

SUPPORTED EMPLOYMENT (SE) FIDELITY REPORT

Date: October 23, 2014

To: Mei Lin Ford

From: T.J. Eggsware
Jeni Serrano
ADHS Fidelity Reviewers

Method

On September 22-23, 2014 and September 25-26, 2014, T.J. Eggsware and Jeni Serrano (Fidelity Reviewers) completed a review of the DK Advocates Supported Employment (SE) program. This report is intended to provide specific feedback in the development of your agency's Supported Employment services, in an effort to improve the overall quality of behavioral health services in Maricopa County. Supported Employment refers specifically to the evidence-based practice of helping SMI members find and keep competitive jobs in the community based on their individual preferences, not those set aside for people with disabilities. Services are reviewed starting with the time an SMI participating member indicates an interest in obtaining competitive employment, and the review process continues through the provision of follow along supports for people who obtain competitive employment. In order to effectively review Supported Employment services in Maricopa County, the review process includes evaluating the working collaboration between each Supported Employment provider and referring clinics with whom they work to provide services. For the purposes of this review at DK Advocates, the referring clinics included Choices Midtown, POCN Capitol and (records only) at POCN Comunidad.

DK Advocates is a relatively small provider of employment services with approximately 30 years of service in Arizona. Primarily, DK Advocates serves individuals referred through Vocational Rehabilitation (VR) and members diagnosed with a serious mental illness (SMI). DK Advocates is in a growth phase, having recently hired two staff in the past five months, one Employment Specialist and one staff with the designation of Worksite Coordinator with a total of 12 staff at the Phoenix location. DK Advocates staff report another Employment Specialist was hired with a start date the week of the review, with plans to hire an additional Employment Specialist. DK Advocates primarily offers work adjustment programs, but stated a desire to implement Supported Employment services that more closely matches the evidence-based Supported Employment model. As part of Supported Employment implementation and broader development, DK Advocates has a goal of working in the community to assist people to move into real employment

positions, not just to be “work ready.” As part of the plan, they are working to have staff co-located in some of the clinics that serve the SMI adult population.

The individuals served through the agency are referred to as clients, but for the purpose of this report, and for consistency across fidelity reports, the term member will be used.

During the site visit, reviewers participated in the following activities:

- Observed an all-staff team meeting.
- Interviewed an administrator, the Supported Employment leader, one Employment Specialist, one worksite coordinator and four members receiving services.
- Interviewed case managers and rehabilitation specialists from two referring clinics.
- Conducted chart reviews at DK Advocates and two referring clinics.

The review was conducted using the Substance Abuse and Mental Health Services Administration (SAMHSA) Supported Employment Fidelity Scale. This scale assesses how close in implementation a team is to the Supported Employment (SE) model using specific observational criteria. It is a 15-item scale that assesses the degree of fidelity to the Supported Employment model along 3 dimensions: Staffing, Organization and Services. The Supported Employment Fidelity Scale has 15 program-specific items. Each item is rated on a 5-point scale, ranging from 1 (meaning *not implemented*) to 5 (meaning *fully implemented*).

The Supported Employment Fidelity Scale was completed following the visit. A copy of the completed scale with comments is attached as part of this report.

Summary & Key Recommendations

The agency demonstrated strengths in the following program areas:

- DK Advocates has two staff identified as Employment Specialists, with an average caseload below 25.
- Employment Specialists provide only vocational services.
- Employment Specialists function as a vocational unit.
- It does not appear DK Advocates actively excludes individuals from services.
- As a program, DK Advocates appears open to implementing Supported Employment modeled services.

