

Department of Mental Health
TRANSMITTAL LETTER

SUBJECT Evidence Based Supported Employment Services		
POLICY NUMBER DMH Policy 508.1A	DATE FEB 28 2012	TL# 162

Purpose. To update the policy to reflect recent changes in supported employment services, and provide the Supported Employment Fidelity Scale adopted by the Department of Mental Health (DMH).

Applicability. Applies to DMH enrolled eligible consumers eighteen (18) years of age and over; DMH-certified Core Services Agencies; certified Supported Employment Program providers; and the Mental Health Authority (MHA).

Policy Clearance. Reviewed by affected responsible staff and cleared through appropriate MHA offices.

Implementation Plans. A plan of action to implement or adhere to this policy must be developed by designated responsible staff. If materials and/or training are required to implement this policy, these requirements must be part of the action plan. Specific staff should be designated to carry out the implementation and program managers are responsible for following through to ensure compliance. Action plans and completion dates should be sent to the appropriate authority. Contracting Officer Technical Representatives (COTRs) must also ensure that contractors are informed of this policy if it is applicable or pertinent to their scope of work. *Implementation of all DMH policies shall begin as soon as possible. Full implementation of this policy shall be completed by March 31, 2012.*

Policy Dissemination and Filing Instructions. Managers/supervisors of DMH and DMH contractors must ensure that staff are informed of this policy. Each staff person who maintains policy manuals must ensure that this policy is filed in the **DMH** Policy and Procedures Manual, and contractors must ensure that this policy is maintained in accordance with their internal procedures.

ACTION

REMOVE AND DESTROY

DMH Policy 508.1

INSERT

DMH Policy 508.1A



Stephen T. Baron
Director, DMH


**DEPARTMENT OF
MENTAL HEALTH**
**Policy No.
508.1A**
**Date
FEB 28 2012**
Page 1
**Supersedes:
DMH Policy 508.1, same subject, dated 3/22/2005**
Subject: Evidence Based Supported Employment Services

1. **Purpose.** To set forth the Department of Mental Health (DMH) requirements for evidence-based supported employment services.
2. **Applicability.** Applies to DMH enrolled eligible consumers eighteen (18) years of age and over; DMH-certified Core Services Agencies (CSAs); certified Supported Employment Program providers; and the Mental Health Authority (MHA).
3. **Authority.** Department of Mental Health Establishment Act of 2001; Title 22 DCMR, Chapter A37, Mental Health Supported Employment Certification Standards.
4. **Background.** Evidence-based supported employment is designed for adult consumers with a serious mental illness (SMI) or a primary diagnosis on Axis II of a Personality Disorder, for whom competitive employment has not traditionally occurred, or for whom competitive employment has been interrupted or intermittent as a result of either.

Evidence-based supported employment involves community-based employment in integrated work settings that is consistent with the strengths, resources, priorities, concerns, abilities, capabilities, interests and informed choice of the consumer.

5. **Definitions.** For purposes of this policy:

5a. **Supported Employment** - A part-time or full-time job in which a consumer receives support in a competitive employment setting and in which the consumer earns the minimum wage or higher. Supports shall include intake, assessments, job club, treatment team coordination, job development, ongoing job coaching, and follow up for each consumer, including offering job options that are diverse and permanent.

5b. **Supported Employment Program Provider** – A DMH-certified MHRS provider who has also been certified by DMH to provide evidence-based supported employment services pursuant to Title 22 DCMR, Chapter A37, Mental Health Supported Employment Certification Standards.

5c. **Employment Specialist** – A person who works for a certified Supported Employment Program provider; must satisfy all requirements for unlicensed credentialed workers pursuant to Title 22 DCMR Chapter A37 and Chapter A34, Section 3410, and all training requirements established by DMH.

5d. **SMI (Serious Mental Illness)** - A primary mental health diagnosis of: Schizophrenia; Schizoaffective Disorder; Bipolar 1 Disorder; Major Depressive Disorder; Delusional Disorder; Psychotic Disorder, not otherwise specified (NOS); Dysthymic Disorder; Post Traumatic Stress Disorder; or Depressive Disorder, NOS.

5e. Department of Disability Services, Rehabilitation Services Agency (RSA) – The District government entity that provides employment services to those individuals with developmental and other disabilities.

5f. Individualized Work Plan (IWP) – A plan developed between the Supported Employment Program provider and the consumer that includes an employment goal and the support services required to reach the goal.

6. Policy.

6a. DMH is committed to promoting evidence-based supported employment services based on the interests and preferences, as well as career goals, of eligible consumers.

6b. CSAs must assess each consumer 18 years of age and older for eligibility for, and interest in, supported employment services. Consumers who are eligible and interested shall be referred for supported employment services.

6c. Certified Supported Employment Program providers must design and implement evidence-based supported employment services in accordance with Title 22 DCMR Chapter A37.

6d. Evidence-based supported employment services shall be authorized and provided in accordance with the consumer's treatment plan. The treatment plan shall document the consumer's employment interests and career goals.

6e. The consumer's employment and career planning process must be driven by the consumer's preferences, and not by provider expectations or decisions.

6f. Employment Specialists shall be part of the consumer's clinical home treatment team and participate in the development of the treatment plan with regard to supported employment services.

