Clermont’s Employment Model

Linking Opiate Treatment and Employment
Ohio’s 2018 Opiate Conference
June 11, 2018

“Alone we can do so little; together we can do so much.”

Helen Keller
Clermont County Presentation Team

- Karen Scherra, Executive Director, Clermont County MH & R Board
- Jasmine Varney, Employment Supervisor, Greater Cincinnati Behavioral Health Services/WIN ASPIRE
- Joyce Weddle, Director Clermont County GCB/Work Initiative Network
- Introduce Staff in Audience
SAMHSA’s Working Definition of Recovery
from mental disorders and/or substance use disorders

- A process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential.

- Four Major Dimensions that support a life in recovery:
  - Health
  - Home
  - Purpose
  - Community
Strengths of the Clermont County System

- Collaboration/Strength of Relationships
  - Within Treatment System - Board and Providers
  - With Criminal Justice - Courts and Probation
  - With County Leadership - Commissioners, Administrator, County Departments, Sheriff’s Office/Jail

- Strong Board Support for Recovery Essentials - peer support, employment, housing

- Creativity/Innovation due to Limited Resources - ongoing planning among systems

- Joint Discussions of Growing Opioid Issue in County and Needs
Clermont County’s Opioid Crisis: History and Context

- Prescription Opiate Misuse in 2000s
- Switch to heroin - 2006
- Introduction of MAT Services - 2009
- Overdose Fatalities - 2009 to present
- Local Planning Efforts toward Continuum of Care for Re-entry Population
- Employment Services Project with RSC (now OOD) - 2011
- Transition to Board Funded Program - 2014

“A clear purpose will unite you as you move forward, values will guide your behavior, and goals will focus your energy.”

Kenneth H. Blanchard, Collaboration Begins with You: Be a Silo Buster
Original Design: RECOVERY to WORK PROGRAM

- Collaborative Contract with Rehabilitation Services Commission (Opportunity for Ohioans with Disabilities)
- Focus on individuals with opiate addiction re-entering community after jail/prison
- Integrated AOD treatment services with Employment services
- Efforts throughout project to “mesh” the processes of RSC/OOD, vocational services, AOD treatment, and Courts, especially as related to timing

“As people think and work together, a fabric of shared meaning comes into being.”

Harrison Owen, *The Power of Spirit: How Organizations Transform*
Original Design: RECOVERY to WORK PROGRAM

- Initial Services
  - Day Treatment (Intensive Outpatient)
  - MAT - Suboxone
  - Employability Skills Training

- Ongoing Services - Treatment and Vocational

- Aftercare Services - Treatment and Follow Along
“BUMPS in ROAD” and SOLUTIONS

<table>
<thead>
<tr>
<th>BUMPS</th>
<th>SOLUTIONS</th>
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<tbody>
<tr>
<td>Communication between the Parties</td>
<td>Commitment of group to “make it work”</td>
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<tr>
<td>Challenges with essential elements of program and timeliness</td>
<td>Planning/Stakeholders Group met every other week to keep all elements flowing properly</td>
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<tr>
<td>Transportation and staffing issues</td>
<td>Adjust for Transportation issues - co-locate staff, gas cards, Case Manager transport</td>
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<tr>
<td>Recognition that we could not serve everyone</td>
<td>Adding Resources - additional trainings</td>
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</table>
Recognized that this population of clients wanted to move through vocational process quickly.

Understood that having limited funders simplified the process.

Realized that despite support from RSC/OOD, their requirements would not allow program to provide services as needed in our community.

Realized that court system was losing faith that the program could produce results as initially proposed.

Continued monthly updates on the program had convinced CCMHRB Board of Directors of the importance of an employment program for recovery.

Sustained CCMHRB funding for supported employment services for individuals with a severe mental health diagnosis laid the foundation for a similar program for those individuals with addiction.

“A vision without a practical plan to develop it, is only that … a vision.”

J.A. Perez
Special Strategies - Overview of IPS-SE Basic Principles

► Overview of Individual Placement and Support (IPS) Supported Employment
  ❖ The IPS Employment Center at The Rockville Institute January 2017
  ❖ IPS supported employment helps people living with behavioral health conditions work at regular jobs of their choosing.
  ❖ Mainstream education and technical training included to advance career paths.

► Characteristics of IPS Supported Employment
  ❖ It is an evidence-based practice.
  ❖ Practitioners focus on each person’s strengths.
  ❖ Work promotes recovery and wellness.
  ❖ Practitioners work in collaboration with state vocational rehabilitation counselors.
  ❖ Uses a multidisciplinary team approach.
  ❖ Services are individualized and last as long as the person needs and wants them.
  ❖ IPS approach changes the way mental health services are delivered.
Evidenced Based Principles of Supported Employment

1. **Competitive Employment is Goal:** Agencies providing IPS services committed to competitive employment as attainable goal for people with behavioral health conditions seeking employment.

2. **Eligibility Based on Client Choice:** People not excluded on basis of readiness, diagnoses, symptoms, substance use history, psychiatric hospitalizations, homelessness, level of disability, or legal system involvement.

3. **Integration of Rehabilitation and Mental Health Services:** IPS programs closely integrated with mental health treatment teams.

4. **Attention to Worker Preferences:** Services based on each person’s preferences and choices, rather than providers’ judgments.

5. **Personalized Benefits Counseling:** Employment specialists assist with obtaining personalized, understandable, and accurate information about individual’s Social Security, Medicaid, and other government entitlements.

6. **Rapid Job Search:** IPS programs use rapid job search approach to help job seekers obtain jobs directly, rather than provide lengthy pre-employment assessment, training and counseling. If further education part of plan, IPS specialists assist as needed.

