact with the Principle Investigator in order to share information about barriers and facilitators in implementing the IPS programme.

Recommendation:

- Include IPS fidelity reviews in the agency quality assurance process. For example, review the overall fidelity score with goals to reach good or exemplary fidelity, or review and improve fidelity to specific fidelity items.

Services

1. Work incentives planning

All clients are offered assistance in obtaining comprehensive, individualised 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. Work incentives planning includes benefits, housing subsidies, and any other source of income. Clients are provided information and assistance about reporting earnings depending on the person's benefits.	Rating: 4
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Sources of Information: Employment consultant interviews, Client interviews, Client record reviews, Mental health practitioner interviews, Work and Income staff interview(s)

Rationale for this item: Many people report that the risk of losing benefits is their primary reason for remaining unemployed. People need access to accurate information about work incentives so that they can make informed decisions about work. Some people would like to relinquish benefits in favour of full-time employment and need information to develop a plan to go off benefits.

Comments: The Waitematā IPS team has a close working relationship with the Work and Income, Westgate Service Centre. The Special Needs Grants and Work and Income products are regularly accessed to support wellbeing, employment and education goals and needs. People are supported to declare income and there were many examples of how the teams collaborated to support clients. However, in reviewing client records it appears that six out of 10 clients were offered assistance in accessing benefits counselling.

Recommendations

- Ask Work and Income case managers if they can provide clients with scenarios of how their overall income would be affected by various levels of earnings
- Ensure that all clients meet with a Work and Income case manager who has extensive and ongoing training in benefits planning and work incentives
- Ask practitioners who have not had in-depth and ongoing training in benefits counselling to refrain from providing information about working and entitlements. Instead, ask practitioners to share the message that most people are better off by working and to also refer clients for benefits planning with a trained Work and Income case manager.

2. 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 health condition.	Rating: 3
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Sources of Information: Employment consultant interviews, Client interviews, Client record reviews

Key:

- Checked boxes indicates criteria met*
- Unchecked boxes indicated criteria not yet met*

- Employment consultants do not require all clients to disclose their psychiatric disability at the work site in order to receive services.
- Employment consultants offer to discuss with clients the possible costs and benefits (pros and cons) of disclosure at the work site in advance of clients disclosing at the work site.

Employment consultants describe how disclosure relates to requesting accommodations and the Employment consultant's role communicating with the employer.

- Employment consultants discuss specific information to be disclosed (e.g., disclose receiving mental health treatment, or presence of a psychiatric disability, or difficulty with anxiety, or unemployed for a period of time, etc.) and offers examples of what could be said to employers.
- Employment consultants discuss disclosure on more than one occasion (e.g., if clients have not found employment after two months or if clients report difficulties on the job).

Rationale for this item: One principle of IPS employment support is that people's preferences should be honoured. Preferences relate not just to job type, but also to the way that services are delivered. Programs that honour people's preferences help them think about the possible benefits or risks of disclosing their health condition to employers. Employment consultants do not encourage people in one direction or the other.

Comments: Client interviews, record reviews and employment consultant interviews indicated that people were free to choose whether to disclose personal information. The employment consultant shared a couple of examples of supporting people to talk about their health conditions and provided guidance about requesting accommodation. The reviewer did not find evidence that employment consultants consistently assist clients to weigh the advantages and disadvantages for disclosing personal information to an employer or that they revisited the topic over time.

Recommendations:

- Ask people to share their opinions about the possible risks and benefits of using disclosure, rather than offering advice to clients
- Discuss disclosure of a disability on more than one occasion, for example, if a client has difficulty finding a job or if a client has a job-related problem after starting work
- Implement a disclosure worksheet that will help employment consultants talk about disclosure with their clients. An example of such a form may be found at www.ipsworks.org. Feel free to modify the disclosure worksheet as necessary

3. Ongoing, work-based vocational assessment

<p>Initial vocational 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. Sources of information include he client, treatment team, clinical records, and with the client's permission from family members and previous employers.</p>	<p>Rating: 3</p>
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Sources of Information: Employment consultant interviews, Client interviews, Client record reviews

Rationale for this item: Standardised vocational tests, work samples and situational assessments (work try-outs) are not good predictors of job success for people who have serious mental illnesses. Instead, what does work is individualised job searches that consider each person's preference for type of work, hours of work, job location, job environment, type of job supports, and other factors. Employment consultants review each person's work history to understand what has worked, or not worked, for the person on previous jobs. Additional information from family and treatment providers can help to further individualise the plan with information about the person's health condition, best time of day, situations in which the person excels, and interests.

