



**IF YOU THINK
WORK IS BAD FOR
PEOPLE WITH MENTAL ILLNESS,**

**THEN WHAT ABOUT
POVERTY,
UNEMPLOYMENT,
AND
SOCIAL ISOLATION?**



LILY TOMLIN

**“No matter how
cynical you
become,
it's never enough
to keep up.”**



JOE MARRONE

INSTITUTE FOR COMMUNITY INCLUSION

MAIN OFFICE: BOSTON, MA

NW OFFICE:

4517 NE CESAR CHAVEZ BLVD

PORTLAND, OR 97211-8124

TEL: 503-331-0687

FAX: 503-961-7714

CELL: 503-490-2072

**EMAIL: joseph.marrone@umb.edu or
joseph.marrone@gmail.com**

WEB: WWW.COMMUNITYINCLUSION.ORG

FROM SURVEY

- What level of support is considered supported employment? Can it be short term intervention to gain skill in a job?
- Generally am curious how this will affect clients who are accessing public assistance through DSHS.
- "next steps"
- What suggestions can you give in encouraging more employers to open their doors to our clients
- I don't have specific questions. I'm new to this topic so I'm interested in a broad overview of the topic.

KNOWLEDGE RE SE:
Nothing to very little : 46%

KNOWLEDGE RE WAIVER
Nothing to very little : 66%



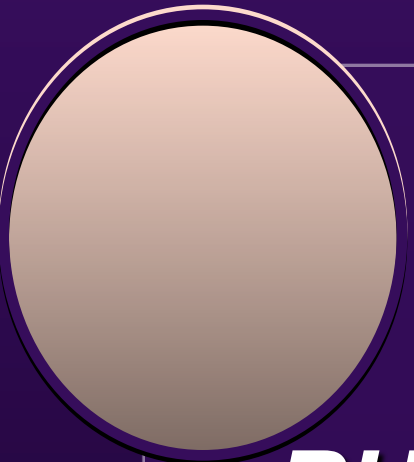
***“ ALL CHANGE IS DIFFICULT –
NO MATTER HOW LONG YOU
PUT IT OFF. ”***

----- JOE MARRONE



John Galbraith

“Given a choice between changing and proving that it is not necessary, most people get busy with the proof.”



***PUTTING EMPLOYMENT INTO
A RECOVERY ORIENTED
SYSTEM OF CARE FOR
PEOPLE WHO ARE
HOMELESS –***

**INCLUDING BUT
NOT LIMITED TO IPS**



**UNEMPLOYMENT
IS
BAD FOR YOU !!!**

**REMAINING UNEMPLOYED IS
WORSE FOR YOU THAN BEING
EMPLOYED IS GOOD FOR YOU.**

**AVOIDING LONG TERM
UNEMPLOYMENT IS A BETTER
OPTION THAN WAITING FOR AN
IDEAL OR PERFECT JOB MATCH.**

**SEE EPIDEMIOLOGICAL
HANDOUTS**



VISION OF RECOVERY
JOE MARRONE

**RECOVERY MAY BE A
JOURNEY;
BUT IF YOU NEVER GET
ANYWHERE,
IT CAN EASILY BECOME
A TREADMILL.**



VISION OF RECOVERY

**SHOULD WORK,
NOT JUST**

**“MEANINGFUL” OR
“PRODUCTIVE” ACTIVITY
BE AN ESSENTIAL PART OF
RECOVERY VISION?**



5 SIGNS TO RECOGNIZE SYSTEM CHANGE:

Grieff, D., Proscio, T., & Wilkins, C. (2003). Laying a new foundation: Changing the systems that create and sustain supportive housing. Oakland, CA: Corporation for Supportive Housing



5 SIGNS TO RECOGNIZE SYSTEM CHANGE:

- **CHANGE IN POWER:**
Designated positions—
people with formal
authority—responsible
for the new activity
(not just individuals who
care about it).



