



# Georgia Department of Behavioral Health & Developmental Disabilities

Frank W. Berry III, Commissioner

## Office of Adult Mental Health

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### Supported Employment Fidelity Review Report

**Provider:** Community Friendship, Incorporated

**Date(s) of Review:** December 3-4, 2014

**Reviewers:** Vernell Jones, M.P.A., SE Coordinator; Tammatha Kinder, MSW, SE Specialist  
Erica Walker, MS, SE Specialist

#### Purpose:

This Supported Employment Fidelity Review was completed as part of the requirements for monitoring performance and ensuring that supported employment (SE) services delivered to ADASA consumers meet fidelity to the Dartmouth Individual Placement and Supports (IPS) model of SE, in accordance with the DBHDD ADA Settlement Agreement (ADASA). Information gathered from the fidelity review will be used to make recommendations to individual programs for quality improvement planning and will also be used to determine the need for further Training and Technical Assistance in providing evidence-based supported employment to consumers across the state.

#### Background:

Community Friendship, Inc. (CFI) is a comprehensive provider of recovery based services assisting adults in metropolitan Atlanta. CFI is a non-profit organization and have been in existence since 1970. CFI offers the following services to consumers: psychosocial rehabilitation day services, work opportunities, peer support with certified peer specialists, outreach and case management, residential services, vocation rehabilitation services, and training. The agency serves more than 600 consumers each year, with 350 served in CFI's 4 residential sites. CFI is a specialty provider of Supported Employment services, and currently has four full-time and one part-time Employment Specialists on staff; the SE Supervisor carries a small caseload and also supervises the Peer Support program. CFI currently serves 56 consumers in Supported Employment. This is CFI's third Fidelity Review; the score received for the SE teams' FY 14 Fidelity Review was 106 which indicated good fidelity. Areas that required a quality improvement plan were Organization 1, Services 8, and 9.

#### Method:

The fidelity review was conducted on site and included the following activities:

1. Interviews with the CEO, SE Supervisor, QA Director, Intake Director, Assistant Program Director, VR Counselor, Employment Specialists, Consumers (2), Case Managers (2), and the Work Incentives Counselor.
2. Observation of SE unit meeting, Mental Health Treatment Team meeting (SE, PSR), job development in the community
3. Review of 6 consumer charts.

The Supported Employment Fidelity Scale was completed following the visit. This report contains the completed scale, with scores and comments for each item. The scale measures three aspects of the program: staffing, organization, and services. Each item is rated on a 5-point response format, ranging from 1 = no implementation to 5 = full implementation, with intermediate numbers representing progressively greater degrees of implementation.

## SUPPORTED EMPLOYMENT FIDELITY SCALE

### STAFFING

1. Caseload size	Rating	Comments
Employment specialists have individual employment caseloads. The maximum caseload for any full-time employment specialist is 20 or fewer.	5	<b>Area of Strength</b> Each of the ESs caseload sizes are under 20. Caseload size includes 15 (full time ES), 13 (full time ES), 8 (full time ES), 8 (full time ES), 8 (part time ES).

2. Employment services staff	Rating	Comments
Employment specialists provide only employment services.	3	It was unclear during this review, and the review of the case files progress notes, if the consumers employed at CFI, and O’Hearn House are competitive. It has been reported that the ESs provide supports to these individuals, however there is no clarity on the types of supports given aside from job readiness/skills training. One of the ESs stated that the majority of their time is spent “monitoring work behaviors” of the consumers employed by O’Hearn House.

**Recommendations:** It was requested by the reviewers that the SE team submit documentation supporting that the positions at CFI and O’Hearn House are competitive. The documentation received for this area, included a job posting at O’Hearn House for a Kitchen Assistant position, as well as, the links and websites where these positions are posted externally. The SE program’s primary focus should be competitive employment. SE services should not be provided to individuals that are working jobs utilized for job readiness, and/or job training skills for this contradicts the IPS-SE model. The SE program should ensure that all supports given to SE consumers are aligned with the IPS-SE requirements.

3. Vocational generalists	Rating	Comments
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.	5	<b>Area of Strength</b> The ES’s carry out all phases of employment services. These phases include intake, engagement, employment assessments, job placements, and follow along supports.