7. Eligibility for Employment Services. A consumer must meet the following requirements in order to be eligible for supported employment services:

- Be seriously mentally ill or have a primary diagnosis on Axis II of a Personality Disorder;
- Be at least (18) years of age;
- Indicate an interest in employment; and
- Have supported employment identified as a service on a current valid Individualized Recovery Plan (IRP).

8. **Referrals.** Requests for supported employment services may be made by consumers, family members, advocates, or other service providers. Eligible consumers shall be referred to Supported Employment Program providers by their CSA.

9. Responsibilities.9a. CSAs shall:

- (1) **Ask** every adult consumer 18 years of age and over with SMI or a primary diagnosis on Axis II of a Personality Disorder, if they want to be employed: (1) during the development of initial treatment plan; (2) at every treatment plan meeting thereafter; and (3) upon request of family members, advocates, or other services providers.
- (2) **Assess** consumers for eligibility if they indicate an interest in employment prior to referral to a Supported Employment Program provider (see eligibility requirements in Section 7 above).
- (3) **Inform** eligible consumers of all available certified Supported Employment Program providers, and **allow** the consumer to select the agency of their choice or to be placed on the DMH Supported Employment Wait list.
- (4) **Complete and submit** an electronic Supported Employment Services (SES) authorization request.
- (5) Once supported employment services are authorized in the electronic management system, **refer** eligible consumers to a certified Supported Employment Program provider within five (5) business days.
- (6) **Accurately complete** performance event screen in the electronic management system for every consumer regarding supported employment at development of the initial treatment plan and at least every 180 days thereafter, or more often as needed.

9b. Supported Employment Program Providers shall:

- (1) **Inform** the DMH, Office of Programs, Supported Employment Program Manager/designee of your program's capacity on a weekly basis.
- (2) **Accept** consumer into services within thirty (30) days of the assessment/referral by a CSA, unless you have reached maximum capacity and are unable to accept new consumers.
 - If unable to accept new consumers, **coordinate** with the DMH, Office of Programs, Supported Employment Program Manager/designee, for the consumer to be placed on the Supported Employment Wait list, and inform the CSA of same.
- (3) **Provide** the following evidence-based services:
 - (a) Intake - Involves obtaining background, clinical, and employment information in order to enroll the consumer into the evidence-based supported employment program and initiate a referral to RSA.
 - (b) Vocational Assessment - Consists of conducting vocational assessments, and assessment of person-centered employment information in order to identify the individual's employment interests, preferences, and abilities.

(c) Individualized Work Plan (IWP) development - Includes the process of developing a plan with the consumer that includes an employment goal and the support services required to reach the goal, such as integrating employment goals into the IRP, strategies to address stressor situations, assistance with symptom self-monitoring and self management, and assistance in increasing social support skills and networks that ameliorate life stresses resulting from the consumer's mental illness or emotional disturbance and are necessary to enable and maintain the consumer's independent living.

(d) Supported Employment Job Club – Assists consumers in understanding how to complete job applications, effective interviewing techniques, resume writing, appropriate grooming, hygiene, and dress for work situations.

(e) Benefits Counseling - Helps consumers examine and understand how employment may impact benefits such as supplemental security income (SSI), social security disability income (SSDI), medical assistance, and other disability-related benefits. May also involve advocacy on behalf of consumers to resolve issues related to their benefits.

(f) Treatment Team Coordination – Involves coordination and contact with treatment team members regarding the provision of evidence-based supported employment services.

(g) Job Development – Involves contacting employers through various activities in order to obtain community-based employment for consumers.

(h) Time Limited Job Coaching – Helps consumers learn job duties once employed through on-the-job training, effective use of community resources, and consultation with the worker's employer, coworkers, family or supervisors as necessary for a maximum of ninety (90) days.

(i) Unlimited Ongoing Job Coaching – Involves the provision of on and off-the-job supports to help a consumer manage his or her illness to achieve personal recovery goals, including employment, and resolve challenges, disruptions, and conflicts in the person's life that negatively impact on the consumer's health and ability to work.

(j) Job Assistance – Involves assisting the consumer with management of mental illness, with requirements of employment, such as teaching and reinforcing previously learned strategies for controlling emotions, focusing on tasks, assertiveness, utilization of coping techniques, socialization, boundary issues, averting crises, and crisis intervention to help prevent symptom exacerbation and minimize disruptions to employment.

(k) Time Unlimited Follow-Along Supports for the consumer and employer which include:

(i) Consumer Follow-Along Supports - including crisis intervention, job coaching, treatment changes, travel training, job support groups, and career counseling.

(ii) Employer Supports – including working with the employer to make reasonable accommodations to enhance job performance, contacting the employer to monitor progress and resolve issues, and working with the employer and consumer to establish effective supervision and feedback strategies.

