Online Supplement
Supported Employment (SE) Implementation: Interview Guide
VA SE Employee

1. Introduction: Researchers describe the study and obtain informed consent
2. Interviewee information:
   a. Title and responsibilities
   b. Previous experience (VA, psychosocial rehabilitation, vocational rehabilitation)
3. Describe SE program as it exists today with focus on implementation
   a. Prior history
   b. Areas of attention, strategies, successes, challenges, unmet needs
   c. Relationship of SE program to recovery model implementation
   d. Fidelity measurement: What did you learn? How were results used?
4. Staffing
   a. Fully staffed? Vacancies? Criteria for hiring? Challenges?
   b. Workforce development:
      i. How to address employees' previous knowledge base to be able to work productively in a new cultural model?
      ii. Training: At hiring? Ongoing? Focus? Format? Source?
   c. Use performance evaluation to set goals and monitor progress?
   d. Team building to facilitate active support and teamwork:
      i. Team building activities used? Communication formats used?
      ii. Staff morale
      iii. Barriers to effective teamwork
5. Integration of vocational and other services
   a. Describe integration with mental health? Primary Care? Others?
   b. Activities/strategies used to develop integration
   c. Challenges and unmet needs
6. Leadership
   a. Roles of SE, mental health, medical center, network and technical assistance leaders
   b. What was needed or asked for from each of the leadership groups?
   c. Challenges and unmet needs related to working with leadership
7. Organizational support for employment specialists to provide individualized SE services
   a. Resource availability (cars, telephone, laptops, wireless access, transportation for clients, computer lab for job searches, etc.)
   b. Information technology: Use? Benefits? Challenges to effective use?
   c. Flexible work environment and hours
   d. Data: Sources of data? Who reviews data? Is it used to guide and improve? Challenges to collecting and using?

8. Use of new lessons
    a. Focus of new lessons? Source of new lessons? Who uses the new lessons?
    b. Use of train-the-trainer model and being a mentor site: Process for becoming and using this? Successes? Challenges?
9. Knowledge dissemination:
    a. Sharing stories about success: with whom and in what forums?
10. Patient population
    a. Who are they? Seriously mentally ill? Substance abuse? Veteran cohort?
    b. Ability of the program to meet the differing needs
    c. Referral sources
11. SE principle: prioritize veteran's preference about type and kind of work
    a. Methods used to encourage engagement?
    b. How is this being implemented? Barriers and strategies to address?
    c. Vocational Assessment Plan: Facilitates achieving goals? Challenges?
12. SE principle: rapid job search and placement (job development)
    a. Methods? Successes? Challenges and strategies to address?
    b. Who assists employment specialists in doing this?
    c. Roles of veterans in this process? Family? Friends? Others?
    d. Use of disclosure: Who discloses? What is disclosed? How to address concerns with using disclosure?
    e. Training and support provided to employers?
13. SE principle: Individualized and ongoing support (involvement, dropout, benefits counseling, transportation, etc.)
    a. How are needs identified? Activities related to providing support?
    b. Discharges: Criteria? Process? Option to re-enter?
    c. How to address employers' concerns?
14. Closing items
    a. What would you do differently if you were to start over?
    b. Unintended consequences of your work efforts?
    c. Any surprises along the way or anything that has been puzzling?
    d. If you could ask for assistance, what would it be? Other wish list items?
    e. What would you export to others because so successful?

Supported Employment (SE) Implementation: Interview Guide
VA Employee/Manager/Leadership

1. Introduction: Researchers describe the study and obtain informed consent
2. Interviewee information:
    a. Title and responsibilities
    b. Previous experience and knowledge of mental health, psychosocial rehabilitation, vocational rehabilitation, and recovery model
3. Perception of SE goals related to program model, target population, etc.
4. Perception of how SE is different than other mental health and mental health vocational programs
5. Current status of the SE program
    a. Successes, challenges and strategies used to address challenges
6. Role taken by interviewee in program development, ongoing efforts, and addressing challenges
7. Other facility or network leaders' involvement in program development (e.g., hiring, encouraging referrals, providing resources, encouraging communication/coordination across workgroups)
8. Awareness of the recovery model and the implications for VA system of care
9. Data use:
    a. Thoughts about the possibility of including SE as a medical center performance measure
    b. Awareness and use of fidelity review results
10. Plans to disseminate initial lessons learned to other parts of medical center
11. Closing items
    a. Unintended consequences in your work as a result of SE
    b. Any assumptions that turned out to be wrong?
    c. Any surprises along the way or anything that has been puzzling?