**ORGANIZATION**

1. Integration of rehabilitation with mental health through team assignment	Rating	Comments
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.	5	<p><b>Area of Strength</b>            This is an area of improvement for CFI since the FY 14 Fidelity Review. The SE team attends monthly treatment team meetings with PSRI, and ICM, both of which the SE team is a part of and at least 90% of their caseloads are comprised. It is noted that CFI utilized the recommendations given in this area of the FY 14 Fidelity Review.</p>

2. Integration of rehabilitation with mental health through frequent team member contact	Rating	Comments
<ul style="list-style-type: none"> <li>• ES attends weekly MH treatment team meetings.</li> <li>• ES participates actively in treatment team meetings with shared decision-making.</li> <li>• Employment services documentation (i.e., vocational assessment/profile, employment plan, progress note) is integrated into consumer’s MH treatment record.</li> <li>• ES’s office is located in close proximity to (or shared with) his/her MH treatment team members.</li> <li>• ES helps the team think about employment for people who haven’t yet been referred to supported employment services.</li> </ul>	4	SE services continue to be infused throughout the program; all providers promote employment for the consumers. The ESs is active members of the team, and MH providers’ offices are within close proximity of each other. The consumers’ charts include contacts between ES’s and MH providers. However MH treatment team meetings of which the SE team attends and participates in take place monthly.

**Recommendations:** In order to be in full compliance with the IPS-SE model, SE staff must attend and participate in MH treatment team meetings on a weekly basis. It is evident that the MH staff and SE are in constant communication both formally and informally, and the SE team ensures that the MH staff is thinking about individuals that have not been referred to SE services.

3. Collaboration between Employment Specialists and Vocational Rehabilitation Counselors	Rating	Comments
The employment specialist and VR counselors have frequent contact for the purpose of discussing shared consumers and identifying potential referrals.	1	CFI does not have any shared IPS-SE consumers with VR at this time. The SE team and CFI’s designated VR Counselor met for the first time

		on 12/3/14. There has been no established meeting plans going forward, however both agencies plans to meet weekly to discuss logistics, and referrals.
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**Recommendations:** Although a referral has been made to the VRC by one of the ESs, the referral was for a consumer to receive work adjustment training; such trainings are not a part of the IPS –SE model. Continued efforts to foster and maintain a relationship with VR is highly recommended. It is apparent that the SE team and the VRC have begun to communicate for the first time during this review, and it is required that the SE team forms an on-going relationship with VR regarding any shared consumers or potential referrals to VR. It is important for CFI’s SE team to continue making strides towards a partnership. Although the dialogue has begun by both agencies, there are no shared consumers. Concrete efforts should be made to start the referral process on both ends, so that consumers can begin benefiting from both unique programs.

4. Vocational unit	Rating	Comments
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.	5	<b>Area of strength</b> The SE program consists of the SE Supervisor, 4 full time ESs one of which carries the role of the Assistant Program Director, and 1 part time ES. SE Unit meetings take place weekly or biweekly formally. The SE team share job leads, and provide coverage for each other’s caseload as needed.

5. Role of employment supervisor	Rating	Comments
Supported employment unit is led by a supported employment team leader. Employment specialists’ skills are developed and improved through outcome-based supervision. <ul style="list-style-type: none"> <li>• One full-time supervisor is responsible for no more than 10 employment specialists.</li> <li>• The supervisor does not have other supervisory responsibilities. (Program leaders supervising fewer than 10 employment specialists may spend a percentage of time on other supervisor activities on a prorated basis.)</li> <li>• Supervisor conducts weekly supported employment supervision designed to review client situations and identify new strategies and ideas to help clients in their work</li> <li>• Supervisor communicates with mental health treatment team leaders to ensure that services are integrated, to problem solve programmatic issues and to be a champion for the value of work. Attends a meeting for each mental health treatment team on a quarterly basis.</li> </ul>	5	<b>Area of strength</b> The SE Supervisor has a clear understanding of the IPS model and sets clear goals for the program. The SE Supervisor is responsible for SE, and the peer support programs. The SE Supervisor is highly involved, to varying degrees, with the consumers and their progression. Integration with the MH Treatment team members occurs by phone with the ACT team, ICM, and the Psychosocial teams meet monthly with the SE Supervisor