5 SIGNS TO RECOGNIZE SYSTEM CHANGE:

○ CHANGE IN MONEY:

Routine funding is earmarked for the new activity in a new [new money, shift in existing funding, or new priorities & criteria for accessing money].



5 SIGNS TO RECOGNIZE SYSTEM CHANGE:

○ CHANGE IN HABITS:

Participants in a system interact with each other to carry out the new activity as part of their normal routine not just respond to special initiatives, demonstrations, or projects.



5 SIGNS TO RECOGNIZE SYSTEM CHANGE:

○ CHANGE IN TECHNOLOGY OR SKILLS:

Growing cadre of skilled practitioners at most levels in the delivery chain, practicing methods not previously common or considered desirable. Practitioners are now expert in skills that new system demands & have set a standard for effective delivery of results.



5 SIGNS TO RECOGNIZE SYSTEM CHANGE:

○ CHANGE IN IDEAS OR VALUES:

New definition of performance or success, & often a new understanding of the people to be served & the problem to be solved [i.e., new goals]. The new definition & understanding are commonly held among most actors in the system, & are no longer in great dispute.

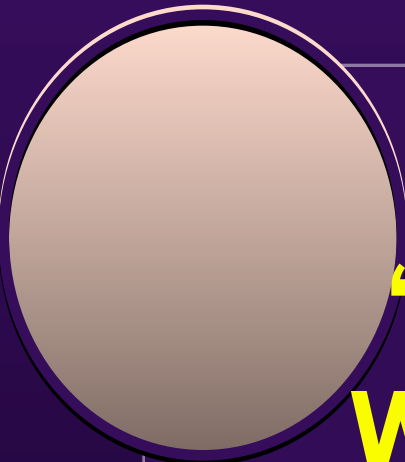


John P. Kotter (1998).

**Leading change: why
transformation efforts fail.**

**In: Harvard Business Review
on Change. Cambridge:
Harvard Business School
Press.**

1. **Not establishing a great enough sense of urgency**
2. **Not creating a powerful enough guiding coalition**
3. **Lacking a vision**
4. **Undercommunicating vision by a factor of ten**
5. **Not removing obstacles to new vision**
6. **Not systematically planning for and creating short-term wins**
7. **Declaring victory too soon**
8. **Not anchoring changes in the organization's culture**



**“ I CAN’T UNDERSTAND
WHY PEOPLE
ARE FRIGHTENED OF
NEW IDEAS;
I’M FRIGHTENED OF THE
OLD ONES.”**

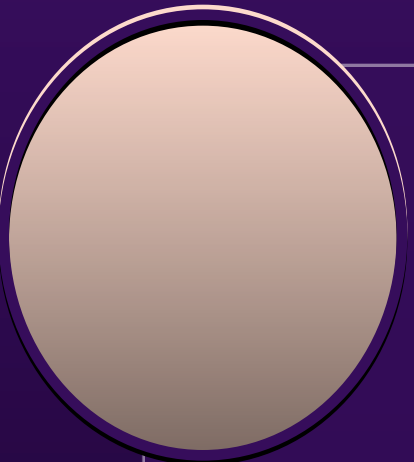
JOHN CAGE, COMPOSER

**ENCOURAGING PEOPLE TO
CONSIDER EMPLOYMENT:**

MOTIVATION:

**MORE THAN PAT ON BACK
BUT SHOWING:**

- 1. YOU CARE**
- 2. YOU WILL BE THERE**
- 3. YOU HAVE CONCRETE
IDEAS AND HELP TO OFFER**



**HOPE,
HELP,
AND
HASSLING**

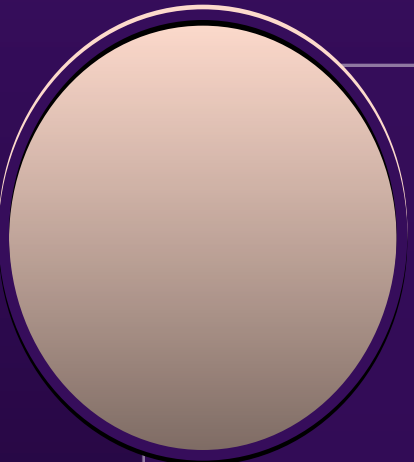


VISION OF RECOVERY

JOE MARRONE

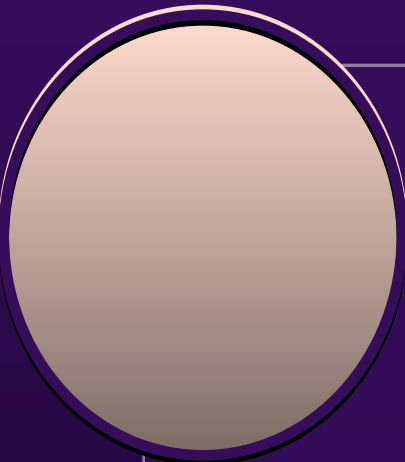
**IS WORK THE MOST IMPORTANT
PART OF LIFE FOR EVERYONE?**

**NO. BUT IT IS THE MOST
IMPORTANT PART OF LIFE THAT
WE IN HUMAN SERVICES ARE
LEAST SUCCESSFUL AT HELPING
OUR CONSTITUENCY ACHIEVE.**



**“ YOU NEED A LITTLE LOVE IN
YOUR LIFE & FOOD IN YOUR
STOMACH BEFORE YOU CAN
HOLD STILL FOR SOME DAMN
FOOL’ S LECTURE ABOUT
HOW TO BEHAVE.”**

BILLIE HOLIDAY



**“LIFE LIVED WITHIN THE
CONFINES OF THE HUMAN
SERVICE & REHABILITATION
LANDSCAPE IS A LIFE IN
WHICH THE FREEDOM TO
BECOME & MAKE YOUR OWN
FUTURE IS DIMINISHED”**

PATRICIA DEEGAN

**20th World Congress Rehab International: Oslo, Norway
– JUNE 2004**

ROLE/ LIMITS OF TRAINING?

“You can teach a turkey to climb a tree, but it’s easier to hire a squirrel.”

FROM

**Spencer M. Lyle Jr., McClelland C. David,
Spencer M. Signe (1994) Competency
Assessment Methods. History and state of the
art. Paper first presented at the American
Psychological Association Annual Conference,
Boston, MA P. 8**

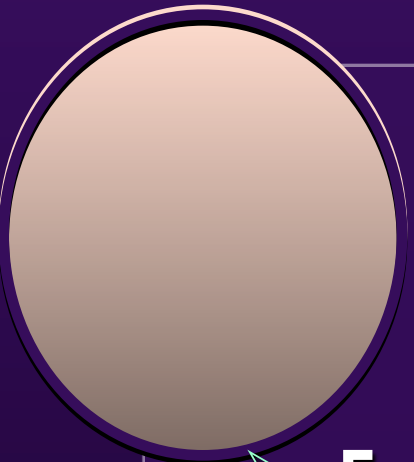


**IF EVERYONE'S
ALREADY DOING
IT,**

**HOW COME IT
NEVER GETS
DONE ???**

" In terms of overall psychometrics, the strongest measure was the MIRECC GAF occupational subscale. Results demonstrated good convergent and discriminant validity, with 40% of the variance accounted for by work and school status. Predictive validity of this subscale was also very good, probably because the construct of work is concrete, easy to measure, and *unlikely to change much over time (emphasis mine)*. "

PSYCHIATRIC SERVICES, APRIL 2007



OUTCOMES THAT SHOULD BE SOUGHT IF A RECOVERY ORIENTED SYSTEM IS MORE THAN A SLOGAN

- Employment and educational outcomes
- Housing outcomes
- Course of illness, including hospitalizations & distressing symptoms and/ or self - injurious behavior
- Community participation/ citizenship
- Income support
- Client satisfaction with their own lives
- Client satisfaction with MH services



AMBROSE BIERVE

“ PATIENCE:

**A MINOR FORM OF
DESPAIR ---**

DISGUISED AS A VIRTUE.”