9c. Employment Specialists who work for DMH certified Supported Employment Program providers, shall:

- (1) **Manage** a supported employment caseload of up to twenty (20) consumers.
- (2) **Demonstrate** the ability to identify consumer interests, preferences, and abilities and then **help** the consumer obtain employment of their choice.
- (3) **Demonstrate** the ability to advocate for consumers.
- (4) **Possess** basic knowledge of community marketing and job development.
- (5) **Demonstrate** the ability to identify as well as arrange/provide job coaching and long-term supports to help consumers maintain employment.
- (6) **Demonstrate** the ability to liaison with the RSA counselors in order to assist consumers in obtaining community-based employment.
- (7) **Be trained** by DMH on evidence-based supported employment principles and practices, and **attend** DMH supported employment meetings.
- (8) **Carry out** all phases of evidence-based supported employment services as described in Section 9b (3) above.
- (9) **Be part of** the consumer's clinical home treatment team and **attend** regular treatment team meetings.
- (10) **Document** services on a service note in accordance with Title 22 DCMR Chapter A37; and **ensure** monthly progress note is forwarded to the consumer's clinical home for inclusion in the consumer's clinical record.

9d. The DMH Office of Accountability shall process applications for certification and certify qualified MHRS providers as Supported Employment Program providers in accordance with Title 22 DCMR Chapter A37.

9e. The DMH Office of Programs shall:

- (1) **Provide** training, support, and tools for implementing evidence-based supported employment services.
- (2) **Conduct** a baseline program evaluation using the Supported Employment Fidelity Scale adopted by DMH (Exhibit 1) within thirty (30) days of the provider's supported employment program start-up, with a second evaluation conducted six (6) months after program start-up. **Conduct** an annual fidelity evaluation thereafter.

(3) **Require** Supported Employment Program providers receiving a fidelity score below 55 to develop a plan of correction and receive technical assistance from DMH Supported Employment Program staff. If the certified Supported Employment Program provider's score does not improve to 55 or higher within six (6) months of the original fidelity score, the provider shall not be eligible for recertification, and may be decertified.

(4) **Collect** supported employment outcome information on a monthly basis from certified Supported Employment Program providers. Core outcome data to be collected includes:

- number of consumers referred and source of referral; number of consumers who were enrolled, served, employed, inactive, referred to RSA, participating in education programs, and receiving employer benefits (health, dental, and retirement);
- average number of hours that consumers worked and average hourly wage paid to consumers;
- locations of employers who have hired consumers;
- number of full—time Employment Specialists; and
- other information that DMH may require.

(5) **Utilize** quality improvement information from a variety of sources, including but not limited to, consumer satisfaction surveys, community services review results, and routine oversight and monitoring activities, in order to monitor consumer satisfaction with supported employment services.

10. **Mandatory Monthly Meetings.** Managers of certified Supported Employment Programs and Employment Specialists must attend monthly mandatory meetings to be held by the DMH supported employment program staff.

11. **Records and Documentation.** Each certified Supported Employment Program provider shall establish and adhere to an Employment Record Policy for employment record documentation, security and confidentiality of consumer information in accordance with Title 22 DCMR Chapter A37, Section 3707.

12. **Inquiries.** Questions related to this policy should be addressed to the DMH, Office of Programs, Supported Employment Program Manager at (202) 673-7597.

Approved By:

Stephen T. Baron
Director, DMH

 _____
(Signature) 2/28/12 (Date)

SUPPORTED EMPLOYMENT FIDELITY SCALE*

1/7/08

Rater:

Site:

Date:

Total Score:

Directions: Circle one anchor number for each criterion.

<u>Criterion</u>	<u>Data Source**</u>	<u>Anchor</u>
Staffing		
1. <u>Caseload size</u> : Employment specialists have individual employment caseloads. The maximum caseload for any full-time employment specialist is 20 or fewer clients.	MIS, DOC, INT	1= Ratio of 41 or more clients per employment specialist. 2= Ratio of 31-40 clients per employment specialist. 3= Ratio of 26-30 clients per employment specialist. 4= Ratio of 21-25 clients per employment specialist. 5= Ratio of 20 or fewer clients per employment specialist.
2. <u>Employment services staff</u> : Employment specialists provide only employment services.	MIS, DOC, INT	1= Employment specialists provide employment services less than 60% of the time. 2= Employment specialists provide employment services 60 - 74% of the time. 3= Employment specialists provide employment services 75 - 89% of the time. 4= Employment specialists provide employment services 90 - 95% of the time. 5= Employment specialists provide employment services 96% or more of the time.

*Formerly called IPS Model Fidelity Scale
 **See end of document for key

3. Vocational generalists: Each employment specialist carries out all phases of employment service, including intake, engagement, assessment, job placement, job coaching, and follow-along supports before step down to less intensive employment support from another MH practitioner. (Note: It is not expected that each employment specialist will provide benefits counseling to their clients. Referrals to a highly trained benefits counselor are in keeping with high fidelity, see Item # 1 in “Services”.)

MIS, DOC,
INT, OBS

- 1= Employment specialist only provides vocational referral service to vendors and other programs.
- 2= Employment specialist maintains caseload but refers clients to other programs for vocational services.
- 3= Employment specialist provides one to four phases of the employment service (e.g. intake, engagement, assessment, job development, job placement, job coaching, and follow along supports).
- 4= Employment specialist provides five phases of employment service but not the entire service.
- 5= Employment specialist carries out all six phases of employment service (e.g. program intake, engagement, assessment, job development/job placement, job coaching, and follow-along supports).

ORGANIZATION

1. Integration of rehabilitation with mental health treatment thru team assignment: Employment specialists are part of up to 2 mental health treatment teams from which at least 90% of the employment specialist’s caseload is comprised.

