

# Measuring Quality of Implementation of Supported Employment for People with Severe Mental Illness

*From Supported Employment Consortium Resources*

The National SEC is seeking to develop measures of quality of implementation of supported employment. An example of one such approach is the IPS Fidelity Scale. This scale is being posted here to stimulate discussion about the critical ingredients of supported employment programs in general.

The IPS Fidelity Scale measures implementation of the Individual Placement and Support (IPS) model of supported employment for people with severe mental illness. The program model was developed by Robert Drake and Deborah Becker at the New Hampshire-Dartmouth Psychiatric Rehabilitation Center (Becker & Drake, 1993; Drake & Becker, 1996). IPS is a specific model of supported employment developed for use in community mental health centers. Studies have suggested its effectiveness in assisting people gain competitive employment (Drake, 1998).

The development of the IPS Fidelity Scale is described by Bond, Becker, Drake, and Vogler (1997). It is a 15-item scale, which may be used by staff of a program or administered by others outside the program. In the latter case, it requires a one-hour interview with the program director of an employment program. If not used as a self-study, other data sources such as through interviewing other staff, observing treatment team meetings and vocational supervision, sampling clinical charts, and observing employment specialists in action are encouraged. Preliminary data suggest that the IPS Fidelity Scale differentiates IPS from other types of vocational programs.

You are invited to download this scale. You may compare your program to the IPS programs by examining the norms given in the paper cited in the preceding paragraph. For further information about the IPS Fidelity Scale or for comments and suggestions on measuring supported employment implementation, please contact [Gary Bond](mailto:gbond@iupui.edu) [gbond@iupui.edu] via e-mail or by calling 317-274-6752.

## IPS MODEL FIDELITY SCALE

New Hampshire-Dartmouth Psychiatric Research Center

Rater: \_\_\_\_\_ Site: \_\_\_\_\_ Date: \_\_\_\_\_ Total Score: \_\_\_\_\_

**Directions:** Circle one anchor number for each criterion.

Criterion	Data Source*	Anchor

<p><b>Staffing</b></p> <p><b>1. Employment specialists manage vocational caseloads of up to 30 clients.</b></p>	<p>VL, MIS, DOC, INT</p>	<p>1 = Ratio of 81 or more clients/ employment specialist. Or Cannot rate due to no fit.  2 = Ratio of 61-80 clients/ employment specialist.  3 = Ratio of 41-60 clients/ employment specialist.  4 = Ratio of 26-40 clients/ employment specialist.  5 = Ratio of 25 or less clients/ employment specialist.  9 = Insufficient data to rate.</p>
<p><b>2. Vocational services staff: Employment specialists provide only vocational services.</b></p>	<p>MIS, DOC, INT</p>	<p>1 = Employment specialists provide nonvocational services such as case management 80% of the time or more. Or cannot rate due to no fit.  2 = Employment specialists provide nonvocational services such as case management about 60% time.  3 = Employment specialists provide nonvocational services such as case management about 40% time.  4 = Employment specialists provide nonvocational services such as case management about 20% time.  5 = Employment specialists provide only vocational services.  9 = Insufficient data to rate.</p>
<p><b>3. Vocational generalists: Each employment specialist carries out all phases of vocational service, including engagement, assessment, job placement, and follow-along supports.</b></p>	<p>VL, MIS, DOC, INT</p>	<p>1 = Employment specialists are part of a vocational program, separate from the mental health treatment. No regular direct contact with mental health staff, only telephone or face to face contact per month. Or can not rate due to no fit.  2 = Employment specialist maintains caseload but refers clients to other programs for vocational service.  3 = Employment specialist provides one aspect of the vocational service (e.g. engagement, assessment, job development, job placement, job coaching, and follow-along supports).  4 = Employment specialist provides two or more phases of vocational service but not the entire service.  5 = Employment specialist carries</p>

out all phases of vocational service (e.g. engagement, assessment, job development, job placement, job coaching, and follow-along supports).  
9 = Insufficient data to rate.