Comments: Employment consultants use the Return to Work Assessment (RTWA), which measures a client's desire to work, confidence to work, lifestyle, wellbeing, personal resources, natural supports, significant/major life events, employment attributes, time out of work at entry, restrictions for employment and concludes with recommendations. The RTWA does not include what a person liked or disliked about a previous job and does not include a comprehensive work history. RTWA's are not consistently updated with job starts or job losses.

Recommendations:

- Consider developing a more robust career profile. Gather information about the person's complete work history, including what they liked and disliked about their jobs, and the reasons for job endings. Help the person identify trends in their work history and learn from their past experiences
- Include information from mental health treatment providers, family members (with permission) and others in the career profile.

4. Rapid job search for competitive job

<p>Initial employment assessment and first face-to-face employer contact by the client or the employment specialist about a competitive job occurs within 30 days (one month) after program entry.</p>	<p>Rating: 4</p>
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Sources of Information: Employment consultant interviews, Client interviews, Client record reviews

Rationale for this item Some people have tried other vocational programmes that required them to participate in work readiness groups or work adjustment programs before beginning a job search. Many people report that this process was frustrating or demeaning and that they never engaged in the job search. In contrast, a rapid job search focuses on what people say they want to do—to become employed at a regular job.

Comments: The reviewer looked at 10 client records. The median number of days from first meeting with an employment consultant to first in-person contact with a person who had authority (by the employment consultant and/or client) was 29.5. The programme does not track the number of days from first client meeting with the employment consultant to the first face-to-face in-person contact with a person who had hiring authority. The reviewer was unable to find any employer contacts in three of the records. In those situations, the number of days was counted from the first meeting the client had with an employment consultant to first day of the fidelity review. In order to score a five on this item the IPS supervisor must track rapid job search.

Recommendations:

- IPS supervisor: Track number of days from the client’s first meeting with the employment consultant to the first in-person employer contact by either the employment consultant or client. For example, during team meetings ask which employment consultants had a first appointment with a client. Then ask which consultant and/or client had a first in-person meeting with a business employee with hiring authority. Use the supervisor data tracking sheet at www.ipsworks.org to automatically calculate the days between entering the programme
- IPS supervisor: Monitor rapid job data in order to provide feedback to the employment consultants.

5. Individualised job search

<p>Employment specialists make employer contacts aimed at making a good job match based on clients’ preferences (relating to what each person enjoys and their personal goals) and needs (including experience, ability, symptomatology, health, etc.) rather than the job market (i.e., those jobs that are readily available). An individualised job search plan is developed and updated with information from the vocational assessment/profile form and new job/educational experiences.</p>	<p>Rating: 4</p>
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Sources of Information: Employment consultant interviews, Client interviews, Client record reviews, Mental health practitioner interviews, Observation of vocational unit meetings

Rationale for this item: Every person is more likely to succeed at work (regardless of disability status) if they find a job that they enjoy and is a good fit for their skills. Employment consultants attempt to help people find jobs that maximise their strengths and minimise potential problems. For example, if a person enjoys talking with people, the employment consultant will help them explore jobs working with the public. If a person has trouble with disorganised thoughts, the employment consultant will avoid jobs that require multi-tasking. Employment consultants help people consider positions based on what they most enjoy doing, what time of day is best, what has contributed to success in the past, etc.

