

# Improving Employment Outcomes Through Collaboration

## Recovery and Rehabilitation Academy

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# Learning Objectives

Trainees will:

- Increase awareness of the principles and practices of IPS
- Learn how to develop and maintain collaborative relationships with employers
- Become familiar with one specific approach to job development – the “Three Cups of Tea”
- Hear about examples of this work from practitioners in the field



# Agenda

- Introductions
- Quick overview – IPS principles and practices
- Job development – the “Three Cups of Tea” approach
- Reports from the field
  - Evelyn Brandon Health Center PROS, Rochester Regional Health System
  - JBFCS Bronx REAL PROS
- Practice scenarios

# Questions

- Are you:
  - PROS provider?
  - HCBS provider?
  - Other?
- Are you familiar with the IPS (Individual Placement and Support) approach to supported employment?
- Have you been involved in job development or connecting with employers in other ways?



# Individualized Placement and Support (IPS)

- Developed at the Dartmouth Psychiatric Research Center designed to meet vocational challenges of individuals with severe and persistent mental illness
- Focus on achieving competitive employment
- Principles and practices of the approach are different from traditional models

# The Principles of IPS Supported Employment

- Integration of vocational and mental health treatment services
- Competitive employment is the goal
- Benefits Counseling
- Rapid job search
- Time-unlimited follow-along supports
- Consumer preferences are central
- Zero Exclusion
- Employment staff systematically develops relationships with employers based on consumer preferences

# Fundamental Competencies

- Engagement
- Assessment
- Disclosure
- Benefits/entitlements counseling, if appropriate
- Job Development
- Follow-along supports



# Job Development

# Job Development – Working with Employers

## The Three Cups of Tea Method

The “first cup” meeting:

- Approach the employer and briefly describe where you work and what you do. Ask if s/he would be willing to schedule a 15 minute meeting in order to learn about the business and the type of employee that is successful there.
- Be sure to have a business card and your appointment book.

# Job Development – Working with Employers

- By scheduling the next meeting (second cup) in advance, you can
  - research the company
  - tailor your questions to the specifics of that particular industry
  - Confirm your appointment, particularly if it is to be more than two weeks in advance

# Job Development – Working with Employers

The “second cup” meeting, is about

- Learning about what the company does
- Learning about what positions exist
- Communicating to the employer that you are interested in learning about the organization and what makes an effective employee so that when and if you find a good match, you will be able to collaborate



# Job Development – Working with Employers

The “second cup” meeting (continued):

- Ask for a tour, if possible. You might be surprised by the diversity of jobs that exists
- If the employer states that they are not hiring at present, that’s OK
- Let the employer know that even if they are not hiring now, you are interested in becoming a resource for them in the event that you find a match for any employment needs that may arise
- Explain the support role that you will be providing to any potential employee if they need or desire support

# Job Development – Working with Employers

The “second cup” meeting (continued):

- Discuss the terms of your future contact. What would be reasonable with regard to follow-up contact?
- Email, phone, or face-to-face contact?
- Make sure that they know that they can contact you for any employment need that may come up
- Write a brief thank you note. You may wish to summarize your meeting



# Job Development – Working with Employers

Sample questions for the “second cup” meeting:

- What makes a successful employee at this company?
- What are some of the hiring / retention challenges that the company faces?
- What kind of personality lends to success at the company?
- Are there particularly busy / slow periods of the year?
- What is most important: speed or accuracy?

# Job Development – Working with Employers

The “third cup” meeting:

- Ask the employer to consider hiring one of your participants
- If the consumer chooses to disclose, brief the employer
- Provide only relevant information and be mindful of the consumer’s privacy

# Reports from the Field

**Evelyn Brandon Health Center PROS,  
Rochester Regional Health System**

**Ann Bergeman**

**Paul Morton**



**Center for Practice Innovations<sup>SM</sup>**  
at Columbia Psychiatry  
New York State Psychiatric Institute  
*Building best practices with you.*

# Evelyn Brandon PROS Rochester Regional Health

Ann Bergeman RN, BSN, CASAC

Program Manager

Paul Morton, BS

Employment Specialist

**ROCHESTER**  
REGIONAL HEALTH

# Outreach to Employers

- Client focused contacts
- Awareness of employers that hire with disabilities
- Establishing relationships with employers that have previously hired
- Networking with employers that are hiring
- Involvement with employment organizations
- Attending and Hosting Job fairs

# Engaging and Maintaining Relationships

- Checking in on employee's performance
- Checking on other openings with current employers
- Accessibility for the needs of the employers and clients
- Recognizing employer efforts
- Providing program tours and education to employers

# Reports from the Field

## JBFCs Bronx REAL PROS

**Charles Benson**

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**The Jewish Board**

Health and Human Services for All New Yorkers

# Vocational Services in the Community

Developing and Improving Employer  
Outreach and Engagement

**Charles Benson, Project Manager**

**Alex Hartline, Vocational Coordinator**

**Zulenny Sanchez, Vocational Specialist**





**No one says: “When I grow up,  
I want to be in an adult mental health  
treatment program”**

# NIMBY

17 years ago,  
we were not welcomed to Westchester Square.



