



Office of Adult Mental Health

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Supported Employment Fidelity Review Report

Provider: Lookout Mountain Community Services

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

Purpose:

This Supported Employment Fidelity Review was requested by the DBHDD ADA Settlement Agreement (ADASA) Coordinator in order to ensure that supported employment (SE) services delivered to ADASA consumers meet fidelity to the Dartmouth Individual Placement and Supports (IPS) model of SE. 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:

Lookout Mountain Community Services (LMCS) is a community service board that provides mental health, substance abuse, and disabilities services to consumers. LMCS seeks to meet the needs of the community in Catoosa, Chattanooga, Dade, and Walker Counties. LMCS serves individuals in an inpatient facility, 4 outpatient clinics, 2 residential facilities, in-home, and community-based settings. LMCS SE team consists of 1 SE Supervisor and 1 ES. LMCS currently serves 25 consumers in the SE program. This is LMCS third Fidelity Review, the last review was conducted on December 19-20, 2013; the score for their FY 14 review was 87, indicating fair services were provided. Areas of concern that scored below a 3 and needed quality improvement plan included: Organization 1, 2, 3; and Services 4,6,13.

Method

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

1. Interviews: CEO, Behavioral Health Clinical Director, Director of Recovery Services; SE Supervisor; 3 Consumers; 2 Case Managers; Benefits Planner; and the VR Counselor.
2. Observations: Community job development with SE Supervisor; SE Unit Meeting;
3. Review of consumer 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.	4	Currently the SE Supervisor is serving 25 consumers. The full time ES resigned from their position prior to this Fidelity Review. Therefore the SE Supervisor is carrying the full caseload until an individual is selected for the open ES position.

Recommendations: It is noted that the vacant ES position within LMCS has been posted and interviews are scheduled to begin within the next week. Further recommendations would include reviewing the SE caseload and determining which consumers can possibly be stepped down from SE services, due to the employment success within the SE Program. This will allow space for the consumers on the waiting list to begin SE services when a new ES is hired.

2. Employment services staff	Rating	Comments
Employment specialists provide only employment services.	5	Area of Strength: LMCS has worked to improve in this area. The SE teams' key focus is employment services. The SE team provides a range of employment related services to consumers. Based on interviews with consumers, the SE Supervisor, and the reviewing of consumers' case notes. There is no evidence that the SE team is currently providing services outside of supported employment. Positive adjustments have been made in this area since last Fidelity Review (Dec. 2014). The SE team is no longer providing case management duties, arranging transportation to peer groups, and providing educational assistance in lieu of employment related activities. The SE team relies on case managers for mental health services.

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 SE team continues to progress in this area by carrying out all phases of employment services. These services include; intake, engagement, assessments, job placement, job coaching, 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.	2	This is an area of repeat deficiency from LMCS FY 14 Fidelity Review. The SE team is not assigned to nor is a part of the MH treatment teams. The SE staff attends the residential team meeting, in addition to the SE staff, which consists of ; the Housing Coordinator, clerical staff, and the SA case managers. However the residential meeting is not clinically focused.

Recommendations: In order to be in accordance with the IPS model of SE, providers of SE are expected to attend MH treatment team meetings to discuss individuals participating in SE services. Although the SE team is attending the Residential team meetings, this is not considered a mental health treatment team. To ensure higher fidelity, it is recommended that LMCS models this service delivery within their mental health clinic, and establish a MH Clinical Treatment Team comprised of the SE staff, Clinician, Case Managers, Psychiatrist, Housing Coordinator, and VR Counselor (if applicable). MH treatment teams should have a face-to-face meeting at least monthly to discuss individual consumers. The SE team must begin participating in MH treatment team meetings that are clinically focused, and where consumers’ progress and goals are discussed.

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. 	1	This is an area of repeat deficiency for LMCS. Although MH and SE documentation are integrated into electronic records. There is no evidence that the SE team assists the MH treatment members to think about individuals that have not been referred to SE. According to the case managers’ interviews, consumers whose primary diagnosis is substance abuse have been informed that these individuals are not considered a part of the SPMI population and are therefore denied SE services.