<ul style="list-style-type: none"> <li>• 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.</li> <li>• Supervisor reviews current client outcomes with employment specialists and sets goals to improve program performance at least quarterly.</li> </ul>		<p>present. The SE Supervisor shares employment outcomes with management teams, which is then shared with CFI staff. The SE Supervisor continues to show strength in this area.</p>
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6. Zero exclusion criteria	Rating	Comments
<p>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 the 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.</p>	5	<p><b>Area of strength</b> CFI has an inclusive understanding of zero exclusion and ensuring that all consumers that are interested in working are referred to the SE team and are rapidly engaged. Consumers are not screened out, and the entire staff understands the increased quality of life that comes when a consumer is employed.</p>

7. Agency focus on competitive employment	Rating	Comments
<p>Agency promotes competitive work through multiple strategies.</p> <ul style="list-style-type: none"> <li>• Agency intake includes questions about interest in employment.</li> <li>• Agency includes questions about interest in employment on all annual (or semi-annual) assessment or treatment plan reviews.</li> <li>• Agency displays written postings (e.g., brochures, bulletin boards, posters) about working and supported employment services, in lobby and other waiting areas.</li> <li>• Agency supports ways for consumers to share work stories with other consumers and staff (e.g., agency wide employment recognition events, in-service training, peer support groups, agency newsletter articles, invited speakers at consumer treatment groups, etc.) at least twice a year.</li> <li>• Agency measures rate of competitive employment on at least a quarterly basis and shares outcomes with agency leadership and staff.</li> </ul>	4	<p>CFI does a great job at displaying information related to Supported Employment in the shared SE office and in the lobbies of CFI's locations and sites. CFI also holds an annual employee luncheon in recognition of all the SE consumers. Consumers are also given the opportunity to share their success stories quarterly at the Employee Advisory meetings. It has been reported and documented that all of the jobs that are held by each consumer are competitive. However there was no clear understanding if the 10 positions held by consumers at CFI's O'Hearn House, as well as the 2 CFI positions are competitive or part of a job skills training program for CFI's consumers only. The SE team was asked by the Reviewers to</p>

	<p>submit supporting documentation that the positions are competitive; due to one of the ESs, and the Assistant Program Director having no knowledge of where or how positions at O’Hearn House are posted to the public, or the application process. The SE Program Assistant stated that they have an office located at O’Hearn House in which the consumers are monitored daily for “work behaviors”. Also, the employment rate for the SE program was unknown by one the ESs, as well as the Assistant Program Director.</p>
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**Recommendations:** The SE program should continue to promote SE, and competitive employment throughout the agency. It is recommended that the SE employment rate (59%), outcomes, and trends are shared throughout the agency; leadership and/or management meetings are a great forum to discuss employment rates. Further clarification was recommended and submitted verifying that the positions held by the consumers employed at CFI, and O’Hearn house are competitive.

<b>8. Executive team support for supported employment</b>	<b>Rating</b>	<b>Comments</b>
<p>Agency executive team members assist with supported employment implementation and sustainability.</p> <ul style="list-style-type: none"> <li>• Executive Director and Clinical Director demonstrate knowledge regarding the principals of evidence-based supported employment.</li> <li>• 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.</li> <li>• At least one member of the executive team actively participates in SE leadership team (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.</li> <li>• 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 staff during the first six</li> </ul>	<p>5</p>	<p><b>Area of Strength</b>  It is evident that the CEO is highly involved and entrenched with SE Services. The executive team has an understanding of the IPS-SE model. Quarterly meetings are held to discuss programmatic updates, changes, and challenges. Executive leadership receives copies of the fidelity reports, and the COO monitors the benchmarks for SE. Discussions around goals and challenges occur between the SE Supervisor, QA Director, CEO, and the COO.</p>

<p>months and at least yearly annually (i.e., SE Kickoff, all-agency meetings, agency newsletters, etc.). This item is not delegated to another administrator.</p> <ul style="list-style-type: none"> <li>• The 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.</li> </ul>		
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**SERVICES**