The following are some areas that will benefit from focused quality improvement:

A primary component of the service delivery structure through DK Advocates is based on worksite placements, paid through DK Advocates, with a time-limited service period of three months. As DK Advocates transitions into the Supported Employment model,

the value of the worksite programs to members served should be reviewed internally at DK Advocates, and potentially externally through oversight entities. Although members served may develop or enhance certain soft skills, it is not clear if focusing services on skill development leads to members obtaining competitive employment. Based on the information provided, few members closed from services obtained competitive employment, and it is not clear if DK Advocates was directly involved in providing Supported Employment assistance to all those members who obtained competitive employment. It is recommended the leadership from DK Advocates work with the leadership from the Regional Behavioral Health Authority (RBHA) and their clinic partners for focused training and consultation on evidence-based Supported Employment services for adults with mental illness. This comprehensive training and consultation should include emphasis on:

- Outlining the principles of Supported Employment and the implications for employment staff.
- Creating a clear understanding of the fundamental differences between evidence-based Supported Employment, other employment activities, and services at DK Advocates.
- Focusing Supported Employment staff exclusively on helping people with direct and rapid placement in competitive community-based employment where the member “owns” the job (i.e., working directly for and paid by the employer).
- Developing staff understanding, changing policies and procedures, and review of intake procedures to allow Employment Specialists to be the first contact with the member at intake, and then to provide ongoing services.
- The creation and implementation of specific strategies to achieve regular, consistent integration between Supported Employment services and other mental health services.
- Creating a vocational profile, to be initiated at intake and updated as members change or experience employment activities.
- Utilizing the vocational profile to assist in individualized member job search activities, without reliance on targeted worksite activities.
- Tracking, monitoring and evaluating member outcomes through logs, which are reviewed by the supervisor at least weekly and incorporated into supervision.
- Reviewing program or system barriers to assisting members with rapid search for competitive jobs after program entry, as well as to providing ongoing support after a member obtains competitive employment.

SE FIDELITY SCALE

Item #	Item	Rating	Rating Rationale	Recommendations
Staffing				
1	Caseload:	(1 - 5) 5	DK Advocates has two staff identified as Employment Specialists. One currently has a caseload of 10 and the other 19 with an average caseload below 25. One Employment Specialist works primarily with members referred through VR, and one primarily through Seriously Mentally Ill (SMI) treatment clinics, but the assigned caseloads could also be mixed with both VR and SMI populations. At the time of the review, neither Employment Specialist was assigned to work with SMI members. All SMI members were involved in worksite activities. Three staff at DK Advocates are classified as Worksite Specialists, and one as a Worksite Coordinator. For this review, only those staff identified as Employment Specialists and their specific caseloads are included in determining the caseload calculation.	<ul style="list-style-type: none"> When caseloads are increased for SMI members seeking competitive employment, ensure each ES serves no more than 25 members so that all phases of vocational services can be provided in an efficient manner.
2	Vocational Services staff:	(1 – 5) 5	The Employment Specialists do not facilitate classes or workshops, but perform only job development duties to establish partnerships in the community. Staff are cross trained to perform worksite activities, and Employment Specialists may perform activities with people placed in the work centers. However, it does not appear those activities are consistently expected, and the two Employment Specialists	

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3	Vocational generalists:	(1 – 5) 4	<p>perform primarily vocational services.</p> <p>There is a separation of duties among the staff at DK Advocates. In addition to Employment Specialists, other staff includes: one staff who completes intakes, four staff who provide oversight of worksite locations, a worksite assistant, and one staff who provides oversight to all worksites. The two staff classified as Employment Specialists perform two phases of vocational services (i.e., job development and placement).</p> <p>However, all progress notes reviewed related to worksite activities that are paid through DK, where members are generally placed after intake. As a result of this agency approach, it is difficult to determine what role the Employment Specialists play, if any, with the members interviewed. Also, all notes are signed by the same staff member. It is not clear if all services are provided only by that staff.</p> <p>As a Supported Employment principle, it is preferable that members are connected right away with their Employment Specialist, who then performs all phases of vocational services, including assisting the member to search for meaningful and competitive jobs in the community as soon as possible after program entry.</p>	<ul style="list-style-type: none"> • DK Advocates would benefit from clearly delineating the roles and responsibilities of Employment Specialists at the agency, which includes Employment Specialist contact with members at intake to initiate services, and to facilitate rapid search for competitive employment in the community. Preferably the Employment Specialist would carry out all phases of employment related services, starting at program intake, through engagement, assessment, job placement, job coaching, and follow along support. • Consider revisiting whether one staff should sign all notes. It may be easier to capture services provided by Employment Specialists if those staff enter and sign their own notes.