Recommendations: The SE staff should be actively participating in MH treatment team meetings, and should take the opportunity to educate MH team members on the IPS-SE model, with a focus on the zero-exclusion principle. Cohesive and integrated teams share information, make decisions as a team, and provide feedback to other team members. In addition, the SE team should assist mental health practitioners think about employment for everyone

on their case loads. The goal of integration is to provide seamless services, so that consumers can receive the same message from all providers. Frequent and informal communication is encouraged and should continue amongst all team members for the planning and coordination of services. It is highly recommended that the recommendations given in the FY 14 Fidelity Review of “the SE team being open to an inclusive team approach with the MH team members, and meeting regularly to discuss consumers and their progression towards employment” is completely utilized and is effective immediately.

3. Collaboration between Employment Specialists and Vocational Rehabilitation Counselors	Rating	Comments
<p>The employment specialist and VR counselors have frequent contact for the purpose of discussing shared consumers and identifying potential referrals.</p>	<p>5</p>	<p>Area of strength LMCS should be commended on the work that they have done in making vast improvements in this area, and building a solid relationship with VR. The recent collaboration between the SE staff and the dedicated VR counselor is ideal. LMCS and VR have both received training on the GA IPS <i>Initiative</i>. Currently LMCS and VR have 3 shared consumers, and have 3 potential individuals waiting to be enrolled into VR services. Both agencies are “excited” about the partnership and opportunities for more shared consumers. The VR Counselor and the SE staff meet weekly at LMCS to discuss shared consumers and potential referrals. This new partnership has created great improvements in this area since the previous Fidelity Review (Dec.2014).</p>

4. Vocational unit	Rating	Comments
<p>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.</p>	<p>2</p>	<p>The SE Supervisor and the ES comprise the SE unit. However as of the date of this Fidelity Review there was a full time vacant ES position. Currently the SE Supervisor is carrying a caseload of 25 SE consumers. LCMS has added an intern to the unit that is carrying a small caseload of up to 5 individuals. Although there is an ES intern on site, her role does not allow her to meet with consumers in the community or conduct job development on their behalf without the SE Supervisor being present. There is no staff member providing back-up services for the SE Supervisor. It was reported</p>

	<p>by the SE Supervisor that supervision with the former full time ES was informal, there was not a set schedule for supervision, and SE unit meeting is conducted monthly, which includes the SE Supervisor, ES Intern, the Director of Recovery Services, and a case manager.</p>
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Recommendations: Ideally, SE supervision should occur in person formally on a weekly basis to promote team work and ongoing strategic planning. Meeting regularly is encouraged so that programmatic challenges and issues can be resolved quickly and further insight, support and guidance to the SE team. It is recommended that mental health practitioners serve as a back-up in the absence and/or vacancy of a SE team member.

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 consumer situations and identify new strategies and ideas to help consumers 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 consumer outcomes with employment specialists and sets goals to improve program performance at least quarterly. 	3	<p>The SE Supervisor has a clear understanding of the IPS-SE model, and carries a caseload of no more than 10 consumers. However, at the time of this Fidelity Review, the SE Supervisor was serving a caseload size of 25 individuals, due to her taking over the former ES's caseload. The SE Supervisor ensures that communication about the SE program is shared amongst the agency, in order to build a more solid and integrated service between the MH and SE teams. A SE flyer/brochure was created by the SE Supervisor and has been posted at the other LMCS clinic sites; this avenue allows a constant communication about SE services agency-wide. It has been admitted by the SE Supervisor that there has not been enough time to meet, observe, or provide modeling and shadowing with the former ES as often as needed. In addition the SE Supervisor conducted supervision monthly. Follow up and informal meetings were conducted on a daily basis with the former ES due to the SE Supervisor and ES sharing an office space.</p>

Recommendations: Continuous field mentoring and shadowing is highly recommended for the Employment Specialist that fills the LMCS ES vacancy as on-going supports are needed to promote team work. The SE Supervisor should play a more active role in SE daily functions and trainings, consistent and adequate training along with supervision is critical to the success of the IPS model. Additionally, the SE Supervisor should continue to be more active, and creative in promoting integration with the case managers and educating them about the IPS-SE model.