<b>1. Work incentives planning</b>	<b>Rating</b>	<b>Comments</b>
<p>All consumers 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. Consumers are provided information and assistance about reporting earnings to SSA, housing programs, VA programs, etc., depending on the person's benefits.</p>	5	<p><b>Area of Strength:</b> The Benefits Planner has had an established working relationship with the SE program for the past 12 years. CFI has demonstrated improvements in this area since the FY 14 Fidelity Review. The ESs utilize the assigned Benefits Navigator. The BN meets every 2 to 3 months with consumers as a group or individually at CFI to discuss benefits and work incentives. This is an area of improvement for CFI since the FY 14 Fidelity Review.</p>

<b>2. Disclosure</b>	<b>Rating</b>	<b>Comments</b>
<p>Employment specialists provide consumers 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.</p> <ul style="list-style-type: none"> <li>• Employment specialists do not require all consumers to disclose their psychiatric disability at the work site in order to receive services.</li> <li>• Employment specialists offer to discuss with consumers the possible costs and benefits (pros and cons) of disclosure at the work site in advance of consumers disclosing at the work site. Employment specialists describe how disclosure relates to requesting accommodations and the employment specialist's role communicating with the employer.</li> </ul>	2	<p>The SE program does not utilize a specific form of disclosure that will allow discussions around the advantages and disadvantages of disclosure to an employer. The SE team utilizes a Release of Information form in lieu of a disclosure form. Based on the releases of the 6 charts reviewed for this area; the ROI forms were generic and the consumers signature gives the ESs permission to disclose the consumers use of alcohol, drug abuse, and HIV status.</p>



<ul style="list-style-type: none"> <li>• 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, etc.) and offer examples of what could be said to employers.</li> <li>• Employment specialists discuss disclosure on more than one occasion (e.g., if consumers have not found employment after two months or if consumers reports difficulties on the job).</li> </ul>		<p>However the ROI forms are updated annually and the ESs stated that they have discussions with the consumers around disclosure; however there was no written documentation of these conversations other than the ROI forms.</p>
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**Recommendations:** It is highly recommended that a detailed disclosure form that encourages an in-depth conversation regarding the advantages, and disadvantages of disclosure, along with the different types of disclosure is created and utilized by the SE team members. Having on-going and consistent discussions around disclosure is also recommended. Even though the ESs reported that pros and cons of disclosure are discussed, they must make certain to document those consumers’ thoughts on the advantages and disadvantages of disclosure. Consumers’ preferences are likely to change; therefore, it is recommended that the ESs revisit the topic of disclosure. ESs should develop a system that is consistent in on-going discussions and documentation of disclosure. This can be revisited if a consumer has been in job development for 3 months or more, as job goals change, or as treatment plans are updated to include additional services. Furthermore, it is vital for consumers to understand what disclosure is, the pros/cons, and the benefits of how ESs can provide limited information that can help employment efforts. In addition having a generic form that the consumers sign off giving their ES the authorization or consent to disclose alcohol, substance abuse, and HIV status, is not standard for IPS-SE unless they will be a barrier to a consumer obtaining or retaining employment. It should not be an assumption that all of SE consumers abuse alcohol and substances, or have HIV; these are areas that the ES may have individual conversation with the consumers about.

<b>3. Ongoing, work-based vocational assessment</b>	<b>Rating</b>	<b>Comments</b>
<p>Initial vocational profile/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 consumer, MH treatment team, clinical records, and with the consumer’s permission, from family members and previous employers.</p>	<p>3</p>	<p>The SE team utilizes a job placement plan in lieu of a career or vocational profile. Utilizing a career/vocational profile is more sufficient in capturing robust information on consumers’ employment goals, and preferences. There was no evidence of the job placement plans being updated as changes occur.</p>

**Recommendations:** The job placement form that is currently utilized by the SE program does not capture all of the consumers’ interests, goals, and preferences. Therefore it is highly recommended that a career profile or vocational assessment is created and implemented; such assessments should include; area of job interests, skills, strengths, possible barriers, and needed accommodations to meet the needs of the consumers. Updating of vocational assessments should be done routinely as preferences and experiences change. It is recommended that the ES routinely meet with consumers to update vocational assessments with information obtained that includes new employment goals, job starts, or to analyze job loss, or job problems for lessons learned. Completed vocational assessments ensure individualized preferences in job search. Job search plans should be in addition to vocational profiles, not in lieu of.