\*Data sources:  
 VL Vocational Logs  
 MIS Management Information System  
 DOC Document review: clinical records; agency policy and procedures  
 INT Interviews with clients, employment specialists, mental health staff  
 ISP Individualized Service Plan

**IPS MODEL FIDELITY SCALE**  
 New Hampshire-Dartmouth Psychiatric Research Center

Rater: \_\_\_\_\_ Site: \_\_\_\_\_ Date: \_\_\_\_\_ Total Score: \_\_\_\_\_

**Directions:** Circle one anchor number for each criterion.

Criterion	Data Source*	Anchor
<p><b>ORGANIZATION</b></p> <p><b>1. Integration of rehabilitation with mental health treatment: Employment specialists are part of the mental health treatment teams with teams with shared decision making. They attend regular treatment team meetings (not replaced by administrative meetings) and have once per month frequent contact with treatment team members.</b></p>	<p>VL, MIS, DOC, INT</p>	<p>1 = Employment specialists are part of a vocational program, separate from the mental health treatment. No regular direct contact with mental health staff, only telephone or one face to face contact per month. Or Cannot rate due to no fit.            2 = Employment specialists attend treatment team meetings once per month.            3 = Employment specialists have several contacts with treatment team members each month and attend one treatment team meeting per month.            4 = Ratio of 26-40 clients/ employment specialist.            5 = Employment specialists are attached to one or more case management treatment teams with shared decision making. Attend weekly treatment team meetings.            9 = Insufficient data to rate.</p>

**2. Vocational unit: Employment specialists function as a unit rather than a group of practitioners. They have group supervision, share information, and help each other with cases.**

MIS, INT

1 = Employment specialists are not part of a vocational unit. Or Cannot rate due to no fit.  
2 = Employment specialists have the same supervisor but do not meet as a group.  
3 = Employment specialists have the same supervisor and discuss cases between each other. They do not provide services for each other's cases.  
4 = Employment specialists form a vocational unit and discuss cases between each other. They provide services for each other's cases.  
5 = Employment specialists form a vocational unit with group supervision at least weekly. Provide services for each other's cases and backup and support for each other.  
9 = Insufficient data to rate.

**3. Zero exclusion criteria: No eligibility requirements such as job readiness, lack of substance abuse, no history of violent behavior, minimal intellectual functioning, and mild symptoms.**

DOC, INT

1 = Clients are screened out on the basis of job readiness, substance use, history of violence, low level of functioning, etc. Referrals first screened by case managers. Or Cannot rate due to no fit.  
2 = Some eligibility criteria. Screened by vocational staff who make client referrals to other vocational programs.  
3 = Some eligibility criteria. Screened by vocational staff of the program that will provide the vocational service.  
4 = All adult clients with severe mental disorders are eligible, including dual disorders of substance abuse and mental illness. Services are voluntary.  
5 = All clients are encouraged to participate. Referrals solicited by several sources (self-referral, family members, self-help groups, etc.).  
9 = Insufficient data to rate.

\*Data sources:  
 VL Vocational Logs  
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New Hampshire-Dartmouth Psychiatric Research Center

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Directions: Circle one anchor number for each criterion.

Criterion	Data Source*	Anchor
<p><b>SERVICES</b></p> <p><b>1. Ongoing, work-based vocational assessment: Vocational assessment is an ongoing process based on work experiences in competitive jobs.</b></p>	<p>DOC, INT</p>	<p>1 = Vocational evaluation is conducted prior to job placement with emphasis on office-based assessments, standardized tests, intelligence tests, work samples. Or can not rate due to no fit.            2 = Client participates in a prevocational assessment at the program site (e.g. work units in a day program).            3 = Assessment occurs in a sheltered setting where clients carry out work for pay.            4 = Most of the assessment is based on brief, temporary job experiences in the community that are set up with the employer.            5 = Vocational assessment is ongoing. Occurs in community jobs rather than through a battery of tests. Minimal testing may occur but not as a prerequisite to the job search. Aims at problem solving using environmental assessments and consideration of reasonable accommodations.            9 = Insufficient data to rate.</p>

**2. Rapid search for competitive job: The search for competitive jobs occurs rapidly after program entry.**

DOC, INT, ISP

1 = First contact with an employer about a competitive job is typically more than one year after program entry. Or can not rate due to no fit  
2 = First contact with an employer about a competitive job is typically at more than nine months and within one year after program entry.  
3 = First contact with an employer about a competitive job is typically at more than six months and within nine months after program entry.  
4 = First contact with an employer about a competitive job is typically at more than six months and within nine months after program entry.  
5 = First contact with an employer about a competitive job is typically within one month after program entry.  
9 = Insufficient data to rate.