6. Zero exclusion criteria	Rating	Comments
<p>All consumers 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. Consumers are not screened out formally or informally.</p>	2	<p>This is an area of concern as it appears that both the SE team and Case Managers exclude individuals from enrolling into SE services. The ADSA case managers are under the impression by the SE team that a consumer with a primary diagnosis of Substance Abuse does not meet the SPMI or ADA criteria; and therefore are not eligible to receive SE services. Although it is apparent that the case managers have some knowledge of the IPS-SE model, some of the case managers reported that they would not refer individuals to the SE program unless the consumers are “stable and on their meds, med compliant, clean and sober,” as well as demonstrating “work readiness.” This was an issue in LCMS FY 14 Fidelity Review of Case Managers expecting consumers to be stable on their medications, and “ready for work”.</p>

Recommendations: To avoid exclusion, it is recommended that consumers requesting SE services not be excluded based upon staffs’ perception of “readiness” for employment, or primary diagnosis. The culture “be ready for work, stable on medications, and clean and sober” must be eliminated immediately, in order to be in compliance with the IPS-SE model. Technical assistance is recommended in this area for the agency, as staff members including the SE program appear not to be fully grasping the concept of the Zero-Exclusion principle. The SE team should immediately stop utilizing consumers’ primary diagnosis in order to determine SE eligibility.

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. 	4	<p>The SE Supervisor has created SE flyers that have been posted at all of LCMS clinics. LCMS consumers attend the RESPECT Institutes’ graduation for their peers; this event gives consumers the opportunity to hear the success stories of their peers. The SE Supervisor does not meet with executive leadership to discuss information or updates regarding the SE program. SE information and/or updates are discussed with the Director of Recovery Services. The Executive staff are aware of the number of consumers that were employed; however the CEO had no knowledge of the SE programs’ employment rate.</p>

Recommendations: It is highly noted that the SE team has utilized some of the recommendations given in this area of their FY 14 Fidelity Report. It is recommended that executive leadership become more abreast with the SE program and measures the employment rate and share it throughout leadership meetings as well as agency-wide.

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. ○ 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 barrier 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. 	2	<p>The CEO and Clinical Director demonstrate some knowledge of the IPS-SE model. Although the CD meets with the Director of Recovery Services two times a month to discuss the SE program, there appeared to be limited oversight regarding the SE program; for example it was stated that the CD is working with the Director of Recovery Services in establishing a relationship with VR, however the CD is not hands on the process. This continues to be an issue for LMCS. The CEO and CD were also unaware of the amount of funded slots LMCS has been allotted by the State office. A steering committee has not been put into place as recommended in the FY 14 Fidelity Review. There is minimal involvement by the CD in the quality assurance process, as well as the implementation of changes within the SE program. Since the FY 2014 Fidelity Review, LMCS has not developed a steering committee. Improvement in this area is imperative, in order to be aligned with the IPS-SE expectations.</p>

Recommendations: The Executive staff should be more entrenched with SE services, especially with reaching high fidelity and helping to eliminate barriers. In addition, Directors and the CEO should receive SE monthly reports and discuss data in monthly meetings. It is recommended that LMCS utilizes the recommendations given in the FY 14 Fidelity Review, of developing a steering committee that focuses on program oversight, service delivery, and the developing of written action plans aimed at implementing and sustaining high fidelity services. The employment rate and SE goals should be shared amongst the agency to ensure that seamless services are promoted throughout the agency.