4. Rapid search for competitive job	Rating	Comments
Initial employment assessment and face-to-face employer contact by the consumer or the employment specialist about a competitive job occurs within 30 days after program entry.	2	The documentation submitted for this area was unclear and did not reflect or capture the first face-to-face employer contact dates. The SE team does not utilize a systematic way to track the first face-to-face employer contact. Generic case notes made it difficult to track when the first employer contact occurred, which caused the review team to be unable to calculate the average totals for this area. This is a decrease in score for this area in comparison to CFI's FY 14 Fidelity Review.

**Recommendations:** It is imperative going forward that all consumers added to the ESs' caseloads meet with an employer within 30 days of enrollment to SE services. A process should be immediately implemented to ensure ongoing compliance in this area. This would include employer contacts made by the ESs, consumers, or both. Progress notes documentation will need to verify what occurred and what was reported. In addition, ESs should document clearly where they are searching for jobs on behalf of consumers, clearly documenting the name of the employer, and the position inquired or applied to.

In the event that a consumer is non-engaging, the SE team should make and document multiple attempts to contact those consumers that are not engaging in services. However, the team can continue to make face-to-face employer contacts within 30 days on behalf of all consumers, then contacting consumers, and informing them of any job leads. Efforts may motivate non-engaging consumers to meet with ESs or follow up on potential job leads. In the event that the SE team is unable to engage consumers after numerous attempts, consumers should be staffed with treatment teams and collaborative efforts should occur to engage consumers. After failed attempts, the team should decide whether to discharge non-engaged consumers from SE services.

5. Individualized job search	Rating	Comments
Employment specialists make employer contacts aimed at making a good job match based on consumers' preferences and needs 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.	2	Due to the inaccuracy of submitted documentation, as well as the generic case notes reviewed in the consumers' charts. For example one of the case notes stated that the " ES met with consumer and provided job leads "; there was no documentation of the name of the employer, or the position in which the ES inquired about, therefore it was unclear what types of jobs the

	<p>ES is searching for. The reviewers were unable to calculate and total an average percentage for this area of the review. There was some evidence however that some of the employer contacts made by the ESs and/or the consumers were individualized and based upon consumers preferences. This is a decrease in score compared to CFIs' FY 14 Fidelity Review.</p>
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**Recommendations:** It is imperative that the SE team utilize accurate, individualized, and precise documentation that reflects job development being conducted based on consumers' preferences. Case notes should verify a clear distinction between whether a client is involved in computer/job readiness programs. It is noted that some consumers may not have specific job goals or preferences and may choose to work for any employer and any type of job; in these instances, the ESs will need to assist consumers with being more specific in their employment preferences, and elaborating these goals. By providing consumers the opportunity to narrow their employment preferences this will ensure that job searches made by ESs are individualized, as required by the IPS model and principles.

6. Job development- frequent employer contact	Rating	Comments
<p>Each employment specialist makes at least six (6) face-to-face employer contacts per week on behalf of consumers looking for work. An employer contact is counted even when an employment specialist meets with the same employer more than one time in a week, and when the consumer is present or not. Consumer-specific and generic contacts are included. Employment specialists use a weekly tracking form to document employer contacts.</p>	<p>3</p>	<p>CFIs' rating for this area has decreased since their FY 14 Fidelity Review. In calculating the average face-to-face contacts in this area, the most recently hired ESs were not being factored into the totals. According to the submitted documentation for the month of October 2014 the face-to-face community job developing average total is 18.6 which indicates that the ESs made 4 face-to-face employer contacts for the month. In addition consumers' names and initials were not identified on the submitted job development logs.</p>

**Recommendations:** The IPS SE model requires 6 face-to-face employer contacts per week; this includes first time face-to-face with an employer, as well as, reengagement with employers. Employer contacts can be done independently by the ES or with a consumer. It is recommended that the ESs develop a schedule that will ensure that the 6 face-to-face employer contacts a week are being met, and are documented. An example of this recommendation includes the ESs scheduling at least 2 days out of the week to spend job developing in the community by engaging, and re-engaging employers with and without consumers; this will ensure that the required 65% of face-to-face employer contacts are being met, which totals 24 employer contacts per month. Any part time ES that works 20 hours per week must also ensure that they are meeting the required 65% of time in the community as well; therefore the part time ES should be committing at least 13 hours per week job developing which will allow for the ES to make at least 15 employer contacts per month. Utilization of these recommendations would ensure that the 6 face-to-face weekly employer contacts are occurring in order to meet

Fidelity in this area.

