



San Francisco Department of Human Services
County Adult Assistance Programs
Personal Assisted Employment Services Program

**Profile of PAES Recipients
and
Factors That Influence PAES Outcomes**
Analysis of PAES Recipients Enrolled Jan 99 - Jun 00

Presented to

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Focus Group Results Perceived Personal STRENGTHS Needed for PAES Participants to Achieve Employment Goals		Focus Group											# of Times Strength was Noted									
		Clients PAES Employment Specialist, DHS Employment Service Staff and PAES Counseling Service Staff Focus Groups (7)	Mental Health Providers	Sub Abuse Providers	Vocational Providers	Client Advocates	a	b	c	d	e	f		g	h	i	j	k	l			
Category	Strength Described																					
Behavioral Health	Is motivated																			11	90	
	Is dedicated and persistent																				7	59%
	Is Flexible / Adaptable																				6	
	Admits problems with MH and SA																				5	
	Has realistic expectations																				5	
	Has realistic appraisal of self and problems																				5	
	If has MH/SA, under control																				4	
	Is resilient / tolerant of adversity																				4	
	Desires employment / self-sufficiency																				4	
	Can ask for help																				4	
	Has positive attitude																				4	
	Has "hit bottom"																				3	
	Trusts																				3	
	Is open to receiving treatment																				3	
	Possesses self-esteem																				2	
	Has good follow-through																				2	
	Is clean and sober																				2	
	Possesses Work Ethic																				2	
	Is stable on medications																				2	
	Is hopeful																				2	
Is "open-minded"																				2		
Is willing to learn																				2		
Is determined																				2		
Is confident																				2		
Has vision and goals																				1		
Is honest																				1		
Housing	Has Stable Housing																			8	8 5%	
Job Qualifications	Good appearance (dental/hygiene)																				6	32
	Education																				6	21%
	Previous work history																				5	
	Soft skills																				5	
	Social Skills																				4	
	Survival Skills are transferable																				3	
	Recent work history																				3	
Legal																						
Physical Health	In good health																				2	4
	Not chronically ill																				2	3%
Contextual	New to DHS																				2	3
	Is from San Francisco																				1	2%
Resources	Family / Community Support																				8	12
	Transportation																				2	8%
	Is Resourceful																				2	
Cultural	Has English Language Capacity																				3	3 2%
Total Strengths Listed by Each Group		13	6	22	13	11	13	13	9	16	9	16	11								152	

Focus Group Results Perceived Personal BARRIERS to Achieving Employment Goals for PAES Participants <small>Ranked (Greatest Perceived Barrier = 1, etc.)</small> <small>Results of 12 Focus Groups Conducted in Spring of 2002</small>		Focus Group													Count & % of Total	# of Groups Ranked Barrier as 1, 2 or 3	
		Clients	PAES Employment Specialist, DHS Employment Service Staff and PAES Counseling Service Staff Focus Groups (7)							Mental Health Providers	Sub Abuse Providers	Vocational Providers	Client Advocates	# of Times Barrier was Ranked			
Category	Barrier Described	a	b	c	d	e	f	g	h	i	j	k	l				
Behavioral Health	Behavioral Health Issues	6	2	1	1	2	1		1				1	8	49	12	
	Insufficient Motivation	3			9	3			2			7	6	6	31%	100%	
	Unrealistic Expectations					12			5	14		14		4			
	Substance Abuse Issues							2		2	1*	3		4			
	Low Self Esteem	8				8					1*		3	4			
	No Trust in the System		3								1*	2		3			
	Mental Health Issues							3		1	1*			3			
	Hopelessness					7					13	1*		3			
	Denial				4								9	9	3		
	Blaming of Others					10			3				14	3			
	Poor Impulse Control									8	1*			2			
	Unresolved Issues (eg., Family, SA, Trauma)	3												1			
	Poor Medication Compliance				12									1			
	Poor Anger Management Skills											1*		1			
	Focused on the Past	10												1			
Beliefs and Attitudes				7									1				
"Bad" Attitude	2												1				
Housing	Homelessness		1	2	2	1	5	1			1*		7	12	9		
	Inadequate Housing	3							4	4			3	8%	75%		
	Unstable Housing											1	2	2			
Job Qualifications	Insufficient Work History		7	11	3	11	2	7	7		1*	6	8	10	36	3	
	Insufficient Education	16	8	4	5		3	8			1*	11	7	9	23%	25%	
	Lack of soft skills / social skills			5	10	5	6		9	11	1*		11	8			
	Lack of hard skills		6	10								1*		3			
	Appearance			6					8					2			
	Poor Hygiene	11					7							2			
	Illiteracy											1*		1			
	Non-verifiable Work Exp (under-table/season/temp)										10			1			
Legal	Legal Issues	1	4		8	4	3	4	6	5		5	9	13	3		
	License Revocation	14										9	2	8%	25%		
	Child Support					9							1				
	Criminal History			3									1				
Physical Health	Poor Physical Health									3	1*	11	4	4	4	2	
Contextual	Discrimination	7		13	14	13	8			12		14	15	8	30	1	
	Unhealthy Environment	9	10				11	9				4	5	6	19%	8%	
	Culture of "Dependence"			8				6				8	12	4			
	Family Members Using			9		6					1*			3			
	Homeless Schedule	12		12										2			
	Stigma				13									13	2		
	Excessive Family and Social Responsibilities									15				1			
	No access to laundry											1*		1			
	Lack of address											1*		1			
	Poverty												10	1			
	Social Isolation									9				1			
Resources	Lack of Support System		9		11		10	10					4	7	1		
	Lack of Transportation	13									1*		2	4%	8%		
	Lack of Knowledge of Resources									7			1				
Cultural	Acculturation Issues		5		6					6		13	4	8	0		
	Limited/No English Skills	15		7			9	5					4	5%	0%		
Total Barriers Listed by Each Group		16	10	13	14	13	11	10	9	15	18	15	15	159	12		