MIS, DOC,
INT, OBS

- 1= Employment specialists are part of a vocational program that functions separately from the mental health treatment.
- 2= Employment specialists are attached to three or more mental health treatment teams. OR Clients are served by individual mental health practitioners who are not organized into teams. OR Employment specialists are attached to one or two teams from which less than 50% of the employment specialist’s caseload is comprised.
- 3= Employment specialists are attached to one or two mental health treatment teams, from which at least 50 - 74% of the employment specialist’s caseload is comprised.
- 4= Employment specialists are attached to one or two mental health treatment teams, from which at least 75 - 89% of the employment specialist’s caseload is comprised.
- 5= Employment specialists are attached to one or two mental health treatment teams, from which 90 - 100% of the employment specialist’s caseload is comprised.

2. Integration of rehabilitation with mental health treatment thru frequent team member contact:

MIS, DOC
INT, OBS

Employment specialists actively participate in weekly mental health treatment team meetings (not replaced by administrative meetings) that discuss individual clients and their employment goals with shared decision-making. Employment specialist's office is in close proximity to (or shared with) their mental health treatment team members. Documentation of mental health treatment and employment services are integrated in a single client chart. Employment specialists help the team think about employment for people who haven't yet been referred to supported employment services.

- 1= One or none is present.
- 2= Two are present
- 3= Three are present.
- 4= Four are present.
- 5= Five are present.

All five key components are present.

- Employment specialist attends weekly mental health treatment team meetings.
- Employment specialist participates actively in treatment team meetings with shared decision-making.
- Employment services documentation (i.e., vocational assessment/profile, employment plan, progress notes) is integrated into client's mental health treatment record.
- Employment specialist's office is in close proximity to (or shared with) their mental health treatment team members.
- Employment specialist helps the team think about employment for people who haven't yet been referred to supported employment services.

3. Collaboration between employment specialists and Vocational Rehabilitation counselors: The employment specialists and VR counselors have frequent contact for the purpose of discussing shared clients and identifying potential referrals.

DOC, INT
OBS, ISP

- 1= Employment specialists and VR counselors have client-related contacts (phone, e-mail, in person) less than quarterly to discuss shared clients and referrals. OR Employment specialists and VR counselors do not communicate.
- 2= Employment specialists and VR counselors have client-related contacts (phone, e-mail, in person) at least quarterly to discuss shared clients and referrals.
- 3= Employment specialists and VR counselors have client-related contacts (phone, e-mail, in-person) monthly to discuss shared clients and referrals.
- 4= Employment specialists and VR counselors have scheduled, face-to-face

*Formerly called IPS Model Fidelity Scale
**See end of document for key

meetings at least quarterly, OR have client-related contacts (phone, e-mail, in person) weekly to discuss shared clients and referrals.

5= Employment specialists and VR counselors have scheduled, face-to-face meetings at least monthly and have client-related contacts (phone, e-mail, in person) weekly to discuss shared clients and referrals.

4. Vocational unit: At least 2 full-time employment specialists and a team leader comprise the employment unit. They have weekly client-based group supervision following the supported employment model in which strategies are identified and job leads are shared. They provide coverage for each other's caseload when needed.

MIS, INT,
OBS

1= Employment specialists are not part of a vocational unit.

2= Employment specialists have the same supervisor but do not meet as a group. They do not provide back-up services for each other's caseload.

3= Employment specialists have the same supervisor and discuss clients between each other on a weekly basis. They provide back-up services for each other's caseloads as needed. OR, If a program is in a rural area where employment specialists are geographically separate with one employment specialist at each site, the employment specialists meet 2-3 times monthly with their supervisor by teleconference.

4= At least 2 employment specialists and a team leader form an employment unit with 2-3 regularly scheduled meetings per month for client-based group supervision in which strategies are identified and job leads are shared and discuss clients between each other. They provide coverage for each other's caseloads when needed. OR, If a program is in a rural area where employment specialists are geographically separate with one employment specialist at each site, the employment specialists meet 2-3 times per month with their supervisor in person or by teleconference and mental health practitioners are available to help the employment specialist with activities such as taking someone to work or picking up job applications.

5= At least 2 full-time employment specialists and a team leader form an employment unit with weekly client-based group supervision based on the supported employment model in which strategies are identified and job leads are shared. They provide coverage for each other's caseloads when needed.

5. Role of employment supervisor: Supported employment unit is led by a supported employment team leader. Employment specialists' skills are developed and improved through outcome-based supervision. All five key roles of the employment supervisor are present.

MIS, INT,
DOC, OBS

1= One or none is present.

2= Two are present.

3= Three are present.

4= Four are present.

5= Five are present.

Five key roles of the employment supervisor:

- One full-time equivalent (FTE) supervisor is responsible for no more than 10 employment specialists. The supervisor does not have other supervisory responsibilities. (Program leaders supervising fewer than ten employment specialists may spend a percentage of time on other supervisory activities on a prorated basis. For example, an employment supervisor responsible for 4 employment specialists may be devoted to SE supervision half time.)
- Supervisor conducts weekly supported employment supervision designed to review client situations and identify new strategies and ideas to help clients in their work lives.
- Supervisor communicates with mental health treatment team leaders to ensure that services are integrated, to problem solve programmatic issues (such as referral process, or transfer of follow-along to mental health workers) and to be a champion for the value of work. Attends a meeting for each mental health treatment team on a quarterly basis.
- Supervisor accompanies employment specialists, who are new or having difficulty with job development, in the field monthly to improve skills by observing, modeling, and giving feedback on skills, e.g., meeting employers for job development.
- Supervisor reviews current client outcomes with employment specialists and sets goals to improve program performance at least quarterly.