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Organization				
1	Integration of rehabilitation with mental health treatment:	(1 – 5) 1	<p>Case management and treatment team offices are located in separate buildings away from the Supported Employment program. The Employment Specialists are not attached to specific case management teams. Staff reported they could go to the clinics by appointment only, but clinic staff could stop by DK Advocates whenever they want. As a result, DK Advocates staff does not feel they are equal partners with the clinics in that regard.</p> <p>There is no evidence of consistent involvement in regular meetings identified in any DK Advocate member records reviewed, or in any clinic member records reviewed. Staff at the Supported Employment provider and clinics report no regularly scheduled integrated meetings for shared members. It appears that contact with the Case Manager (CM) or Rehabilitation Specialist (RS) may occur monthly, with some written communication, but generally communication occurs when issues arise. Monthly summary notes are located in DK Advocate member records, but it is not clear if those summaries are consistently transmitted to the SMI clinic staff, and evidence of transmission was not located in applicable clinic member records.</p>	<ul style="list-style-type: none"> • Integration with mental health treatment may be improved by locating Supported Employment provider offices in the same building, or near, primary referral sources. This may be a system issue that could be addressed through inter-agency agreements. • As part of Supported Employment implementation, DK Advocates reports a goal of hiring two Employment Specialists who would work out of the referring clinics. DK Advocates may consider tracking member outcomes of those referred through clinics to co-located staff, those members served through the worksite locations, and those members served through community based Employment Specialists to determine how quickly after program entry a member obtained competitive employment. • DK Advocates member services may benefit from additional technical assistance and guidance from the RBHA to facilitate integration with mental health treatment, to include

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				<p>a systematic and structured approach to ensuring Employment Specialist attend at least one treatment team meetings per week. Although contact with all referring clinics may be difficult for a program the size of DK Advocates, the program and Supported Employment services delivered to members may improve from increased coordination with the top two to five referring clinics.</p> <ul style="list-style-type: none"> In addition, the services delivered to DK Advocates' members could potentially be improved by an integrated record. This may be an area of further system-wide discussion of potential mechanisms to allow sharing of information in a timely and consistent manner.
2	Vocational Unit:	(1 – 5) 4	The two Employment Specialists meet together weekly and informally talk every day. The Employment Specialists meet with the director at least monthly. Employment Specialists report they primarily cover each other's cases, and if needed the Worksite Coordinator assists. An all-staff meeting was observed during the review, but Employment Specialists played a minimal role in group discussion. A new supervisor presented an	<ul style="list-style-type: none"> Ensure the Employment Specialists are meeting at least weekly with the Supported Employment supervisor, to discuss caseloads, share job leads, celebrate successes and brainstorm solutions to challenging situations. DK Advocates should clearly define the role and responsibilities of the

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			overview of the Supported Employment key principles during the initial phase of the meeting.	<p>primary Supported Employment supervisor, so that implementation of the Supported Employment model is aligned with the supervisor role.</p> <ul style="list-style-type: none"> Review system opportunities to encourage, and facilitate communication between the Supported Employment supervisor and treatment team leadership in order to address potential programmatic issues (e.g., related to delayed referrals or intake).
3	Zero-exclusion criteria:	(1 – 5) 4	DK Advocate referral sources are limited to SMI clinics and VR. There is limited evidence of exclusion at the clinic level, but sometimes occur in relation to specific areas (e.g., hygiene, substance use as employers may drug test). However, staff clarified it is ultimately the member’s decision whether to pursue employment.	<ul style="list-style-type: none"> DK Advocates’ referring clinics would benefit from further technical assistance and training from the RBHA regarding the principles of Supported Employment, including zero-exclusion criteria, to assure members who express an interest in competitive employment in the community and/or Supported Employment services are not screened out or redirected to other pre-employment services during the Supported Employment referral process. DK Advocates may benefit from