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>	5	<p>Area of Strength: LMCS has improved in this area since the FY 14 Fidelity Review. The SE staff utilizes and makes referrals to the Benefits Navigator before and after a consumer becomes employed. According to the Benefits Navigator, 5 referrals have been made for consumers to receive benefits counseling, 2 of those 5 referrals met with the BN face –to-face. Some of the charts reviewed had documentation regarding consumers receiving comprehensive planning. According to the BN consumers are encouraged to report any wages to social security to avoid overpayments of SSI/SSDI benefits. The BN facilitated a brief group presentation to LMCS consumers in March 2014.</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>LMCS has made vast improvements in this area since the FY 14 Fidelity Review. A unique note system has been developed and implemented that tracks and updates disclosure on an on-going basis. The note system encourages the ESs to have an on-going conversation around disclosure to the consumers. The SE team does not require consumers to disclose their psychiatric disability in order to receive SE services. The disclosure forms are detailed and specific, and allow consumers to have a discussion with the ESs about the advantages and disadvantages of disclosing to an employer.</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>	5	<p>Area of strength</p> <p>The vocational assessment that is utilized by the SE team, and consumers includes questions which reflect their interests, employment goals, strengths, barriers, experiences, skills, and the opportunity to update goals as needed. The SE team has done a profound job at ensuring the vocational assessments are implemented, and detailed. All of the 6 charts reviewed had vocational assessments implemented.</p>

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.	4	The total first face-to-face employer contact by the consumers and/or the ESs averaged 36.5 days. This information was gathered from the information submitted for this area as well the SE programs' census report.

Recommendations: The IPS-SE model requires that the first face-to-face employer contact must occur within 30 days of admission into SE services by the consumer, the ESs, or both. ESs must ensure that job searches begin no later than 30 days of intake into SE services to ensure compliance in this area of the IPS-SE Fidelity model.

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	Based on the submitted job developing logs for this area, the reviewers were unable to determine if the conducted job searches were based on consumers' preferences. The logs did not specify the names of the consumers for whom the ESs provided job development. Online job searching is the primary mechanism for job development by the consumers and the ESs. During interviews with consumers; one stated that they and the ES explores job opportunities in the agency's computer lab, as opposed to in the community. Another consumer stated that the ES meets with them in the community to give job leads only, but not to conduct job development face-to face in the community. It appeared that job development is based on the job market and not according to consumers preferences; an example of this is, one of the consumers interviewed during this Fidelity Review stated that their job preference is to work at Walmart, and/or a restaurant. However, according to this individuals chart, the ES is conducting job development on behalf of the consumer at local nursing homes, Goodwill, and Big Lots. In addition, neither case notes nor the vocational assessment indicate discussions around changes in employment preferences or an explanation of why consumer decided to change employment

	goals.
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Recommendations: The SE team needs to ensure that there is a job search plan in place that highlights consumers’ job preferences. Preferences can include job choices that the consumer enjoys, as well as, their personal goals. The individualized job search plan (which is separate from the vocational assessment) should be updated with specific and individualized job interests, gathered from the vocational assessments with updated new job/educational experiences. The job search plan should be individualized and specific to consumers’ job preferences. Plans should be specific and detailed. It is noted that some consumers may have the same job interests or may prefer to do “anything”; in this case, ESs should help consumers link their strengths and preferences to specific jobs and work settings, and determine specific reasons why their job preferences are interesting. Face-to-face community job developing allows the SE staff to build relationships with employers, as well as utilizing LMCS as another avenue for employers to explore potential applicants for vacant positions within the community. The ESs should begin to have a more elaborate conversation with consumers about their job interests and goals in order to ensure that they are individualized.

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>	2	<p>The information gathered for this area was based on the submitted job development logs. The job logs indicated that less than 6 face-to-face employer contacts were conducted for the months of August and September 2014. Based on the logs, the majority of job development took place online. The SE Supervisor stated that there was a lack of community job development on her behalf due to other responsibilities needing to be completed in the office. The average face-to-face total for the months of Aug. and Sept. is 3.9 face-to-face employer contacts per week. This is a repeat deficiency for this area.</p>