**3. Individualized job search: Employer contacts are based on clients' job preferences (relating to what they enjoy and their personal goals) and needs (including experience, ability, symptomatology, and health, etc., and how they affect a good job and setting match) rather than the job market (i.e., what jobs are readily available).**

DOC, INT, ISP

1 = Employer contacts are based on decisions made unilaterally by the employment specialist. These decisions are usually driven by the nature of the job market. Or can not rate due to no fit.  
2 = About 25% employer contacts are based on job choices which reflect client's preferences, strengths, symptoms, etc., rather than the job market.  
3 = About 50% employer contacts are based on job choices which reflect client's preferences, strengths, symptoms, etc., rather than the job market.  
4 = About 75% employer contacts are based on job choices which reflect client's preferences, strengths, symptoms, etc., rather than the job market.  
5 = Most employer contacts are based on job choices which reflect client's preferences, strengths, symptoms, etc., rather than the job market.  
9 = Insufficient data to rate.

**4. Diversity of jobs developed: Employment specialists provide job options that are diverse and are in different settings.**

VL, MIS,  
DOC, INT,  
ISP

1 = Employment specialists provide options for either the same types of jobs for most clients, e.g., janitorial, or jobs at the same work settings most of the time. Or Cannot rate due to no fit.  
2 = Employment specialists provide options for either the same types of jobs, e.g., janitorial, or jobs at the same work settings about 75% of the time.  
3 = Employment specialists provide options for either the same types of jobs, e.g., janitorial, or jobs at the same work settings about 50% of the time.  
4 = Employment specialists provide options for either the same types of jobs, e.g., janitorial, or jobs at the same work settings about 25% of the time.  
5 = Employment specialists provide options for either the same types of jobs, e.g., janitorial, or jobs at the same work settings less than 10% time.  
9 = Insufficient data to rate.

**5. Permanence of jobs developed: Employment specialists provide competitive job options that have permanent status rather than temporary or time-limited status, e.g., TEPs.**

VL, MIS,  
DOC, INT,  
ISP

1 = Employment specialists usually do not provide options for permanent, competitive jobs. Or can not rate due to no fit.  
2 = Employment specialists provide options for permanent, competitive jobs about 25% of the time.  
3 = Employment specialists provide options for permanent, competitive jobs about 50% of the time.  
4 = Employment specialists provide options for permanent, competitive jobs about 75% of the time.  
5 = Virtually all of the competitive jobs offered by employment specialists are permanent  
9 = Insufficient data to rate.

**6. Jobs as transitions: All jobs are viewed as positive experiences on the path of vocational growth and development. Employment specialists help clients end jobs when appropriate and then find new jobs.**

DOC, VL,  
INT, ISP

1 = Employment specialists prepare clients for a single lasting job, and if it ends, will not necessarily help them find another one. Or can not rate due to no fit.  
2 = Employment specialists help clients find another job 25% time.  
3 = Employment specialists help clients find another job 50% time.  
4 = Employment specialists help clients find another job 75% time.  
5 = Employment specialists help clients end jobs when appropriate and offer to help them all find another job.  
9 = Insufficient data to rate.

**7. Follow-along supports: Individualized follow-along supports are provided to employer and client on a time-unlimited basis. Employer supports may include education and guidance. Client supports may include crisis intervention, job coaching, job counseling, job support groups, transportation, treatment changes (media medication), networked supports (friends/ family).**

VL, DOC,  
INT

1 = Follow-along supports are nonexistent. Q Cannot rate due to no fit.  
2 = Follow-along supports are time-limited and provided to less than half of the working clients.  
3 = Follow-along supports are time-limited and provided to most working clients.  
4 = Follow-along supports are ongoing and provided to less than half the working clients.  
5 = Most working clients are provided flexible follow-along supports that are individualized and ongoing. Employer supports may include education and guidance. Client supports may include crisis intervention, job coaching, job counseling, job support groups, transportation, treatment changes (medication), networked supports (friends/family).  
9 = Insufficient data to rate.