6. Zero exclusion criteria: All clients interested in working have access to supported employment services regardless of job readiness factors, substance abuse, symptoms, history of violent behavior, cognition impairments, treatment non-adherence, and personal presentation. These apply during supported employment services too. Employment specialists offer to help with another job when one has ended, regardless of the reason that the job ended or number of jobs held. If VR has screening criteria, the mental health agency does not use them to exclude anybody. Clients are not screened out formally or informally.

DOC, INT
OBS

- 1= There is a formal policy to exclude clients due to lack of job readiness (e.g., substance abuse, history of violence, low level of functioning, etc.) by employment staff, case managers, or other practitioners.
- 2= Most clients are unable to access supported employment services due to perceived lack of job readiness (e.g., substance abuse, history of violence, low level of functioning, etc.).
- 3= Some clients are unable to access supported employment services due to perceived lack of job readiness (e.g., substance abuse, history of violence, low level of functioning, etc.).
- 4= No evidence of exclusion, formal or informal. Referrals are not solicited by a wide variety of sources. Employment specialists offer to help with another job when one has ended, regardless of the reason that the job ended or number of jobs held.
- 5= All clients interested in working have access to supported employment services. Mental health practitioners encourage clients to consider employment, and referrals for supported employment are solicited by many sources. Employment specialists offer to help with another job when one has ended, regardless of the reason that the job ended or number of jobs held.

7. Agency focus on competitive employment: Agency promotes competitive work through multiple strategies. Agency intake includes questions about interest in employment. Agency displays written postings (e.g., brochures, bulletin boards, posters) about employment and supported employment services. The focus should be with the agency programs that provide services to adults with severe mental illness. Agency supports ways for clients to share work stories with other clients and staff. Agency measures rate of competitive employment and shares this information with agency leadership and staff.

DOC, INT,
OBS

- 1= One or none is present.
- 2= Two are present.
- 3= Three are present.
- 4= Four are present.
- 5= Five are present.

Agency promotes competitive work through multiple strategies:

- Agency intake includes questions about interest in employment.
- Agency includes questions about interest in employment on all annual (or semi-annual) assessment or treatment plan reviews.

- Agency displays written postings (e.g., brochures, bulletin boards, posters) about working and supported employment services, in lobby and other waiting areas.
- Agency supports ways for clients to share work stories with other clients and staff (e.g., agency-wide employment recognition events, in-service training, peer support groups, agency newsletter articles, invited speakers at client treatment groups, etc.) at least twice a year.
- Agency measures rate of competitive employment on at least a quarterly basis and shares outcomes with agency leadership and staff.

8. Executive team support for SE: Agency executive team members (e.g., CEO/Executive Director, Chief Operating Officer, QA Director, Chief Financial Officer, Clinical Director, Medical Director, Human Resource Director) assist with supported employment implementation and sustainability. All five key components of executive team support are present.

DOC, INT,
OBS

- 1= One is present.
- 2= Two are present.
- 3= Three are present.
- 4= Four are present.
- 5= Five are present.

- Executive Director and Clinical Director demonstrate knowledge regarding the principles of evidence-based supported employment.
- Agency QA process includes an explicit review of the SE program, or components of the program, at least every 6 months through the use of the Supported Employment Fidelity Scale or until achieving high fidelity, and at least yearly thereafter. Agency QA process uses the results of the fidelity assessment to improve SE implementation and sustainability.
- At least one member of the executive team actively participates at SE leadership team meetings (steering committee meetings) that occur at least every six months for high fidelity programs and at least quarterly for programs that have not yet achieved high fidelity. Steering committee is defined as a diverse group of stakeholders charged with reviewing fidelity, program implementation, and the service delivery system. Committee develops written action plans aimed at developing or sustaining high fidelity services.

- The agency CEO/Executive Director communicates how SE services support the mission of the agency and articulates clear and specific goals for SE and/or competitive employment to all agency staff during the first six months and at least annually (i.e., SE kickoff, all-agency meetings, agency newsletters, etc.). This item is not delegated to another administrator.
- SE program leader shares information about EBP barriers and facilitators with the executive team (including the CEO) at least twice each year. The executive team helps the program leader identify and implement solutions to barriers.

SERVICES

1. Work incentives planning: All clients are offered assistance in obtaining comprehensive, individualized work incentives planning before starting a new job and assistance accessing work incentives planning thereafter when making decisions about changes in work hours and pay. Work incentives planning includes SSA benefits, medical benefits, medication subsidies, housing subsidies, food stamps, spouse and dependent children benefits, past job retirement benefits and any other source of income. Clients are provided information and assistance about reporting earnings to SSA, housing programs, VA programs, etc., depending on the person's benefits.