Recommendations: The ESs should be making six (6) face-to-face employer contacts per week in order to be in compliance with the IPS-SE model. The ESs should establish an immediate goal of making the required six (6) face-to-face employer contacts per week, in order to increase relationships with employers. If the ES is going to be out of the office for any particular reason or is unable to meet the required 6 face-to-face employer contacts, it is recommended that the ESs make up for any job development time lost. For example if the ES is going to be out for a week on vacation, 12 face-to-face employer contacts should occur before or after the ES’s vacation to make up for the missed week. It is also recommended that job development logs are reviewed by the SE Supervisor, and that the SE Supervisor’s direct Supervisor on a weekly basis, to ensure that 6 face-to-face employer contacts are being met. In addition 24 face-to-face employer contacts should be conducted per month, in order to meet the 6 face-to-face employer contacts.

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>	3	<p>Community job development is conducted through multiple visits according to the SE Supervisor. The submitted job logs did not reflect for whom ESs provided job</p>

	<p>development. The SE Supervisor's job development skills were observed by the reviewers for this area. The SE Supervisor was observed providing job development at an office supply store across the street from LMCS, and at a Subway restaurant. During the employer contact, the SE Supervisor asked the employer if he was aware of what LMCS was and the population served. The SE Supervisor proceeded to describe to the employer, the population served by LMCS. At the Subway restaurant, the SE Supervisor was informed that the manager was not available to meet. The SE Supervisor did not inquire about any job openings, or leave a business card to be given to the manager to follow up.</p>
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Recommendations: ESs should have a particular consumer in mind when conducting job development and employer engagement in the community, while trying to build employer relationships. It is recommended that the ESs convey consumer's strengths and skills and discuss how the consumer's strengths align with employer needs. Constant and consistent re-engagement with employers helps to build employers relationships, and is ideal when discussing employment opportunities, and consumer preferences. Documentation should capture the ESs discussions and efforts in this area.

8. Diversity of job types	Rating	Comments
Employment specialists assist consumers in obtaining different types of jobs.	4	LMCS currently has 82% of the employed consumers (ADA only) who are actively enrolled in the SE program working in diverse job types. Two of the 11 employed consumers are working in janitorial. Non-ADA employed consumers were not tracked or considered for this review.

Recommendations: Continue to assist individuals in obtaining diverse types of jobs; the ESs should help consumers to explore a range of possible job options. All consumers receiving SE services should be calculated.

9. Diversity of employers	Rating	Comments
Employment specialists assist consumers in obtaining jobs with different employers.	5	Area of strength Due to no information being submitted by the SE staff for this area; However, since the information for this area is captured monthly in LMCS's programmatic reporting census, the census reports was reviewed in order to score accordingly for this area. Based on the census reports 100% of employers in which consumers are employed, are

		diversified. The SE team continues to demonstrate strength in this area.
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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. Out of the 11 consumers employed, 100% of them are competitively employed. The positions are also permanent in status. LMCS continues to demonstrate strength in this area.

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).	4	Most consumers that are employed on the ES's caseload have various types of employment, and are competitively employed. Consumers receive different types of supports for employment, work history, and needs. Individualized follow-along supports should be integrated among all service lines. There was no concrete evidence that the employed consumers were working jobs of their preference.

Recommendations: The SE staff should ensure that follow-along supports for employed consumers are taking place, and are documented in the consumer's case files. Once a consumer becomes employed, conversations regarding the types of follow-along support the consumer wants should occur immediately. Follow-along supports includes, but are not limited to; on the job site visits, phone calls, checking in with the employer, meeting the consumer in the community or at the agency, weekly, or monthly.

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	The SE Supervisor reported that discussions around step-down plans occur. However, there was no documentation of these conversations taking place between the ESs and consumers.

Recommendations: The SE staff should ensure to have discussions with consumers regarding the needed follow-along supports. In addition, conversations around creating step-down plans and documentation of these plans should begin immediately. The ESs should assist consumers in identifying supports once they are stepped down from SE services, a plan should be in place as to what kind of support will phase in to assist the consumer, as the ESs phase out. Going forward, any consumer that obtains employment should receive provision of follow-along supports and creation of a step-down plan. The SE Supervisor and the ES should review case loads and determine which consumers are stable in their employment roles, staff these consumers with the treatment team members, and step-down support plans need to be implemented immediately.