<p><b>8. Community-based services: Vocational services such as engagement, job finding and follow-along supports are provided in natural community settings.</b></p>	<p>VL, MIS, DOC, INT</p>	<p>1 = Employment specialist spends 10% time or less in the community. Or can not rate due to no fit.  2 = Employment specialist spends 11-39% time in community.  3 = Employment specialist spends 40-59% time in community.  4 = Employment specialist spends 60-69% time in community.  5 = Employment specialist spends 70% or more time in community.  9 = Insufficient data to rate.</p>
<p><b>9. Assertive engagement and outreach: assertive engagement and outreach (telephone, mail, community visit) are conducted as needed.</b></p>	<p>VL, DOC, MIS, INT</p>	<p>1 = Employment specialists do not provide outreach to clients as part of initial engagement or to those who stop attending the vocational service. Or can not rate due to no fit.  2 = Employment specialists make one telephone or mail contact to clients as part of initial engagement or to those who stop attending the vocational service.  3 = Employment specialist makes one or two outreach attempts (telephone, mail, community visit) as part of initial engagement and also within one month that client stops attending the vocational service.  4 = Employment specialist makes outreach attempts (telephone, mail, community visit) as part of initial engagement and at least every two months on a time limited basis when client stops attending.  5 = Employment specialists provide outreach (telephone, mail, community visit) as part of initial engagement and at least monthly on a time unlimited basis when clients stop attending the vocational service. Staff demonstrate tolerance of different levels of readiness using gentle encouragement.  9 = Insufficient data to rate.</p>

**\*Data sources:**

**VL Vocational Logs**

**MIS Management Information System**

DOC Document review: clinical records; agency policy and procedures  
 INT Interviews with clients, employment specialists, mental health staff  
 ISP Individualized Service Plan

## FIDELITY SCALE SCORE SHEET

Rater: \_\_\_\_\_ Site: \_\_\_\_\_ Date: \_\_\_\_\_

### Staffing

		Recode	
1. Caseload		(1-3 = 0; 4-5 =	
2. Vocational services staff	_____	1)	
3. Vocational generalists	_____	(1-4 = 0; 5 = 1)	_____
	_____	(1-4 = 0; 5 = 1)	_____

### Organization

		Recode	
1. Integration of rehab with MH treatment		(1-4 = 0; 5 = 1)	
2. Vocational unit		(1-4 = 0; 5 = 1)	
3. Zero exclusion criteria	_____	(1-3 = 0; 4-5 =	_____
	_____	1)	_____
	_____		_____

### Services

		Recode	
1. On-going, work-based assessment		(1-3 = 0; 4-5 =	
2. Rapid search for competitive job		1)	
3. Individualized job search	_____	(1-4 = 0; 5 = 1)	_____
4. Diversity of jobs developed	_____	(1-4 = 0; 5 = 1)	_____
5. Permanence of jobs developed	_____	(1-3 = 0; 4-5 =	_____
6. Jobs as transitions	_____	1)	_____
7. Follow-along supports	_____	(1-4 = 0; 5 = 1)	_____
8. Community-based serviceh	_____	(1-4 = 0; 5 = 1)	_____
9. Assertive engagement and outreach	_____	(1-4 = 0; 5 = 1)	_____
	_____	(1-3 = 0; 4-5 = 1)	_____
	_____		_____

### Totals:

\_\_\_\_\_

### Items not rated due to insufficient data:

	Recode
<b>66-75 = Good IPS Implementation</b>	12-15
<b>56-65 = Fair IPS Implementation</b>	10-11
<b>55 and below Not IPS</b>	0-9

## Program Descriptors

Agency name:

Location: \_\_\_\_ urban \_\_\_\_ rural

Targeted population: specify \_\_\_\_\_

Parent organization type:

- \_\_\_\_ mental health center
- \_\_\_\_ rehabilitation agency (SMI only)
- \_\_\_\_ rehabilitation agency (other)
- \_\_\_\_ N/A - free standing agency

VR contact:

- \_\_\_\_ none
- \_\_\_\_ minimal
- \_\_\_\_ regular

Agency's vocational emphasis:

- \_\_\_\_ minimal
- \_\_\_\_ moderate
- \_\_\_\_ major

Number of vocational staff: \_\_\_\_

Number of clients served last year: \_\_\_\_

Recency of program:

- \_\_\_\_ less than one year
- \_\_\_\_ more than one year

## References

Becker, D. R., & Drake, R. E. (1993). *A working life: The Individual Placement and Support (IPS) Program*. Concord, NH: New Hampshire-Dartmouth Psychiatric Research Center.