- DOC, INT
OBS, ISP
- 1= Work incentives planning is not readily available or easily accessible to most clients served by the agency.
 - 2= Employment specialist gives client contact information about where to access information about work incentives planning.
 - 3= Employment specialist discusses with each client changes in benefits based on work status.
 - 4= Employment specialist or other MH practitioner offer clients assistance in obtaining comprehensive, individualized work incentives planning by a person trained in work incentives planning prior to client starting a job.
 - 5= Employment specialist or other MH practitioner offer clients assistance in obtaining comprehensive, individualized work incentives planning by a specially trained work incentives planner prior to starting a job. They also facilitate access to work incentives planning when clients need to make decisions about changes in work hours and pay. Clients are provided information and assistance about reporting earnings to SSA, housing programs, etc., depending on the person's benefits.

2. Disclosure: Employment specialists provide clients with accurate information and assist with evaluating their choices to make an informed decision regarding what is revealed to the employer about having a disability.

DOC, INT
OBS

1= None is present.

2= One is present.

3= Two are present.

4= Three are present.

5= Four are present.

- Employment specialists do not require all clients to disclose their psychiatric disability at the work site in order to receive services.
- Employment specialists offer to discuss with clients the possible costs and benefits (pros and cons) of disclosure at the work site in advance of clients disclosing at the work site. Employment specialists describe how disclosure relates to requesting accommodations and the employment specialist's role communicating with the employer.
- Employment specialists discuss specific information to be disclosed (e.g., disclose receiving mental health treatment, or presence of a psychiatric disability, or difficulty with anxiety, or unemployed for a period of time, etc.) and offers examples of what could be said to employers.
- Employment specialists discuss disclosure on more than one occasion (e.g., if clients have not found employment after two months or if clients report difficulties on the job.)

3. Ongoing, work-based vocational assessment: Initial vocational assessment occurs over 2-3 sessions and is updated with information from work experiences in competitive jobs. A vocational profile form that includes information about preferences, experiences, skills, current adjustment, strengths, personal contacts, etc, is updated with each new job experience. Aims at problem solving using environmental assessments and consideration of reasonable accommodations. Sources of information include the client, treatment team, clinical records, and with

DOC, INT,
OBS, ISP

1= Vocational evaluation is conducted prior to job placement with emphasis on office-based assessments, standardized tests, intelligence tests, work samples.

2= Vocational assessment may occur through a stepwise approach that includes: prevocational work experiences (e.g., work units in a day program), volunteer jobs, or set aside jobs (e.g., NISH jobs agency-run businesses, sheltered workshop jobs, affirmative businesses, enclaves).

3= Employment specialists assist clients in finding competitive jobs directly without systematically reviewing interests, experiences, strengths,

*Formerly called IPS Model Fidelity Scale

**See end of document for key

the client's permission, from family members and previous employers.

etc. and do not routinely analyze job loss (or job problems) for lessons learned.

- 4= Initial vocational assessment occurs over 2-3 sessions in which interests and strengths are explored. Employment specialists help clients learn from each job experience and also work with the treatment team to analyze job loss, job problems and job successes. They do not document these lessons learned in the vocational profile, OR The vocational profile is not updated on a regular basis.
- 5= Initial vocational assessment occurs over 2-3 sessions and information is documented on a vocational profile form that includes preferences, experiences, skills, current adjustment, strengths, personal contacts, etc. The vocational profile form is used to identify job types and work environments. It is updated with each new job experience. Aims at problem solving using environmental assessments and consideration of reasonable accommodations. Sources of information include the client, treatment team, clinical records, and with the client's permission, from family members and previous employers. Employment specialists help clients learn from each job experience and also work with the treatment team to analyze job loss, job problems and job successes.

4. Rapid job search for competitive job: Initial employment assessment and first face-to-face employer contact by the client or the employment specialist about a competitive job occurs within 30 days (one month) after program entry.

DOC, INT,
OBS, ISP

- 1= First face-to-face contact with an employer by the client or the employment specialist about a competitive job is on average 271 days or more (> 9 mos.) after program entry.
- 2= First face-to-face contact with an employer by the client or the employment specialist about a competitive job is on average between 151 and 270 days (5-9 mos.) after program entry.
- 3= First face-to-face contact with an employer by the client or the employment specialist about a competitive job is on average between 61 and 150 days (2-5 mos.) after program entry.
- 4= First face-to-face contact with an employer by the client or the employment specialist about a competitive job is on average between 31 and 60 days (1-2 mos.) after program entry.
- 5= The program tracks employer contacts and the first face-to-face contact with an employer by the client or the employment specialist about a competitive job is on average within 30 days (one month) after program entry.

*Formerly called IPS Model Fidelity Scale

**See end of document for key

5. Individualized job search: Employment specialists make employer contacts aimed at making a good job match based on clients' preferences (relating to what each person enjoys and their personal goals) and needs (including experience, ability, symptomatology, health, etc.) rather than the job market (i.e., those jobs that are readily available). An individualized job search plan is developed and updated with information from the vocational assessment/profile form and new job/educational experiences.

