



Georgia Department of Behavioral Health & Developmental Disabilities

Frank W. Berry III, Commissioner

Office of Adult Mental Health

Two Peachtree Street NW, 23.415, Atlanta, Georgia 30303-3142--404-657-2273--FAX 404-463-7149

Supported Employment Fidelity Review Report

Provider: DeKalb Community Service Board

Date(s) of Review: October 27-28, 2014

Reviewers: 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:

DeKalb Community Service Board (CSB) is a community-based behavioral health and developmental disabilities services organization located in metropolitan Atlanta, Georgia. As a public, not-for-profit organization, the DeKalb CSB operates more than 20 locations in DeKalb County with a diverse workforce of more than 500 direct care and support staff. DeKalb CSB provides evidence based mental health, substance abuse and developmental disabilities services to more than 950,000 consumers annually. DeKalb CSB Supported Employment (SE) team consists of 1 full time SE Supervisor, and 2 full time Employment Specialists (ESs). DeKalb's is funded to serve 28 ADA, and 12 Non-ADA consumers, and currently has 40 active consumers participating in the Supported Employment program. This is DeKalb CSB's third Fidelity Review; the last Fidelity Review was conducted on October 23-23, 2014; with a score of 98 that indicated fair Fidelity. Areas of concern that scored below a 3 and needed quality improvement plans included: Organization-3, and Services-1.

Method:

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

1. Interviews: SE Supervisor, CCO, Clinical Director, QA Director, 2 consumers, 2 Employment Specialists, 1 Residential Case Manager, 1 Therapist, Benefits Planner, and Psychiatrist.
2. Observations: Community job development with 1 Employment Specialist, SE Unit Meeting.
3. Review of consumers charts: 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	Area of Strength. The SE unit is comprised of 1 full time ES, and 2 full-time ESs. The ESs' have a caseload size of 20 consumers. ESs are in line with the recommended 20:1 ratio.
Employment services staff	Rating	Comments
Employment specialists provide only employment services.	5	Area of Strength. DeKalb CSB has worked to improve in this area. The SE team's key focus is employment services; they provide a range of employment related services to consumers. Based on interviews with consumers, ESs, and consumers 'case notes, there is no evidence that the SE team is currently providing services outside of employment related activities. The SE team relies on the Mental Health team for support relative to case management issues that may arise with consumers.

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	Area of Strength. The ESs carry out all phases of employment services, including intake, engagement, assessments, job placement, job coaching, and follow-along supports. Improvements have been made in this area since last Fidelity Review (October, 2014). ESs are having detailed discussions with employed consumers about job coaching and/or follow along supports, and are consistently documenting these conversations in the consumers' charts.

ORGANIZATION

1. Integration of rehabilitation with mental health through team assignment	Rating	Comments
<p>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.</p>	<p>3</p>	<p>SE staff continues to attend the weekly residential team meetings, of which half of the ESs caseloads are comprised. Full participation by the ESs’ is evident. However efforts have not been made regarding recommendations given in the SE program’s FY14 Fidelity Review. Lack of improvement in this area is a direct reflection of the executive leadership. It was stated by the Chief Clinical Officer (CCO), that the agency does not have assigned Mental Health treatment teams; due to the agency not having “the funding” to bill for the psychiatrist, Case Managers, and Therapists to create or attend MH treatment team meetings.</p>

Recommendations: It is imperative that executive leadership create avenues that will allow the SE team to attend and participate in MH treatment team meetings. The IPS-SE model requires ESs to engage and be a part of MH treatment teams in which SE consumers are a part of. The ESs not attending the treatment team meetings that are taking place within the agency is a clear reflection of executive leadership. It is highly expected that the ESs participate in the monthly Clinical Rounds meeting that is facilitated by the Psychiatrist, and attended by other MH treatment team members. By the ESs attending the Clinical Rounds meeting, this will initiate discussions and updates regarding SE consumers throughout the team, as well as possible referrals to the SE program. This provider was previously reminded that the reimbursement rate for this and other community mental health services is not based on 100% billing service productivity, the rate accounts for meetings and other non-billable but required activities of service delivery.