7. Job development- quality of employer contact	Rating	Comments
<p>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 consumer strengths that are a good match for the employer.</p>	<p>3</p>	<p>The rating for this area has decreased since CFIs' FY 14 Fidelity Review. It is evident that quality employer contacts, and reengagements are occurring according to the submitted job developing logs for this area. However based on the observation of the 2 ESs engaging employers in the community, one of the ESs thoroughly discussed the SE program and the consumers' strengths being referred and provided the employer with resumes. The other observed ES did not discuss the SE program and its functions; it appeared that the ES did not have a particular consumer in mind for the employer. This ES' approach to the employer was not informative, and it caused the employer to have various questions regarding CFI, and any possible connections or similarities to the Workforce Development Programs.</p>

**Recommendations:** It is imperative that the SE team continues to build quality employer contacts and relationships. ESs should be prepared to discuss consumers' strengths, as well as the SE program, and the benefits of supported employment when meeting with employers for the first time. While consumer choice should definitely be considered when determining whether to job develop on behalf of the consumer, disclosing information about the agency is vastly different than discussing an individual's specific diagnosis with an employer. The goal is to build relationships with employers, focus on the employers' needs, and discuss the strengths of consumers. One option to consider is to develop strengths-based brochures that introduce the program and share information about how the SE program, at CFI, supports both employers and employees in mutually beneficial relationships.

8. Diversity of job types	Rating	Comments
<p>Employment specialists assist consumers in obtaining different types of jobs.</p>	<p>1</p>	<p>Out of the 31 employed consumers, 19 of them have the same job type, which totals 39% diversity of job types. There are currently two Courtesy Clerks, two Sales Associates, two Utility Workers, two Food Preps, two Servers, six Housekeepers/Janitorial, and 3 Receptionists. There continues to be a repeat deficiency in this area in</p>

		comparison to CFIs' FY 14 Fidelity Review.
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**Recommendations:** It is noted that some consumers may have similar job goals or preferences. However it is important that discussions with consumers around diverse job types, and other employment opportunities ensure that consumers are given the opportunity to learn of other types of positions that they may be interested in or for which they may be a good match. Documentation of such conversations is imperative.

9. Diversity of employers	Rating	Comments
Employment specialists assist consumers in obtaining jobs with different employers.	2	In calculating the percentage for this area, 55% of SE consumers are employed with different employers. Currently there are 2 consumers employed by Kroger, 2 with CFI, and 10 at O'Hearn House. The question was raised of whether or not the positions at CFI and the O'Hearn House were competitive. Therefore the Fidelity Reviewers requested documentation verifying that those positions were competitive. CFI's HR department submitted a job posting for a Kitchen Assistant position within O'Hearn House, as well as the websites where CFI post positions. The ESs interviewed were unable to clarify if and how positions at O'Hearn House are posted for the public.

**Recommendations:** The SE team should try and avoid having numerous consumers working for the same employer. Best practices recommend diverse job settings which supports individuals having opportunities to work in fully integrated environments. The SE team should explore various ways to increase consumers' interests in other employers. It is noted that consumers may have chosen to be employed at O'Hearn House as a job goal, but it is the responsibility of the SE team to discuss other employment opportunities with consumers, that address strengths, previous experiences, circumstances, and preferences. In addition, consumers should have the opportunity to work alongside and interact with non-consumers; not at CFI, or O'Hearn House which are agency operated programs; diversified employment sites are important. Consumers employed by CFI, and O'Hearn House should be allowed to work independently without their daily work routines being monitored by the Assistant Program Director, or any other ESs.