Comments: The employment consultants develop an individualised employment plan with each client to guide the job search process. Each person has a job search plan with desired job type, preferences and steps to achieve this goal. Out of the ten files reviewed, ten out of ten people in work files aligned with preferences. However, during interviews and while observing the IPS team meeting the reviewer did hear a few examples where employment consultants recommended jobs based upon the market and not the client’s stated preference.

Recommendations:

- Go beyond simply asking the person what type of job they would like. Think carefully with the client about their previous work experiences. Attempt to learn what has worked for the person in the past, and what has not worked. Help the person consider jobs that might be a good fit for their personality, symptoms (if any), substance use (if any), strengths and skills. Ask what the person enjoys doing aside from work
- Talk to family members (with permission) to find out more about the person’s interests, strengths, previous work experiences and other issues
- Ask the mental health team if they have observed the person working before and if they have ideas about jobs that would be a good match. Discuss those ideas with your client.

6. Job development - Frequent employer contact

<p>Each employment specialist makes at least 6 face-to-face employer contacts per week on behalf of clients looking for work. (Rate for each then calculate average and use the closest scale point.) An employer contact is counted even when an employment specialist meets the same employer more than one time in a week, and when the client is present or not present. Client-specific and generic contacts are included. Employment specialists use a weekly tracking form to document employer contacts.</p>	<p>Rating: 4</p>
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Sources of Information: Employment consultant interviews, IPS supervisor interviews, Review of employer contact logs

Rationale for this item: Developing employer relationships is an essential step for helping many people obtain jobs. This item ensures that employment consultants allocate time each week to connect with employers.

Comments: The reviewer looked at employer contact logs for the months of September and October. The two employment consultants had 47 total employer contacts over a 16-week period (eight weeks for each employment consultant), which is less than five weekly contacts. The Supervisor reported that he reviews the employer contact logs on a weekly basis.

Employment consultants did not indicate (on written employer contact logs) whether the contacts were with a person who had hiring authority.

Recommendation:

- Use an employer contact log to track contacts with employers. Include a check box to indicate whether the contact person had hiring authority
- Ensure that each employment consultant make six face-to-face contacts with employers that have hiring authority weekly.

7. 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. (Rate for each employment specialist, then calculate average and use the closest scale point.)	Rating: 3
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Sources of Information: Employment consultant interview, IPS supervisor interview, Client interviews, Observation of Employment consultant conducting employer contacts

Rationale for this item: Employment consultants are more likely to help clients find employment if they first take time to understand the needs of each business and the preferences of each business manager or owner. They do that by scheduling time to talk to employers about their businesses. By using this approach, employment consultants view employers as customers and try to introduce only those candidates they believe will be a good fit for the business.

Comments: In advance of the fidelity visit, the reviewer requested opportunities to observe the employment consultants (EC) conducting job development activities. The reviewer was able to observe both EC's. The first employer contact was at a large commercial laundry facility where both EC's were familiar with the manager and had made numerous previous visits. One of the EC's initially took the lead reintroducing himself and mentioning that he had seen an online advisement that the company was hiring. The other EC asked the manager questions about the sort of positions she had available and whether they required that the person have a driver's license. The manager took time to explain that the online vacancy ad did not match her current needs and explained the types of positions she had available. She also let the EC's know that the business was expanding and that she needed help immediately. The second business was at a grocery store and was a client specific contact. This time just one EC went into the business. The EC introduced herself, mentioned where she worked and asked to speak to a hiring manager. The EC was told that no manager was on site. The EC explained a little more about her job and asked if she could get the manager's contact information so that she could follow up with him. The third business was a coffee shop and the other EC made this contact. The EC introduced himself, asked to speak to a manager and requested an appointment to learn about the business. The manager questioned the EC about who he serves and how those individuals end up receiving employment services. The manager stated that he currently had no openings. Both EC's were courteous and friendly, but this item was difficult to rate. Due to the brief nature of two out of three contacts, the reviewer was not able to observe the EC's utilising many job development techniques.