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				expanding outreach efforts to increase referral sources (e.g., self-referrals, family, and groups).
Services				
1	Ongoing, work – based vocational assessment:	(1 – 5) 1	<p>SE is designed as a straight to work employment program to assist members to learn about the world of work while working in competitive jobs. A vocational profile that is updated with each new job experience is preferred over other various assessment processes. After referral to DK Advocates, an intake packet with some of the information found on a vocational profile is completed for members (e.g., employment information, preferences, strengths, interests). However, information in the packet is not consistently completed and areas are blank in some records reviewed.</p> <p>Multiple, lengthy assessments (e.g., work samples, intelligence tests, quizzes, work adjustment activities, etc.) are not consistent with the Supported Employment model.</p> <p>Reviewers found several indications of vocational assessments that delay the search for competitive employment at both the referral source and at DK Advocates. Some clinic staff complete a work readiness assessment. Assessments at DK Advocates</p>	<ul style="list-style-type: none"> • It may be difficult to fully implement Supported Employment while maintaining the worksite activities. DK Advocates would benefit from direct technical assistance and training from the RBHA regarding Supported Employment services and the transition to the Supported Employment model. • The RBHA may find it beneficial to work with Supported Employment providers to develop a standardized vocational profile in lieu of varied formal and informal assessment processes. The vocational assessment is necessary for Employment Specialists to assist members with individualized job search activities. Collaboration with VR may be beneficial to determine if they could utilize the same vocational profile. This may minimize the varied forms and processes, as well as situational assessment used across

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			<p>include: assessment of specific skill areas such as stamina and soft skills; intelligence tests and quizzes; workshops such as workplace etiquette that help members determine what they want (though not all workshops are required). In addition, completion of an employment form to identify what the member wants, building a resume, and writing letters of recommendation are done prior to looking in the community for employment.</p> <p>Additionally, members are generally closed after 90 days in the worksite programming. All members interviewed and all member records reviewed indicated those members were involved in worksite activities only. No member records reviewed indicated competitive work while receiving services at DK Advocates.</p>	<p>employment services. Preferably, if a standard vocational assessment/profile is implemented, it would be a true living document, allowing staff to update information as members experience employment or educational changes.</p>
2	Rapid search for competitive jobs:	(1 – 5) 1	<p>There appear to be delays in the referral process and intake to Supported Employment services even though staff at referring clinics generally report when a member indicates a goal to seek employment, it is important to act quickly to provide support. It appears that not all referring staff clearly understand the referral process and what is required due to variations across Supported Employment providers.</p> <p>No job search tracking logs or other documentation related to competitive</p>	<ul style="list-style-type: none"> • Various system processes affect referrals to the Supported Employment program, and in turn, the timeliness of a member’s job search. Steps in the process include contact with the CM, contact with the RS, in some cases completion of work readiness assessments, referrals to VR, VR orientations (may occur only monthly), referral packets, and eventual referral to a Supported Employment provider

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			<p>employment contacts were provided for consideration during the review. Members are generally placed in worksite locations that are paid through DK Advocates, remain open for three months, but are then closed. Due to the heavy reliance on worksite activities, and time-limited nature of services, it does not appear rapid searches for competitive employment consistently occurs.</p> <p>When members obtained competitive jobs it was not always clear if DK Advocates assists in the job search activities. Four members obtained employment in past year and 15 closed in six months. One member was involved in a DK worksite program to develop clerical skills. The member had a history of employment in behavioral health, and he obtained a competitive position independently in the healthcare field. Although some skills learned in the worksite activity could be transferrable to the member’s new job, it is not clear if the member could have obtained the position independently without the activities at the worksite location.</p> <p>Although most SMI members go directly to worksite activities, when prompted, DK staff estimated that approximately 10% go to Job Development and Placement (JDP).</p>	<p>prior to SE program intake. The RBHA may consider reviewing the timeline for referral once a member expresses an interest in employment, to Supported Employment program intake, in an effort to streamline the process. Additionally, consolidating referral processes and documentation required for program entry may help resolve systematic challenges to supporting member rapid search for competitive jobs.</p> <ul style="list-style-type: none"> • As DK Advocates continues to grow, the Supported Employment program may improve if the roles of the SE staff (i.e., Employment Specialists and the supervisor of the Supported Employment program) are clearly defined. DK Advocates staff may benefit from additional technical assistance and guidance from the RBHA as they transition to the evidence-based Supported Employment service model. • DK Advocates supervisors should consider incorporating member outcome tracking in supervision and staff training (e.g., to work with