DOC, INT
OBS, ISP

- 1= Less than 25% of employer contacts by the employment specialist are based on job choices which reflect client's preferences, strengths, symptoms, etc. rather than the job market.
- 2= 25-49% of employer contacts by the employment specialist are based on job choices which reflect client's preferences, strengths, symptoms, etc., rather than the job market.
- 3= 50-74% of employer contacts by the employment specialist are based on job choices which reflect client's preferences, strengths, symptoms, etc., rather than the job market.
- 4= 75-89% of employer contacts by the employment specialist are based on job choices which reflect client's preferences, strengths, symptoms, etc., rather than the job market and are consistent with the current employment plan.
- 5= Employment specialist makes employer contacts based on job choices which reflect client's preferences, strengths, symptoms, lessons learned from previous jobs etc., 90-100% of the time rather than the job market and are consistent with the current employment/job search plan. When clients have limited work experience, employment specialists provide information about a range of job options in the community.

6. Job development - Frequent employer contact: Each employment specialist makes at least 6 face-to-face employer contacts per week on behalf of clients looking for work. (Rate for each then calculate average and use the closest scale point.) An employer contact is counted even when an employment specialist meets the same employer more than one time in a week, and when the client is present or not present. Client-specific and generic contacts are included. Employment specialists use a weekly tracking form to document employer contacts.

DOC, INT

- 1= Employment specialist makes less than 2 face-to-face employer contacts that are client-specific per week.
- 2= Employment specialist makes 2 face-to-face employer contacts per week that are client-specific, OR Does not have a process for tracking.
- 3= Employment specialist makes 4 face-to-face employer contacts per week that are client-specific, and uses a tracking form that is reviewed by the SE supervisor on a monthly basis.
- 4= Employment specialist makes 5 face-to-face employer contacts per week that are client-specific, and uses a tracking form that is reviewed by the SE supervisor on a weekly basis.

5= Employment specialist makes 6 or more face-to-face employer contacts per week that are client specific, or 2 employer contacts times the number of people looking for work when there are less than 3 people looking for work on their caseload (e.g., new program). In addition, employment specialist uses a tracking form that is reviewed by the SE supervisor on a weekly basis.

7. Job development - Quality of employer contact:
Employment specialists build relationships with employers through multiple visits in person that are planned to learn the needs of the employer, convey what the SE program offers to the employer, describe client strengths that are a good match for the employer. (Rate for each employment specialist, then calculate average and use the closest scale point.)

DOC, INT,
OBS

- 1= Employment specialist meets employer when helping client to turn in job applications, OR Employment specialist rarely makes employer contacts.
- 2= Employment specialist contacts employers to ask about job openings and then shares these "leads" with clients.
- 3= Employment specialist follows up on advertised job openings by introducing self, describing program, and asking employer to interview client.
- 4= Employment specialist meets with employers in person whether or not there is a job opening, advocates for clients by describing strengths and asks employers to interview clients.
- 5= Employment specialist builds relationships with employers through multiple visits in person that are planned to learn the needs of the employer, convey what the SE program offers to the employer, describe client strengths that are a good match for the employer.

8. Diversity of job types: Employment specialists assist clients in obtaining different types of jobs.

DOC, INT,
OBS, ISP

- 1= Employment specialists assist clients obtain different types of jobs less than 50% of the time.
- 2= Employment specialists assist clients obtain different types of jobs 50-59% of the time.
- 3= Employment specialists assist clients obtain different types of jobs 60-69% of the time.
- 4= Employment specialists assist clients obtain different types of jobs 70-84% of the time.

9. Diversity of employers: Employment specialists assist clients in obtaining jobs with different employers.

DOC, INT,
OBS, ISP

5= Employment specialists assist clients obtain different types of jobs 85-100% of the time.

1= Employment specialists assist clients obtain jobs with the different employers less than 50% of the time.

2= Employment specialists assist clients obtain jobs with the same employers 50-59% of the time.

3= Employment specialists assist clients obtain jobs with different employers 60-69% of the time.

4= Employment specialists assist clients obtain jobs with different employers 70-84% of the time.

5= Employment specialists assist clients obtain jobs with different employers 85-100% of the time.

10. Competitive jobs: Employment specialists provide competitive job options that have permanent status rather than temporary or time-limited status, e.g., TE (transitional employment positions). Competitive jobs pay at least minimum wage, are jobs that anyone can apply for and are not set aside for people with disabilities. (Seasonal jobs and jobs from temporary agencies that other community members use are counted as competitive jobs.)

DOC, INT,
OBS, ISP

1= Employment specialists provide options for permanent, competitive jobs less than 64% of the time, OR There are fewer than 10 current jobs.

2= Employment specialists provide options for permanent, competitive jobs about 65- 74% of the time.

3= Employment specialists provide options for permanent competitive jobs about 75-84%% of the time.

4= Employment specialists provide options for permanent competitive jobs about 85-94% of the time.

5= 95% or more competitive jobs held by clients are permanent.

11. Individualized follow-along supports:
 Clients receive different types of support for working a job that are based on the job, client preferences, work history, needs, etc. Supports are provided by a variety of people, including treatment team members (e.g., medication changes, social skills training, encouragement), family, friends, co-workers (i.e., natural supports), and employment specialist. Employment specialist also provides employer support (e.g., educational information, job, accommodations) at client's request. Employment specialist offers help with career development, i.e., assistance with education, a more desirable job, or more preferred job duties.