Recommendations:

- Be strategic about which employers to visit. Build relationships with employers based upon the person's interest and preferences for work
- Schedule appointments with employers by visiting in person, rather than by phone, whenever possible
- During the first appointment with the employer, focus on learning about the business and his or her hiring preferences. Encourage the employer to do most of the talking by asking open-ended questions and using reflections. Refrain from discussing a job seeker unless the employer asks for help filling a job opening
- Ask employers to meet a client who is a good fit for that business, whether or not there is a job opening at the moment
- Follow-up on all job applications by attempting to meet with a manager and/or helping people contact a hiring manager.

- Consider further job development training for employment consultants to assist in refining this skill set. IPS Supervisors also accompany employment consultants and provide field mentoring monthly for seasoned staff, more frequently for team members new to IPS or when people want to develop their confidence and approach. IPS employment team meetings also focus on discussing approaches made, job leads secured and next steps to maintain relationships with employers or what support to provide both the employer and person in work

8. Diversity of job types

Employment specialists assist clients in obtaining different types of jobs.	Rating: 5
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Sources of Information: Employment consultant interviews, IPS programme data, IPS supervisor interviews

Rationale for this item: In order to help clients find jobs related to their interests, strengths, needs and experiences, the employment team must be able to help clients obtain work in a wide range of job types.

Comments: The reviewer was provided with a list of job types which indicated that the employment consultants had helped 12 clients to obtain jobs. Job types included the following: (1) gardening assistant, (1) wiring assembler, (1) gib fixer, (1) cabinet maker assistant, (1) graduate architecture, (2) factory workers, (1) retail assistant, (1) berry picker, (1) rental service officer, (1) call centre customer service rep., and (1) café and retail assistant. It was determined that 92% of the job types are diverse. If three or more people have the same job types, it can potentially affect the score.

Recommendation:

- Learn about the full-range of jobs available in your community by visiting employers each week to talk about their businesses. See recommendations in “Job Development - Quality of Employer Contact”.

9. Diversity of employers

Employment specialists assist clients in obtaining jobs with different employers.	Rating: 5
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Sources of Information: Employment consultant interviews, IPS programme data, IPS supervisor interviews

Rationale for this item: Employment consultants work with a range of employers so that they can help clients find jobs related to their interests. They avoid placing a large number of clients in one business because they want to help clients assimilate into their work environment like any other worker, and because they want to honour client preferences. In some cases, an employment consultant might decline an employer’s request to refer more clients to their business. On the other hand, employment consultants may sometimes encourage an employer to hire more than one client in order to honour client preferences (this is especially true in rural areas).

Comments: The reviewer examined a list of businesses where clients were employed. All twelve businesses where clients were employed were diverse. Employment consultants assist clients in obtaining jobs with different employers 100% of the time.

10. Competitive jobs

Employment specialists provide competitive job options that have permanent status rather than temporary or time-limited status, e.g., TE (transitional employment positions). Competitive jobs pay at least minimum wage, are jobs that anyone can apply for and are not set aside for people with disabilities. (Seasonal jobs and jobs from temporary agencies that other community members use are counted as competitive jobs.)	Rating: 5
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Sources of Information: Employment consultant interviews, IPS programme data, IPS supervisor interviews, Client interviews, Client record reviews

Rationale for this item: Most clients say that they are interested in competitive jobs, rather than sheltered work, set-aside jobs or volunteer jobs. Therefore, IPS employment support programmes focus on competitive employment.

Comments: At the time of the review, twelve clients were employed. Out of these jobs, twelve jobs were competitive. Therefore, 100% of jobs were competitive. In observing the IPS employment team meeting and an integrated team meeting, the reviewer did not observe any discussion about non-competitive employment for people.

Recommendation:

- Ask mental health practitioners to assist clients who want to volunteer on a long-term basis. Reserve the IPS supported employment caseload for people who have a goal of competitive work.

11. Individualised 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 specialist. Employment specialist also provides employer support (e.g., educational information, job accommodations) at client's request. Employment specialist offers help with career development, i.e., assistance with education, a more desirable job, or more preferred job duties.	Rating: 3
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Sources of Information: Employment consultant interviews, Client interviews, Client record reviews, Observation of vocational unit meetings, IPS supervisor interview

Rationale for this item: Helping people achieve success at work is just as important as helping people find jobs. People are more likely to maintain employment if job supports are tailored to each person's strengths, job environment, needs, work history, preferences for support or other factors. Employment consultants think about the way that the person's strengths will help them succeed on the job, but also try to anticipate possible problems.