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				<p>Employment Specialist to develop goal of assisting a targeted number of members to obtain employment, and working with the Employment Specialist in the community to establish contacts with employers). Preferably, any tracking logs are reviewed by the supervisor at least weekly.</p> <ul style="list-style-type: none"> The function and lasting value of time limited worksite placement activities through DK Advocates should be evaluated (i.e., tracking how many people who have completed worksite activities obtained competitive employment and whether it was with or without assistance from DK Advocates). It may be difficult to maintain the worksite activities in conjunction with the Supported Employment program, and clear separation of these programs is recommended.
3	Individualized job search:	(1 – 5) 1	Job worksites through DK Advocates appear to be the primary employment option offered to members at program entry. Worksite programs, targeted in certain skills, include: janitorial, clerical (e.g., document scanning), retail, foodservice, call center and warehouse.	<ul style="list-style-type: none"> Individualized job search activities should be aligned with the individual goal of the member. At the referral source, the clinical teams would benefit from training regarding the identification and development of clear vocational

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			<p>Other than a reference to an Employment Specialist providing assistance with a member’s pursuit of employment through a food chain, there is little evidence Employment Specialists assist members’ pursuit of competitive employment.</p> <p>Also, member goals prior to intake are often not consistent with eventual program placement at worksite paid activities. It is not clear if the evolution of the member’s goal or preferences are their own or influenced by DK staff based on program options available at worksite locations. Placement in those worksite areas could be impacted by which programs have openings. In one case a member indicated a desire to work in janitorial services, but was involved in clerical activities through the DK Advocates worksite. In another example, a member entered the program with a goal to work in a maintenance related field, had experience in the field, but was placed in a clerical activity. One clinic staff reported a member was placed in a foodservice position through DK Advocates, but had a desire to work in an automotive parts company, and had a history of employment in that capacity. The member was reportedly assisted by the clinical team staff to obtain a position at the automotive parts store.</p>	<p>goals prior to referrals to Supported Employment programs. It is recommended to establish regular use of a detailed vocational profile to assist in identifying interests, strengths, experience, health, etc. with updates following employment or educational experiences.</p> <ul style="list-style-type: none"> DK Advocates member services will benefit from review of intake procedures to ensure members are engaged to consider competitive employment activities with assistance from Employment Specialists rather than possibly steering members to activities in the worksite locations paid through DK Advocates. As noted above, preferably Employment Specialists would meet with members at intake to DK Advocates in order to initiate services. If DK Advocates elects to continue worksite activities, there should be a clear separation of worksite and Supported Employment services established.

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			<p>In some cases, documentation was limited and it was difficult to determine if member choice was fully explored. For example, an intake packet was located in files, but where prompts related to member preferences, the area was not consistently addressed.</p> <p>DK Advocates staff report openness to enhancing services related to enhancing employment placements outside of the worksites or positions similar to the worksites, noting “We don’t currently have that but we want to.”</p>	
4	Diversity of jobs developed:	(1 – 5) 1	<p>Due to the heavy reliance on worksite activities for those members interviewed and records reviewed, it does not appear that DK Advocates fully explores all potential employment opportunities for members. As noted previously, there is evidence members are directed to worksite activities. Additionally, there is limited evidence of employment exploration outside of specific areas (e.g., call center, foodservice, janitorial, clerical). Also, there is an external call center where it appears members are actively encouraged to apply. As noted in more detail below, it appears the positions are set aside for DK Advocates members after completing worksite activities.</p>	<ul style="list-style-type: none"> • DK Advocates staff at all levels would benefit from training through the RBHA related to the fundamental principles of evidence-based Supported Employment services, and the differences between Supported Employment and other pre-employment services or activities. • According to evidence-based Supported Employment, each member entering SE services should have the opportunity to develop a specific, personally-meaningful employment goal with their own employment specialist shortly after