7. **Systematic Job Development:** Employment specialists systematically visit employers, selected based on job seeker preferences, to learn about their business needs and hiring preferences.

8. **Time-Unlimited and Individualized Support:** Job supports are individualized and continue for as long as each worker wants and needs the support.
ASPIRE Program Design

Population Target
- Flexible eligibility criteria allowing program to serve Clermont County residents having varying substance use issues.

Staffing
- 2 Full Time Staff
  - 1 Employment Supervisor (Intakes/Job Readiness/Data Tracking)
  - 1 Job Developer (Jobs! Jobs! Jobs!)

Location
- ASPIRE housed at Clermont Recovery Center/GCB which helps to engage clients before/during/after AoD treatment.
ASPIRE Program Design

- Service Approach - Engagement
  - Boundaries with clients
  - 50/50 partnership with clients
  - Creating a comfortable space to communicate

- Services
  - Job Readiness (Resumes, Letter of Explanation, Budgeting)
  - Job Development
  - Retention
ASPIRE Program Design

- Stakeholder Committee
  - Clermont County Mental Health and Recovery Board: Executive Director
  - Clermont County Municipal Courts: Chief Probation Office & Probation Officers
  - Greater Cincinnati Behavioral Health Services: Vice President of Employment & Recovery Services, Director of Clermont Employment Services (WIN), ASPIRE Employment Supervisor
  - Clermont Recovery Center/GCBHS: Vice President of Addictions, Director of Addictions
<table>
<thead>
<tr>
<th>Year</th>
<th>ASPIRE: Total Referred</th>
<th>ASPIRE: Total New Served</th>
<th>ASPIRE: Total Employment Placements</th>
<th>ASPIRE: Total Unduplicated People Employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1: FY2015</td>
<td>195</td>
<td>83</td>
<td>47</td>
<td>34</td>
</tr>
<tr>
<td>Year 2: FY2016</td>
<td>213</td>
<td>89</td>
<td>66</td>
<td>54</td>
</tr>
<tr>
<td>Year 3: FY2017</td>
<td>179</td>
<td>90</td>
<td>106</td>
<td>70</td>
</tr>
<tr>
<td>Year 4: FY2018 (July-Mar)</td>
<td>184</td>
<td>116</td>
<td>121</td>
<td>82</td>
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</table>
ASPIRE Outcomes & Trends

What does it all mean?

- **141%** increase in unduplicated individuals gaining employment from Year 1 (34) to Year 4 (82-3 quarter year data)

- **157%** increase in Jobs from Year 1 (47 jobs) to Year 4 (121 jobs/3 quarter year data)
Expansion into other Programs

- **Community Alternative Sentencing Center (CASC):** CASC is an intensive outpatient treatment program which includes employment readiness programming.

- **Community Transition Program:** CareSource led program to assist individuals as they are released from Ohio prisons to transition successfully into the community through seamless connection to treatment and recovery supports, including assistance to obtain employment.

- **Recovery Housing:** ASPIRE staff are connected to residents of Recovery Housing to obtain employment.

- **Jail Trustee Program:** ASPIRE staff work with individuals in the Jail Trustee program to obtain employment upon release.

> “Genuine collaboration is an environment that promotes communication, learning, maximum contribution, and innovation.”

*Jane Ripley, Collaboration Begins with You: Be a Silo Buster*
Integration of ASPIRE Employment Services into the CASC Program

- **Services delivered in CASC**
  - Employment Groups (Job Readiness and Retention Modules)
  - Individual Sessions
    - Resume Development
    - Letters of Explanation/How to Explain Legal Charges
    - Resources for individuals living out-of-county

- **Warm handoff CASC to ASPIRE (Community-Based Employment Services)**
  - ASPIRE paperwork completed before discharge from CASC
  - Connect with Employment Specialist before discharge from CASC
  - ASPIRE and CASC staff have same supervisor
## ASPIRE CASC Employment Service Outcomes

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Referred From CASC</th>
<th>ASPIRE: Total CASC Served</th>
<th>ASPIRE: CASC Total Employment Placements</th>
<th>ASPIRE: CASC Total Unduplicated People Employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1: FY2016</td>
<td>55</td>
<td>19</td>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td>Year 2: FY 2017</td>
<td>44</td>
<td>30</td>
<td>33</td>
<td>20</td>
</tr>
<tr>
<td>Year 3: FY 2018 (July-Mar)</td>
<td>69</td>
<td>57</td>
<td>35</td>
<td>29</td>
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ASPIRE CASC Outcomes & Trends

What does it all mean?

- 25% increase in Referrals from Year 1 (55) to Year 3 (69/not a full year)
- 190% increase in unduplicated individuals gaining employment from Year 1 (10) to Year 3 (29/not a full year)
- 191% increase in Jobs from Year 1 (12 jobs) to Year 3 (35 jobs/not a full year)
Critical Success Concepts - Learnings

- Obtained Technical Assistance when needed.
- Collected significant data and always shared data with each other, which resulted in program expansion.
- Co-located the services.
- Communication between the parties.
- Commitment of group to “make it work” - willing to evolve process, be flexible, change what’s not working, think outside the box.
- Consistency in participants in Stakeholder Committee and attendance over the entire process.

“Coming together is a beginning, staying together is progress, and working together is success.”

Henry Ford
Success Story - Daniel

- Graduated from CASC
- Obtained community employment
- Secured recovery housing
- Connected to community supports
- States “I am in a better place”
- Value of integrated services
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