Comments: The follow along supports are provided by the employment consultants, the mental health worker, family and other agencies with consent. Of the ten client records reviewed, five were of working people. All five included a job support/wellness plan. Supports around employment included phone grants, transportation, workplace social skills and with one individual, the mental health clinician provided assistance with symptom management. The reviewer heard of one example where a client was being helped to obtain a certificate in order to become a security guard. Supports provided appeared to be relatively narrow and primarily consisted of phone calls to check in with working clients.

Recommendations:

- Use vocational unit meetings to discuss support plans for people who have just become employed, or who have begun to experience difficulty on the job. Ask the employment consultant to describe the person's strengths, work history, current symptoms (if any), substance use (if any) and supports. Help the team think about the ways that the person's strengths and supports can help with the job and try to anticipate possible problems. Brainstorm job supports to offer to the client
- IPS supervisor: review records for working clients from time to time to ensure that the supports received are congruent with client needs and preferences
- Include information from the mental health treatment team and family members (with permission) in the job support plan
- Offer job supports that help avoid possible problems and enhance strengths, rather than a "check-in" service. Talk to clients about areas in which they would like to improve as workers and design job supports accordingly. Plan job supports, rather than waiting to see what happens with a person's job.

12. Time-unlimited follow-along supports

Employment specialists have face-to-face contact within 1 week before starting a job, within 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 worker following steady employment. Employment specialists contact clients within 3 days of learning about the job loss.	Rating: 3
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Sources of Information: Employment consultant interviews, IPS supervisor interviews, Client interviews, Client record reviews, Vocational unit meeting observation

Rationale for this item: There is evidence that job loss is most likely to occur soon after a job start. Also, many people report that jobs are more stressful in the beginning. Therefore, employment consultants are encouraged to offer more face-to-face supports to clients who have recently become employed. Over time, as clients have been working steadily and report job satisfaction, it may be possible for the mental health practitioners to provide job supports.

Comments: Of the ten records reviewed, five were working clients. One of the five clients disengaged soon after getting his job and the integrated team was unable to successfully reconnect with him despite numerous outreach attempts. The reviewer made the decision to leave this individual out of the calculation when scoring time-unlimited follow along supports. Of the four remaining records, two had documentation of face-to-face contacts one week before starting a job, zero clients received supports within three days of starting their job and out of four individuals, and two received weekly contacts. The two clients who received weekly contacts had started their jobs within the month. All four clients had obtained jobs too recently to track monthly contacts. In order for follow-along supports to count as a contact, they must be made face-to-face.

Recommendations:

- Schedule regular, face-to-face job supports rather than waiting to react to problems. Alter the frequency of supports based upon each person’s preferences and current job issues
- Offer face-to-face support just before a job start and weekly for the first month of employment. In some cases, offer even more intensive job supports, for example, daily supports for a new worker.

13. Community-based services

Employment services such as engagement, job finding and follow-along supports are provided in natural community settings by all employment specialists. (Rate each employment specialist based upon their total weekly scheduled work hours, then calculate the average and use the closest scale point.)	Rating: 1
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Sources of Information: Employment consultant interviews, IPS supervisor interviews, Client interviews, Client record reviews, Mental health practitioner interviews, Employment consultant calendar reviews

Rationale for this item: Research has demonstrated that providing services in the community leads to better outcomes. This may be because an effective method for helping people find jobs involves employer visits by employment consultants and clients. Furthermore, many clients prefer to meet in the community because that is convenient. Employment consultants learn about their clients by seeing them at home and in the community.