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				<p>entering Supported Employment services, and then pursue strategies for direct, individualized in- person employer contacts in a timely manner.</p> <ul style="list-style-type: none"> It may be beneficial for DK Advocates or the RBHA (in partnership with Supported Employment providers) to develop a specific tracking sheet for each member in SE. At a minimum, the tracking would include information such as intake date for Supported Employment, date of development of specific individual employment goal, date of in person employer contacts related to that goal, date of hire, etc. to help track timeliness and individualization of job development activities.
5	Permanence of jobs developed:	(1 – 5) 2	A core principle of evidence based Supported Employment services is members are provided with all the assistance they need to obtain and retain competitive community based jobs that match their individual employment goals. Supported Employment focuses on helping people to get jobs that may lead to long-term employment or careers based on their own recovery vision.	<ul style="list-style-type: none"> In addition to basic training on the SE model as previously noted, it is also recommended that Employment Specialists participate in more in-depth training on specific job development skills and techniques, which can lead to a wider variety of employment opportunities for members in the community outside of the current

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			<p>DK staff reports and documentation reflect that most members are hired through DK Advocates in worksite activities, but closed after three months with no long-term employment.</p> <p>When job search activities are conducted with assistance of DK Advocates, it is not clear if the positions are competitive. One call center was referenced in interviews with members and staff, as well as records. It appears DK Advocates is able to identify potential candidates for positions at the call center, and coordinate their placement following the end of their participation at DK Advocates paid worksite activities. It appeared assistance is provided to members specifically to obtain employment at the call center, with targeted tasks at the worksites for the employer. DK Advocates staff report the call center maintains a federal contract for individuals with disabilities, and if members participated in DK Advocates services, they would qualify for employment at the call center. Though the positions were paid at least minimum wage outside of DK Advocates, and the members directed toward those positions voiced satisfaction with the services through DK Advocates, the positions at the call center are not considered competitive in the SE model. It is not clear if DK Advocates consistently assists</p>	<p>worksite activities.</p>

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			<p>all members to contact competitive employers.</p> <p>There is no evidence of services through Employment Specialists for the members interviewed, or member records reviewed. As a result, there is limited evidence to support Employment Specialists provide options for permanent competitive jobs for members served through DK Advocates.</p>	
6	Jobs as transitions:	(1 – 5) 1	<p>Transition across DK Advocates worksite programs appeared to be an option if a member wanted to make a change, and if there is an opening. However, this does not align with the SE principles because these are not true competitive jobs. Staff report members are generally closed after they are employed in the community. As a result, it is not clear if DK Advocates is equipped to assist members if a job (other than one paid by DK) ended. However, staff reported they would be willing to assist members, even without a referral, if the need arose.</p> <p>There is limited evidence of assistance to obtain employment through other settings (e.g., call center) outside of DK Advocates paid worksites. Based on the closed roster and currently open roster, few members were in the process of seeking competitive employment, and most closed had not</p>	<ul style="list-style-type: none"> DK Advocates member services may be improved by identifying and resolving internal or external barriers to providing services after three months or after a member obtains employment. Once that issue is identified and resolved, the staff may have the capacity to provide assistance if a member ends a job and transitioning to another.

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			<p>obtained competitive employment. There were 15 members closed in the past six months. Three of those members reportedly obtained competitive employment in the community, with a total of four members in competitive employment in the prior year.</p>	
7	Follow-along supports:	(1 – 5) 1	<p>In good fidelity Supported Employment programs, follow along supports are provided to members who obtain community-based competitive employment to help members successfully retain their jobs. DK Advocates provides time limited evaluation, monitoring, assessment and supports for members in agency-based worksite activities.</p> <p>Of the SMI members, it does not appear any received follow along supports, primarily due to the fact they are closed after three months of worksite activities. When asked about follow along supports, staff report there is nothing official, adding few members asked for ongoing support. Although one client was reportedly served through the program for a number of years, evidence of follow-along supports are not consistently evident. There were 15 members closed in the past six months. Three of those members reportedly obtained employment in the community, and there is no evidence long term supports were provided.</p>	<ul style="list-style-type: none"> DK Advocates should explore options to provide follow along supports to members as long as they want it. It is especially critical for members to have supports before and after starting a job, to ensure they know their hard work of job seeking is important and successful. This also applies to issues noted in the previous section (Jobs as Transitions.) Preferably, follow along supports would be provided to the members and the employers. DK Advocates should work with the RBHA to identify system issues that potentially prevent follow along supports. This might also include collaboration with VR (e.g., if not being accepted through VR in a timely manner, and subsequent funding issues, impacts the ability of DK Advocates to provide ongoing supports).