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.	2	This is an area of repeat deficiency for LMCS. Job developing activities primarily take place in the agency's computer lab, as opposed to in the community. The SE team has not met the required 6 face-to-face employer contacts in the community according to the submitted job developing logs, and the consumers' interviews.

Recommendations: Supported Employment is a community-based service, which means that the majority of the ESs' day should be in the community developing employer contacts and meeting with consumers. The SE team should be spending 65% of time in the community conducting employment related activities a week; such as meeting with consumers to conduct job development, or to meet with employers. 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 account for the 65%. For example; if the ES works a 7 hour shift then the ESs should be conducting 5 hours of community-based services a day to meet the 65%. Following these recommendations would ensure accurate and beneficial SE services.

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. ○ 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. 	3	There was no systematic documentation of integrated outreach attempts. In addition there was no evidence of the MH team members and SE staff coordinating visits with consumers in the community.

Recommendations: LMCS will need to ensure that assertive engagement and outreach attempts by integrated treatment team members is takes place. If a consumer is not engaged or has missed several scheduled appointments; outreach attempts should be made either by the SE team, the case managers, or both. When a consumer is discharged from the agency, due to non-engagement or non-compliance with services, viable solutions should be discussed during treatment team meetings.

Summary:

LMCS's SE program currently has 25 consumers enrolled in SE services, with 11 ADA consumers competitively employed. LMCS has a vacant ES position and is currently interviewing to fill the position. LMCS has made several changes and improvements to the SE program since the FY 14 Fidelity Review. However, there are still major areas that need immediate attention, in order to meet the expectations of the IPS SE model. Communication about the IPS model's principles and the SE program should be enhanced with all of the agency's integrated staff, as well as, executive leadership; with a focus on the "zero-exclusion" principal. The SE staff should pay close attention to ensuring the 6 required face-to-face employer contacts in the community per week are adhered to; and ensure that 65% of the time is spent in the community. It is imperative that job development activities occur in the community, and not at LMCSs computer lab. The SE Supervisor should immediately review caseloads to determine which consumers to step down to other support services and which consumers to discharge from SE services, due to non-engagement after numerous attempts have been made to reach the consumers; therefore individuals on the waiting list can be contacted and enrolled into SE services.

The Supported Employment Fidelity Scale score is 88, which indicates 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:

Organization-1	Integration of rehabilitation with mental health through team assignment
Organization-2	Integration of rehabilitation with mental health through frequent team member contact
Organization-4	Vocational Unit
Organization-6	Zero Exclusion Criteria
Organization-8	Executive Team support for SE
Services-5	Individualized job search
Services-6	Job development-frequent employer contact
Services-13	Community-based services

SUPPORTED EMPLOYMENT FIDELITY SCALE SCORE SHEET

Staffing	Score
1. Caseload size	4
2. Employment services staff	5
3. Vocational generalists	5
Organization	
1. Integration of rehabilitation with mental health through team assignment	2
2. Integration of rehabilitation with mental health through frequent team member contact	1
3. Collaboration between employment specialists and Vocational Rehabilitation Counselors	5
4. Vocational unit	2
5. Role of employment supervisor	3
6. Zero exclusion criteria	2
7. Agency focus on competitive employment	4
8. Executive team support for SE	4
Services	2
1. Work incentives planning	
2. Disclosure	5
3. Ongoing, work-based vocational assessment	5
4. Rapid search for competitive job	5
5. Individualized job search	2
6. Job development- Frequent employer contact	2
7. Job development- Quality of employer contact	3
8. Diversity of job types	4
9. Diversity of employers	5
10. Competitive jobs	5
11. Individualized follow-along supports	4
12. Time-unlimited follow-along supports	4
13. Community-based services	2
14. Assertive engagement and outreach by integrated treatment team	3
Total:	88

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