Comments: The reviewer asked employment consultants to provide their schedules for a typical week. The reviewer looked at the week of October 8th for one EC and October 14th for the other. One employment consultant spent 23.75% (9.5 hours) of her time in the community. The other employment consultant spent 11.25% (4.5 hours) of his time in the community. On average, employment consultants spend 17.5% of their time in the community. The goal is 65% of time providing community-based services. Examples of community locations include work and income offices, businesses, libraries (to submit online applications), schools and colleges, coffee shops, people’s homes and time spent traveling to different locations. Examples of what would not count as time in the community are meetings at the DHB and Workwise satellite offices and completing documentation away from the office. The reviewer also noted that one of the EC’s was attending as many as two mental health team meetings daily, which is a lot more than the recommended attendance of once per week.

Recommendations:

- Encourage employment consultants to offer community settings for appointments with clients, for example, libraries, coffee shops, client homes or workplaces
- Encourage employment consultants to go out weekly with each person who is job searching to apply for jobs and follow up on applications. Encourage employment consultants to visit employers on their own to learn about each business hiring preferences
- IPS supervisor: meet each week with employment consultants who do not spend 65% of their workweek in the community. Review their planned schedule to help them think of ways to increase time in the community
- Consider reducing the number of mental health team meetings the employment consultants attend.

14. 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. Engagement and outreach attempts made by integrated team members. Multiple home/community visits. Coordinated visits by employment specialist with integrated team member. Connect with family, when applicable. Once it is clear the client no longer wants to work or continue SE services, the team stops outreach.	Rating: 4
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Sources of Information: Employment consultant interviews, Client record reviews, Mental health practitioner interviews, IPS supported employment supervisor interview

Key:

- Checked boxes indicates criteria met*
- Unchecked boxes indicated criteria not yet met*

- Service termination is not based on missed appointments or fixed time limits.
- Systematic documentation of outreach attempts.
- Engagement and outreach attempts made by integrated team members.
- Multiple home/community visits.
- Coordinated visits by Employment consultant with integrated team member.
- Connect with family, when applicable.

Rationale for this item: Failure to attend appointments with an employment consultant does not necessarily indicate that a person is no longer interested in employment. Missed appointments may be a result of anxiety about working, trouble remembering appointments, difficulty getting to appointments, family commitments, loss of hope that a job will be found, etc. Employment consultants should work with the integrated team and family members (with permission) to try to determine what is getting in the way of appointments, and to help the person manage problems that are interfering with the employment plan.

Comments: The reviewer found evidence of five out of six strategies for assertive engagement and outreach. The one item that was not found was multiple home/community visits.

Recommendation:

- Focus on learning the reason why the person is not attending appointments and then try to help the person (along with the integrated team) to eliminate that barrier.

Staffing		
1.	Caseload size	Score: 5
2.	Employment services staff	Score: 5
3.	Vocational generalists	Score: 5
Organisation		
1.	Integration of rehabilitation with mental health through team assignment	Score: 5
2.	Integration of rehabilitation with mental health through frequent team member contact	Score: 4
3.	Collaboration between employment specialists and Vocational Rehabilitation counsellors	Score: 5
4.	Vocational unit	Score: 5
5.	Role of employment supervisor	Score: 4
6.	Zero exclusion criteria	Score: 3
7.	Agency focus on competitive employment	Score: 1
8.	Executive team support for SE	Score: 4
Services		
1.	Work incentives planning	Score: 4
2.	Disclosure	Score: 3
3.	Ongoing, work-based vocational assessment	Score: 3
4.	Rapid job search for competitive job	Score: 4
5.	Individualised job search	Score: 4
6.	Job development - Frequent employer contact	Score: 4
7.	Job development - Quality of employer contact	Score: 3
8.	Diversity of job types	Score: 5
9.	Diversity of employers	Score: 5
10.	Competitive jobs	Score: 5
11.	Individualised follow-along supports	Score: 3
12.	Time-unlimited follow-along supports	Score: 3
13.	Community-based services	Score: 1
14.	Assertive engagement and outreach by integrated treatment team	Score: 4
Total:		97

115 - 125 = Exemplary Fidelity

100 -114 = Good Fidelity

74 - 99 = Fair Fidelity

73 and below = Not IPS Employment Support