## Employers' Comments: Overcoming Initial Negative Perceptions



- **What are you selling?**
- **NYC has too many programs.**
- **I already hire those with “special needs” -- look at the guy wiping tables.**
- **We’re not equipped to handle these people!**
- **They take more sick time and are more likely to leave.**
- **Fill out an application on-line.**
- **We’re not hiring right now.**
- **Unable to train, skills may not match the job.**



# Phases of Job Development



**Developing Relations**  
Growing your network



**Nailing Down  
The Contact**  
Getting the Job!



**Maintaining Employer  
Relations**  
Keeping the job &  
maintaining relations  
after the job has ended

## Developing Relations with Local Employers

- **Patronize** the local business
- **Get to know** different employees at the business
- **Interview** job sites
- **Meet** with Managers/CEO s -- especially where new sites are opening up or being built
- **Join** Community Boards
- **Join** local Chambers of Commerce
- **Connect** with employers' sense of empathy

# Nailing Down The Contacts: Clean Streets

Developed clean streets  
through neighborhood  
Westchester Square  
business improvement  
district



# Nailing Down The Contacts:

Partnered with local elected officials for  
Job Fairs (HIRE)



# Nailing Down Contacts

Used testimonials from businesses that have successfully hired our program participants

I am Lisa Sorin, executive director of the Westchester Square Business Improvement District and I have worked with the Bronx REAL PROS program of The Jewish Board for the past six years. I have been glad to share in the PROS philosophy of recovery for people with mental illness, specifically by collaborating on projects to help PROS participants get volunteer and paid work positions in the Westchester Business District. An example was the Clean Streets project in which PROS program participants regularly emptied trash, shoveled snow, and built relationships with the neighborhood merchants. These participants helped the community, and some of them were able to make contacts

**25 Westchester Square, Bronx, NY 10461**  
**P 718.597.4629 | F 718.597.0986 | [WSbid.org](http://WSbid.org)**



# Nailing Down Contacts

Used testimonials from businesses that have successfully hired our program participants

...The Jewish Board has collaborated with Bronx HIRE, a program I created along with The Bronx Chamber of Commerce. Bronx HIRE (Help Identify Real Employment) is aimed at connecting Bronx workers with real jobs through a comprehensive, direct approach. The Bronx Jewish Board has even hosted an interview-based job fair and participated in numerous job readiness programs and events we have held. This organization not only has hired some of the Bronx HIRE job seekers but also has worked with the candidates to help them significantly improve their interview skills and provide them with the tools they need to excel.

By way of this correspondence, I offer my full support for The Jewish Board and their application. Thank you for your time and consideration on this important matter.

Sincerely,  
Jeffrey D. Klein  
NYS Majority Coalition Leader &  
Independent Democratic Conference Leader  
34th District (Bronx- Westchester)

# Nailing Down Contacts

Tapping into Bronx Chamber of Commerce networking events resulted in hires and agency recognition



# Maintaining Employer Relations

- **Quarterly Meetings** with employers (taking group supervision into the community!)
- **Monthly Collaboration** including participant, vocational specialist, clinician and employer, where applicable
- Ongoing **Community Relations** with local elected officials
- **ORS** services
- **Maintain Executive level buy-in** through networking events, mentorship projects, recognition luncheons, and other tactics

# Our Results

- Average 73 people employed across 3 PROS sites
- In the last year, 8 jobs via the Chamber, Hire Job Fairs, and Networking meetings
- Clean street in various business improvement districts has led to 11 seasonal jobs positions
- Local Fairs – called upon regularly for beautification projects, summer fairs and winter snow removal

**Community awareness is key – word of mouth and more people telling others about us has led to more interviews**

# Executive Level “Buy-In”

- Breakfast/Luncheon for Employers that have successfully hired our participants
- 6 month Mentorship Project with volunteers from the community
- Volunteer visits from Board Members
- Annual Agency Job Recognition Day
- Holiday networking Party for vocational participants that includes organizations from the community
- Mock Interview Night On Site
- Mock interviews with agency connected organizations

# What Employers Say After Working With Us



- **Trust in worker is important , NOT the product**
- **Credibility is key**
- **Ongoing communication is important**
- **Important to know support is there if a problem arises**
- **“Thought this was a charity project but realized this was a REAL person”**
- **Best investment!**



# Organizations We Have Partnered With





**The Jewish Board**

Health and Human Services for All New Yorkers

The Jewish Board of Family and Children's Services strengthens families and communities throughout New York City by helping individuals of all backgrounds realize their potential and live as independently as possible.

For more information, visit [JewishBoard.org](http://JewishBoard.org)



# Practice Scenarios

Employment staff member and potential employer:

- Potential employer who has recently been approached by employment staff from several different agencies/facilities
- Employer who has recently been dissatisfied with, and let go, an individual from your program
- Employer who has little time/patience and wants you to “cut to the chase” about why you are there
- Hiring manager who just tells you to complete an online application and otherwise “get lost”