2. Integration of rehabilitation with mental health through frequent team member contact	Rating	Comments
<ul style="list-style-type: none"> • ES attends weekly MH treatment team meetings. • ES participates actively in treatment team meetings with shared decision-making. • Employment services documentation (i.e., vocational assessment/profile, employment plan, progress note) is integrated into consumer’s MH treatment record. • ES’s office is located in close proximity to (or shared with) his/her MH treatment team members. • ES helps the team think about employment for people who haven’t yet been referred to supported employment services. 	<p>2</p>	<p>The ESs attend weekly residential meetings, which in addition to the SE team includes the residential site supervisor, and the case managers. Documentation of SE and MH services are integrated into a single electronic chart. It is evident based on the interviews of the CMs and the ESs, that there is frequent team member contact, the CM’s also assist consumers with job leads. However, these meetings do not take the place of</p>

		the required MH treatment team meetings.
--	--	--

Recommendation: Participation of the ESs attending MH treatment team meetings at the agency is imperative. The team should include and be comprised of the ESs, Clinicians, Case Managers, Psychiatrist (if available), and a VR Counselor if applicable. As recommended in the FY 14 Fidelity Review, treatment teams should be meeting face-to-face at least monthly to discuss individual consumers.

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.	2	The SE Supervisor has been in constant communication with VR regarding DeKalb’s service agreement contract that expired two years ago. At the present time the DeKalb SE team does not have any shared consumers with VR. No referrals from SE were made to VR or vice versa. One SE consumer is receiving VR services; however the ES is not aware of the consumer’s status with VR. According to the ES, this consumer referred themselves to VR for services. This is an area of repeat deficiency for the SE team

Recommendations: Collaboration between SE staff and VR is imperative. The communication within both agencies should be ongoing and consistent. The SE Supervisor should continue to reach out to the VR Regional Unit Manager or Counselor in order to establish and coordinate meetings within both agencies. It is required that the SE team form an on-going relationship with VR regarding any shared consumers or potential referrals to VR. It is important for DeKalb SE team to continue making strides towards a partnership. The relationship could be strengthened by inviting VR to the SE unit meetings, MH treatment team meetings, as well as agency events where consumers share their employment success stories. 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	Area of strength The SE team includes the SE Supervisor and 2 full-time ESs. The SE Supervisor does not carry a case load and is able to provide supports to ESs, while overseeing the SE program. The SE Supervisor and ESs meet weekly to discuss consumers, provide coverage for each other’s caseload, when needed, and share job leads. Weekly supervision is solution-focused, and each team member is knowledgeable about all

	<p>consumers and their progress. The SE Supervisor provides job shadowing and mentoring as needed with each ES as evidenced by the submitted field mentoring logs. This is an area of improvement from DeKalb's SE program's FY14 Fidelity Review.</p>
--	--

5. Role of employment supervisor	Rating	Comments
<p>Supported employment unit is led by a supported employment team leader. Employment specialists' skills are developed and improved through outcome-based supervision.</p> <ul style="list-style-type: none"> • One full-time supervisor is responsible for no more than 10 employment specialists. • 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.) • Supervisor conducts weekly supported employment supervision designed to review client situations and identify new strategies and ideas to help clients in their work • 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. • 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. 	4	<p>The SE Supervisor has a strong understanding of the IPS model, and in addition to managing the SE program, the SE Supervisor also oversees the Peer Program. It is evident that the SE Supervisor is highly involved with the consumers and their outcomes and progression. The SE Supervisor meets with the SE team weekly and monitors the ESs' job logs, and provides field mentoring to both ESs as needed. Review of the SE program goals and performance is discussed amongst the SE Supervisor and the Clinical Director on a monthly basis. The SE Supervisor attends the quarterly staff meetings to discuss updates to the SE program, and communicates with the executive leadership regarding the SE program.</p>

Recommendations: It is highly recommended that in order to ensure that services between SE and MH are well integrated; the SE Supervisor must attend the monthly Clinical Rounds meeting. By attending the Clinical Rounds meeting, it would allow a forum for SE to be discussed and highlighted along with the other presenting services. Increased efforts, to promote the IPS model, should be demonstrated during the meeting, so that integration is fully implemented. In addition, the SE Supervisor should take a lead role in educating other staff members, communicating the message about the IPS model, as well as continue discussions with executive leadership regarding programmatic challenges and goals to increase the support of the SE program.

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>	<p>3</p>	<p>The SE team’s theoretical knowledge of zero exclusion is evident. The SE team continues to work with consumers who have lost their job, or who are not satisfied with their employment. It is highly noted that the case managers no longer require a consumer to be “stable and sober” before referrals are made to SE, as this was the case during DeKalb’s FY 14 Fidelity Review. It is commendable that the psychiatrist has a discussion with consumers around employment, and encourages individuals to think about being employed. In contrast, the manner in which the MH team decides if consumers are ready for employment is based on referring consumers that meet the “Locus 3” score criteria. The case managers have limited knowledge of the IPS model and maintain the position that referrals are not made unless a consumer expresses interest in becoming employed. According to the case managers’ interviews, conversations around employment are not initiated and are only discussed with consumers when they express an interest in gaining employment. An overall description of all services should also include SE services.</p>