DOC, INT,
 OBS, ISP

- 1= Most clients do not receive supports after starting a job.
- 2= About half of the working clients receive a narrow range of supports provided primarily by the employment specialist.
- 3= Most working clients receive a narrow range of supports that are provided primarily by the employment specialist.
- 4= Clients receive different types of support for working a job that are based on the job, client preferences, work history, needs, etc. Employment specialists provide employer supports at the client's request.
- 5= Clients receive different types of support for working a job that are based on the job, client preferences, work history, needs, etc. Employment specialist also provides employer support (e.g., educational information, job accommodations) at client's request. The employment specialist helps people move onto more preferable jobs and also helps people with school or certified training programs. The site provides examples of different types of support including enhanced supports by treatment team members.

12. Time-unlimited follow-along supports:
 Employment specialists have face-to-face contact within 1 week before starting a job, within 3 days after starting a job, weekly for the first month, and at least monthly for a year or more, on average, after working steadily, and desired by clients. Clients are transitioned to step down job supports from a mental health worker following steady employment. Employment specialists contact clients within 3 days of learning about the job loss.

DOC, INT,
 OBS, ISP

- 1= Employment specialist does not meet face-to-face with the client after the first month of starting a job.
- 2= Employment specialist has face-to-face contact with less than half of the working clients for at least 4 months after starting a job.
- 3= Employment specialist has face-to-face contact with at least half of the working clients for at least 4 months after starting a job.
- 4= Employment specialist has face-to-face contact with working clients weekly for the first month after starting a job, and at least monthly for a year or more, on average, after working steadily, and desired by clients.
- 5= Employment specialist has face-to-face contact within 1 week before starting a job, within 3 days after starting a job, weekly for the first month, and at least monthly for a year or more, on average, after working steadily and desired by clients. Clients are transitioned to step down job supports, from a mental health worker following steady employment clients. Clients are transitioned to step down job supports from a mental health worker following steady employment.

Employment specialist contacts clients within 3 days of hearing about the job loss.

13. Community-based services: Employment services such as engagement, job finding and follow-along supports are provided in natural community settings by all employment specialists. (Rate each employment specialist based upon their total weekly scheduled work hours then, calculate the average and use the closest scale point.)

DOC, INT
OBS

- 1= Employment specialist spends 30% time or less in the scheduled work hours in the community.
- 2= Employment specialist spends 30 - 39% time of total scheduled work hours in the community.
- 3= Employment specialist spends 40 -49% of total scheduled work hours in the then community.
- 4= Employment specialist spends 50 - 64% of total scheduled work hours in the community.
- 5= Employment specialist spends 65% or more of total scheduled work hours in the community.

14. Assertive engagement and outreach by integrated treatment team: Service termination is not based on missed appointments or fixed time limits. Systematic documentation of outreach attempts. Engagement and outreach attempts made by integrated team members. Multiple home/community visits. Coordinated visits by employment specialist with integrated team member. Connect with family, when applicable. Once it is clear that the client no longer wants to work or continue SE services, the team stops outreach.

MIS, DOC,
INT, OBS

- 1= Evidence that 2 or less strategies for engagement and outreach are used.
- 2= Evidence that 3 strategies for engagement and outreach are used.
- 3= Evidence that 4 strategies for engagement and outreach are used.
- 4= Evidence that 5 strategies for engagement and outreach are used.
- 5= Evidence that all 6 strategies for engagement and outreach are used: i) Service termination is not based on missed appointments or fixed time limits. ii) Systematic documentation of outreach attempts. iii) Engagement and outreach attempts made by integrated team members. iv) Multiple home/community visits. v) Coordinated visits by employment specialist with integrated team member. vi) Connect with family, when applicable.

*Data sources:

MIS Management Information System
DOC Document review: clinical records, agency policy and procedures
INT Interviews with clients, employment specialists, mental health staff,
VR counselors, families, employers
OBS Observation (e.g., team meeting, shadowing employment specialists)
ISP Individualized Service Plan

2/14/96
6/20/01, Updated
1/7/08, Revised

Supported Employment Fidelity Scale Score Sheet

Staffing	Score:
1. Caseload size	Score:
2. Employment services staff	Score:
3. Vocational generalists	Score:
Organization	
1. Integration of rehabilitation with mental health thru team assignment	Score:
2. Integration of rehabilitation with mental health thru frequent team member contact	Score:
3. Collaboration between employment specialists and Vocational Rehabilitation counselors	Score:
4. Vocational unit	Score:
5. Role of employment supervisor	Score:
6. Zero exclusion criteria	Score:
7. Agency focus on competitive employment	Score:
8. Executive team support for SE	Score:
Services	
1. Work incentives planning	Score:
2. Disclosure	Score:
3. Ongoing, work-based vocational assessment	Score:
4. Rapid search for competitive job	Score:
5. Individualized job search	Score:
6. Job development—Frequent employer contact	Score:
7. Job development—Quality of employer contact	Score:
8. Diversity of job types	Score:
9. Diversity of employers	Score:
10. Competitive jobs	Score:
11. Individualized follow-along supports	Score:
12. Time-unlimited follow-along supports	Score:
13. Community-based services	Score:
14. Assertive engagement and outreach by integrated treatment team	Score:
Total:	

115 – 125	= Exemplary Fidelity
100 - 114	= Good Fidelity
74 – 99	= Fair Fidelity
73 and below	= Not Supported Employment

*Formerly called IPS Model Fidelity Scale
 **See end of document for key