* Substance Abuse Providers did not rank barriers, thus all were equally assigned as a number 1 priority

Focus Group Results RECOMMENDATIONS Believed Would Help PAES Participants Achieve Employment Goals		Focus Group											# of Times Recommendation was Noted		
		Clients PAES Employment Specialist, DHS Employment Service Staff and PAES Counseling Service Staff Focus Groups (7)	Mental Health Providers	Sub Abuse Providers	Vocational Providers	Client Advocates									
Category	Recommendation Described	a	b	c	d	e	f	g	h	i	j	k	l		
Behavioral Health Services	1 Provide behavioral health wrap-around treatment on demand and at point of entry													6	33 25%
	2 Provide psych crisis/dropin (Sats) and medical support onsite													6	
	3 Provide 24 hour access to substance abuse treatment services													3	
	4 Train staff on how to work with treatment compliance issue													2	
	5 Provide paid peer counseling services for clients with mental health or substance abuse issues													2	
	6 Create disincentives for clients who use PAES for extra cash													2	
	7 Increase PCS slots													2	
	8 Provide outreach and follow-up for clients in their homes													1	
	9 Provide behavioral health support at job sites													1	
	10 Provide early intervention prior to behaviors becoming a problem													1	
	11 Develop an institutional culture at DHS that embraces change													1	
	12 Provide incentives or privileges for clients who are following the program													1	
	13 Hire a staff psychiatrist who can provide assessment and med. monitoring													1	
	14 Support recovering staff who are "out about it"													1	
	15 Require 30-60 day sobriety													1	
	16 Address contradictions between harm reduction strategies and program expectations and employer													1	
	17 Shorten time lag between referrals from ES to TAP to outside treatment providers													1	
Housing	1 Provide clean and sober PAES-only housing													4	11 8%
	2 Transitional housing outside of Tenderloin													3	
	3 PAES housing program													2	
	4 Increase availability of safe housing													2	
Job Qualifications	1 Incorporate vocational assessment for all clients on orientation to program and periodically													4	14 11%
	2 Training: literacy													3	
	3 Training: on-the-job paid													2	
	4 Allow clients to determine training options (not base on prior experience)													2	
	5 Training: life skills (e.g. paying bills, opening a bank account, understanding credit)													1	
	6 Training: resume writing and interviewing skills													1	
	7 Training: Vocational													1	
Legal	1 Integrate Advocacy into PAES system (incl. Informed consent, refer clients advocacy before conciliation)													1	2 2%
	2 Require criminal background checks													1	
Physical Health														0	
Contextual														0	
Resources														0	
Cultural														0	

Focus Group Results RECOMMENDATIONS Believed Would Help PAES Participants Achieve Employment Goals		Focus Group														
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			a	b	c	d	e	f	g	h	i	j	k		l	
Category	Recommendation Described															
Systems Issues	1 Streamline: Decrease bureacracy, clarify roles/respons of all staff, simplify, eliminate duplications &														7	30 23%
	2 Reduce caseloads for ESs														6	
	3 Provide one-stop shopping approach to clients services (incl. legal services, childcare, dental, health and														4	
	4 DHS define "work ready"														2	
	5 Change the 12-week requirement for PCS (make eligible on arrival)														2	
	6 Train client about community resources available to them and their peers so that they can become agents of														2	
	7 Determine stipend time limits on a case-by-case basis based on behavioral health issues, vocational needs														1	
	8 Increase number of Placement Specialists														1	
	9 Allow clients to have the same worker to follow them through the program														1	
	4 Extend program time limit														1	
	5 PCS clinicians, DHS vocational assessors and ES work as a team														1	
	6 Develop better policies and procedures for handling violence in the work-place														1	
	7 Use net income as basis for determining stipends														1	
Communication	1 Improve communication between levels/depts													3	11 8%	
	2 Improve communication between PCS and ES through cross-training, staff retreats and meetings													2		
	3 Update information to trainers re: service availability													2		
	4 Clarify lines of communication													2		
	5 Give information to trainers about what is offered													1		
	6 Develop point-person within PCS and clinics to address PAES issues (like CAAP)													1		
Staff Training	1 Vocational Training for PCS & all													5	17 13%	
	2 BH Confidentiality Training for ES staff													4		
	3 Violence in the Workplace Training													2		
	3 Improve Customer Service (incl. treating clients with respect)													2		
	3 Require line staff to intern at community programs													1		
	6 Motivational Interviewing Training													1		
	7 Train counselors re com resources and how to access													1		
	8 Supervisors have more front-line contact													1		
Outreach and Promotion	1 Give client accurate information about what the PAES program can and can not offer													3	13 10%	
	2 Produce a video featuring client success stories for outreach and promotion to clients and community													3		
	3 Develop community networking opportunities													2		
	4 Promote incentives for employers to hire clients													2		
	5 Work on a program brochure to give accurate info													1		
	7 Develop and implement PAES community outreach and education plan													1		
	8 Increase outreach to business community to increase variety of jobs available to clients													1		
	Total Recommendations Listed by Each Group		10	14	10	9	12	9	11	9	6	20	11	10		131