PETER DRUCKER

**“ THE MOST IMPORTANT
THING IN
COMMUNICATION IS
TO HEAR WHAT IS NOT
BEING SAID ”**



**OUTCOMES THAT SHOULD BE
SOUGHT IN COMMUNITY SERVICES**

**BECOMING A BETTER PERSON AND
“SELF REALIZATION” IS
THE CONSUMER’S RESPONSIBILITY.**

**HELPING PEOPLE GET EMPLOYED,
GET HOUSING, STAY OUT OF
HOSPITAL (& JAIL) AND
REDUCE SYMPTOM IMPACT ARE
STAFF’S RESPONSIBILITIES IN
PARTNERSHIP WITH THE PERSON.**



CHARLES MCCABE

*"Any clod can have
the facts,
but
having opinions is
an art."*

TERRY PRATCHETT

"I'll be more enthusiastic about encouraging thinking outside the box when there's evidence of any thinking going on inside it."



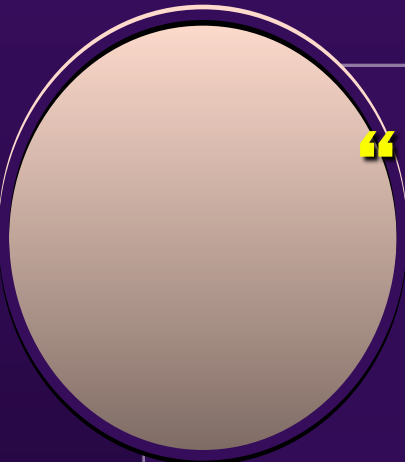
IF PEOPLE

CAN WORK



PEOPLE

SHOULD WORK



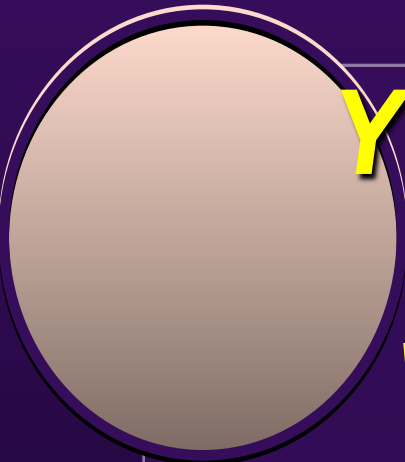
**“IT IS NEARLY IMPOSSIBLE
TO MAKE YOUR OWN
FUTURE
WHEN YOU ARE NOT PART OF
THE
ECONOMIC FABRIC
OF THE CULTURE
YOU LIVE IN”**

PATRICIA DEEGAN

**20th World Congress Rehab International: Oslo, Norway
– JUNE 2004**

The mental health professionals believed I could not work, and I believed them. I trusted them.

Unemployment is itself a boring and depressing experience. It takes Herculean effort to not be overwhelmed by a sense of meaninglessness. Being impoverished causes anxiety on many levels. The effects of poverty grind away the human psyche and are devastating to one's personal identity. Losing the security and privilege of being in the middle-class was devastating to me. Becoming part of a lower socioeconomic group was filled with judgment and stigma. I no longer felt accepted by those I considered friends; I felt like an untouchable. My social calendar emptied; invitations to dinner parties and cultural events stopped. Direct-care staff who provided services for me conveyed to me that my aspirations to climb back into a comfortable lifestyle were grandiose and unattractively ambitious.



**YOU CAN HAVE
A JOB
WITHOUT A CAREER
BUT
YOU CAN'T HAVE
A CAREER WITHOUT
A JOB!**

**(YOU CAN'T DISCOVER
WHAT ISN'T THERE)**



VISION OF RECOVERY

“Increasing employment for people with mental illness is one of the most urgent priorities in today’s mental health system” **Mike Hogan**

(excerpted from the Ohio Employment Leadership Alliance brochure).



THOMAS EDISON

“ RESULTS!