Recommendations: The IPS model emphasizes that all consumers interested in becoming employed must have access to SE services, and clients are not excluded on the basis of readiness, or based on a Locus score of 3 for individuals with a SPMI diagnosis. The Locus scores are not a criteria for consumers to receive SE services, though it is important to be aware that enrollment into this service is available to persons with a locus score of 3-6. If the SE program has a waiting list, other resources for employment assistance such as VR should be recommended. It is urgent that the SE supervisor and the SE staff provide ongoing training to promote the principals of the IPS model throughout the agency. Discussions about potential SE referrals should be included in treatment team meetings, as well as with consumers during the initial intake. The agency’s’ culture of consumers meeting the locust score of a 3 in order to receive SE services must be revised immediately, to ensure compliance with the IPS model in this area. It is essential that agency leadership take a more active role in correcting the exclusion criteria.

7. Agency focus on competitive employment	Rating	Comments
<p>Agency promotes competitive work through multiple strategies.</p> <ul style="list-style-type: none"> • 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 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. • Agency measures rate of competitive employment on at least a quarterly basis and shares outcomes with agency leadership and staff. 	5	<p>Area of strength DeKalb CSB continues to do a profound job in focusing on competitive employment. The agency's intake forms and treatment plans include questions about employment. Information regarding SE is shared during the peer group sessions. The agency also promotes competitive employment by displaying a SE bulletin board which features companies that work closely with the ESs and the consumers. The SE team hosted an employer recognition event, where certificates of recognition were given to the employers. DeKalb CSB measures the rate of employment and shares it amongst staff members.</p>

8. Executive team support for supported employment	Rating	Comments
<p>Agency executive team members assist with supported employment implementation and sustainability.</p> <ul style="list-style-type: none"> • Executive Director and Clinical Director demonstrate knowledge regarding the principals 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 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. 	3	<p>The score in this area has decreased in comparison to the agency's FY 14 Fidelity Review. The QA committee meets monthly with leadership to address corrections that are needed for the SE QIP until all benchmarks are met. Although Executive leadership demonstrates some knowledge of the IPS-SE model; it was stated by the CCO that some consumers may not "be ready to work", or meet with an employer face-to-face within 30 days of the initial SE intake. Executive leadership's thoughts of "needing additional funding" in order for the agency to have treatment team meetings that that the SE team can attend is clearly against the IPS-SE model. It is required that agencies such as DeKalb CSB hold treatment team</p>

<ul style="list-style-type: none"> • 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 months and at least yearly annually (i.e., SE Kickoff, all-agency meetings, agency newsletters, etc.). This item is not delegated to another administrator. • 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. 		<p>meetings at least monthly, in which MH treatment team members as well as SE are in attendance. DeKalb CSB also does not have a steering committee in place.</p>
--	--	--

Recommendation: This is the third Fidelity Review where DeKalb CSB has not implemented treatment teams and/or meetings. It is vital for treatment teams to be established in order for the SE team to attend these meetings as required by the IPS-SE model. This provider was previously reminded that the reimbursement rate for this and other community mental health services is not based on 100% billing service productivity, the rate accounts for meetings and other non-billable but required activities of service delivery. Funding should not and is not a reason for not meeting the requirements of the SE model of; integration of rehabilitation with mental health through team assignment. It would be beneficial if the Executive staff provide a platform where information about barriers, concerns, success stories, and program challenges can be shared with all executive leaders, and board members. A quarterly steering committee team meeting can be held, which includes all supervisors and executive leaders, in order to identify solutions, set goals, and implement changes. Also to help bridge the gap, some other suggestions may include incorporating a monthly newsletter and agency meetings that include all staff members.

SERVICES

1. Work incentives planning	Rating	Comments
<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>	<p>5</p>	<p>Area of strength DeKalb CSB has demonstrated improvements in this area since the FY 14 Fidelity Review. The ESs utilize the assigned Benefits Navigator. According to the BN, 8 referrals have been made for WIP from the SE team. The BN meets with the consumers as a group or individually at DeKalb CSB to discuss benefits and work incentives. Once a consumer becomes employed the BN will meet with them again for benefits planning, as well as assist them in reporting wages to the Social Security office.</p>