10. Competitive jobs	Rating	Comments
Employment specialists provide competitive job options that have permanent status rather than temporary or time-limited status (e.g. transitional employment slots). Competitive jobs pay at least minimum wage, are jobs that anyone can apply for, and are not set aside for people with disabilities.	5	Area of strength: CFI stated that all employed consumers are competitively employed. The ESs interviewed for this area could not explain the

	<p>application process for all applicants (consumers and non-consumers). Therefore due to the ESs uncertainty of how the positions at O’Hearn House and CFI are posted to the public; additional documentation was requested by the Fidelity Reviewers in order to verify external posted CFI, and O’Hearn House positions. The SE Supervisor submitted information from CFIs’ HR office regarding how and where these positions are posted. Based on the information requested information it was verified that the CFI and O’Hearn Houses’ Kitchen Assistant position is posted both internally, and externally. However, there was no documentation of the janitorial positions at O’Hearn House.</p> <p>The SE Program Assistant has an office based out of the O’Hearn House residential facility where supports and oversight are being conducted for the consumers by the SE Program Assistant. In the case notes reviewed, there was no documentation of the O’Hearn House, and CFIs’ positions application process for those consumers employed at the CFI, and O’Hearn House. The SE team should ensure that all employed consumers are working competitive jobs that are based on the consumers’ goals, and preferences. According to the IPS-SE model, competitive employment is defined: “paying at least minimum wage, based in community settings alongside other without disabilities, and not reserved for individuals with disabilities”. There should be documentation of each employed consumers’ application process for all jobs.</p>
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**Recommendations:**

<b>11. Individualized follow along supports</b>	<b>Rating</b>	<b>Comments</b>
Consumers receive different types of support for working a job that are based on the job, consumer 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 specialists. Employment specialist also provides employer supports (e.g. educational information, job accommodations) at consumer's request. Employment specialist offers help with career development (i.e. assistance with education, a more desirable job, or more preferred job duties).	5	Area of Strength: This continues to be an area of strength for the SE Team. Follow-along supports are provided to employed consumers as needed. It is evident that the ESs and the MH team members work together in collaboration of services. Documentation of follow-along supports are entered in the consumers' charts.

<b>12. Time unlimited follow along supports</b>	<b>Rating</b>	<b>Comments</b>
Employment specialists have face-to-face contact within one (1) week before starting a job, within three (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 consumers. Consumers are transitioned to step down job supports from a mental health treatment team member following steady employment. Employment specialists contact consumers within three (3) days of learning about the job loss.	4	Follow-along supports are provided for as long as the consumer desires or when a consumer is employed successfully such as working steadily on the job or no longer needs the ES support. Although it was reported during this review that some of the consumers were in "step down" status; however, there was no documented evidence of step-down plans being in place, or what supports will be implemented once the consumer is stepped down from SE services.

Recommendations: The ES should continue to have discussions around what types of follow-along supports would be needed. In addition, creating a step down plan and documentation of these plans should begin immediately. The ES should assist consumers in identifying supports once they're stepped down from SE services, a plan should be in place as to who or what services/supports will phase in as the ES phases out. Going forward any consumer receiving supported employment must have an established plan for provision of follow-along supports and participation in creating a step-down plan.

<b>13. Community-based services</b>	<b>Rating</b>	<b>Comments</b>
Employment services such as engagement, job finding and follow-along supports are provided in natural community settings by all employment specialists.	3	The SE program engages consumers, provides follow-along supports, and conducts job development activities

	in the community. The manner in which the ESs provides supports at O’Hearn House conflicts with time that can be and should be spent in job developing, meeting with employers, and consumers, and job developing in the community.
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**Recommendations:** The SE team should be conducting community-based job search and follow along services in a natural community setting. Community based SE services should be conducted at least 65% of the time and included in job logs. The ESs can ensure that the required 65% of time is spent in the community, by calculating the numbers of hours the ES works and the total amount of time per day or week the ESs should be spending in the community to make the 65%. For example; if the ES works a 7 hour shift then the ES should be conducting 5 hours of community-based services a day to meet the 65%. Time spent at the O’Hearn “House monitoring consumers “work behaviors” is not considered community-based services, unless the ESs are providing follow-along supports to those consumers.