**WHY, I’VE GOTTEN A
LOT OF RESULTS.**

**I KNOW SEVERAL
THOUSAND THINGS
THAT WON’T WORK. “**

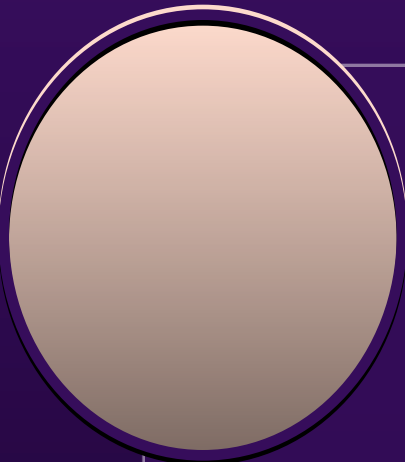
A man with schizophrenia once told him he could cope with the voices in his head.

"But it was the poverty, the unemployment, the homelessness," Kevin Martone of TAC (former Dir of MH in NJ) recalled, "and the fact that he was going to die 25 years sooner than the general population. Those were the big issues for him."



W. EDWARDS DEMING

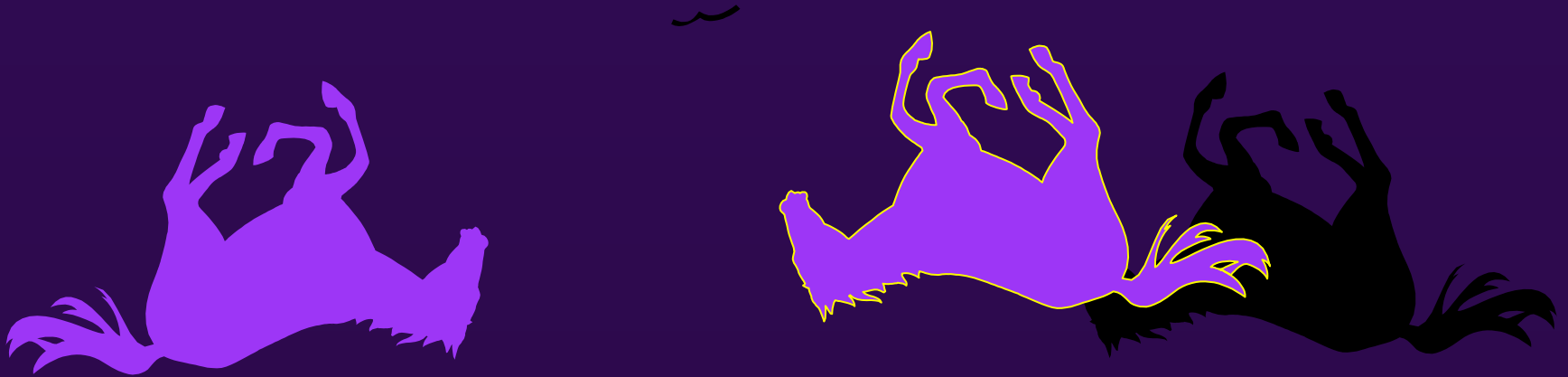
**“ BEWARE THE
CONTINUOUS
IMPROVEMENT OF
THINGS NOT WORTH
IMPROVING “**



**So why have
Recovery/ Employment
not moved
more fully into
community
practice?**

ANY DEAD HORSES IN YOUR ORGANIZATION?

(TAKEN FROM MATERIAL FROM ARTHUR EVANS, PH.D., FORMER DEPUTY COMMR, CT DMHAS), NOW MH DIRECTOR, PHILA MH



Dakota tribal wisdom says that when you discover you are riding a dead horse, the best strategy is to dismount. However, in human services, we often try other strategies with dead horses, including the following:

*** Saying things like “This is the way we have always ridden this horse.”**

or from a Native American Tribal Saying:

"If we don't turn around now, we just may get where we're going."