2. Disclosure	Rating	Comments
<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"> • Employment specialists do not require all consumers to disclose their psychiatric disability at the work site in order to receive services. • 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. • 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. • 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). 	5	<p>Area of strength</p> <p>The SE team has shown great improvements in this area since the SE team’s FY 14 Fidelity Review. A detailed disclosure form has been created that reflects ongoing discussions around disclosure. Consumers have individualized choices regarding disclosure. The SE staff has an advanced understanding of disclosure and does not require consumers to disclose information about their diagnosis in order to receive SE services. Disclosure is discussed during the initial vocational profile and there is documented evidence that disclosure is consistently discussed on an on-going basis. Based on the interviews with consumers, the issue of disclosure is being discussed, and the consumers are aware of the pros and cons of disclosure</p>

3. Ongoing, work-based vocational assessment	Rating	Comments
<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>	3	<p>Vocational profiles are completed initially to learn about the consumers’ work history and job preferences. The profiles are scanned and integrated into the electronic clinical charts. Although it is evident that consumers goals updates are discussed and documented in the progress notes. However updates are not being made to the vocational profiles.</p>

Recommendation: It is recommended that the SE team immediately create a system that will capture goal changes and/or updates to the vocational profiles. An addendum could be added to the existing vocational profiles that will reflect goal changes and updates. In addition the ESs should utilize the MH staff, as well as family members to assist in completing the vocational profiles.

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.	5	<p>Area of Strength</p> <p>The average number of days from the time of initial SE intake to the first face-to-face employer contact within 30-days is between 25-30 days. The SE team continues to exceed in this area of their Fidelity Review.</p>

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	<p>The case notes that were reviewed were too generalized, and it was difficult to determine if job searches conducted by the ESs were individualized or based on the market. An example of this includes an ESs' documentation of job developing in the community. Specifics in relation to where the ES job developed was not documented in the notes. There is some evidence that preferences and employment opportunities that are given are a good match for consumers. However, the documentation is limited and the vocational profiles are not updated to reflect the changes in employment goals.</p>

Recommendations: Job searches should be tailored to fit the consumers' preferences and needs. A vocational profile should be updated when consumers' preferences change; documentation in case files should also reflect the changes and job search efforts on behalf of the individual. Job searches should be conducted based on the individuals' preferences, rather than the job market. Please note that if the ES finds an employer that may be interested in hiring a consumer, it is within reason to discuss the opportunity with the consumers, so that the consumers can exercise an informed choice to change their job goal. With this example, an updated vocational profile must be completed and updated, highlighting areas of strengths, preferences, needs, accommodations, disclosure, etc.

6. Job development- frequent employer contact	Rating	Comments
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	4	Based on the submitted job logs for this area of the Fidelity Review, the ESs did not make the required 6 face-to-face contacts per week for

<p>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>the months of August and September 2014. In calculating the amount of time spent job developing the totals for both months averaged 5 face-to-face employer contacts. Each ES should be making a minimum of 24 face-to-face employer contacts per month.</p>
---	--	---

Recommendations: The IPS model requires 6 face-to-face employer contacts per week; this includes first time face-to-face employer contacts, as well as re-engagements with employers. Employer contacts can be done independently by the ES, the consumer, or the ES and consumer together. It is recommended that if for any reason the ESs does not or is unable to make 6 face-to-face employer contacts in any given week, the missed time should be made up. For example, if an ES was only able to make 4 face-to-face employer contacts in one week, the next week the ES should make 8 face-to-face employer contacts for the time loss from the week before.

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>4</p>	<p>Area of strength It is evident from the job developing logs that the ESs are utilizing varying mechanisms for job developing, such as online, in person, and via phone. The ESs seeks to establish quality relationships with employers by making several contacts. This was evident based on the observation of one of the ESs engaging an employer while out job developing. The ES presented the employer with an informational portfolio regarding the agency and SE services. This employer engagement resulted in the employer inquiring about the consumers that the ES was discussing on their behalf.</p>

8. Diversity of job types	Rating	Comments
Employment specialists assist consumers in obtaining different types of jobs.	5	Area of strength The SE team has a total of 13 out of 40 consumers competitively employed. Six out of the employed consumer's job types are diverse. Two consumers are employed as Event Specialists, and four consumers employed in retail, which calculates an average total of 85%.

9. Diversity of employers	Rating	Comments
Employment specialists assist consumers in obtaining jobs with different employers.	5	Area of strength Out of the 13 consumers employed on the SE team, 6 of the employers are not diverse. Two consumers are employed by Ross, 2 by Cross mark, and 2 by Walmart. The average total for this area is 85%.

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. Consumers are earning minimum wage or higher, and the data provided from the SE team, showed that all of the jobs are competitive in nature.