<b>14. Assertive engagement and outreach by integrated treatment team</b>	<b>Rating</b>	<b>Comments</b>
<ul style="list-style-type: none"> <li>• Service termination is not based on missed appointments or fixed time limits.</li> <li>• Systematic documentation of outreach attempts.</li> <li>• Engagement and outreach attempts are made by integrated team members.</li> <li>• Multiple home/community visits.</li> <li>• Coordinated visits by employment specialist with integrated team members.</li> <li>• Connect with family, when applicable.</li> <li>• Once it is clear that the consumer no longer wants to work or continue SE services, the team stops outreach.</li> </ul>	5	<p>Area of strength: There is no evidence that services are terminated after a fixed period of time. ESs makes several attempts by phone, home visits, and letters before consumers are discharged as a result of non-engagement. Outreach attempts are documented by ESs. ESs is integrated with MH teams and has constant conversations about consumers’ engagement and outreach. Some of the charts reviewed exhibited model integration.</p>

**SUMMARY**

The Community Friendship Inc., SE team does a great job at engaging consumers currently; CFI has an outstanding employment rate of 59% (31 out of 56 consumers employed). The SE Supervisor provides program oversight and ensures that SE services are entrenched with other services at CFI through the weekly MH treatment team meetings, and consumers are well supported with integrated services. CFIs’ executive team support is evident, and has been instrumental in establishing an Employee Advisory meeting where employees are invited and consumers share their success stories. However, added attention should be made in building a relationship with Vocational Rehabilitation, and begin referring consumers for services. In addition the SE team should ensure that consumers are receiving individualized employment services based



on preferences and not based on the job market, as well as guaranteeing diversity in consumers' job types, and employers. A more detailed and specific disclosure form should be created to capture consumers' thoughts on the advantages and disadvantages of disclosing information to an employer. A strong focus must be on community job developing; the SE team is required to spend 65% of their time in the community building employer relationships, and/or providing follow-along supports to employed consumers. In addition, due to questions being raised regarding O'Hearn House, and CFI positions, it should be noted that this area of fidelity will be monitored and addressed on an ongoing basis to ensure that such positions are competitive and that the consumers are able to work independently with less monitoring unless job coaching is needed.

**The Supported Employment Fidelity Scale score total is 92 which indicate Fair Fidelity.**

All programs receiving a review will be required to address any item that scores below a 3 with a quality improvement plan. Each provider is strongly encouraged to address any additional areas/items as they see important in their overall program's quality improvement. The following fidelity items will need to be addressed with a Quality Improvement Plan:

<b>Organization-3</b>	Collaboration between Employment Specialists and VR Counselors
<b>Services-2</b>	Disclosure
<b>Services-4</b>	Rapid search for competitive jobs
<b>Services-5</b>	Individualized job search
<b>Services-8</b>	Diversity of job types
<b>Services-9</b>	Diversity of employers

**SUPPORTED EMPLOYMENT FIDELITY SCALE SCORE SHEET**

<b>Staffing</b>	<b>Score</b>
1. Caseload size	5
2. Employment services staff	3
3. Vocational generalists	5
<b>Organization</b>	
1. Integration of rehabilitation with mental health through team assignment	5
2. Integration of rehabilitation with mental health through frequent team member contact	4
3. Collaboration between employment specialists and Vocational Rehabilitation Counselors	1
4. Vocational unit	5
5. Role of employment supervisor	5
6. Zero exclusion criteria	5
7. Agency focus on competitive employment	4
8. Executive team support for SE	5
<b>Services</b>	
1. Work incentives planning	5
2. Disclosure	2
3. Ongoing, work-based vocational assessment	3
4. Rapid search for competitive job	2
5. Individualized job search	2
6. Job development- Frequent employer contact	3
7. Job development- Quality of employer contact	3
8. Diversity of job types	1
9. Diversity of employers	2
10. Competitive jobs	5
11. Individualized follow-along supports	5
12. Time-unlimited follow-along supports	4
13. Community-based services	3
14. Assertive engagement and outreach by integrated treatment team	5
<b>Total:</b>	<b>92</b>

<b>Score Key</b>	
115-125	Exemplary Fidelity
100-114	Good Fidelity
74-99	Fair Fidelity
73 and below	Not Supported Employment