



# Georgia Department of Behavioral Health & Developmental Disabilities

Frank W. Berry III, Commissioner

## Office of the Commissioner

2 Peachtree St., NW, 24-290, Atlanta, Georgia 30303-3142 ~ 404.463.7945

### Supported Employment Fidelity Review Report

**Provider:** New Horizons CSB

**Date(s) of Review:** April 11<sup>th</sup> & 12<sup>th</sup> 2013

**Region:** 6

#### SUPPORTED EMPLOYMENT FIDELITY SCALE

STAFFING	
<b>1. Caseload size</b>	<b>Rating</b>
Employment specialists have individual employment caseloads. The maximum caseload for any full-time employment specialist is 20 or fewer.	5
<b>2. Employment services staff</b>	<b>Rating</b>
Employment specialists provide only employment services.	3
<b>3. Vocational generalists</b>	<b>Rating</b>
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.	4
ORGANIZATION	
<b>1. Integration of rehabilitation with mental health through team assignment</b>	<b>Rating</b>
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
<b>2. Integration of rehabilitation with mental health through frequent team member contact</b>	<b>Rating</b>
<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>	2
<b>3. Collaboration between Employment Specialists and Vocational Rehabilitation Counselors</b>	<b>Rating</b>
The employment specialist and VR counselors have frequent contact for the purpose of discussing shared consumers and identifying potential referrals.	1
<b>4. Vocational unit</b>	<b>Rating</b>
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.	3
<b>5. Role of employment supervisor</b>	<b>Rating</b>
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> </ul>	2

<ul style="list-style-type: none"> <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 consumer situations and identify new strategies and ideas to help consumers 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> <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 consumer outcomes with employment specialists and sets goals to improve program performance at least quarterly.</li> </ul>	
<b>6. Zero exclusion criteria</b>	<b>Rating</b>
<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>	<p>3</p>
<b>7. Agency focus on competitive employment</b>	<b>Rating</b>
<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>	<p>3</p>
<b>8. Executive team support for supported employment</b>	<b>Rating</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 months and at least yearly annually (i.e., SE Kickoff, all-agency meetings, agency newsletters, etc.). This item is not delegated to another administrator.</li> </ul>	<p>1</p>

<ul style="list-style-type: none"> <li>○ 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.</li> </ul>	
<b>SERVICES</b>	
<b>1. Work incentives planning</b>	<b>Rating</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>	4
<b>2. Disclosure</b>	<b>Rating</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> <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>	2
<b>3. Ongoing, work-based vocational assessment</b>	<b>Rating</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>	2
<b>4. Rapid search for competitive job</b>	<b>Rating</b>
<p>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.</p>	2

<b>5. Individualized job search</b>	<b>Rating</b>
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
<b>6. Job development- frequent employer contact</b>	<b>Rating</b>
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.	3
<b>7. Job development- quality of employer contact</b>	<b>Rating</b>
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.	3
<b>8. Diversity of job types</b>	<b>Rating</b>
Employment specialists assist consumers in obtaining different types of jobs.	3
<b>9. Diversity of employers</b>	<b>Rating</b>
Employment specialists assist consumers in obtaining jobs with different employers.	2
<b>10. Competitive jobs</b>	<b>Rating</b>
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.	1
<b>11. Individualized follow along supports</b>	<b>Rating</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).	3
<b>12. Time unlimited follow along supports</b>	<b>Rating</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
<b>13. Community-based services</b>	<b>Rating</b>
Employment services such as engagement, job finding and follow-along supports are provided in natural community settings by all employment specialists.	3
<b>14. Assertive engagement and outreach by integrated treatment team</b>	<b>Rating</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>	1
<b>Total:</b>	<b>64</b>