11. Individualized follow along supports	Rating	Comments
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 It is evident that the SE team provides individualized follow – along supports, based on consumer and employer needs. The team also offers assistance with finding more desirable employment, assistance with education, and help with transportation. Documentation is consistent with all consumers by the ES and a variety of other treatment team members. Consumers' charts showed evidence and documentation of follow along

		supports.
--	--	-----------

12. Time unlimited follow along supports	Rating	Comments
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	There is evidence that the SE team supports consumers for as long as needed, and it was stated by the SE Supervisor that step-down plans are implemented and documented. However, based on the charts reviewed for this area there was no indication that consumers are transitioned to the step- down phase. It appears that consumers continue to receive ongoing SE services for as long as they desire. With no documented step down plans.

Recommendations: Documentation of follow along supports should be present in case notes. ESs should be collaborating with the MH team to coordinate needed supports for consumers and employers, which includes job coaching and work-site accommodations, at the consumers’ request. After consumers reach steady employment, a step-down plan should be established. The step-down plan should be more inclusive and based on the consumer preferences. The clinical staff should also be a part of the step-down plan. The SE team should be clear in documenting how the consumers’ services will shift to another service provider after significant tenure in a position or at the consumers’ requests.

13. Community-based services	Rating	Comments
Employment services such as engagement, job finding and follow-along supports are provided in natural community settings by all employment specialists.	5	Area of strength The ESs provide services such as engagement, job finding, and follow along supports in natural community settings and those efforts are documented. The consumers interviewed for this area stated that their ES spends a sufficient amount of time in the community.

14. Assertive engagement and outreach by integrated treatment team	Rating	Comments
<ul style="list-style-type: none"> • Service termination is not based on missed appointments or fixed time limits. • Systematic documentation of outreach attempts. 	5	Engagement and outreach attempts are made by the integrated team members. The SE team works with the MH providers to share

<ul style="list-style-type: none"> • Engagement and outreach attempts are made by integrated team members. • Multiple home/community visits. • Coordinated visits by employment specialist with integrated team members. • Connect with family, when applicable. • Once it is clear that the consumer no longer wants to work or continue SE services, the team stops outreach. 	<p>information about consumers. A variety of methods are used for outreach attempts. Consumers are not terminated if they miss scheduled appointments. If consumers express that they are no longer interested in SE, then SE services will be discontinued.</p>
--	--

SUMMARY

DeKalb CSB serves 40 consumers total in the Supported Employment Program. Currently 13 out of the 40 consumers are competitively employed. The SE team is knowledgeable about the IPS-SE model, and it is evident that some of the recommendations given in the FY 14 Fidelity Review have been utilized. However, the executive leadership and the clinical staff do not demonstrate a fully inclusive understanding of the SE evidenced-based practices. Communication about the SE program and services should be enhanced with the treatment team members and executive leadership. The agency as a whole could benefit from IPS training on the SE model to promote a more integrative mindset and clearer understanding of the “zero-exclusion” principal. This would eliminate SE referrals not being made due to the Locus score criteria, which is not a requirement of the IPS-SE model. It is imperative that executive leadership allow the SE team to participate in treatment team meetings in order to form a more integrative approach and relationship, between SE, and the clinical staff. The SE team should keep more accurate and precise progress notes that reflect time spent in the community. Also, a forum should be established that will create avenues for the SE team and consumers to share success stories to other peers, treatment team members, and employers. The efforts to partner with VR should not go without mention, and continued efforts are encouraged.

The Supported Employment Fidelity Scale score is 103, which indicates Good 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:

Organization-2	Integration of rehabilitation with mental health through frequent team member contact
Organization-3	Collaboration between Employment Specialists and VR Counselor
Services-2	Individualized Job Search

SUPPORTED EMPLOYMENT FIDELITY SCALE SCORE SHEET

Staffing	Score
1. Caseload size	5
2. Employment services staff	5
3. Vocational generalists	5
Organization	
1. Integration of rehabilitation with mental health through team assignment	3
2. Integration of rehabilitation with mental health through frequent team member contact	2
3. Collaboration between employment specialists and Vocational Rehabilitation Counselors	1
4. Vocational unit	5
5. Role of employment supervisor	4
6. Zero exclusion criteria	3
7. Agency focus on competitive employment	5
8. Executive team support for SE	3
Services	
1. Work incentives planning	5
2. Disclosure	5
3. Ongoing, work-based vocational assessment	3
4. Rapid search for competitive job	5
5. Individualized job search	2
6. Job development- Frequent employer contact	4
7. Job development- Quality of employer contact	4
8. Diversity of job types	5
9. Diversity of employers	5
10. Competitive jobs	5
11. Individualized follow-along supports	5
12. Time-unlimited follow-along supports	4
13. Community-based services	5
14. Assertive engagement and outreach by integrated treatment team	5
Total:	103

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