Bond, G. R., Becker, D. R., Drake, R.E., & Vogler, K. M. (1997). A fidelity scale for the Individual Placement and Support model of supported employment. *Rehabilitation Counseling Bulletin*, 40, 265-284.

Drake, R. E. (1998). Special Issue on the IPS model. *Psychiatric Rehabilitation Journal*, 22 (1).

Drake, R. E., & Becker, D. R. (1996). The Individual Placement and Support model of supported employment. *Psychiatric Services*, 47, 473-475.

**IPS MODEL FIDELITY SCALE**  
**IPS Model Implementation Questions**  
1/9/96

**STAFFING**

**1. Caseload size:**

- How many clients does each vocational staff person (full-time equivalent) have on his/her caseload?

**2. Vocational services staff:**

- Do any of the vocational staff provide other services besides vocational, such as case management or residential services
- How much of their time do they provide nonvocational services?

**3. Vocational generalists:**

- Do different vocational staff provide different aspects of the vocational service? For example, one person only does job development or one person only does job support. What different aspects of the vocational process does each provide?

● **ORGANIZATION**

**1. Integration of rehabilitation treatment with mental health treatment:**

- Do vocational workers interact with case managers about their mutual clients? In what situations do they interact and how regularly (meetings, telephone, etc.)?
- Are vocational workers assigned to work with specific case managers or case management teams?
- Do they participate in shared decision making about client services? Who (staff) makes the final decision?
- Where are the offices located for case managers and for vocational workers?

**2. Vocational unit:**

- Do the vocational workers have the same supervisor?
- Do the vocational workers meet as a group for supervision? How often?
- Do the vocational workers provide services for each others' clients?
- Where are their offices?

### **3. Zero exclusion criteria:**

- What are the criteria to be eligible to receive vocational services?**
- Who conducts the screening?**
- Are there provisions made for being sure no one is excluded?**

## **SERVICES**

### **1. Ongoing, work-based vocational assessment:**

- Does the program include vocational evaluation procedures?**
- What type of assessment procedures do you use and in which settings?**
- Are there certain assessment procedures that must be completed prior to job placement, e.g. testing, prevocational work adjustment?**
- How much preplacement assessment do you do?**

### **2. Rapid search for competitive job:**

- What is the average length of time between when a person begins the program and the first contact with a competitive employer? What is the range of time?**
- What is the philosophy of the program about when to start the job search?**

### **3. Individualized job search job search:**

- How is it decided which jobs should be targeted for clients? Who makes these decisions? What information is it based on?**
- How has the nature of the job market affected jobs the type of jobs clients obtained?**

### **4. Diversity of jobs developed:**

- Does the vocational worker ever suggest to clients that they work at the same job setting as other clients? What percentage of each vocational worker's clients work in the same job settings?**
- Does the vocational worker ever suggest to clients that they obtain the same type of job as other clients? What percentage of each vocational worker's clients have the same type of work?**

### **5. Permanence of jobs developed:**

- What percentage of the jobs that the vocational worker suggests to clients are permanent, competitive jobs?**
- Does the vocational worker ever suggest jobs that are temporary or time-limited? How often?**

## **6. Jobs as transitions:**

- Do vocational workers help clients to find another job when one ends?**
- What percentage of the vocational worker's clients who have ended jobs have been provided assistance in finding another job?**
- What are reasons a vocational worker would not help a client find another job when one has ended? (e.g., client was fired due to poor attendance.)**

## **7. Follow-along supports:**

- Does the vocational worker provide follow-along supports to the client and the employer? What kind of supports?**
- What percentage of working clients has follow-along supports provided?**
- Is there a time limit for providing supports?**

## **8. Community-based services:**

- Where do the vocational workers spend most of their time?**
- What percentage of their time is spent outside the mental health facility?**

## **9. Assertive engagement and outreach:**

- Does the vocational worker provide any outreach if a client does not engage or drops out of services?**
- What kinds of outreach are provided? How often are outreach attempts made? Is there a time limit to providing outreach if a client stops attending? What is the time limit?**