*** Appointing a committee to study the horse.**

*** Harnessing several dead horses together for greater performance**

*** Providing additional funding to increase the horse's performance**

*** Arranging to visit other sites to see how they ride dead horses**

- * Increasing the standards to ride dead horses**
- * Creating a training session to increase our riding ability**
- * Changing the requirements; declaring “this horse is not dead.”**
- * Declaring the horse is “better, faster and cheaper” dead**
- * Promoting the dead horse to a supervisory position**



**Finding a consultant
knowledgeable about dead horses.**



SO WHAT SHOULD SYSTEM/ PROGRAM ADMINISTRATORS DO ???:

- **EMPLOYMENT FOCUS AN ADMINISTRATIVE NOT CLINICAL PEROGATIVE**
 - **Simply focusing on quantitative results without qualitative measures is unethical; producing high-quality outcomes without affecting significant numbers of people is self-indulgence. Enduring system change involves both quality and quantity.**

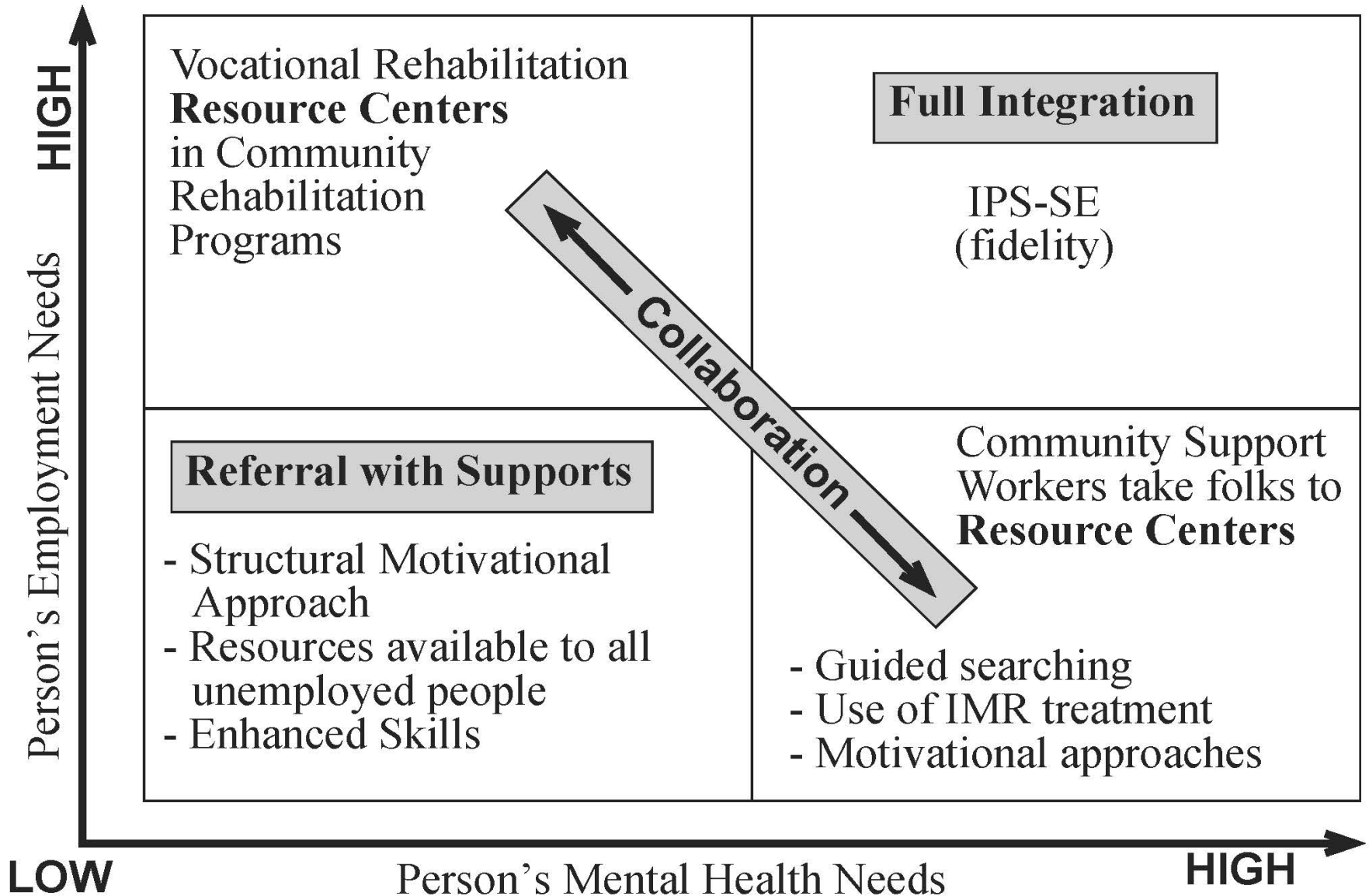
SO WHAT CAN SYSTEM/ PROGRAM ADMINISTRATORS DO ???:

- LINK WITH EMPLOYMENT AT TIME OF ENTRY INTO SERVICES (PART OF INTAKE AND INITIAL APPT)
- DELINK CLINICAL APPROVAL FROM EMPLOYMENT
- ACTIVELY ENCOURAGE EMPLOYMENT AT MGMT/ CLINICAL LEVELS IN TERMS OF HOW ADMINISTRATORS INTEGRATE IT INTO TOTAL SYSTEM OF CARE
- CONSUMERS ACTIVELY SOUGHT FOR JOBS AT ALL LEVELS NOT JUST PEER ROLES (MODELING FOR BUSINESS)
- EMPLOYMENT ON ALL SERVICE PLANS FOR ALL THOSE CURRENTLY UNEMPLOYED
- ALL STAFF RECEIVE ORIENTATION AND SOME TRAINING NOT JUST ON RECOVERY/ EMPLOYMENT BUT ALSO DANGERS OF UNEMPLOYMENT
- FOCUS ON EMPLOYMENT NOT JOB RETENTION

SO WHAT SHOULD SYSTEM/ PROGRAM ADMINISTRATORS DO ???:

- **EMPLOYMENT OUTCOMES IDENTIFIED FOR SYSTEM OF CARE NOT JUST FOR EMPLOYMENT PROGRAMS**
- **OUTCOMES TRACKED AND DISSEMINATED TO BOTH THE PROGRAM AND COMMUNITY AT LARGE**
- **OUTCOME BASED FUNDING/ MILESTONES**
- **SYSTEM CREATES INCENTIVES FOR EMPLOYMENT AND DISINCENTIVES FOR NOT ADDRESSING UNEMPLOYMENT**
- **PEOPLE SHOULD BE ENCOURAGED TO THINK OF GETTING OFF SSA OR TANF AS A SUCCESS, NOT A DISINCENTIVE**
- **BE CLEAR THAT MOTIVATION IS STAFF'S JOB**
- **RANGE OF EMPLOYMENT OPTIONS (VOLUNTEER, WORK EXPERIENCE, TRANSITIONAL JOBS) USEFUL FOR PEOPLE WHO HAVE EXPERIENCED HOMELESSNESS - NOT AS A STEP SYSTEM PEOPLE HAVE TO PROGRESS THROUGH BUT AS A WAY TO GIVE PEOPLE IMMEDIATE SUCCESS AND ACTION**

EMPLOYMENT STRATEGY QUADRANTS





GREEK PROVERB

***“ BEFORE PRACTICING
VIRTUE, FIRST
SECURE AN
INDEPENDENT
INCOME. ”***

**“Some cause happiness
wherever they go;
others,
whenever they go.”**

OSCAR WILDE



OLD YIDDISH PROVERB

**If 1 person calls you a jackass,
ignore him;**

**If a second person calls you a
jackass, think about it;**

**If a third person calls you a
jackass- get a saddle.**

**" There is nothing you can say in
answer to a compliment. I have
been
complimented myself a great
many times, and they always
embarrass me**

**-- I always feel they have not
said enough. "**

Mark Twain