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			<p>DK Advocates completed the DB101 process with members with summary results located in records. However, other aspects of support were not located, as referenced above. In addition, there is no evidence that DK Advocates maintained contact with member natural supports (e.g., family, friends). As part of the review, contact was established with one of two identified supports. The support reported she was not familiar with services provided through DK Advocates.</p>	<ul style="list-style-type: none"> In addition, it is recommended that DK staff receive training regarding the specific benefits of involving members' informal supports in the employment search process (e.g., when completing the vocational profile) as well as how to work with members regarding the pros and cons of disclosure when pursuing competitive employment.
8	Community-based services:	(1 – 5) 3	<p>The DK Advocates staff identified in the role of Employment Specialist reported they provide services in the community approximately 40% - 60% of their time. However, based on records reviewed and members interviewed, all members were involved in worksite activities. As a result, there was no evidence of direct contact with Employment Specialists or community based services.</p>	<ul style="list-style-type: none"> DK Advocates may want to consider completing a time study to identify potential challenges or conflicts to Employment Specialists spending more time in the community doing Supported Employment work. Additionally, a programmatic review of Employment Specialist activities may be beneficial in order to identify all times employment specialists are required to be on-site at the agency and to evaluate how much time is left for employment specialists to be in the member's community working on job development, and follow along supports for members who are competitively employed. In the future, the SE supervisor should periodically review the time each ES

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				spends in the community, working toward the goal of 70% for each ES.
9	Assertive engagement and outreach:	(1 – 5) 4	<p>Although most members are closed after three months or after placed, there is some evidence of engagement in program services. DK staff call the member and CM (or primary clinic contact) if they are not attending services. However, it does not appear outreach other than phone calls occurs if a member is not attending. Even though staff report multiple outreaches occur each month, it appeared the engagement and outreach could be time limited, or when the CM confirms Supported Employment closures have occurred.</p> <p>DK Advocates staff report there is very little contact with members after placed in employment, but members know they are welcome and can get in touch with the program anytime. Staff noted if former members come back four or five months later, they would still assist, whether or not an official referral is provided. Staff report some members have returned to the program for soft skill help.</p>	<ul style="list-style-type: none"> • This area was difficult to assess fully due to the reliance on worksite activities at DK Advocates. • The purpose of assertive engagement and outreach related to Supported Employment is to assist the member in the search for competitive employment, not encourage members to attend additional soft skill training days. It appears DK Advocates has the capacity to outreach members who disengage from services, but member services may improve if the agency develops a consistent engagement policy that incorporates activities that will occur in conjunction with calls to the person and the CM. Once SE services are implemented more closely aligned with the evidence-based model, It is recommended that both clinical and provider staff use a variety of strategies to connect with members who have dropped out, or failed to engage, in the program.

SE FIDELITY SCALE SCORE SHEET	
Staffing	Score (1-5)
1. Caseload	5
2. Vocational services staff	5
3. Vocational generalists	4
Organizational	
1. Integration of rehabilitation with mental health treatment	1
2. Vocational unit	4
3. Zero-exclusion criteria	4
Services	
1. Ongoing work-based assessment	1
2. Rapid search for competitive jobs	1
3. Individual job search	1
4. Diversity of jobs developed	1
5. Permanence of jobs developed	2
6. Jobs as transitions	1
7. Follow-along supports	1
8. Community-based services	3
9. Assertive engagement and outreach	4
Total Score	38